

2 0
2 1



P A C E

PROUDLY SUPPORTING

**youth
projects**

First published 2021
Aspect Personnel
Level 13, 385 Bourke St, Melbourne, VIC 3000, Australia

Author: Sampson, Matthew Phillip
Title: The PACE Survey — Volume 9
ISSN: 2203-451X

Subjects: Wage surveys – Victoria.
Personnel management – Victoria.
Architecture – Victoria.
Construction industry – Victoria.
Engineering – Victoria.

No part of this book may be reproduced without prior written permission of Matthew Sampson. All inquiries should be directed to the publisher at the address above.

Report design by Socket to Me Pty Ltd.

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.

8 report
overview

24 project
management

50 planning

76 architecture

108 construction

136 engineering

172 surveying

176 business
support

a sample of contributing companies

Adams Consulting Engineers
ADP Consulting
AlphaPCM
Arcadia Landscape Architecture
Archsign
Ardent Architects
ARM Architecture
Armsby Architects
ARUP
ASPECT Studios
b.e Architecture
Baldasso Cortese
Beveridge Williams
BG&E Facade Consultants
Bitu-mill
BKK Architects
BlueSphere Environmental
Botanical Traditions
Breathe Architecture
Bruce Allen Architect
BSPN Architecture
Buildcorp Group
BY Projects Architecture
ByDesign Construction Group
CardnoTGM
Caulfield Krivanek Architecture
Chi-Rho Consulting
CJ Arms
ClarkeHopkinsClarke
Conceptz
Conrad Gargett
Coulthard Shim
Cox Architecture
Currie & Brown

Dalton Consulting Engineers
DCA Design Australia
DPM Consulting Group
DS Architects
Duo Projects
ERA Architects
erbas™ | erbas™ SUSTAIN
FMSA Architecture
Gray Puksand
Home & Industrial Soil Test
Human Habitats
Insite Architects
Intrax Consulting Engineers
Ironsides
JBA Consulting Engineers
Jeavons Landscape Architects
John Wardle Architects
K2LD Architecture and Interiors
Katz Architecture
Kleinfelder
KLM Spatial
Klopper Dobos
Kosloff Architecture
Landserv
Lanskey Constructions
LD Eng
Longbow Group
Lovell Chen
Marshal Melbourne Management
Maz Group
Mesh Planning
Metro Trains Melbourne
Millar | Merrigan
MPA

Multiworks Australia
Niche Planning Studio
NJM Design
O'Brien Traffic
Oxley + Co
PDS Group
pitt&sherry
PM Design Group
PMDL Architecture + Design
proUrban Advisory, Planning & Management
Pulse Architecture
R.Bliem & Associates
Ratio Consultants
RBA Architects
Senversa
Silver Thomas Hanley
SJB Architects
Spiire
Sterling Infrastructure
Studio B Architects
Taylors
Terrain Consulting Group
Tract Consultants
Urban Water Solutions
VED Constructions
Vincent Chrisp Architects
Vistek
Wallbridge Gilbert Aztec
Watson Young Architects
Windiate Architects
Woods Bagot

introduction and acknowledgements

Welcome to the 2021 PACE Survey.

2020 was a year like no other I have ever experienced. Conducting a local industry and salary survey felt a little less pressing, given the significance of events surrounding us – not just as an industry, but as a population. We questioned whether it was appropriate to ask business leaders for their time to contribute data when they had so many other priorities to attend to.

With some encouragement from the PACE community, we proceeded with pushing the survey out and are pleased that we did. While much of the data contained in the report is less positive than previous years, it acts as a valuable point of reference and a chapter in our industries' stories. I hope that this year more than ever, the data, insights and predictions found in PACE support your organisational planning, and ultimately the success of your business or career.

As always, the PACE Survey remains proudly not-for-profit, with all funds raised from its distribution going towards our partner charity which, in 2021, is Youth Projects. You can find out more about what they do on page 6 and 7.

While our commitment to supporting a local charity remains consistent, the way in which we've chosen to raise funds has changed in 2021. Whereas traditionally, we have charged people to access the PACE Survey, providing the data for free this year felt right.

Instead, Aspect will be donating \$250 to Youth Projects on behalf of your organisation, if we place someone permanently with you before 30 June 2021.

Of course, you may not plan to hire anyone before 30 June so, if you get value from PACE and you'd like to support Youth Projects, you're welcome to donate to them [here](#).

We've included a series of COVID-19 specific questions in this year's report, which we very much hope will only appear in the 2021 edition. We trust that this provides you with some relativity of the impact of COVID-19 on your organisation, and the industry's outlook on our journey out of the pandemic.

Before I let you turn the page and get into the valuable part of the report, I'd like to say a couple of quick thank yous.

To the two people that have been involved in making the PACE Survey possible since day one. Cass Maynard, you have managed PACE 2021 from front to back, with absolute expertise and the perfect balance of patience and impatience. Jo Ryan, you have delivered a beautiful report for us yet again.

To the team at Aspect, thank you for supporting the PACE Survey and promoting it to your networks.

And finally to everyone who contributed data. The PACE Survey would simply not exist if it wasn't for you donating your time and entrusting us with your information.

We hope the 2021 PACE Survey supports the success of your business, your career, or however you choose to draw value from our report.

I wish you all the very best for 2021, and look forward to seeing you in 12 months for PACE 2022.



Matthew Sampson
Author



Youth Projects exists to provide life-changing opportunities for young people and people experiencing homelessness.

»» PACE 2021 charity partner: Youth Projects

We are an independent, registered charity which provides front line support to people facing barriers to social and economic participation to provide responsive and timely intervention to open up pathways out of poverty and homelessness – breaking the cycle of disadvantage. The impact we seek enables each person to lead longer lives, have improved health, meaningful employment and a greater sense of belonging, safety and security through a holistic model of care.

Our free services span across a range of areas including transition to work, disability employment services, employability skills training, primary health services, youth-specialist alcohol and other drugs programs, and we operate three social enterprise cafes across Melbourne which not only serve great coffee but provide a hands-on training platform for young people accessing our services.

»» How the proceeds of PACE will make an impact

Every dollar raised through PACE will go towards supporting disadvantaged and marginalised young people access critical support that will enable them to secure meaningful, long term employment and have a greater sense of belonging, safety, and security.

This includes anything from basic care packs with food, hygiene items, toiletries, Myki card and phone credits, to intensive sessions with a qualified youth coach to create a full resume, cover letter and career plan, and the technology a young person needs to decrease social isolation, apply for work, complete online interviews and engage with their studies for employment pathways.



Get involved.



Give goods

Create an impact that's tangible and practical by donating food, clothing and job-ready items for people doing it tough. It's the super practical items that are the most helpful. Head over to youthprojects.org.au/give-goods for a list of items need most right now.



Donate

Help us continue providing high impact, responsive support tailored to every individual's needs by making a tax-deductible donation at youthprojects.org.au/donate



Workplace Giving

Invest in real social change by making a pre-tax contribution each month through your workplace. Chat to Youth Projects to find out how.



youth projects

youthprojects.org.au

REPORT OVERVIEW

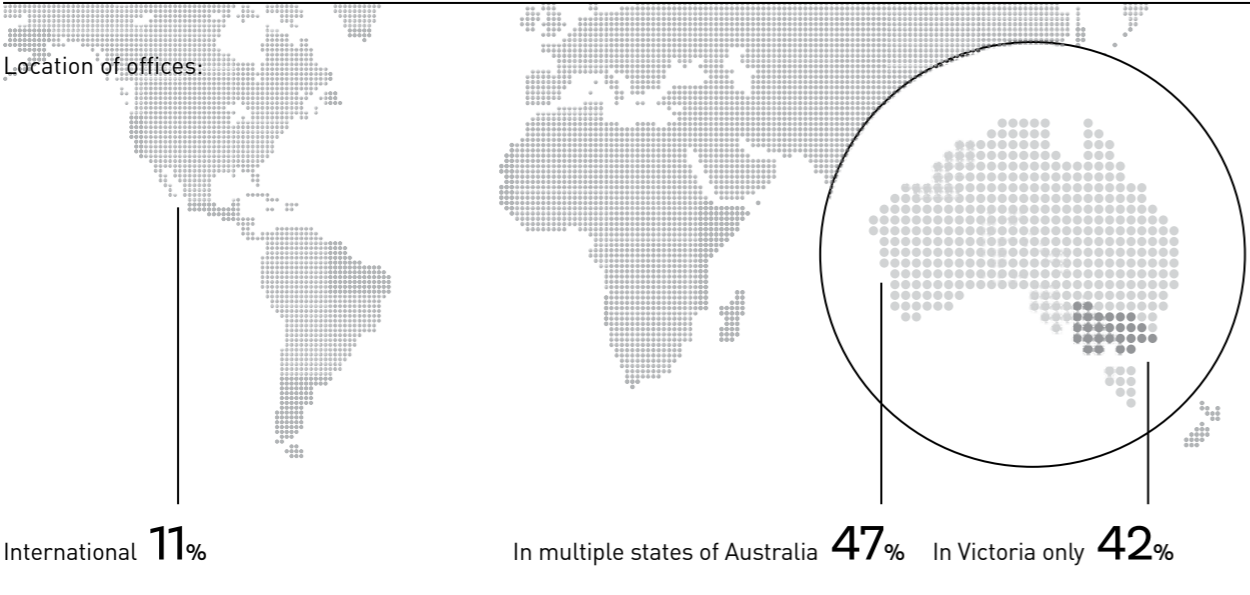
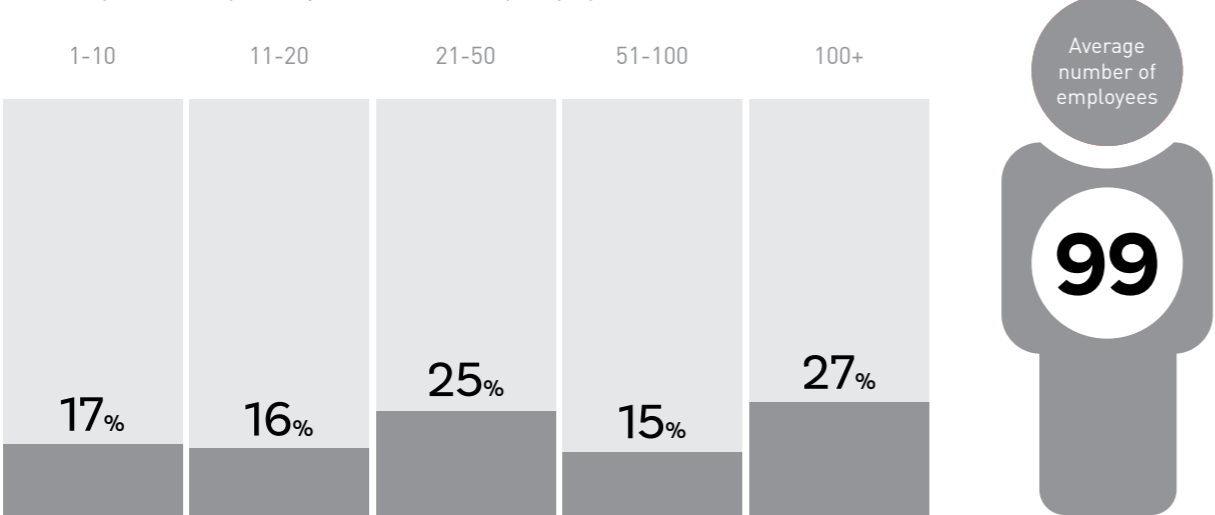
report overview

INDUSTRY FACTS



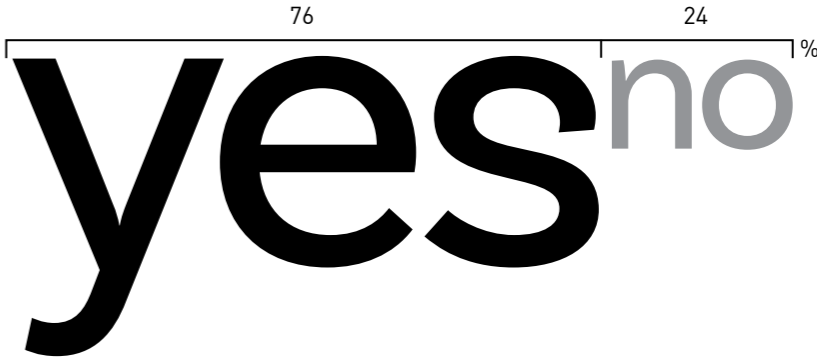
company demographics

How many staff does your organisation currently employ?



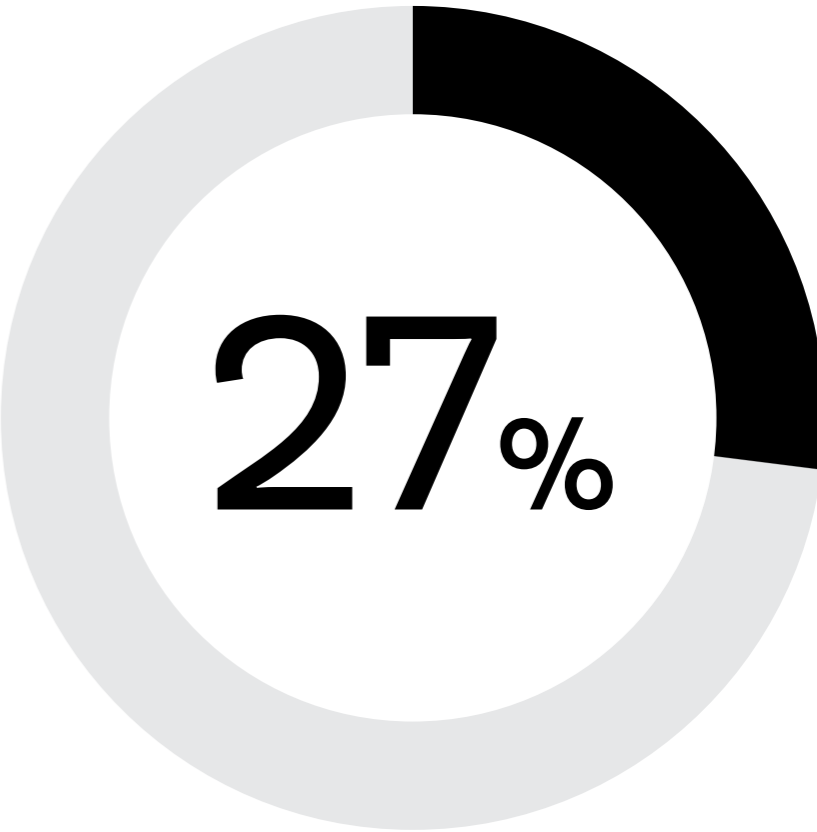
covid-19 impact

Was your business negatively impacted by COVID-19 in 2020?



If yes, respondents were asked the following COVID-19 related questions.

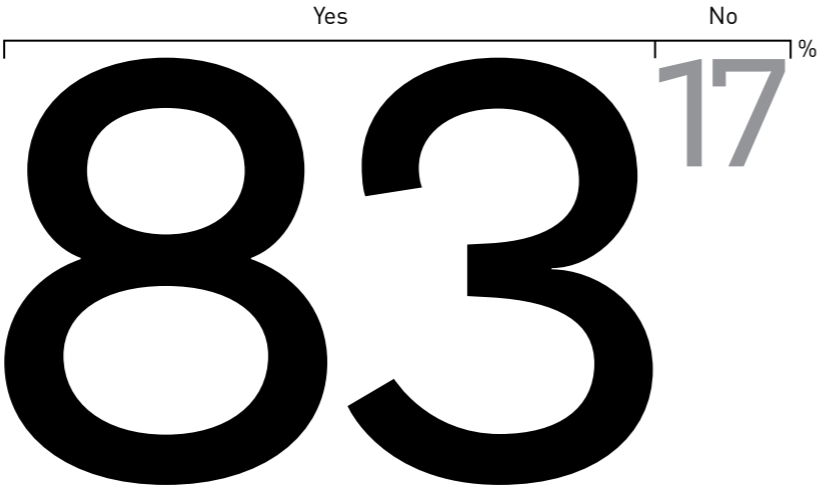
If your revenue decreased in 2020, approximately what percentage (%) did your revenue decrease as a result of COVID-19?



This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 11.

covid-19 impact

Did your business qualify and access JobKeeper?



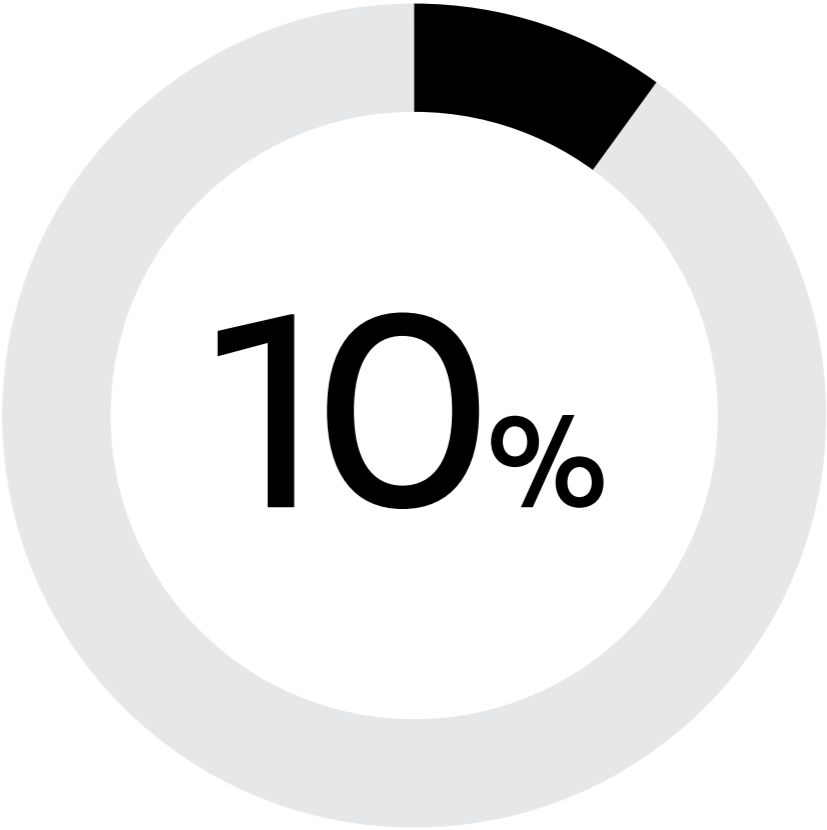
What other labour cost management strategies did you implement in response to COVID-19?



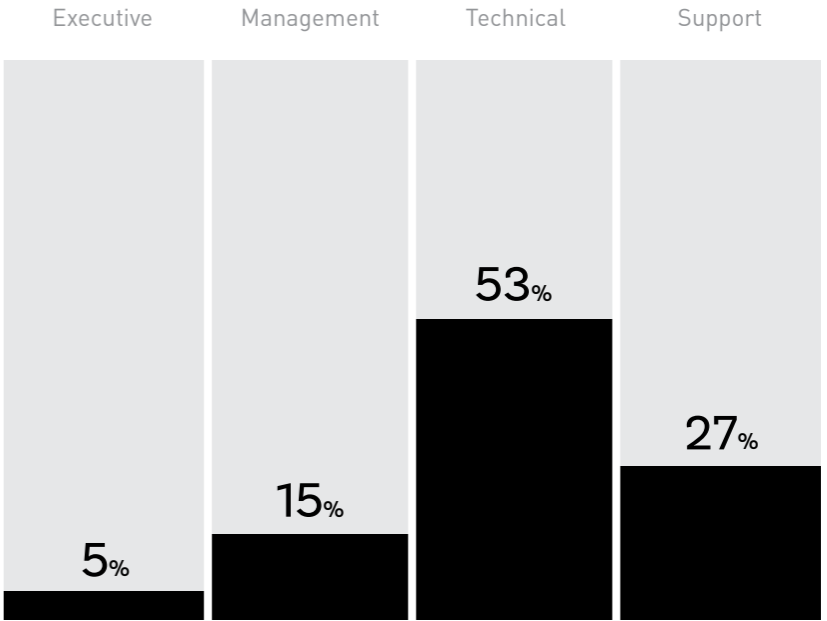
*N/A: We didn't implement other labour cost management strategies

This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 11.

If you made permanent staff redundant, approximately what percentage (%) of permanent staff were made redundant as a result of COVID-19?



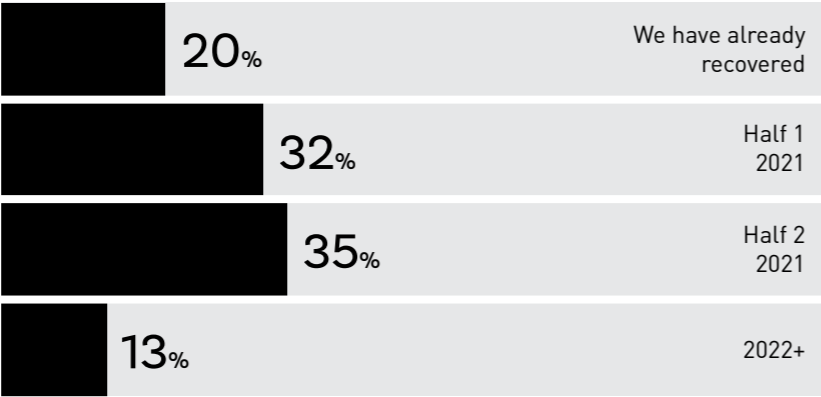
Of staff made redundant, what type of role were they in?



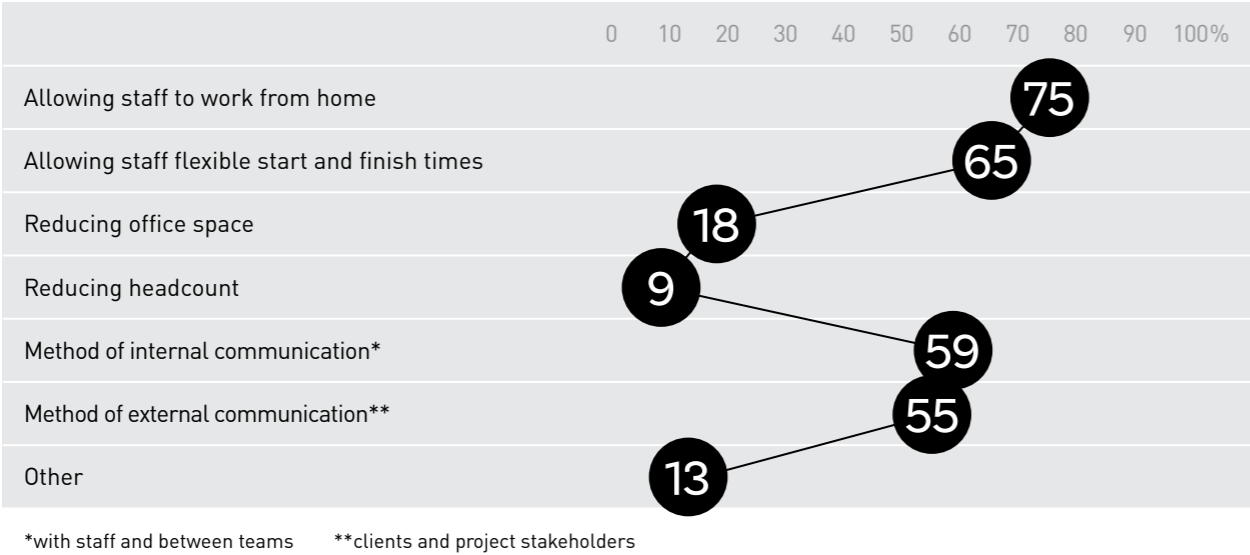
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 11.

covid-19 impact

How quickly do you predict your business will recover from the impact of COVID-19?



What long term changes will you make to your business as a result of COVID-19?



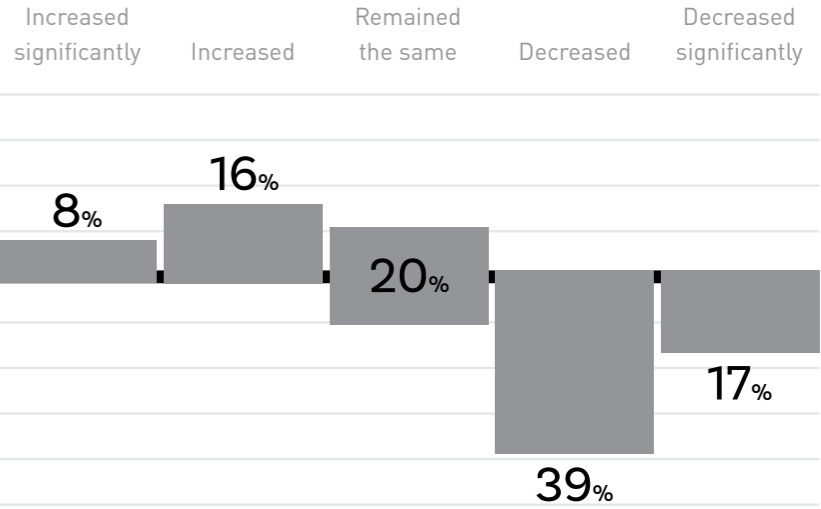
Is your project pipeline (unconfirmed or dormant projects), for this time of the year:



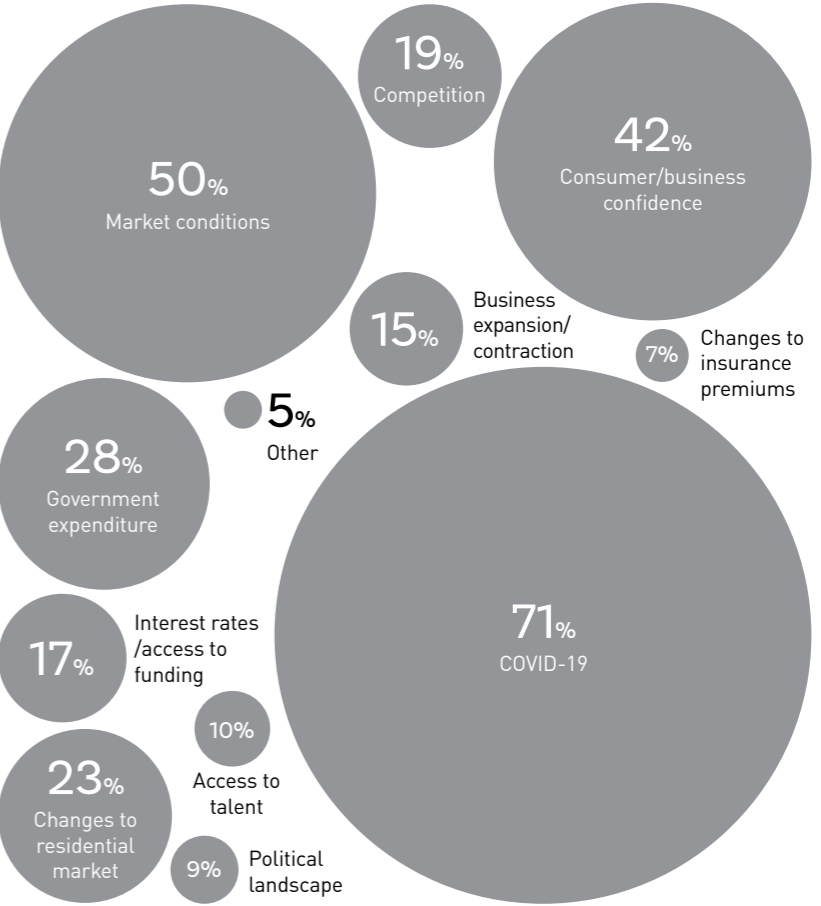
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 11.

business activity

Compared to 2019, did business activity in 2020:



What has had the biggest impact on business activity levels in 2020?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	36%	19%	6%	5%	0%
1-5%	17%	14%	8%	6%	5%
6-10%	5%	12%	14%	8%	8%
11-20%	9%	14%	24%	7%	14%
21-50%	23%	29%	38%	18%	60%
50% +	10%	12%	10%	56%	13%

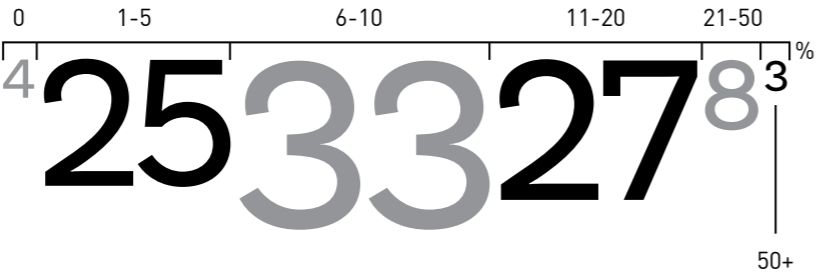
Approximately what percentage of your staff are employed on a part-time basis?

0%	77%	53%	28%	26%	11%
1-5%	8%	23%	20%	18%	31%
6-10%	3%	5%	26%	11%	16%
11-20%	5%	8%	13%	14%	25%
21-50%	3%	6%	9%	16%	13%
50% +	4%	5%	4%	15%	4%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

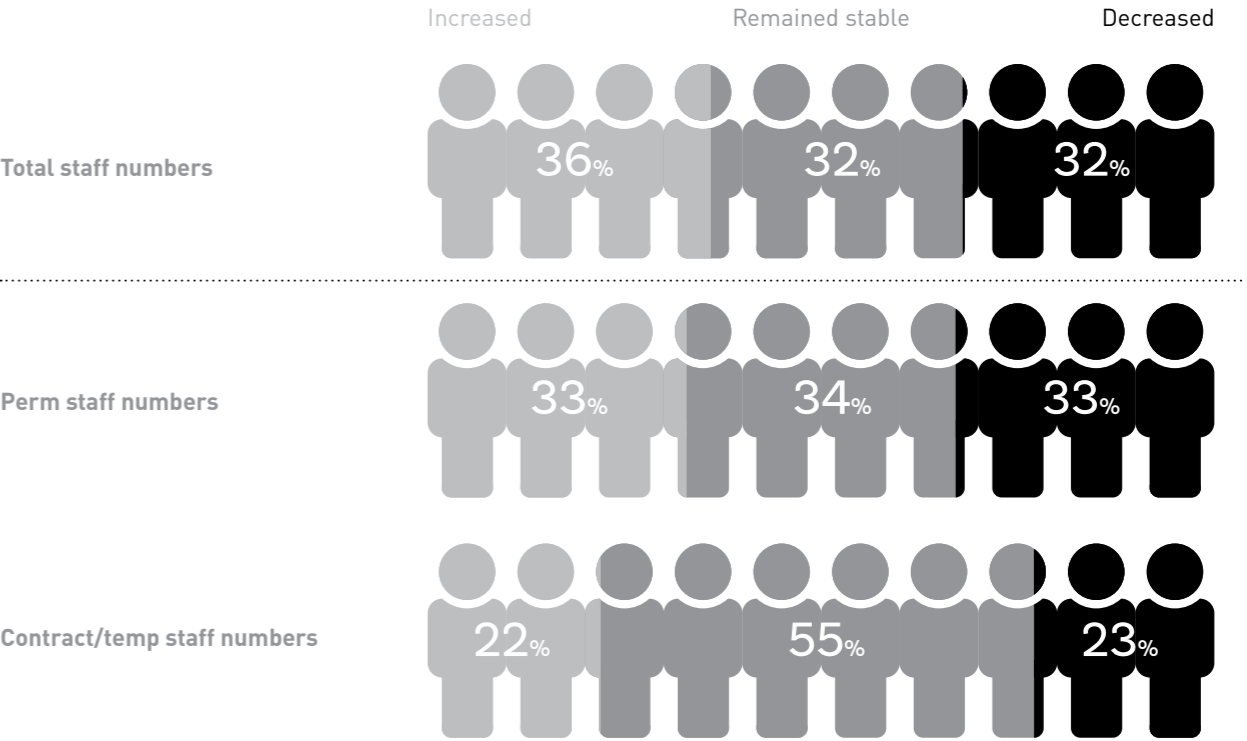
0%	97%	96%	49%	75%	54%
1-5%	2%	2%	30%	16%	31%
6-10%	0%	1%	13%	2%	11%
11-20%	0%	0%	5%	4%	2%
21-50%	0%	0%	2%	1%	1%
50% +	1%	1%	1%	2%	1%

Approximately what percentage of your staff are employed as support staff?

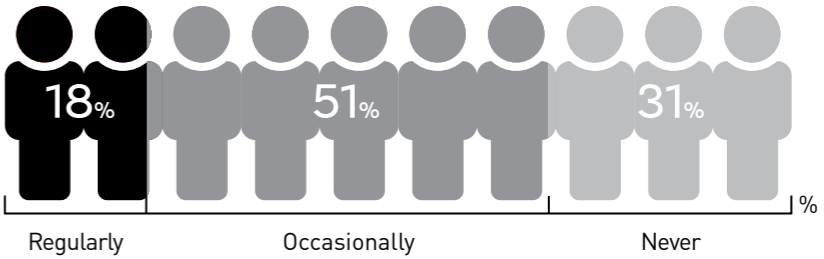


retention & turnover

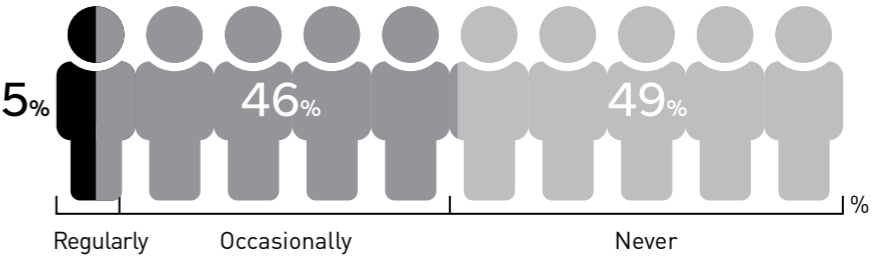
In 2020, have staff numbers within your organisation:



In 2020, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

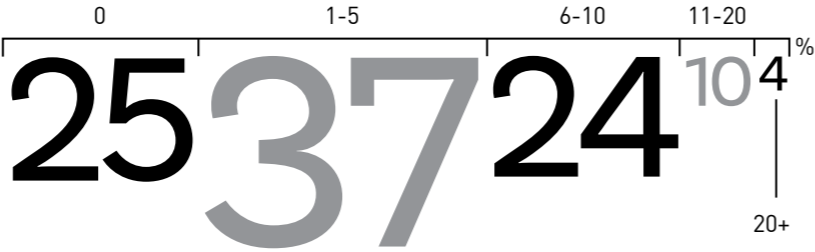


In 2020, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?

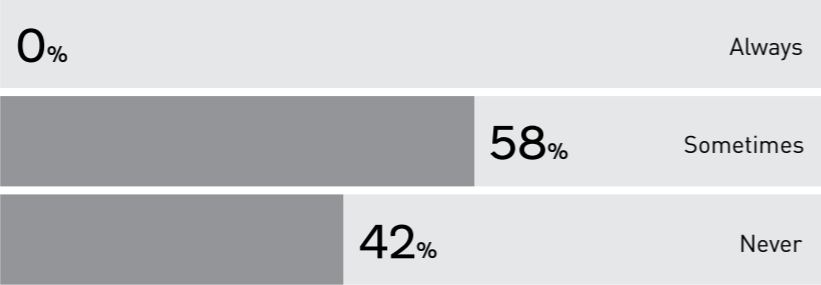


retention & turnover

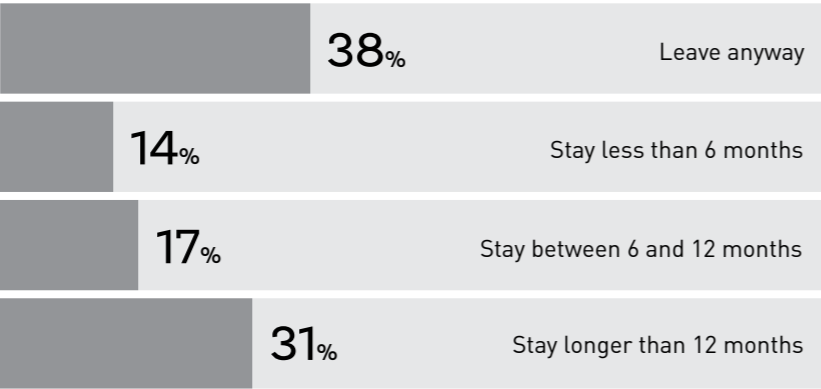
Approximate what percentage of voluntary staff turnover (resignations) did your organisation experience in 2020?



Do you counter offer departing staff?



Of those counter offered, do they usually:

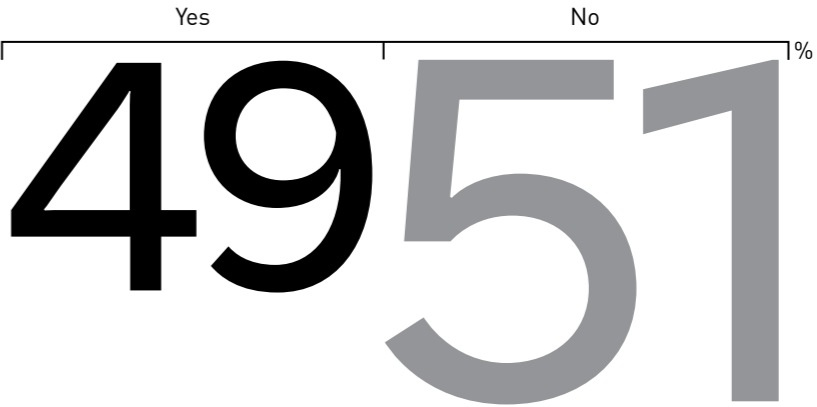


What were the most common reasons for staff resigning in 2020?



*or management **or work-life balance
† Personal circumstances i.e. Parental leave, relocation, health, retirement

Did you enforce reduced work hours for any permanent employees during 2020, due to reduced workload?

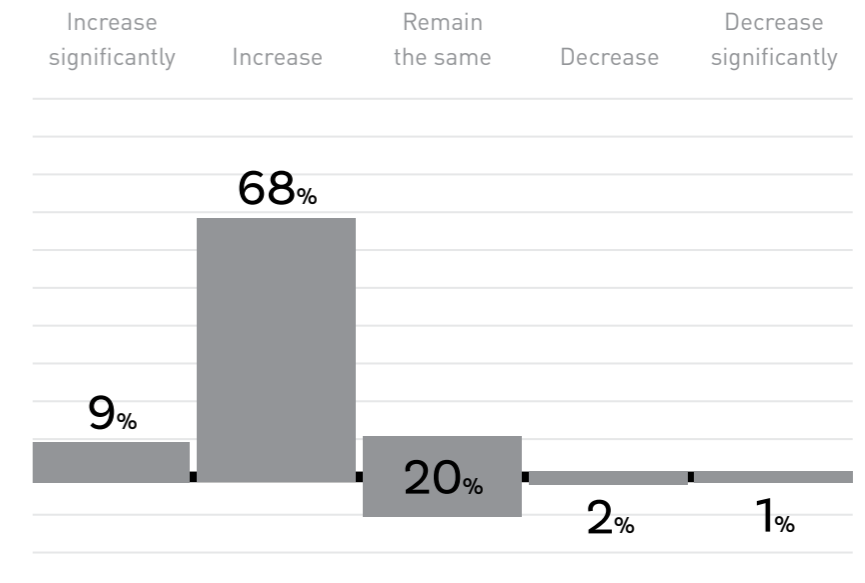


flexibility & benefits

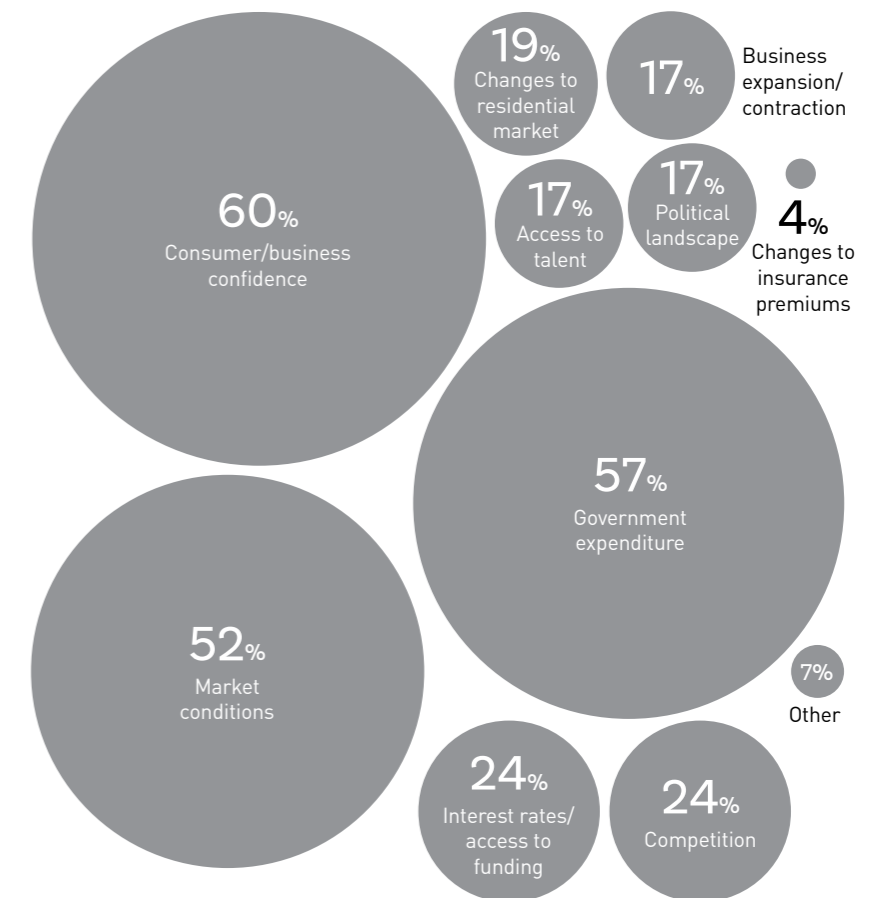
Do you offer any of the following monetary employee benefits?		Executive	Mgmt	Technical	Support
	Car/car allowance	51%	35%	23%	6%
	Parking	64%	52%	33%	32%
	Additional superannuation	16%	5%	4%	3%
	Insurance	22%	9%	9%	8%
	Salary sacrifice	37%	44%	41%	39%
	Bonuses	48%	59%	60%	56%
	Profit share	51%	19%	8%	5%
	Financial support for study	25%	38%	48%	41%
	Additional paid parental leave	21%	22%	23%	24%
Do you offer any of the following non-monetary employee benefits?	Health & wellbeing*	42%	40%	39%	41%
	Casual dress policy	70%	70%	73%	76%
	Birthday day-off	8%	8%	7%	7%
	Externally facilitated training	63%	64%	61%	54%
	Additional annual leave	20%	19%	23%	19%
	Paid study leave	26%	28%	31%	29%
	Additional unpaid parental leave	30%	31%	32%	32%
*Health & wellbeing program allowance					
Do you offer any of the following flexible workplace practices?	Flexible work hours	85%	87%	84%	79%
	Flexible workplace**	85%	88%	84%	81%
	Compressed working week	14%	15%	17%	16%
	Part-time hours	38%	45%	52%	60%
	Job sharing	3%	3%	3%	11%
	Career breaks	12%	12%	13%	9%
**Flexible workplace/work from home					

next 12 months

Compared to 2020, do you expect to see business activity in 2021 to:

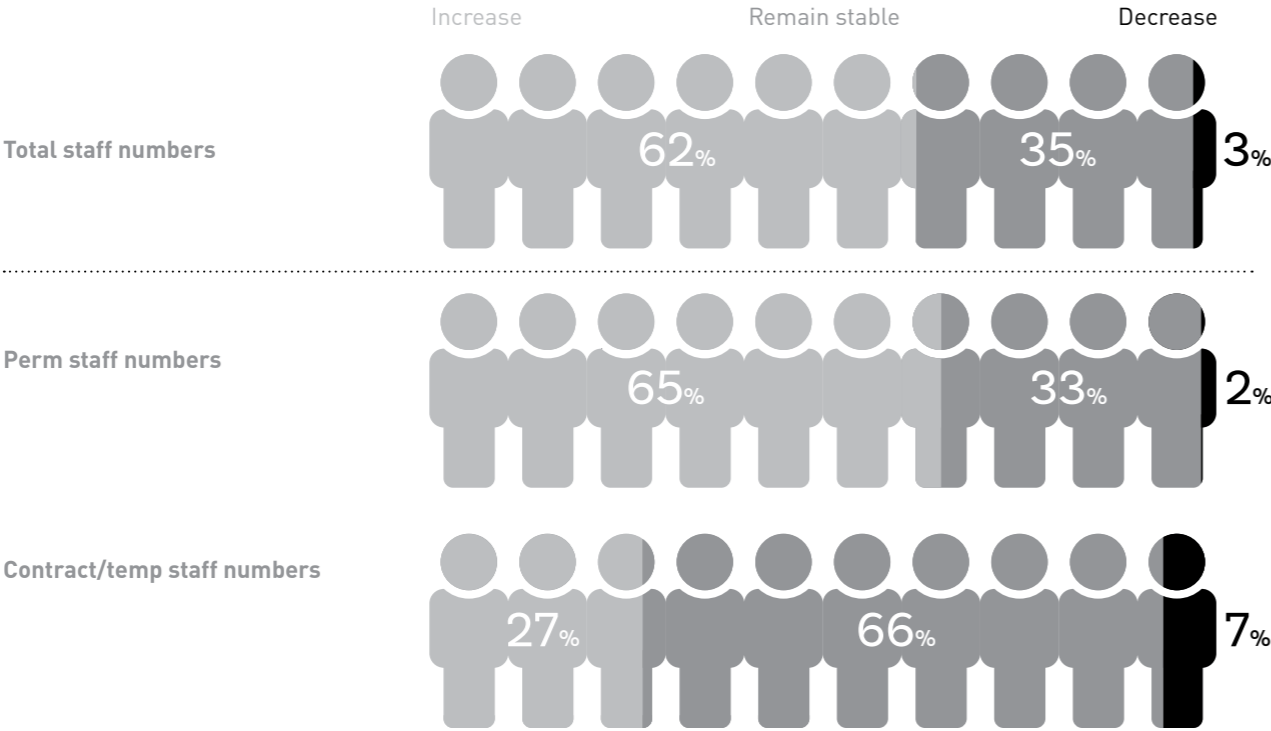


What do you predict will have the biggest impact on business levels in 2021:

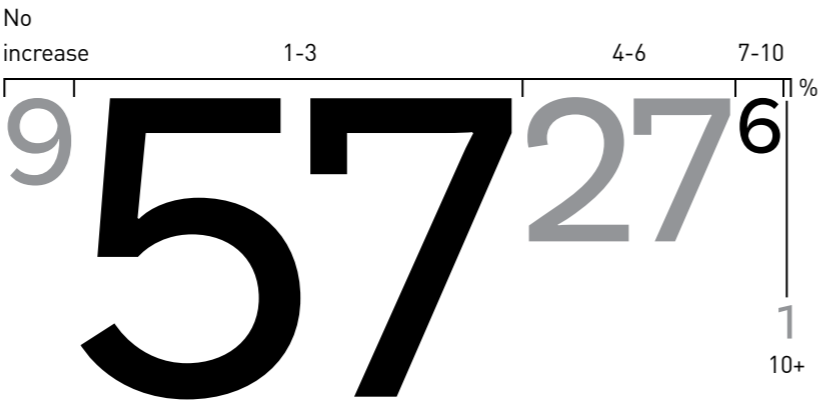


next 12 months

In 2021, to you expect staff numbers to:



In your next round of performance reviews, what do you expect to increase salaries by?



77%

of participating firms anticipate an increase in workload in 2021, only 3% expect a decrease.

project management

INDUSTRY FACTS



75% of responding firms expect staff numbers to remain stable over the next 12 months, while 25% plan to grow.

introduction

OBSERVATIONS FROM 2020

2020 proved to be an unpredictable year for Victoria's project management consultancies, with 44% of respondents reporting an increase in business activity, and 33% reporting a decrease. While these figures represent weaker business activity than reported in previous years, the market showed a higher level of resilience to the economic impacts of COVID-19 than all other industries surveyed.

45% of project management consultancies reported that COVID-19 had a detrimental impact on their business. Though, of that 45%, all reported an impact to the extent that they qualified for JobKeeper, indicating a reduction in revenue of more than 30% at some stage during 2020.

The project management industry favoured managing labour costs by reducing salaries of staff, while having them maintain their hours – 75% of project management consultancies impacted by COVID-19 implemented this strategy. This response was a unique one amongst industries surveyed, with other industries favouring reducing hours, standing staff down and making redundancies.

THE TALENT MARKET

A combination of fewer opportunities available in the market and a perceived higher risk of changing roles led to fewer resignations in 2020. Voluntary employee turnover rates in the Victorian project management industry dropped to 7.4% last year, down from the 10.7% and higher reported over the prior years.

Of those resignations, an alarming 44% of responding firms reported departure from the industry as the reason for staff departing – a figure substantially up from the 14% reported in 2019.

Aspect's Managing Director, Matt Sampson, reflects on these figures. *"Should these industry departures turn out to be long term, and closed borders continue to limit access to international talent, we can expect a heightened competition for talent in the years to come, adding pressure to both attraction and retention strategies for employers."*

Salary increases continue their downward trend, with the average salary increase offered in 2020 sitting at 3.3%, down from 4.8% in 2019 and 7.1% in 2018. The flow-through effect of softer wage increases has further decreased the percentage of total revenue spent on wages from 58% in 2018, to 56% in 2019, to 54% in 2020.

Sampson continues, *"2020 was an interesting year for project management professionals. The level of demand for their services was not the same as we'd experienced in previous years, and the degree to which candidates could command a higher salary was not as consistent across roles filled. Access to talent proved to be less of a bottleneck for PM consultancies, and we saw many companies use the opportunity to secure talent at lower salaries"*.

WHAT LIES AHEAD

2021 looks set to be a positive year. 78% of respondents expect business activity to improve, while none expect activity to decrease. Improving consumer and business confidence, as well as strong government expenditure, are predicted to act as the backbone of improving market conditions.

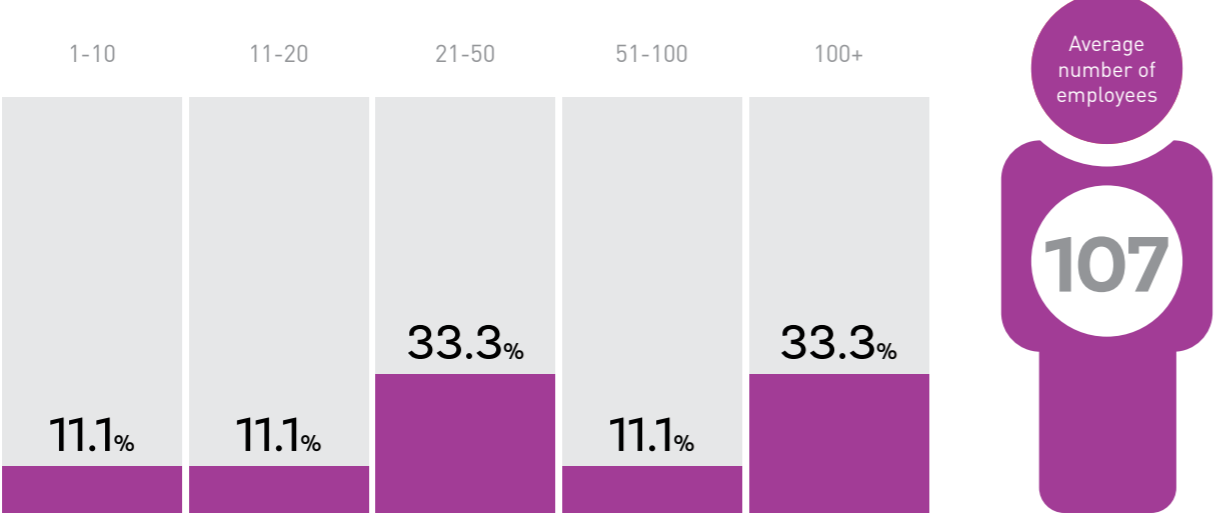
While business activity is anticipated to increase, many project management consultancies are not planning to increase staff numbers. 75% of responding firms expect staff numbers to remain stable over the next 12 months, while 25% plan to grow. This perhaps reflects the ambition to have a workforce fully utilised after a bumpy 2020.

While not all project management consultancies are committing to increasing staff numbers, they are all committing to evolving the way they work – by offering flexible work hours and work from home opportunities on an ongoing basis moving forward.

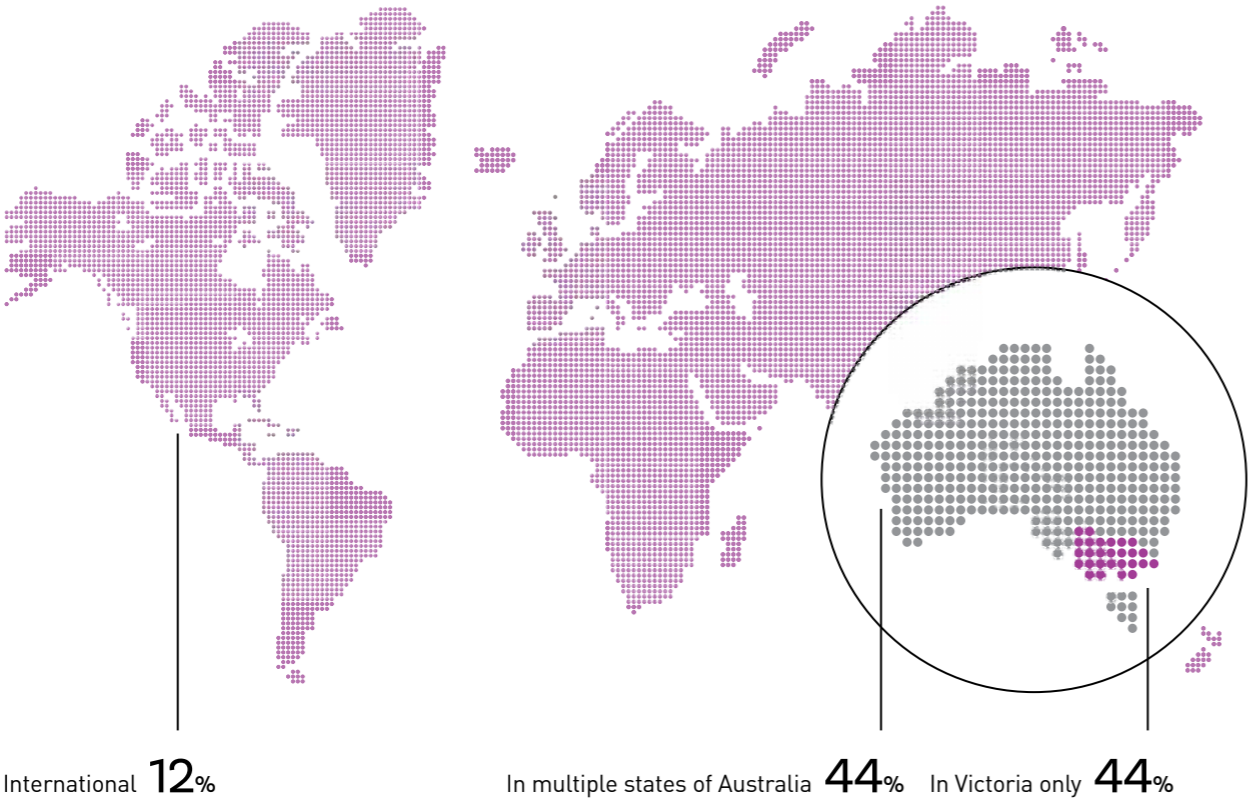
Ashley Dang, Consultant – Business Services & Support at Aspect observes, *"Over the last year, most candidates have become well acquainted with remote work, so it's not surprising to see that many of them have been enjoying the benefits of flexibility in the workplace. This had led to many candidates seeking employers who are able to offer workplace flexibility, and encouraged employers to offer a hybrid work model between working from home and office-based work. We've noted that candidates are seeking a balance of between 2-3 days working from home, while also keeping the ability to collaborate in person with colleagues a few times per week"*.

company demographics

How many staff does your organisation currently employ?



Location of Offices



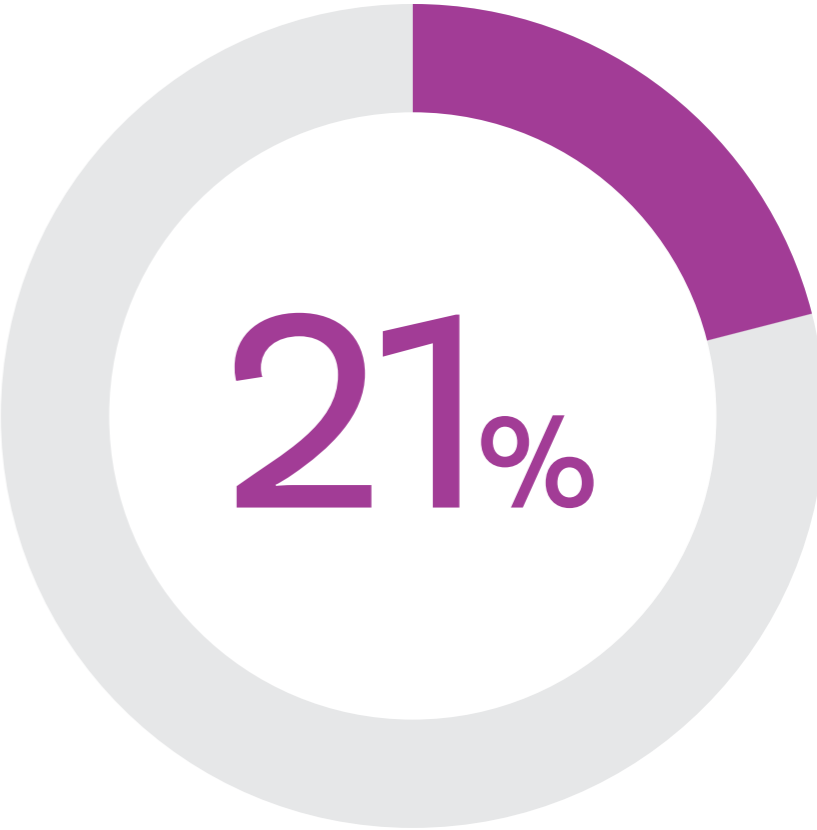
covid-19 impact

Was your business negatively impacted by COVID-19 in 2020?



If yes, respondents were asked the following COVID-19 related questions.

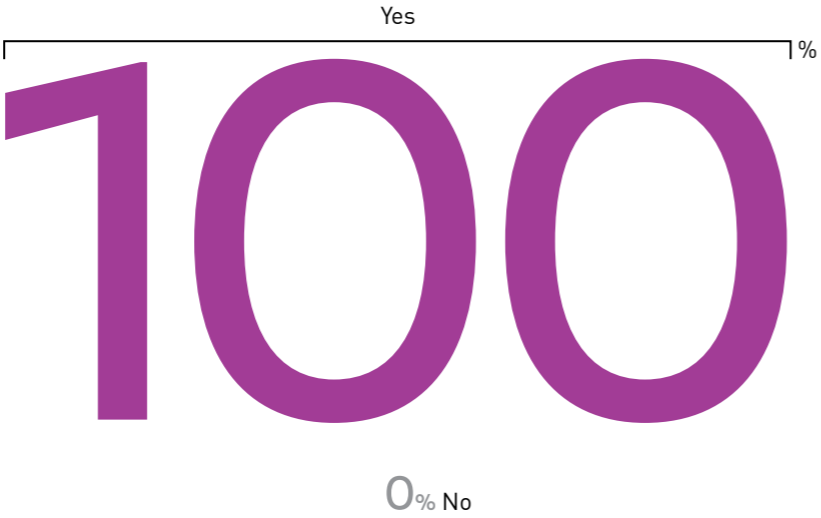
If your revenue decreased in 2020, approximately what percentage (%) did your revenue decrease as a result of COVID-19?



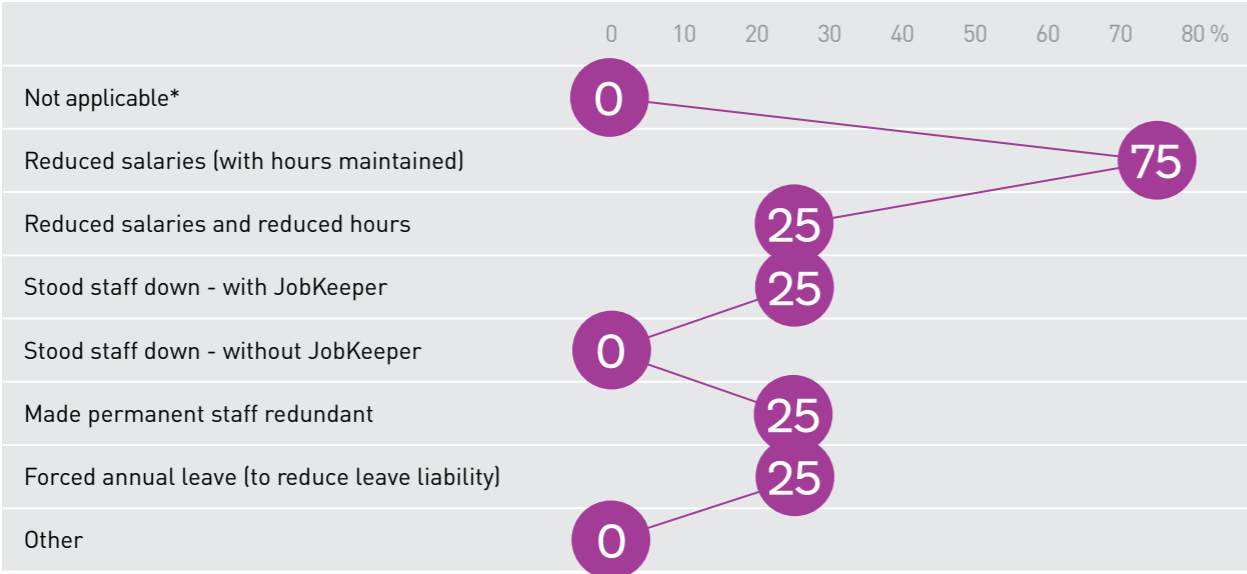
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 29.

covid-19 impact

Did your business qualify and access JobKeeper?



What other labour cost management strategies did you implement in response to COVID-19?



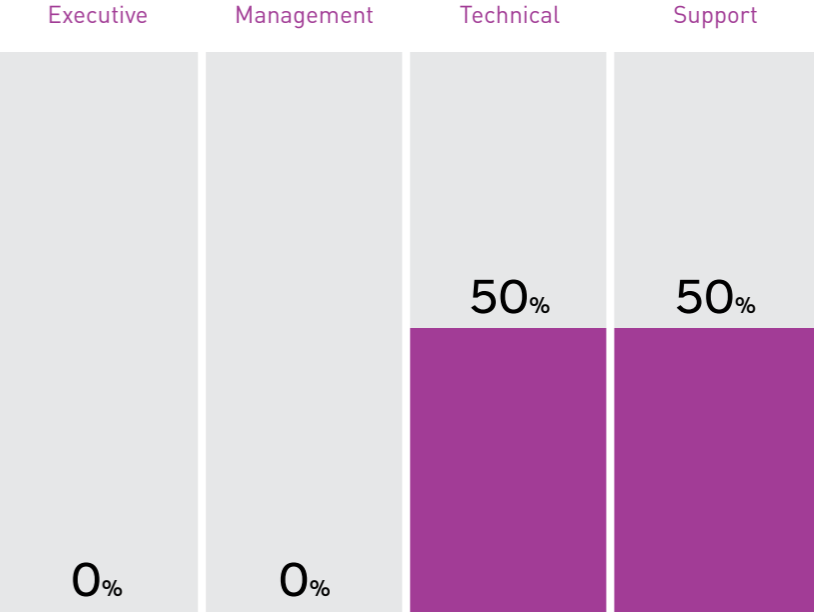
*N/A: We didn't implement other labour cost management strategies

This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 29.

If you made permanent staff redundant, approximately what percentage (%) of permanent staff were made redundant as a result of COVID-19?



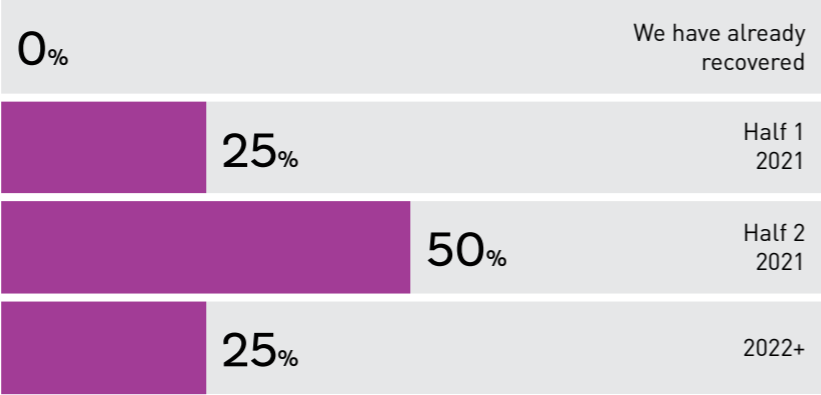
Of staff made redundant, what type of role were they in?



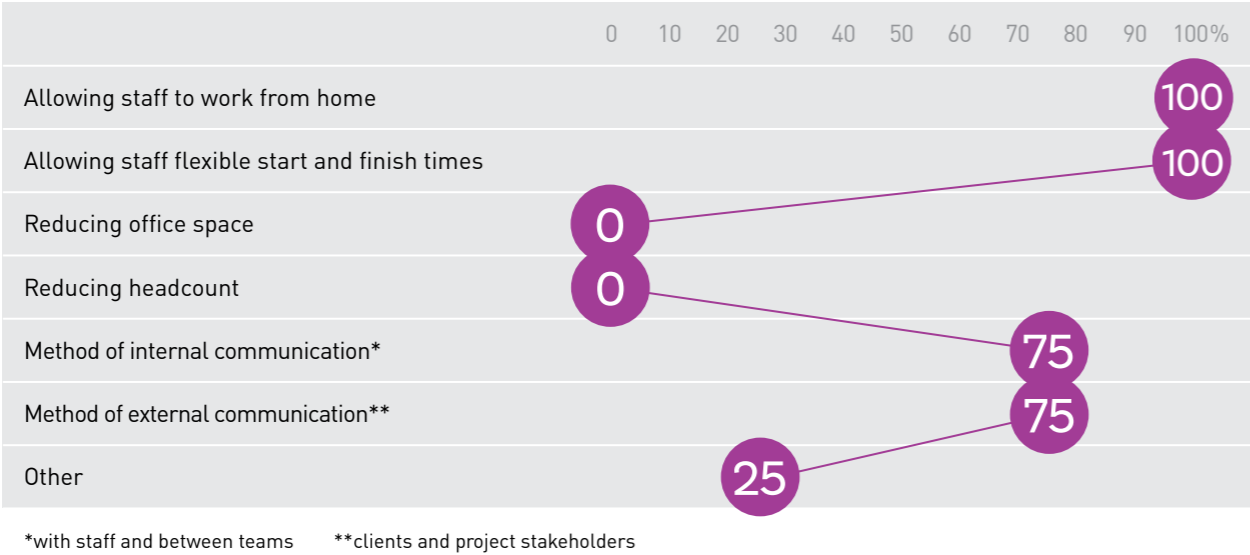
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 29.

covid-19 impact

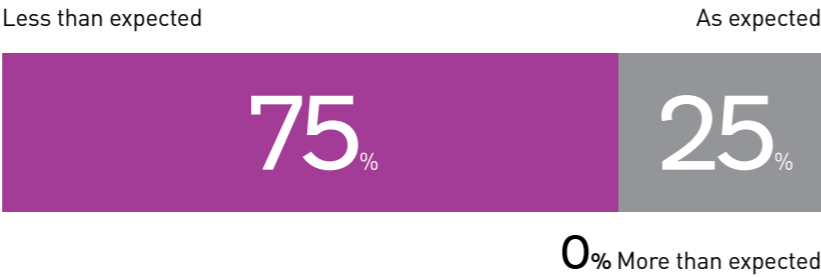
How quickly do you predict your business will recover from the impact of COVID-19?



What long term changes will you make to your business as a result of COVID-19?



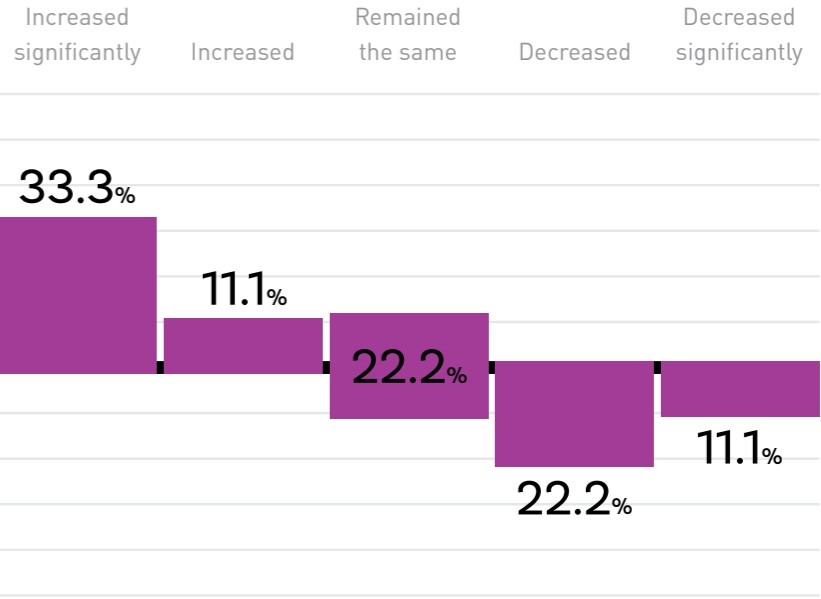
Is your project pipeline (unconfirmed or dormant projects), for this time of the year:



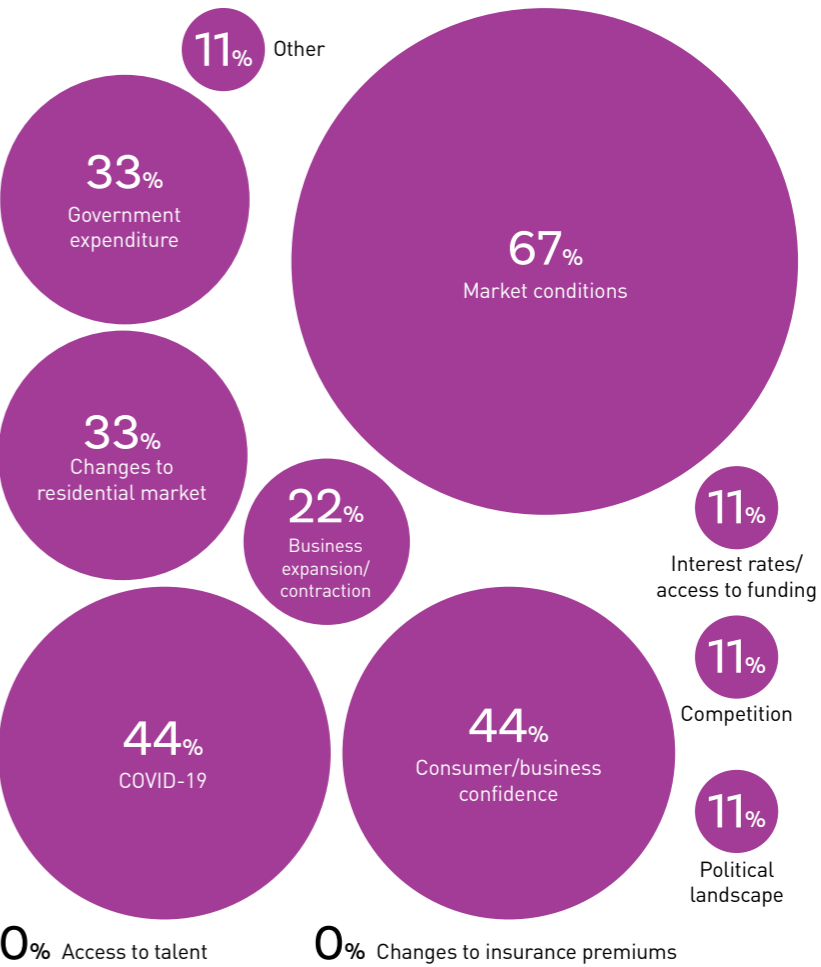
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 29.

business activity

Compared to 2019, did business activity in 2020:



What has had the biggest impact on business activity levels in 2020?

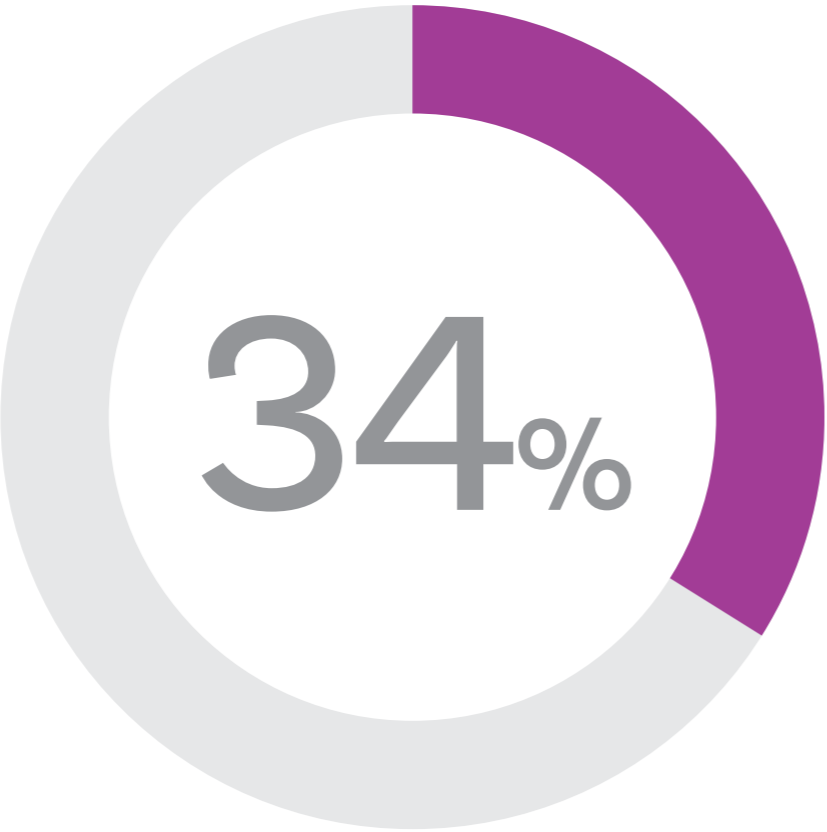


business activity

Does your organisation tender for projects?



Of projects tendered for in 2020, approximately what percentage were successful?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	50%	29%	0%	0%	0%
1-5%	25%	29%	12.5%	25%	11%
6-10%	0%	13%	0%	0%	0%
11-20%	25%	0%	37.5%	0%	11%
21-50%	0%	29%	50%	0%	78%
50% +	0%	0%	0%	75%	0%

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

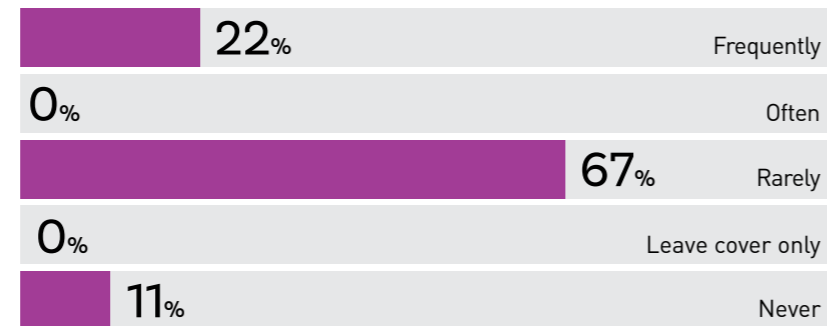
0%	75%	72%	37.5%	25%	11.1%
1-5%	12.5%	0%	25%	12.5%	22.2%
6-10%	0%	14%	12.5%	12.5%	22.2%
11-20%	12.5%	14%	12.5%	0%	33.3%
21-50%	0%	0%	12.5%	12.5%	11.1%
50% +	0%	0%	0%	37.5%	0%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

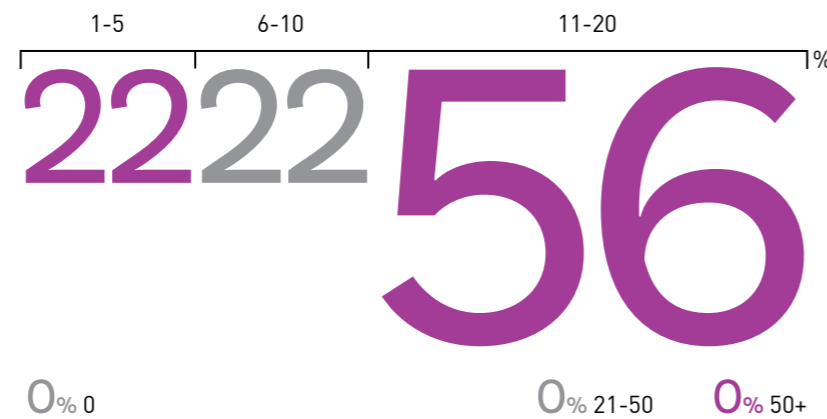
0%	72%	86%	37.5%	86%	50%
1-5%	14%	0%	37.5%	0%	37.5%
6-10%	0%	0%	0%	0%	0%
11-20%	0%	0%	0%	0%	0%
21-50%	0%	0%	12.5%	0%	0%
50% +	14%	14%	12.5%	14%	12.5%

hr & talent

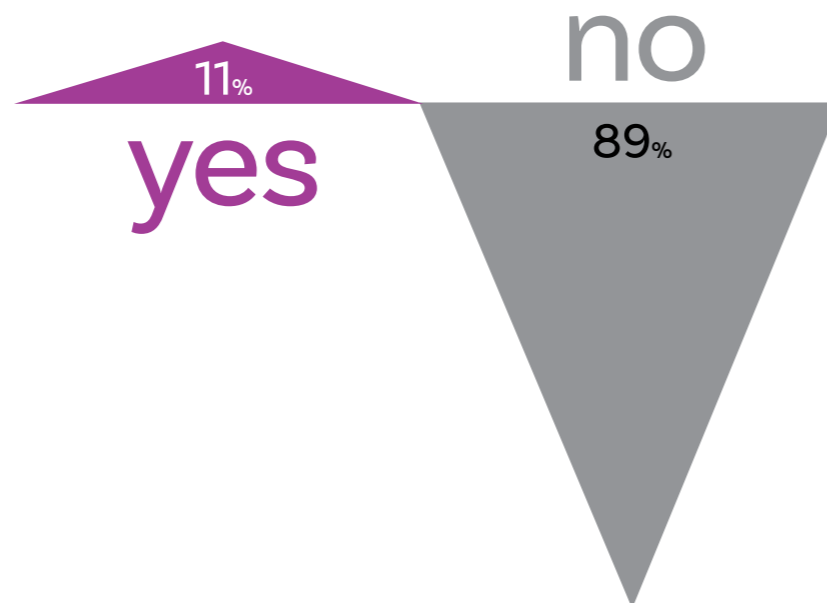
How often do you employ temp/contract staff?



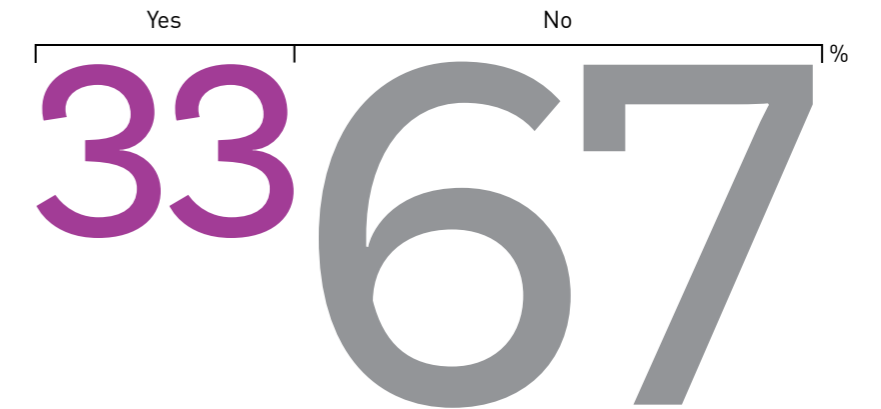
Approximately what percentage of your staff are employed as support staff?



Does your organisation employ an internal talent acquisition team or professional?



Have you recruited any graduates in 2020?



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

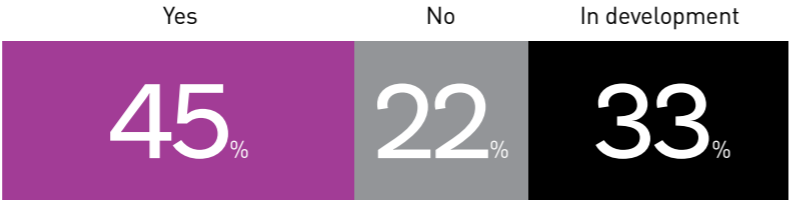


Did you provide visa sponsorship to any employees in 2020?

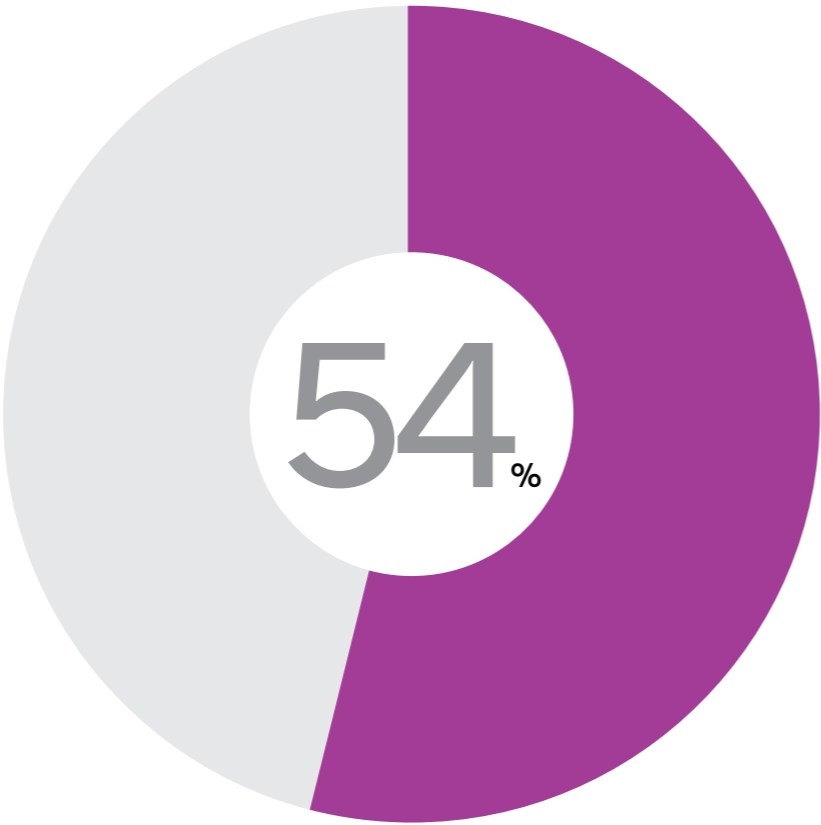


hr & talent

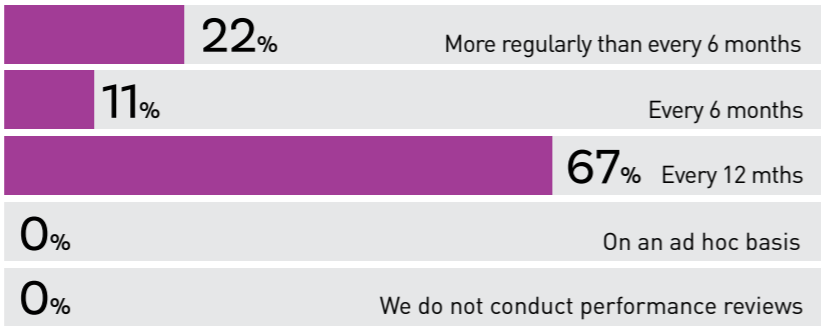
To your knowledge, does your organisation have a diversity policy for hiring new staff?



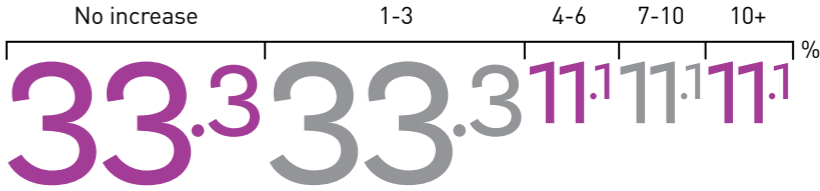
Approximately what percentage of organisation revenue is spent on wages?



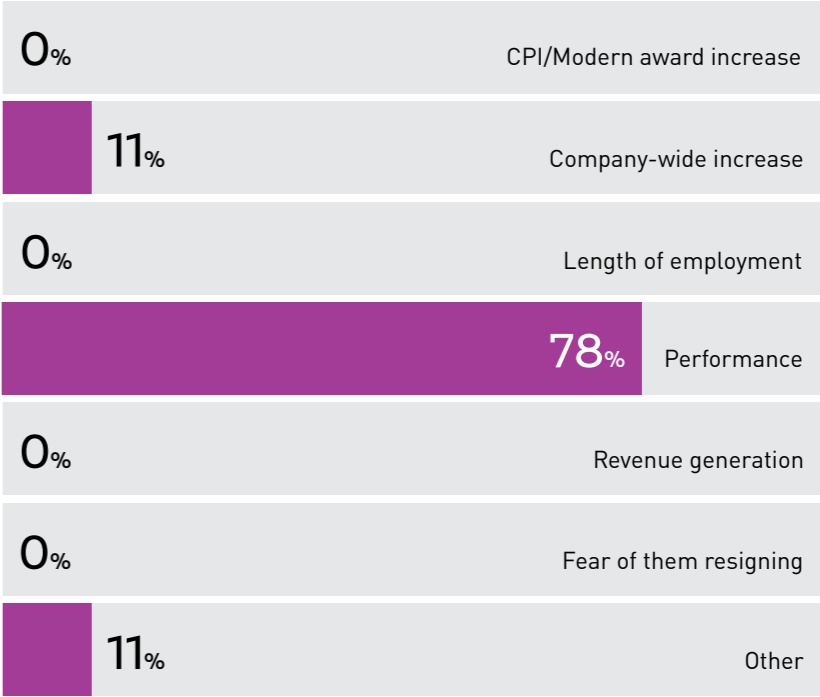
How often do you conduct performance reviews?



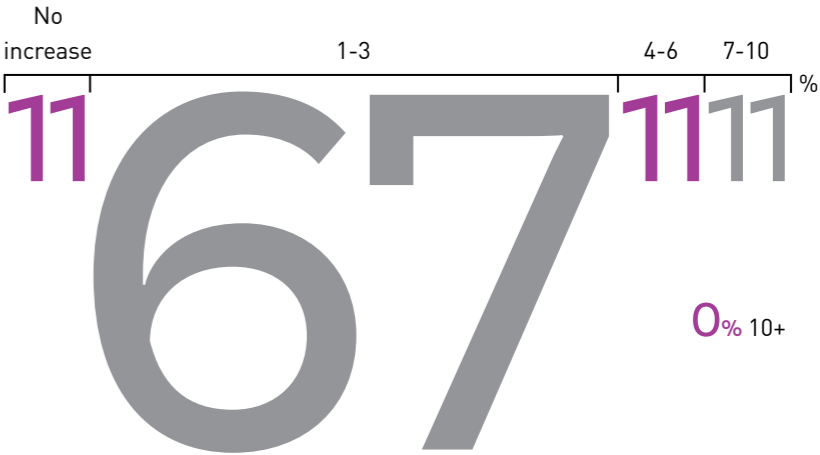
In your last round of performance reviews, what was the average percentage salary increase?



Of those employees who recieved an increase in salary, what were the most common reasons?



In your next round of performance reviews, what do you expect to increase salaries by?



hr & talent

Do you pay overtime to:

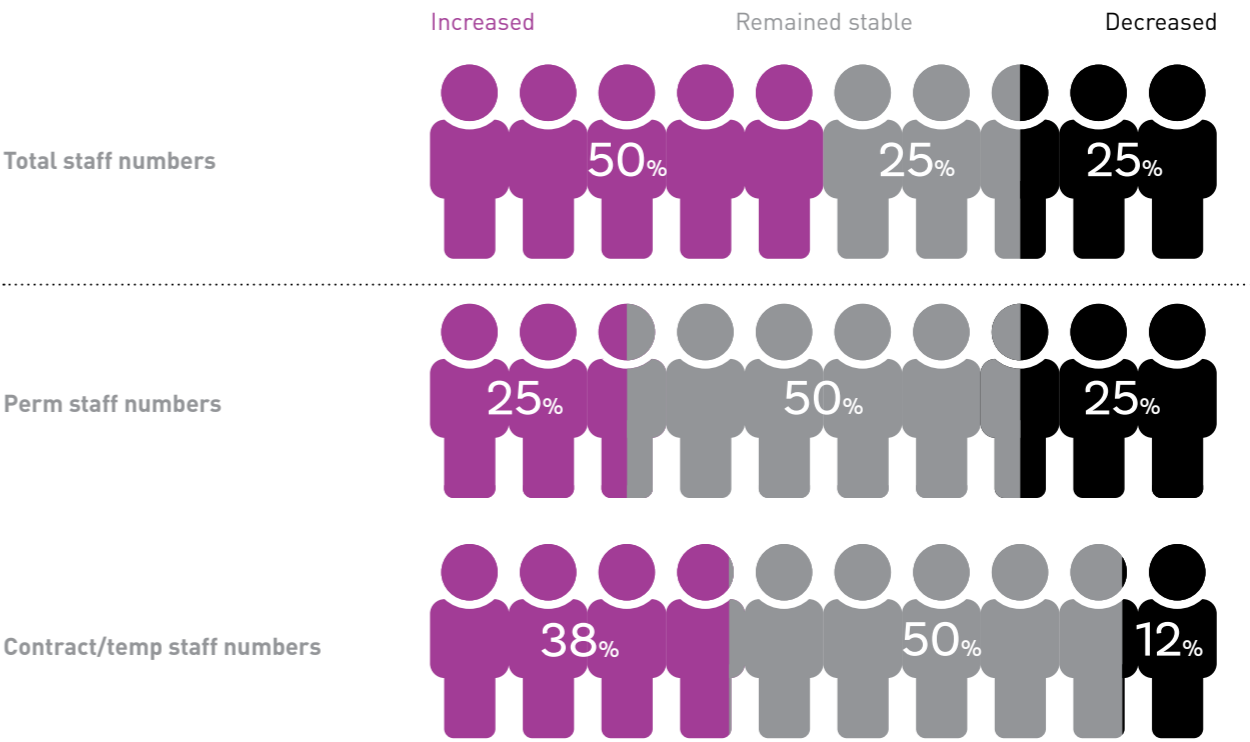
	Executive	Mgmt	Technical	Support
Overtime rates	0%	0%	0%	11%
Time in Lieu	33%	44%	56%	33%
No overtime	67%	56%	44%	56%

What are the most important characteristics when looking for potential employees for your organisation?

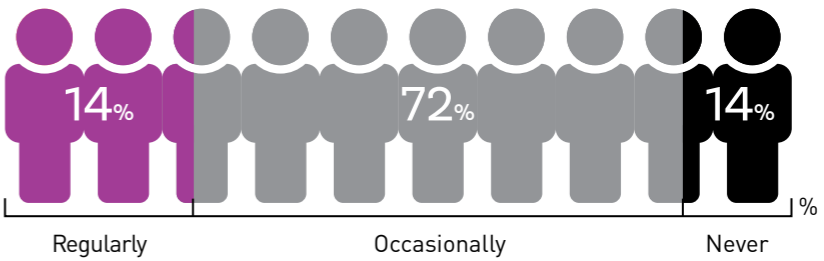
	Executive	Mgmt	Technical	Support
Communication skills	75%	75%	56%	100%
Project management skills	38%	25%	56%	22%
Job specific/technical skills	38%	38%	44%	44%
Stakeholder engagement skills	25%	38%	22%	22%
Leadership skills	75%	75%	33%	11%
Business development skills	25%	25%	0%	0%
Cultural fit	75%	75%	67%	67%
Academic qualifications	25%	25%	56%	11%
Project experience	25%	25%	56%	33%

retention & turnover

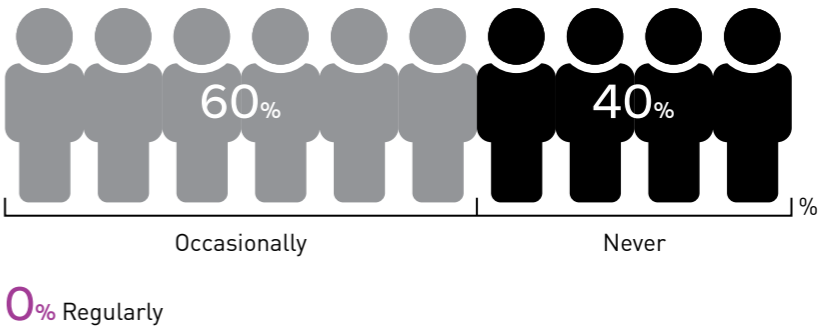
In 2020, have staff numbers within your organisation:



In 2020, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

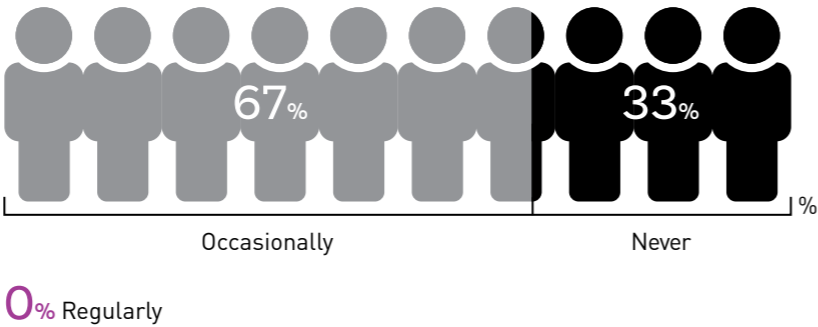


In 2020, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?

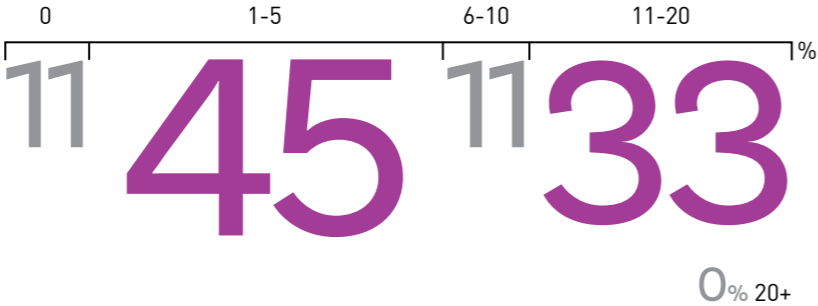


retention & turnover

When recruiting staff in 2020, did you have to pay higher salaries than you expected to in order to secure your preferred candidate?



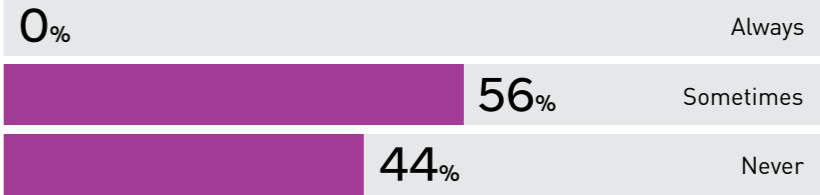
Approximately what percentage of voluntary staff turnover (resignations) did your organisation experience in 2020?



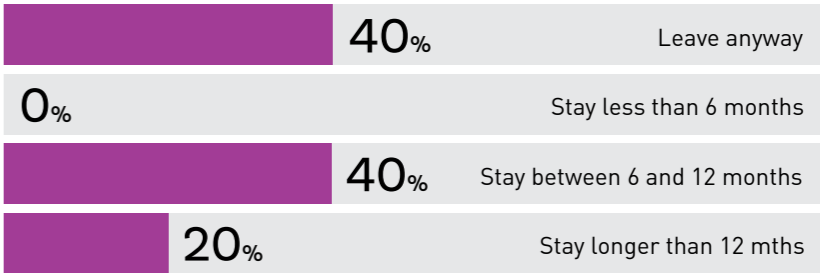
What were the most common reasons for staff resigning in 2020?



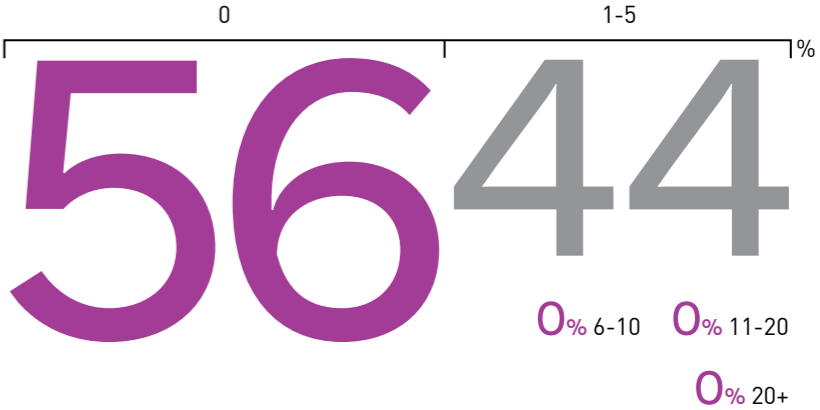
Do you counter offer departing staff?



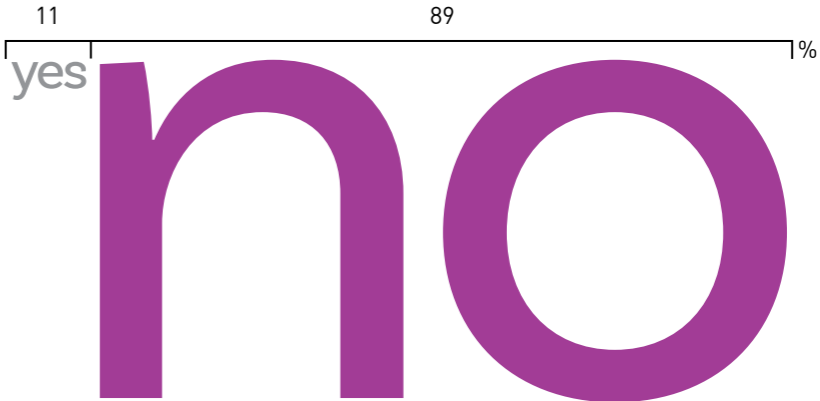
Of those counter offered, do they usually:



Approximately what percentage of your staff were made redundant in 2020?



Did you enforce reduced work hours for any permanent employees during 2020, due to reduced workload?



flexibility & benefits

Do you offer any of the following monetary employee benefits?

	Executive	Mgmt	Technical	Support
Car/car allowance	25%	13%	11%	11%
Parking	50%	25%	22%	11%
Additional superannuation	25%	25%	22%	22%
Insurance	38%	13%	11%	11%
Salary sacrifice	38%	63%	56%	44%
Bonuses	50%	50%	56%	56%
Profit share	63%	38%	33%	22%
Financial support for study	50%	50%	56%	33%
Additional paid parental leave	50%	38%	33%	33%

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

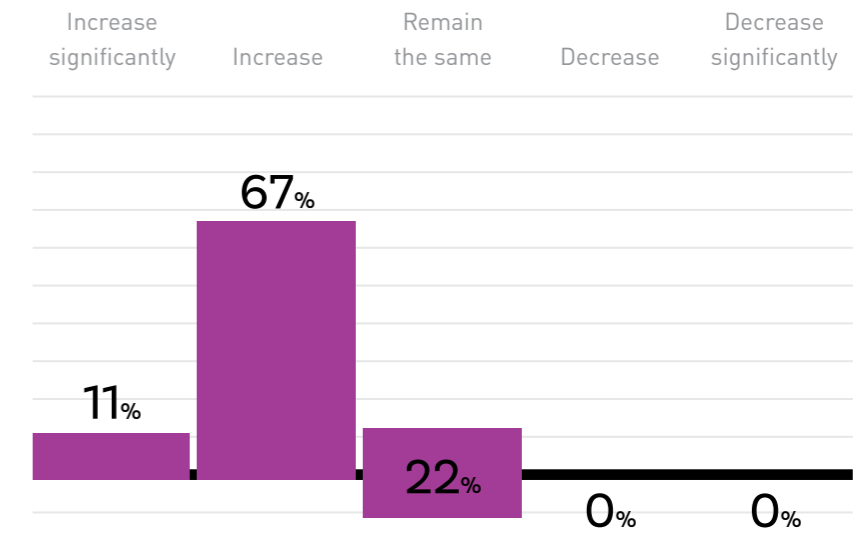
Health & wellbeing*	25%	25%	33%	33%
Casual dress policy	75%	63%	67%	67%
Birthday day-off	0%	0%	0%	0%
Externally facilitated training	75%	75%	78%	78%
Additional annual leave	25%	25%	56%	33%
Paid study leave	50%	63%	56%	56%
*Health & wellbeing program allowance	63%	75%	67%	67%

Do you offer any of the following flexible workplace practices?

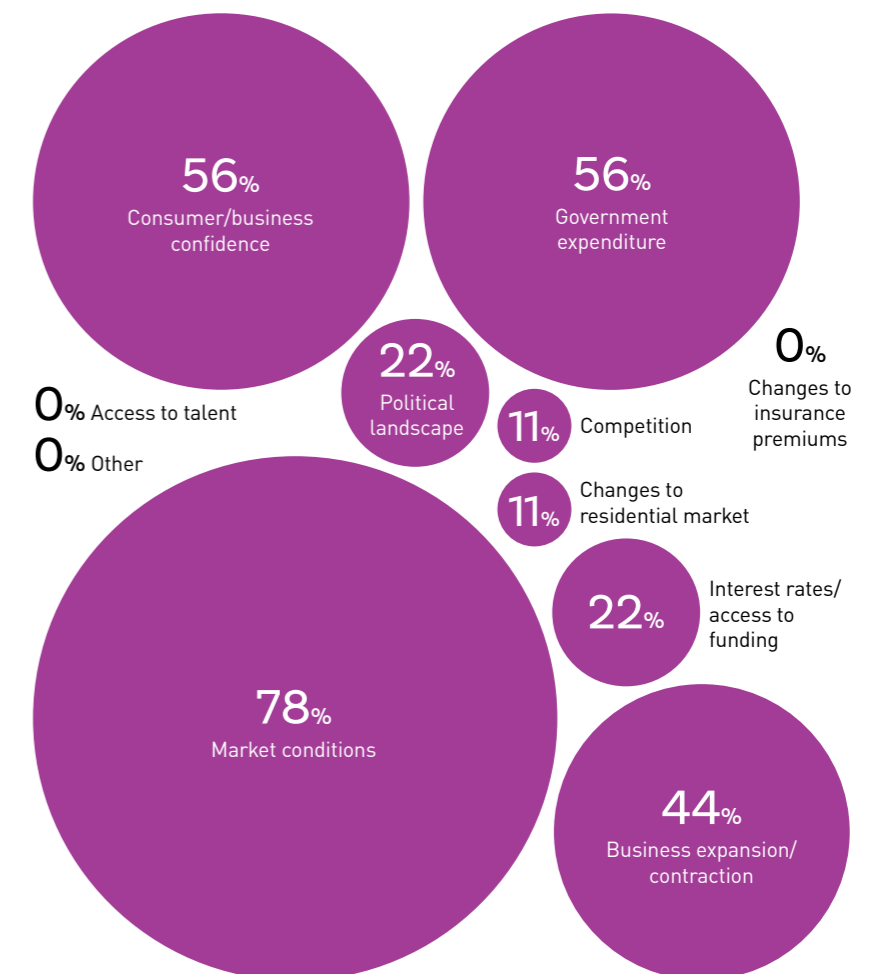
Flexible work hours	67%	75%	78%	67%
Flexible workplace**	100%	100%	100%	100%
Compressed working week	11%	13%	33%	11%
Part-time hours	44%	38%	67%	67%
Job sharing	11%	13%	11%	22%
**Flexible workplace/work from home	33%	38%	33%	22%

next 12 months

Compared to 2020, do you expect to see business activity in 2021 to:

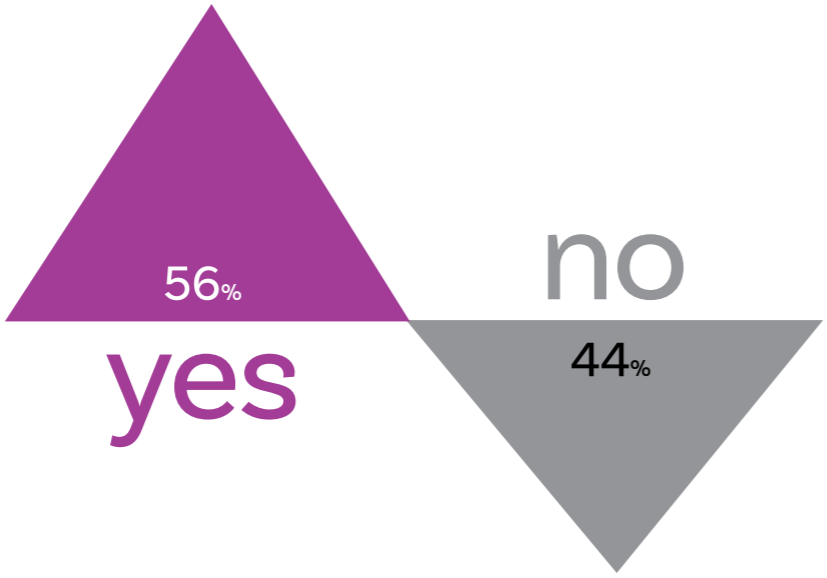


What do you predict will have the biggest impact on business levels in 2021?

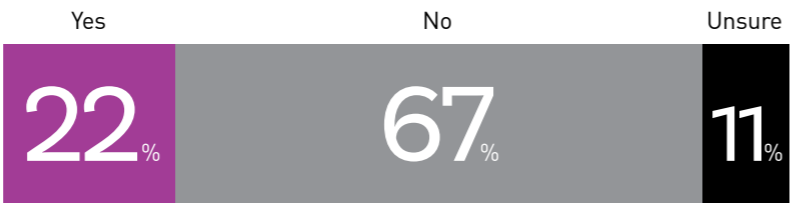


next 12 months

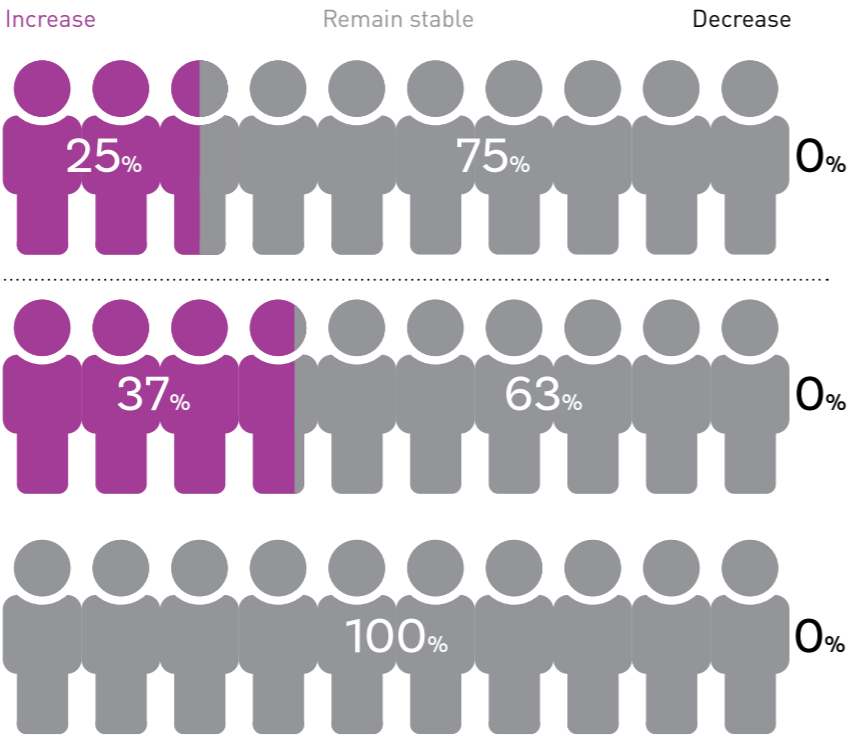
Do you think talent shortages will impact the operation of your organisation in 2021?



Are you currently, or do you plan to restructure your department/organisation in 2021 to keep up with changing business needs?



In 2021, do you expect staff numbers to:



project management

SALARY LEVELS & TABLE

Project Manager

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 and leading full delivery team. Managing projects to completion and perform project reviews. May have leadership and business development responsibilities.	Circa 12+ years	Project Director
LEVEL 6	Involved in business development and client management, budgeting, resourcing and project director/lead on major projects. Leader, mentor, manager.	Circa 15+ years	Associate
LEVEL 7	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

project management

SALARY TABLE

Project Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$51,000	\$60,000	\$69,000
LEVEL 2	\$67,500	\$85,000	\$90,000
LEVEL 3	\$100,000	\$117,500	\$137,500
LEVEL 4	\$120,000	\$140,000	\$175,000
LEVEL 5	\$145,000	\$165,000	\$190,000
LEVEL 6	\$170,000	\$195,000	\$215,000
LEVEL 7	\$205,000	\$240,000	\$255,000

All salaries listed in the 2021 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.

PLANNING

planning
INDUSTRY FACTS



88% of planning firms plan to add to the size of their business, while 63% of planning firms already anticipate that talent shortages will impact operations over the next 12 months.

introduction

OBSERVATIONS FROM 2020

The Victorian planning market was relatively subdued in 2020 with only 25% of firms experiencing an increase in business activity, compared to 63% of firms that saw a decrease.

Unsurprisingly, the impact of COVID-19 was felt through the majority of the industry, with 78% of companies negatively impacted by the pandemic. The level of financial impact to those planning firms was estimated at 21% of revenue. While substantial, the planning industry experienced the lowest financial impact of all industries surveyed.

Planning firms were able to manage reducing business conditions through means other than making redundancies. Only 17% of planning firms made permanent staff redundant in response to COVID-19, also the lowest rate across all industries surveyed.

While the proportion of planning firms tendering for work remains relatively stable year-on-year, the tender success rate has dropped dramatically to 39% in 2020. This is down from a reported average of 67% over the past 3 years, suggesting increased competition on projects, as well as the delay or cancellation of projects.

Mark Parrent, Senior Manager – Town Planning, Urban Design & Landscape Architecture at Aspect, notes, *“The slow down in workflow was due to projects going on hold through the middle of 2020 as a result of lockdowns. We saw a marked increase in activity towards the end of the year as the state opened back up and confidence started to return”*.

THE TALENT MARKET

Despite the challenges of 2020, 37.5% of planning firms ultimately added to their headcount, down from the 68% average of the last 3 years. 50% of responding firms have had to pay higher than expected salaries in order to attract additional teammates, indicating that there's often still a need to financially incentivise someone to move roles and offset the perceived or real risk of changing employers.

Resignation rates have remained stable across this industry, though the driver behind resignations has shifted heavily towards relocating or exiting the industry.

Sara Fife, Manager – Business Services & Support at Aspect comments, *“Available talent has largely been those who were affected by redundancy. Candidates showed very little appetite to move roles in 2020, favouring the stability and familiarity of their current employment”*.

Parrent adds, *“In 2020, we saw an increase in State and Local Government vacancies that attracted top talent from the private sector. Competitive salaries, employment conditions and job security were amongst the top 3 drivers. We observed a reluctance for candidates to move from one consultancy to the next due to the prospect of a new probation period and the fear of first-in first-out if we had another long COVID-19 lockdown”*.

25% of firms successfully sponsored staff in 2020, up from 20% in 2019. With the closure of Australia's borders and the resulting 95% decrease in arrival of non-citizens into Australia, we anticipate a noticeable drop of sponsorships (and access to international talent) to be reported next year.

WHAT LIES AHEAD

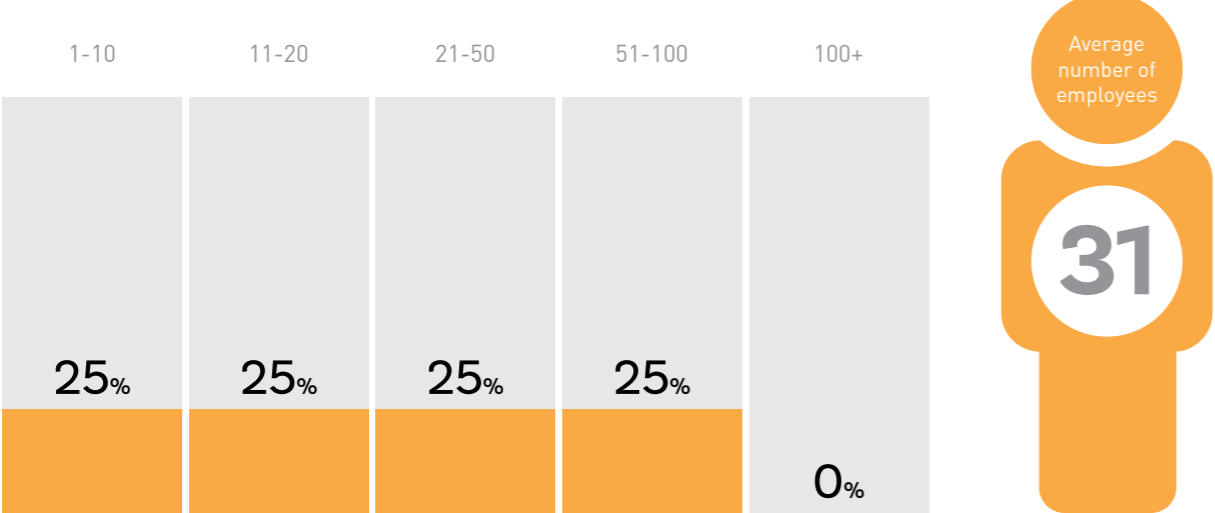
The planning industry is particularly positive about what lies ahead in 2021, with 88% of firms anticipating an increase in business activity, and no firms predicting business activity to decrease. This level of optimism is the highest of all industries participating in the PACE Survey, suggesting that the planning industry will be the first to enjoy the impact of improving economic conditions and confidence.

Improving business conditions, evolving employee value propositions and the sustained closure of borders is likely to combine to increase demand for, and reduce supply of, talent in 2021. 88% of planning firms plan to add to the size of their business, while 63% of planning firms already anticipate that talent shortages will impact operations over the next 12 months.

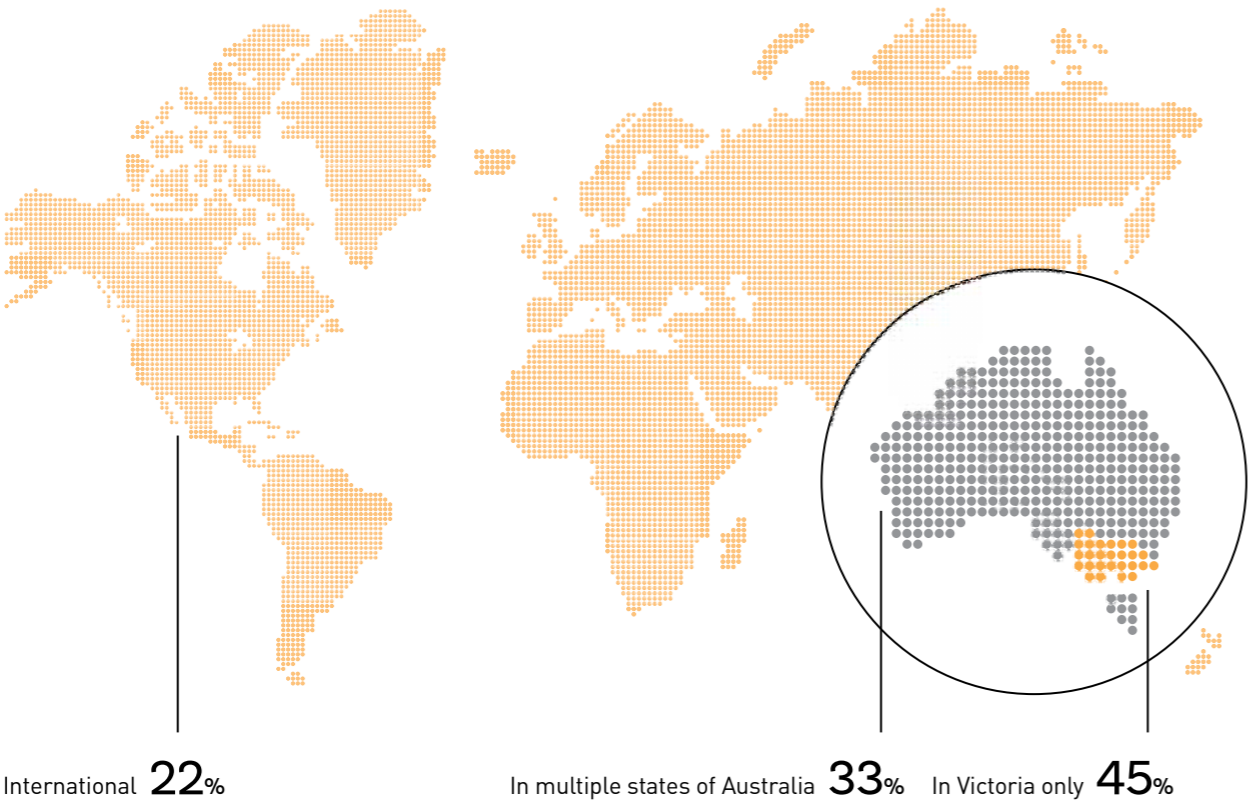
Parrent observes, *“Attracting top talent is proving to be even more difficult in 2021 with Government salaries consistently increasing year on year. So far, Senior Planners and Associates are in high demand as we see more confidence in project portfolios across the sector. Investing in training and development and providing a flexible work environment are the keys to attracting and retaining staff”*.

company demographics

How many staff does your organisation currently employ?

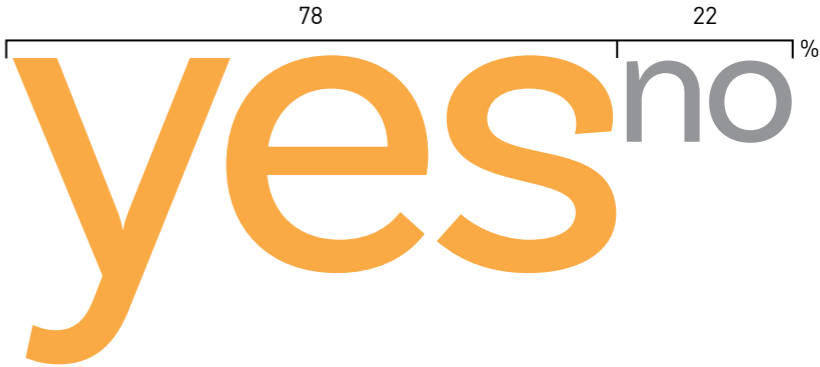


Location of Offices



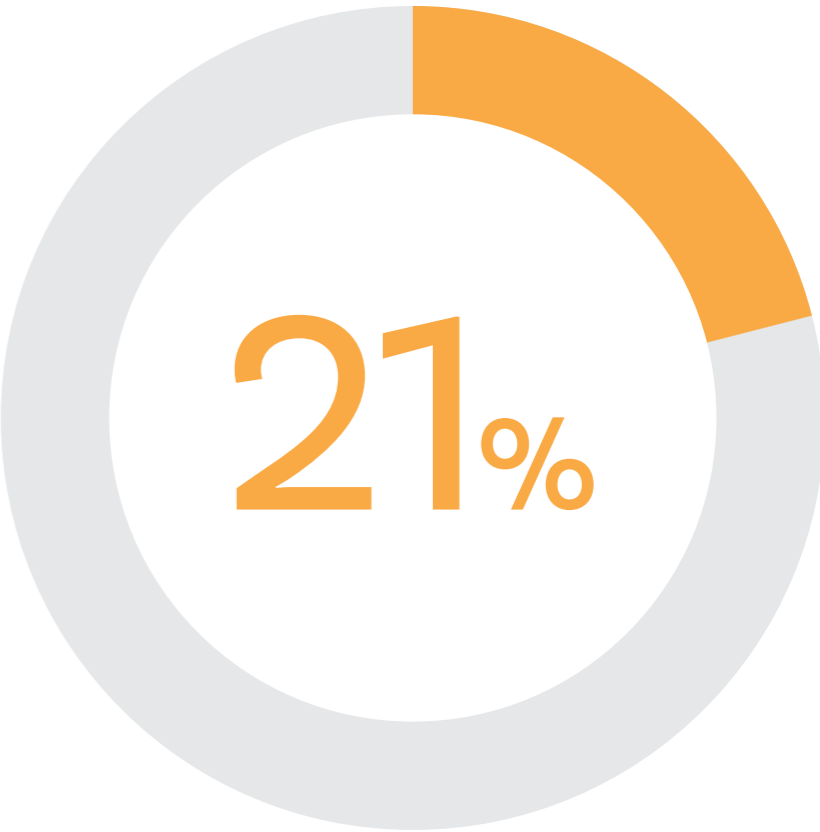
covid-19 impact

Was your business negatively impacted by COVID-19 in 2020?



If yes, respondents were asked the following COVID-19 related questions.

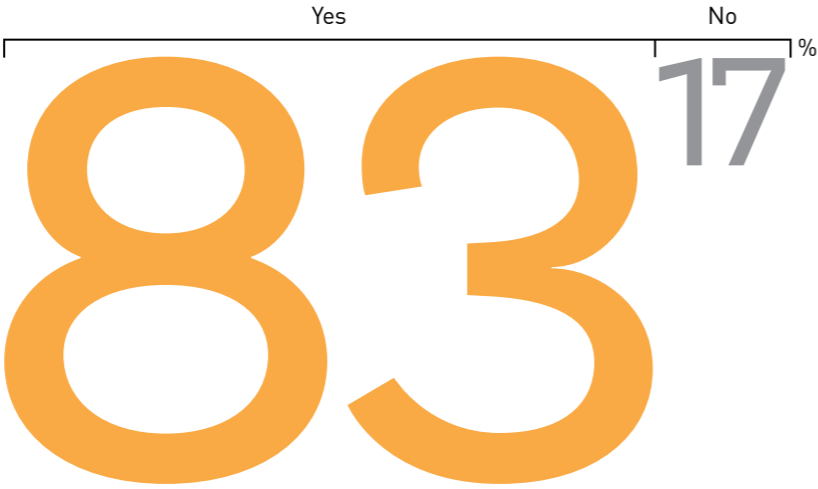
If your revenue decreased in 2020, approximately what percentage (%) did your revenue decrease as a result of COVID-19?



This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 55.

covid-19 impact

Did your business qualify and access JobKeeper?



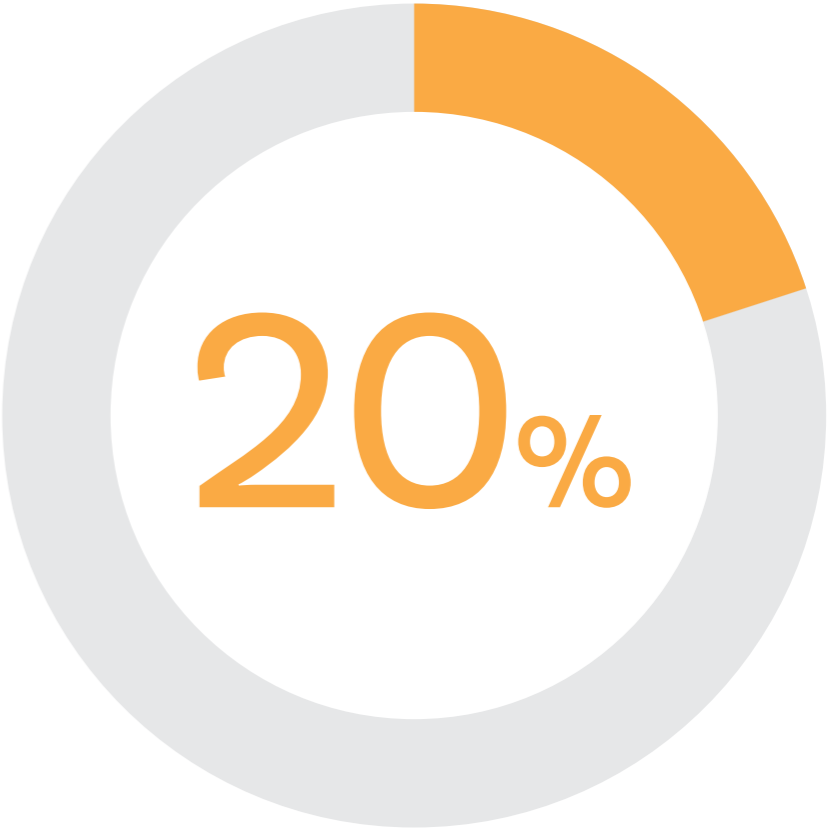
What other labour cost management strategies did you implement in response to COVID-19?



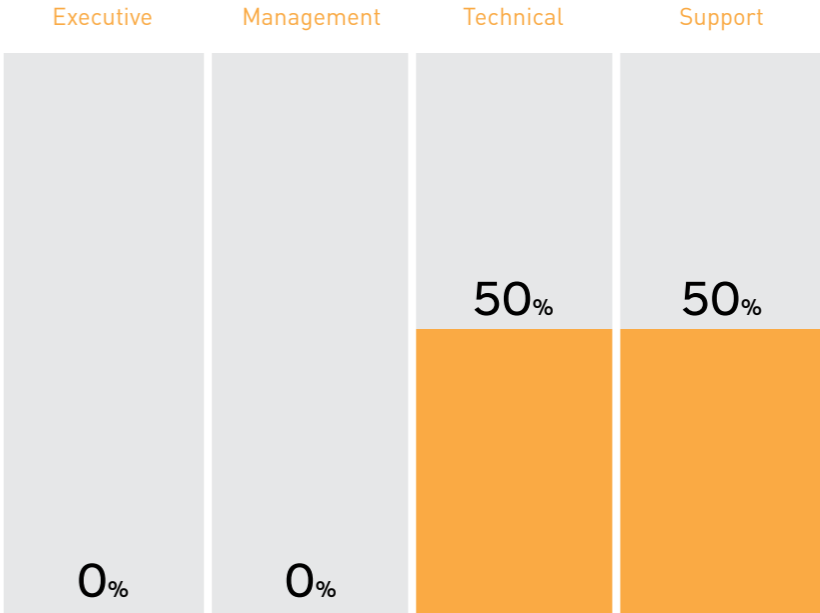
*N/A: We didn't implement other labour cost management strategies

This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 55.

If you made permanent staff redundant, approximately what percentage (%) of permanent staff were made redundant as a result of COVID-19?



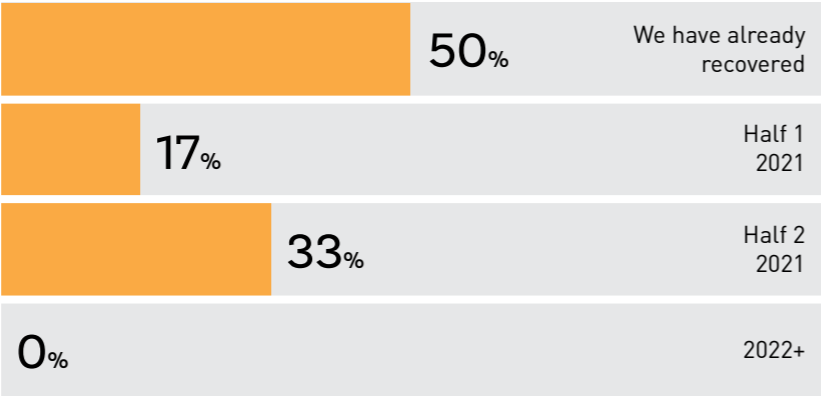
Of staff made redundant, what type of role were they in?



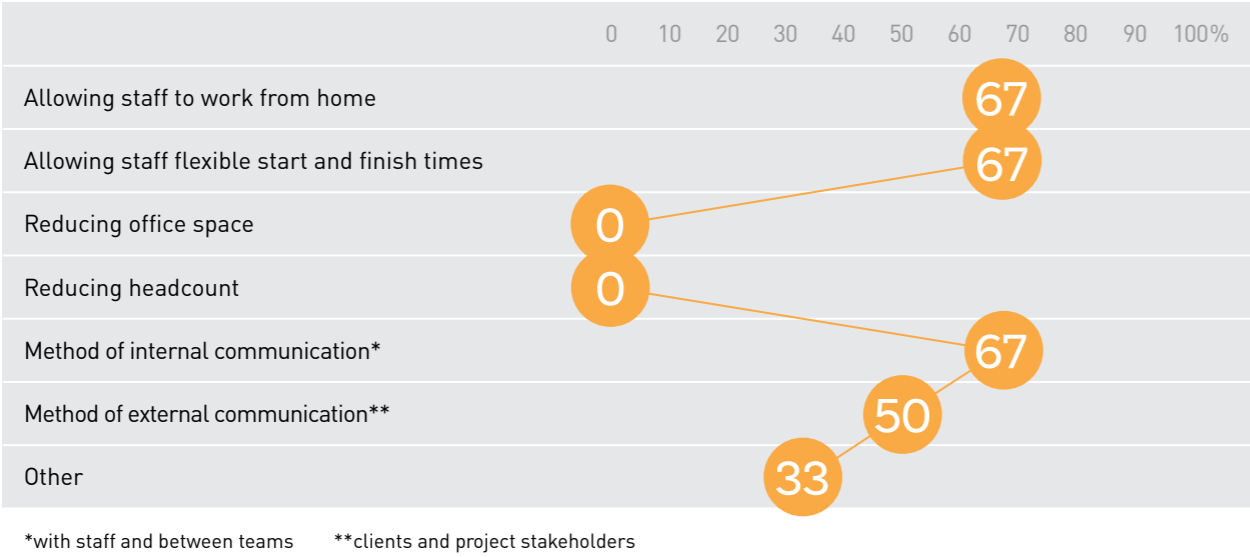
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 55.

covid-19 impact

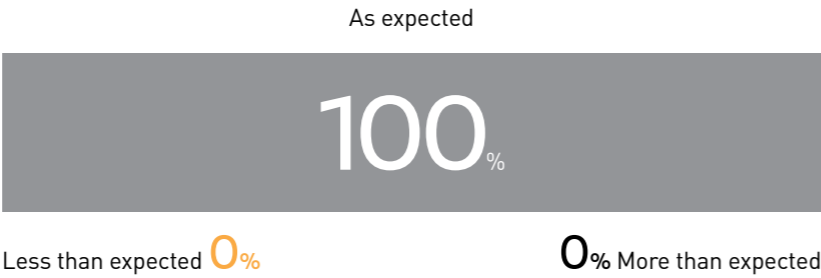
How quickly do you predict your business will recover from the impact of COVID-19?



What long term changes will you make to your business as a result of COVID-19?



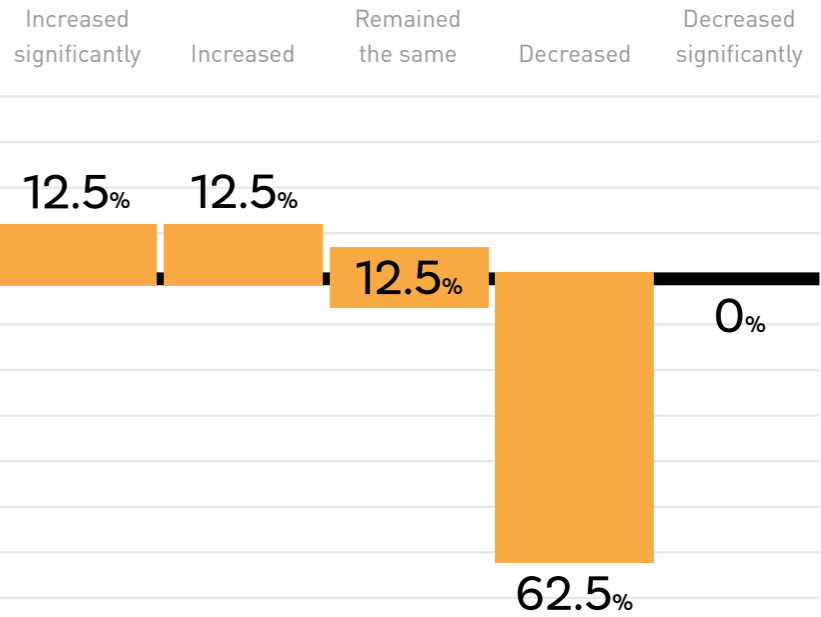
Is your project pipeline (unconfirmed or dormant projects), for this time of the year:



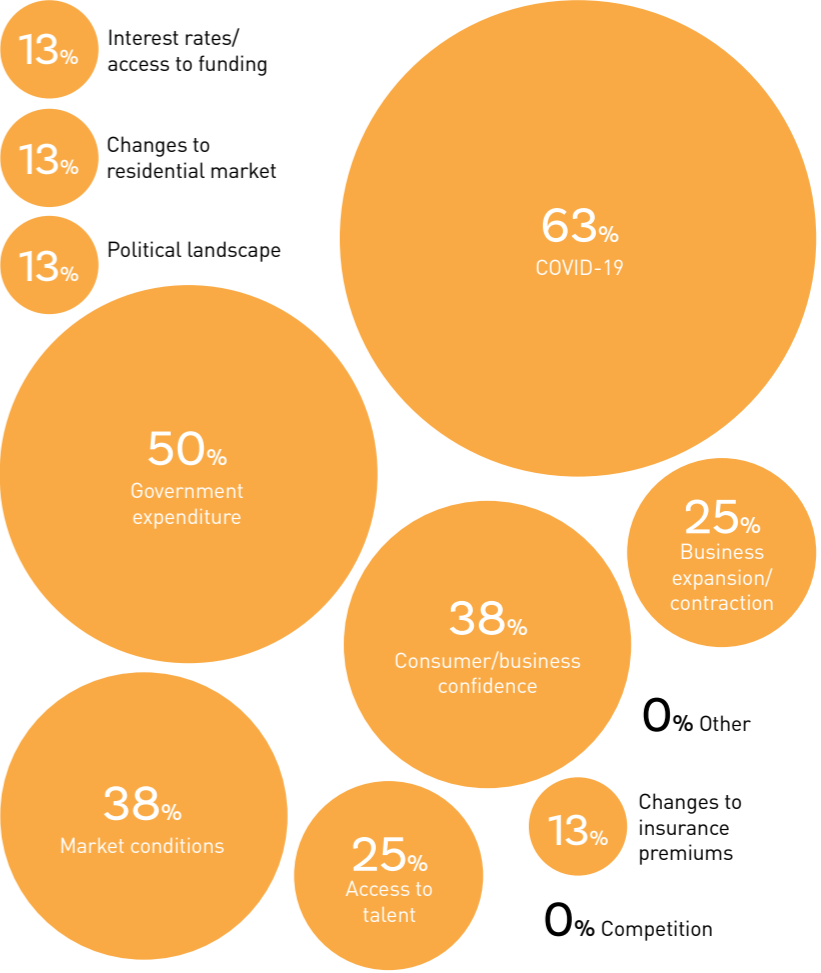
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 55.

business activity

Compared to 2019, did business activity in 2020:



What has had the biggest impact on business activity levels in 2020?

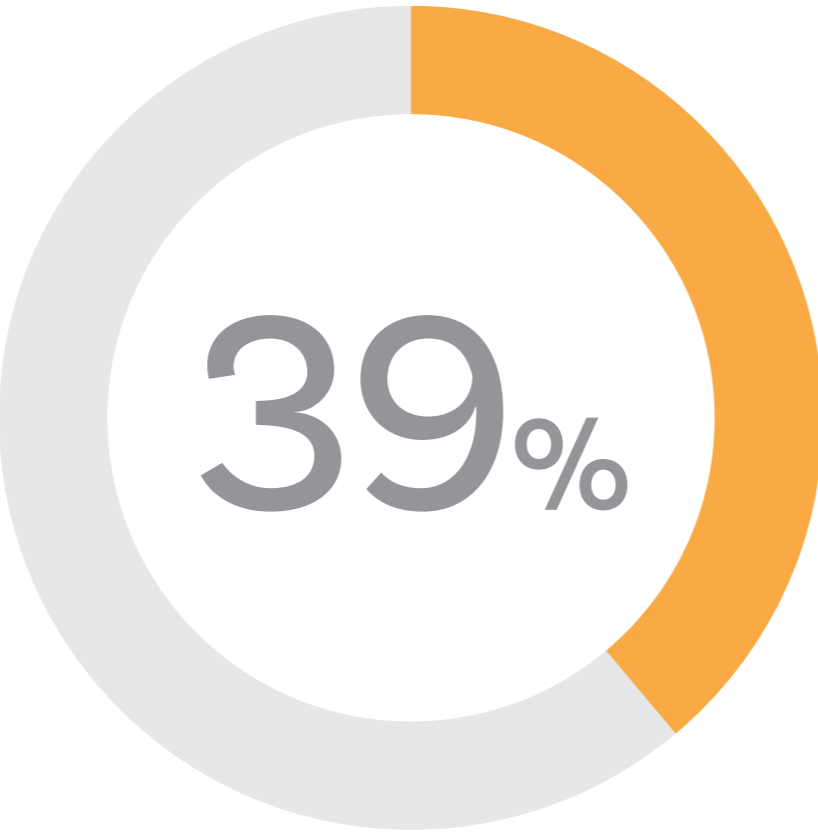


business activity

Does your organisation tender for projects?



Of projects tendered for in 2020, approximately what percentage were successful?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	50%	12.5%	12.5%	0%	0%
1-5%	0%	0%	0%	0%	0%
6-10%	0%	12.5%	0%	25%	12%
11-20%	0%	0%	12.5%	0%	0%
21-50%	25%	50%	50%	0%	50%
50% +	25%	25%	25%	75%	38%

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

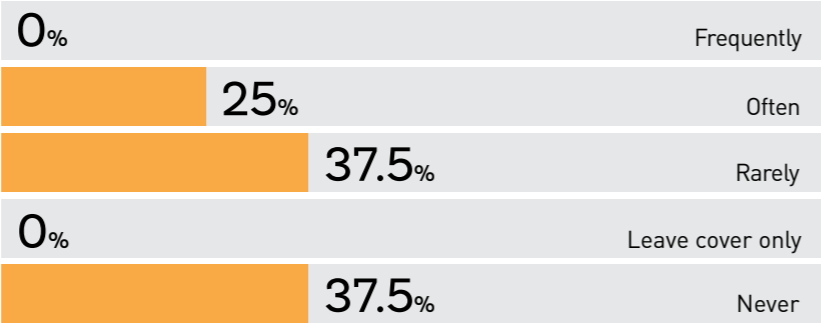
0%	75%	63%	37.5%	37.5%	12.5%
1-5%	0%	0%	12.5%	0%	12.5%
6-10%	0%	0%	0%	25%	25%
11-20%	12.5%	0%	12.5%	0%	12.5%
21-50%	0%	25%	25%	12.5%	25%
50% +	12.5%	12%	12.5%	25%	12.5%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

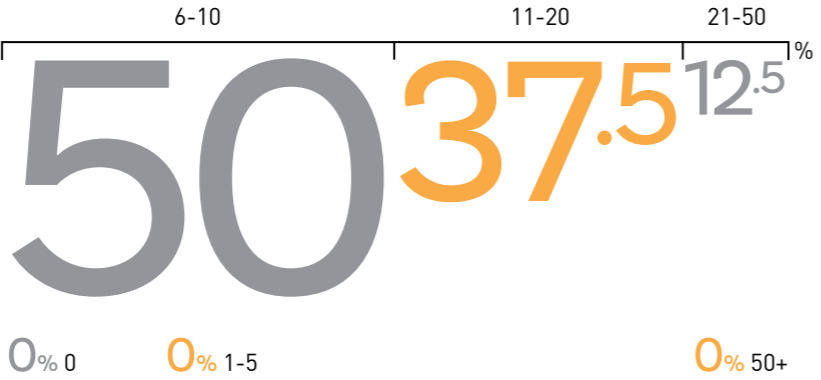
0%	100%	100%	62.5%	86%	62.5%
1-5%	0%	0%	12.5%	0%	12.5%
6-10%	0%	0%	0%	0%	12.5%
11-20%	0%	0%	25%	0%	12.5%
21-50%	0%	0%	0%	0%	0%
50% +	0%	0%	0%	14%	0%

hr & talent

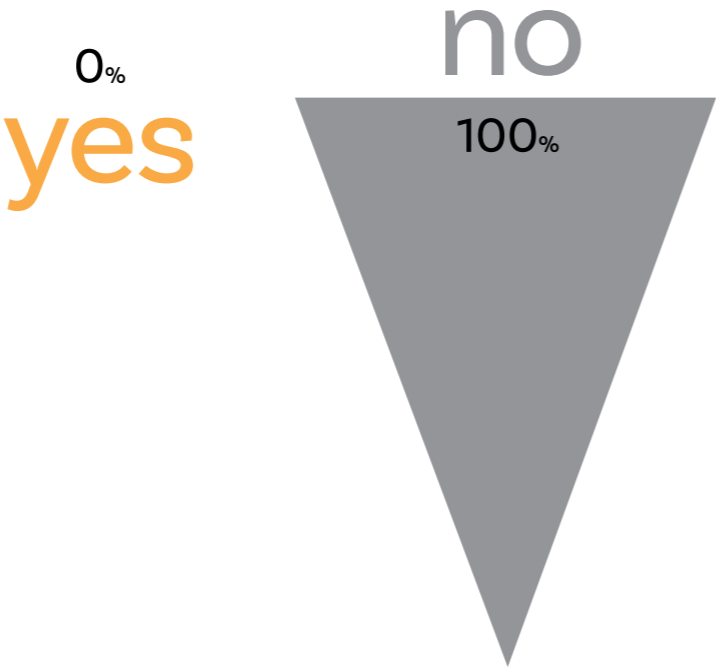
How often do you employ temp/contract staff?



Approximately what percentage of your staff are employed as support staff?



Does your organisation employ an internal talent acquisition team or professional?



Did you recruit any graduates in 2020?



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

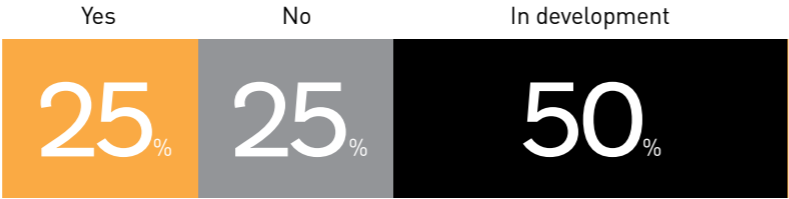


Did you provide visa sponsorship to any employees in 2020?

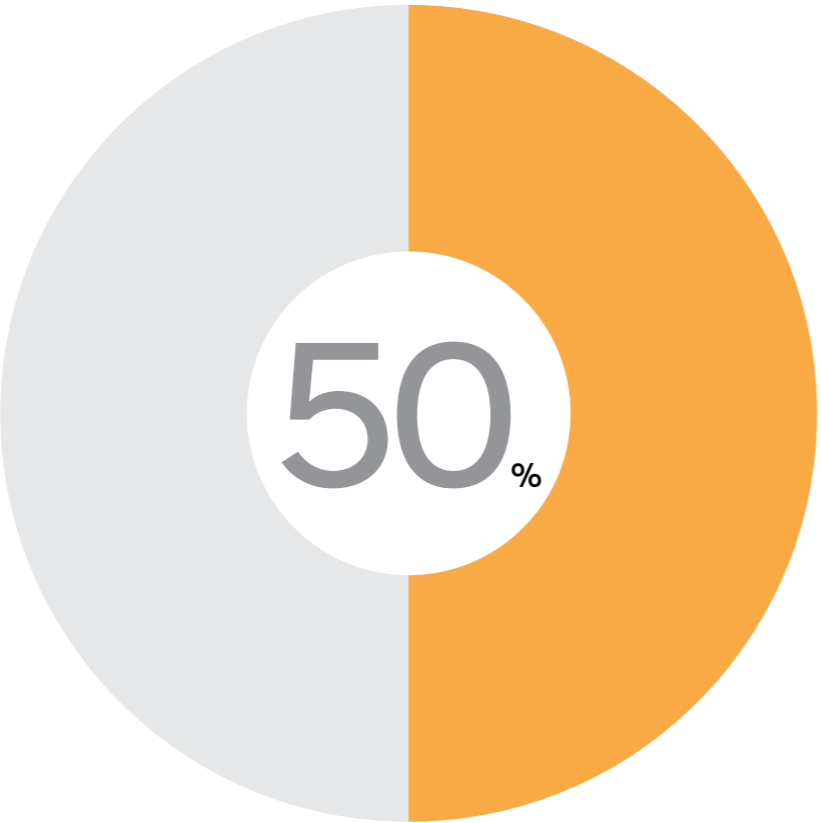


hr & talent

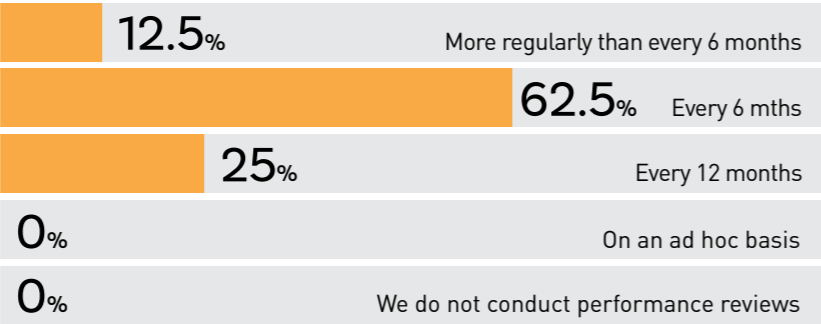
To your knowledge, does your organisation have a diversity policy for hiring new staff?



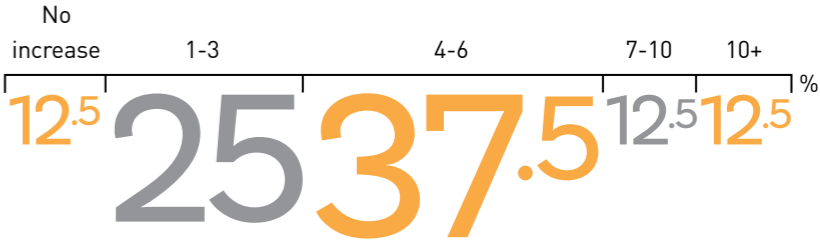
Approximately what percentage of organisation revenue is spent on wages?



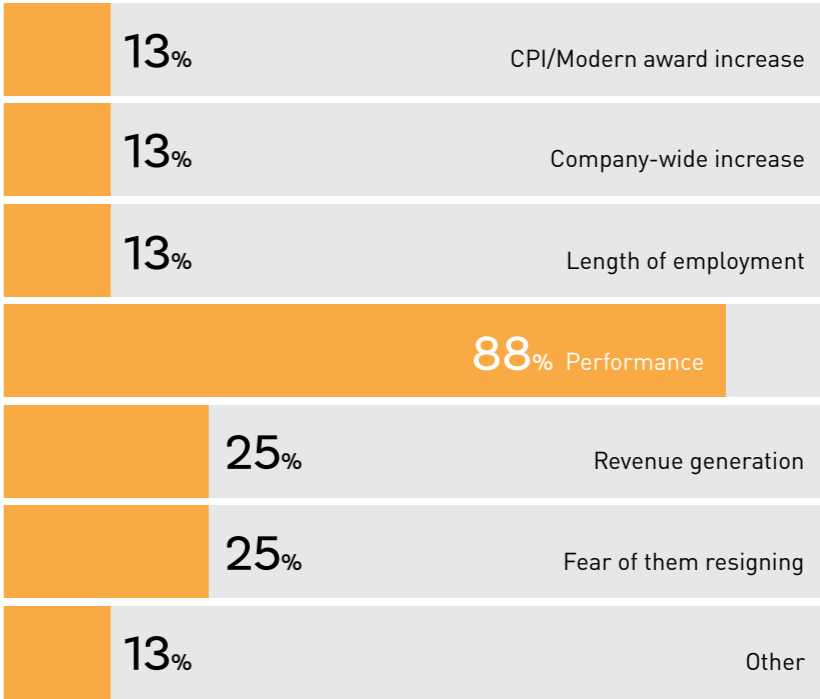
How often do you conduct performance reviews?



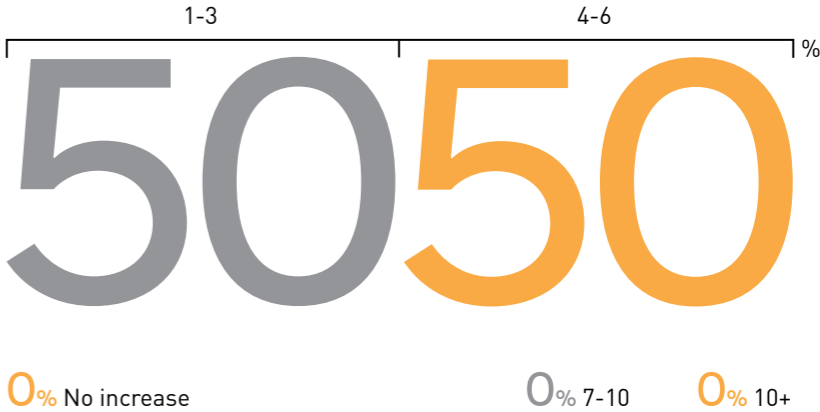
In your last round of performance reviews, what was the average percentage salary increase?



Of those employees who recieved an increase in salary, what were the most common reasons?



In your next round of performance reviews, what do you expect to increase salaries by?



hr & talent

Do you pay overtime to:

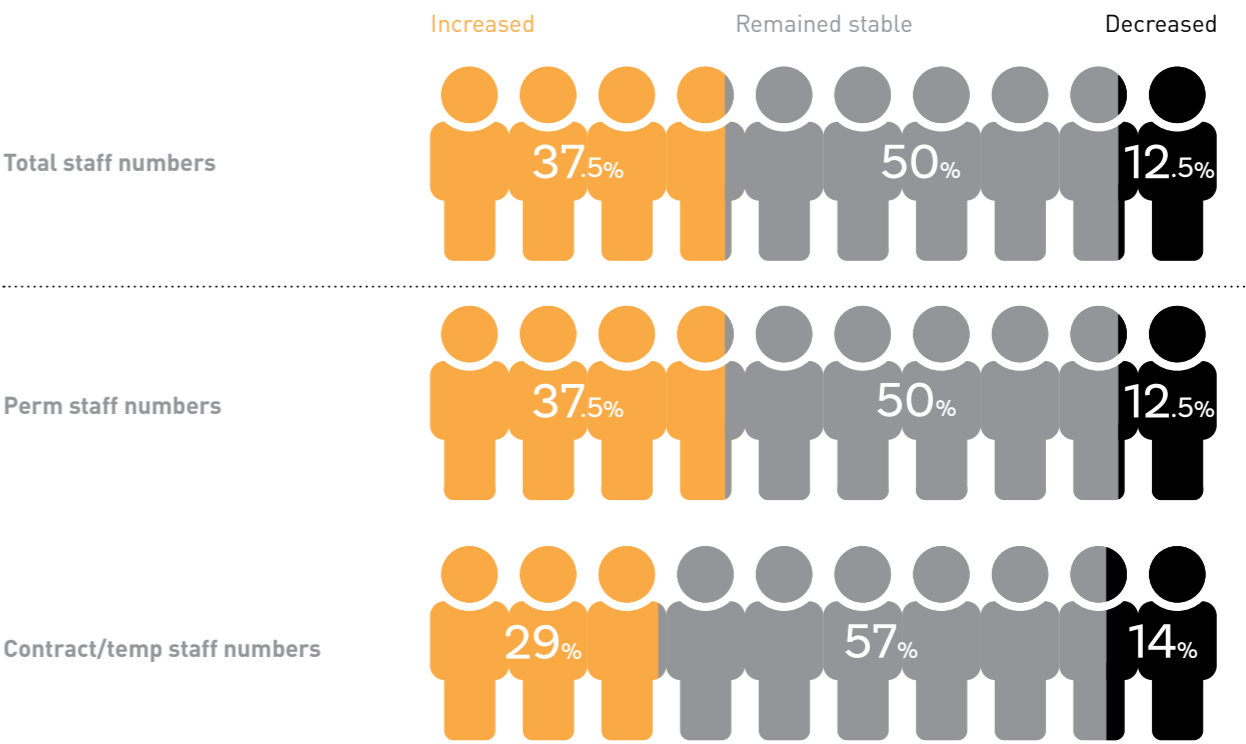
	Executive	Mgmt	Technical	Support
Overtime rates	0%	0%	0%	0%
Time in Lieu	25%	25%	50%	50%
No overtime	75%	75%	50%	50%

What are the most important characteristics when looking for potential employees for your organisation?

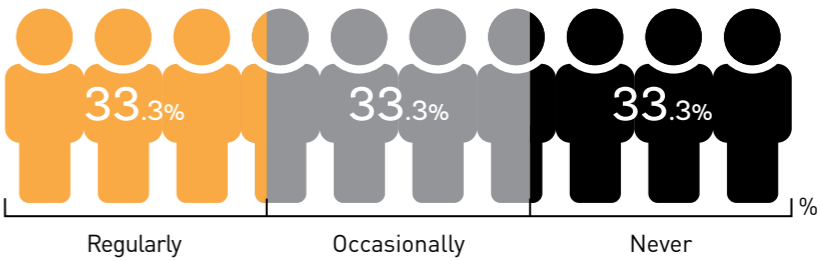
	Executive	Mgmt	Technical	Support
Communication skills	100%	86%	75%	100%
Project management skills	43%	71%	50%	50%
Job specific/technical skills	43%	43%	88%	25%
Stakeholder engagement skills	43%	43%	25%	13%
Leadership skills	100%	57%	25%	0%
Business development skills	57%	43%	13%	0%
Cultural fit	86%	86%	100%	100%
Academic qualifications	43%	43%	63%	13%
Project experience	43%	29%	38%	0%

retention & turnover

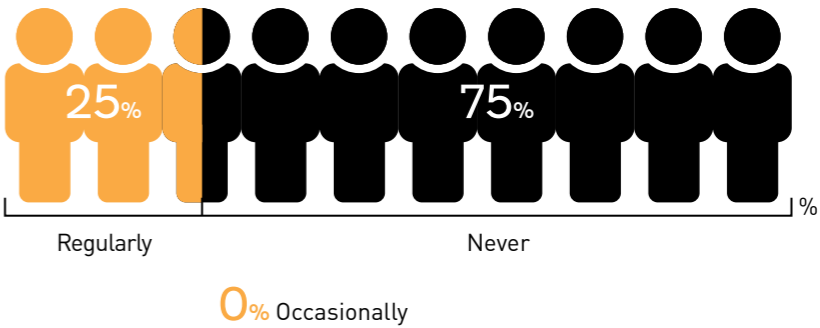
In 2020, have staff numbers within your organisation:



In 2020, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

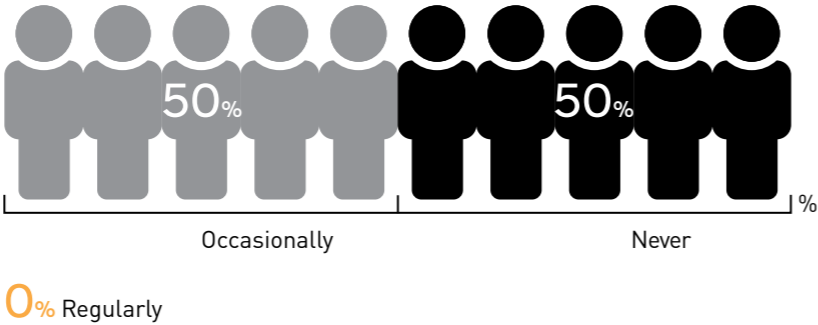


In 2020, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?

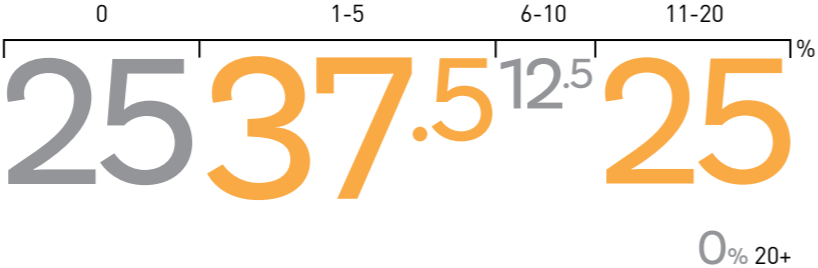


retention & turnover

When recruiting staff in 2020, did you have to pay higher salaries than you expected to in order to secure your preferred candidate?



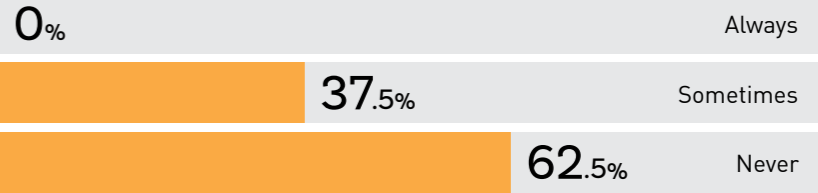
Approximately what percentage of voluntary staff turnover (resignations) did your organisation experience in 2020?



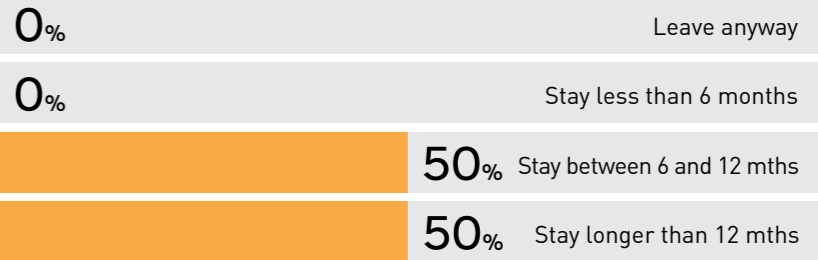
What were the most common reasons for staff resigning in 2020?



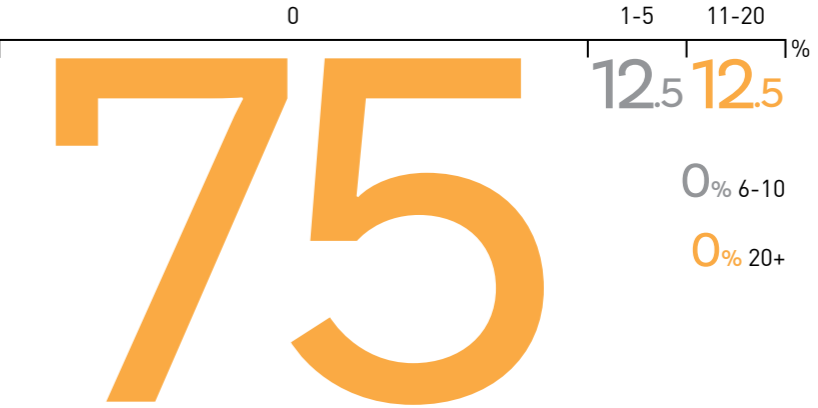
Do you counter offer departing staff?



Of those counter offered, do they usually:



Approximately what percentage of your staff were made redundant in 2020?



Did you enforce reduced work hours for any permanent employees during 2020, due to reduced workload?



flexibility & benefits

Do you offer any of the following monetary employee benefits?

	Executive	Mgmt	Technical	Support
Car/car allowance	38%	17%	14%	0%
Parking	63%	17%	14%	17%
Additional superannuation	25%	0%	14%	0%
Insurance	0%	0%	0%	0%
Salary sacrifice	25%	67%	57%	50%
Bonuses	63%	100%	86%	100%
Profit share	63%	17%	14%	0%
Financial support for study	38%	83%	57%	67%
Additional paid parental leave	0%	0%	0%	0%

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

Health & wellbeing*	63%	71%	63%	71%
Casual dress policy	75%	71%	75%	71%
Birthday day-off	13%	14%	13%	14%
Externally facilitated training	88%	86%	88%	86%
Additional annual leave	38%	43%	38%	43%
Paid study leave	13%	14%	13%	14%
Additional unpaid parental leave	25%	29%	25%	29%

*Health & wellbeing program allowance

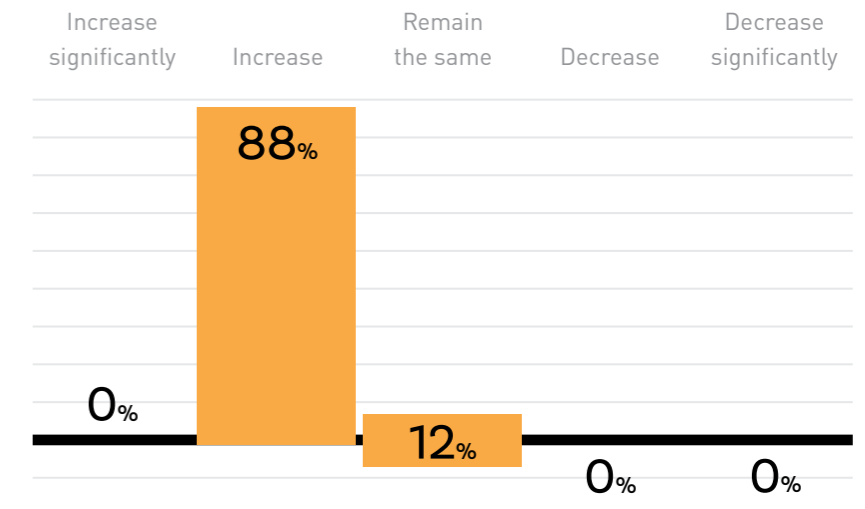
Do you offer any of the following flexible workplace practices?

Flexible work hours	100%	100%	88%	86%
Flexible workplace**	100%	100%	100%	86%
Compressed working week	14%	14%	13%	14%
Part-time hours	43%	71%	63%	57%
Job sharing	14%	14%	13%	29%
Career breaks	29%	29%	38%	14%

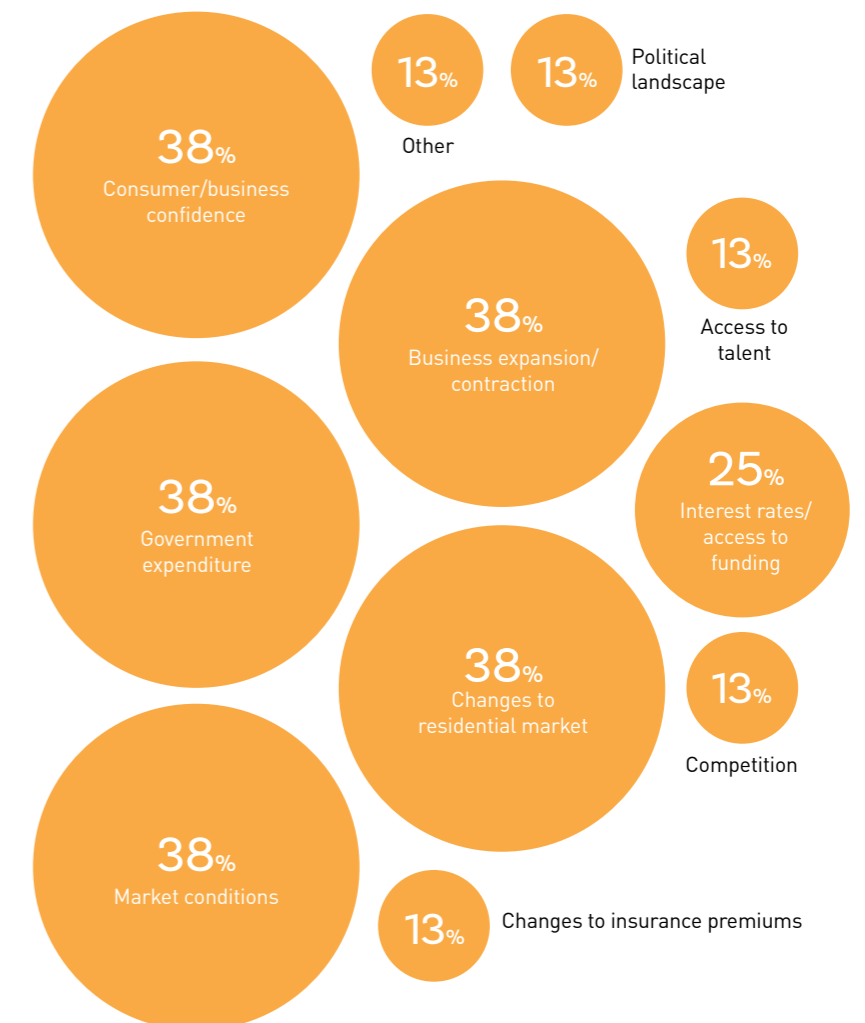
**Flexible workplace/work from home

next 12 months

Compared to 2020, do you expect to see business activity in 2021 to:

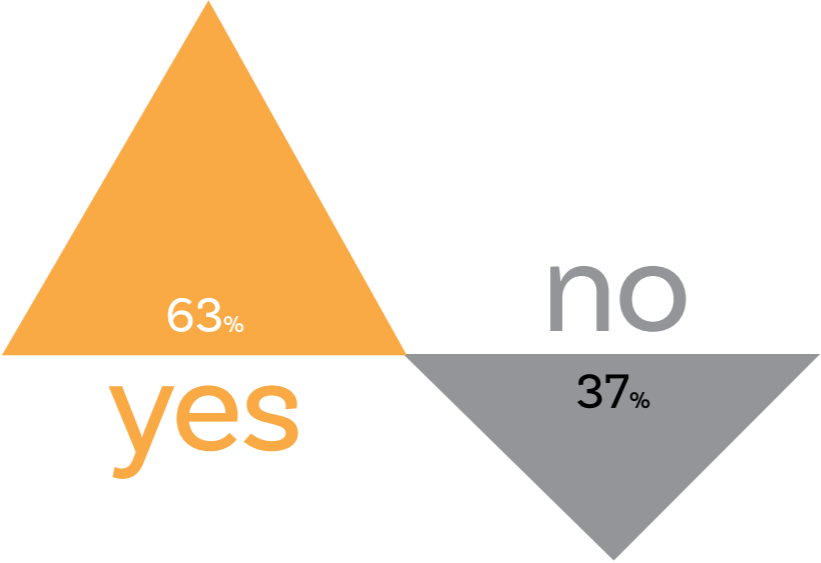


What do you predict will have the biggest impact on business levels in 2021?

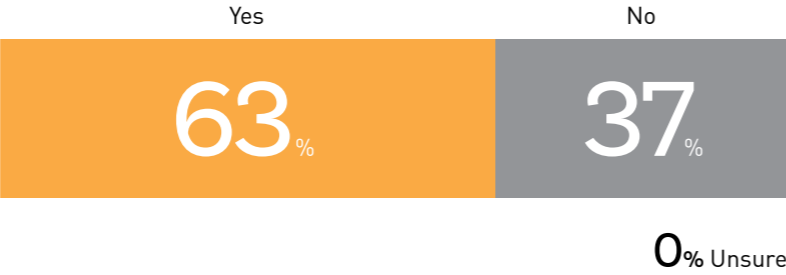


next 12 months

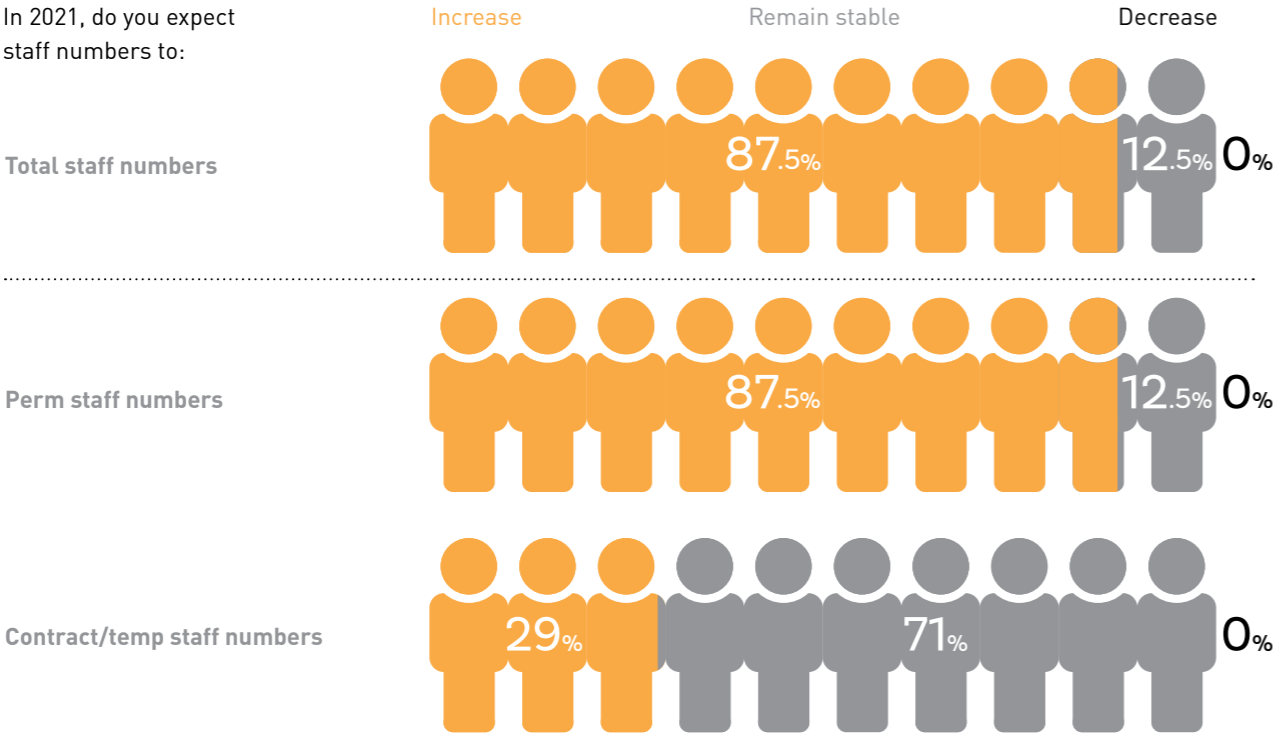
Do you think talent shortages will impact the operation of your organisation in 2021?



Are you currently, or do you plan to restructure your department/organisation in 2021 to keep up with changing business needs?



In 2021, do you expect staff numbers to:



planning
SALARY LEVELS & TABLES

Urban Planner
Urban Designer

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.	10+ years	Principal/Director

planning
SALARY TABLES

Urban Planner

	LOW	AVERAGE	HIGH
LEVEL 1	\$50,000	\$53,000	\$55,000
LEVEL 2	\$57,000	\$61,000	\$65,000
LEVEL 3	\$61,000	\$71,000	\$75,000
LEVEL 4	\$72,500	\$77,500	\$87,500
LEVEL 5	\$95,000	\$105,000	\$120,000
LEVEL 6	\$115,000	\$130,000	\$155,000
LEVEL 7	\$160,000	\$195,000	\$230,000

Urban Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$50,000	\$54,000	\$62,000
LEVEL 2	\$55,000	\$61,000	\$69,000
LEVEL 3	\$61,000	\$65,000	\$75,000
LEVEL 4	\$72,500	\$82,500	\$87,500
LEVEL 5	\$82,500	\$102,500	\$117,500
LEVEL 6	\$115,000	\$125,000	\$145,000
LEVEL 7	\$150,000	\$160,000	\$230,000

All salaries listed in the 2021 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

architecture

INDUSTRY FACTS



90% of the architecture industry expect to recover from the market impacts of COVID-19 by 2022.

introduction

OBSERVATIONS FROM 2020

After experiencing a number of years on an upwards trajectory, 2020 saw 65% of architecture practices experiencing a drop in workload in 2020, while only 9% saw workload increase.

Unsurprisingly, the advent of COVID-19 was the primary driving factor behind the drop in workload, with 82% of architecture practices reporting business being negatively impacted by the pandemic. The cost of COVID-19 to these architecture practices was estimated at 28% of annual revenue, the highest out of all industries surveyed.

Firms were quick to respond to a decreasing project workload through the management of labour costs, with 45% of architecture practices reducing staff hours and salaries, and 32% making permanent staff redundant. Of those firms that made redundancies, they reduced permanent staff numbers by an average of 10%, with technical staff making up most of these numbers.

Perhaps a silver lining to COVID-19 is that it necessitated the implementation of more flexible working. In 2020, 57% of practices offered staff the opportunity to work from home. Moving forward, 77% of respondents have committed to offering staff the ability to work from home, cementing this as standard industry practice.

Ashley Dang, Consultant – Business Services & Support at Aspect, provides further insight into this workplace evolution. *“The increase in flexibility for how employees are able to execute their work is a major step forward for the industry. I anticipate that flexible work practices will be even more important as a talent attraction and retention tool as it becomes an expectation amongst candidates.”*

THE TALENT MARKET

While redundancies increased substantially in 2020, voluntary resignations dropped by 54% during the year, to an 8-year low of 4.32%. With reduced hiring as firms prioritised retaining their existing staff, candidates took a much more conservative approach to advancing their careers, favouring the stability of their current role. A reduction in demand for talent and an increase in its supply means only 56% of firms experienced a challenge in sourcing technical staff in 2020, the lowest percentage in all industries surveyed.

Wage growth within the architecture industry slowed in 2020, dropping to 3.12%, down from the previous 5-year average of 4.2%. We do, however, note that 61% of practices did have to pay higher than expected salaries to get new hires across the line in 2020, perhaps reflective of the need to incentivise people to change roles.

Ben Mitchell, Architecture and Design Manager at Aspect comments, *“The lowest level of staff resignations since PACE began 9 years ago is an indication that there were less opportunities available in 2020, as well as conservative candidate behaviour. I expect to see a correction in 2021 with a higher number of candidates moving jobs in the next 12 months”.*

Gender equality remains strong in Victoria’s architecture industry with females being well represented across all levels of business. Interestingly, however, only 24% of practices reported employing more females than males, down from 41% last year.

Promoting diversity, more generally, within architecture practices continues to progress. 45% of firms have a diversity policy in place for hiring new staff, while 32% of firms are currently developing one – up from 40% and 21% respectively in 2020.

WHAT LIES AHEAD

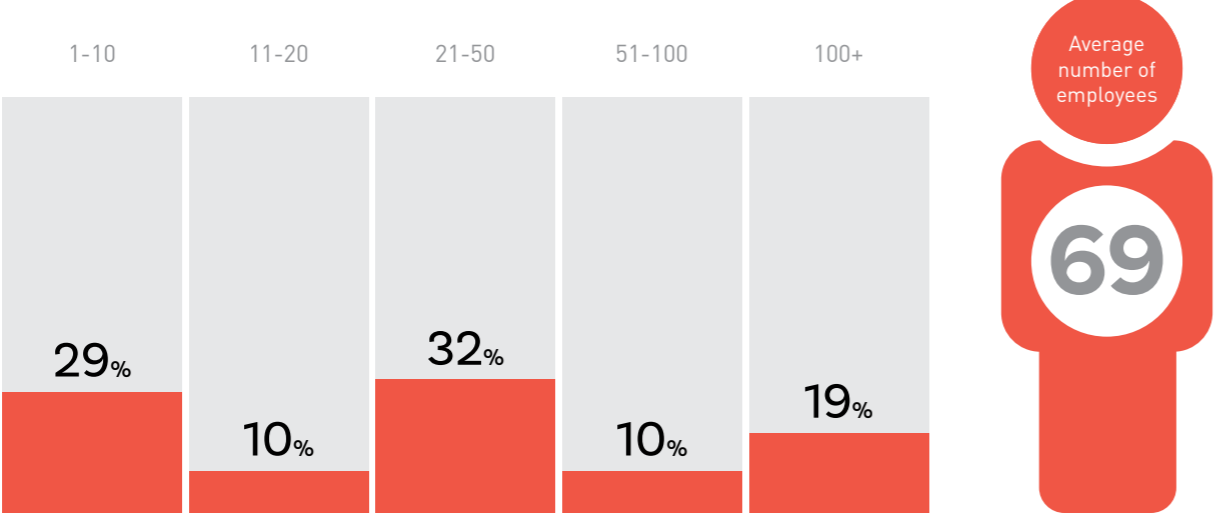
The Victorian architecture industry is confident about the year ahead, with 74% of responding firms anticipating that business activity will improve, while none expect it to decrease. We do, however, acknowledge that the industry is starting from a nadir in 2020. Heightened government expenditure and improving consumer and business confidence were identified as the two key drivers in improving market conditions, and of course, recovery from the impacts of COVID. Of those firms negatively impacted by COVID, 27% reported as having already recovered, with a further 63% expecting to recover in 2021. Only 10% of firms anticipate a recovery will stretch into 2022.

61% of architecture firms plan to respond to improving business activity by increasing staff numbers, suggesting increased competition for talent to levels experienced prior to 2020.

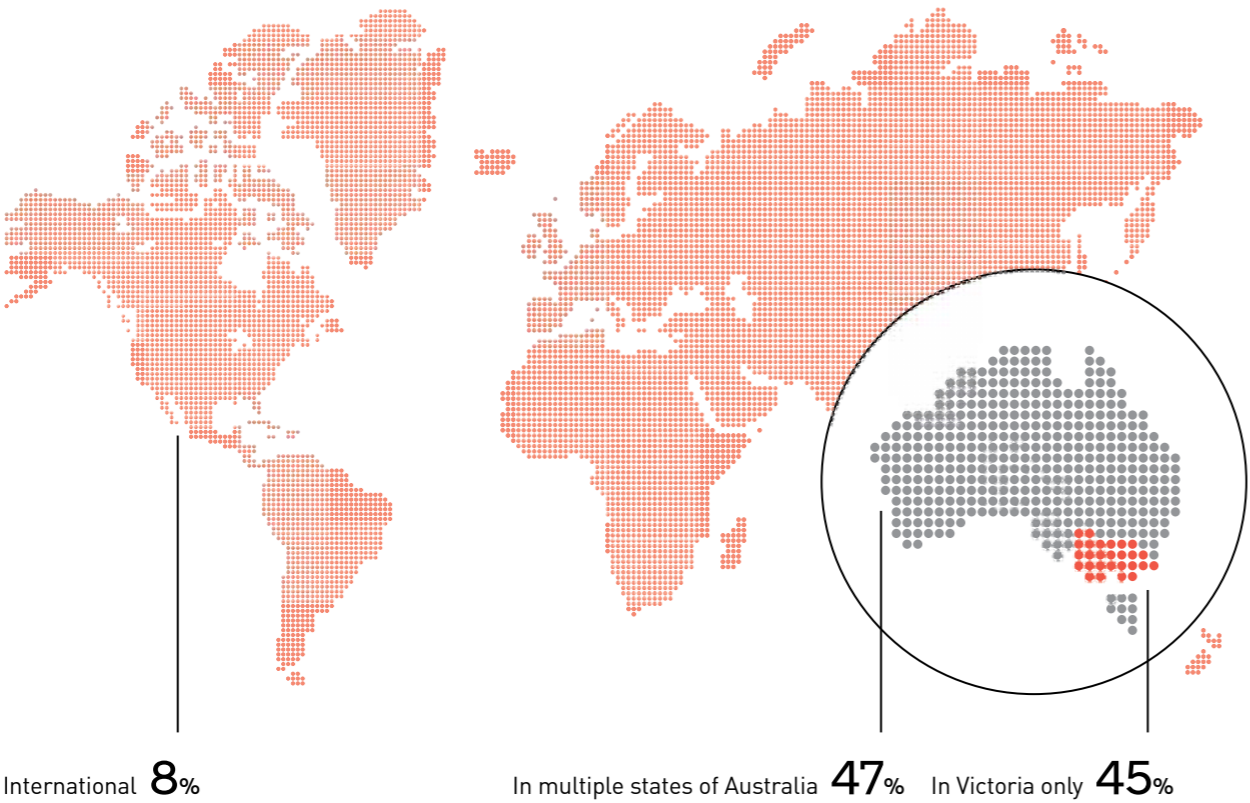
Mitchell adds, *“2021 has already seen much more activity than for most of 2020. We expect this to be a very busy year for everyone looking to hire new staff in the architecture and design industry – with the perfect storm of a backlog of projects from 2020, and practices starting from a lower base of staff numbers”.*

company demographics

How many staff does your organisation currently employ?



Location of Offices



covid-19 impact

Was your business negatively impacted by COVID-19 in 2020?



If yes, respondents were asked the following COVID-19 related questions.

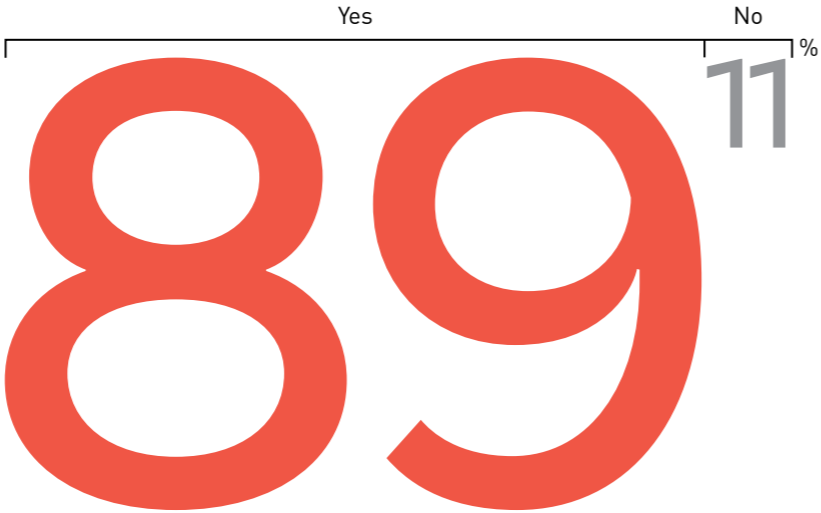
If your revenue decreased in 2020, approximately what percentage (%) did your revenue decrease as a result of COVID-19?



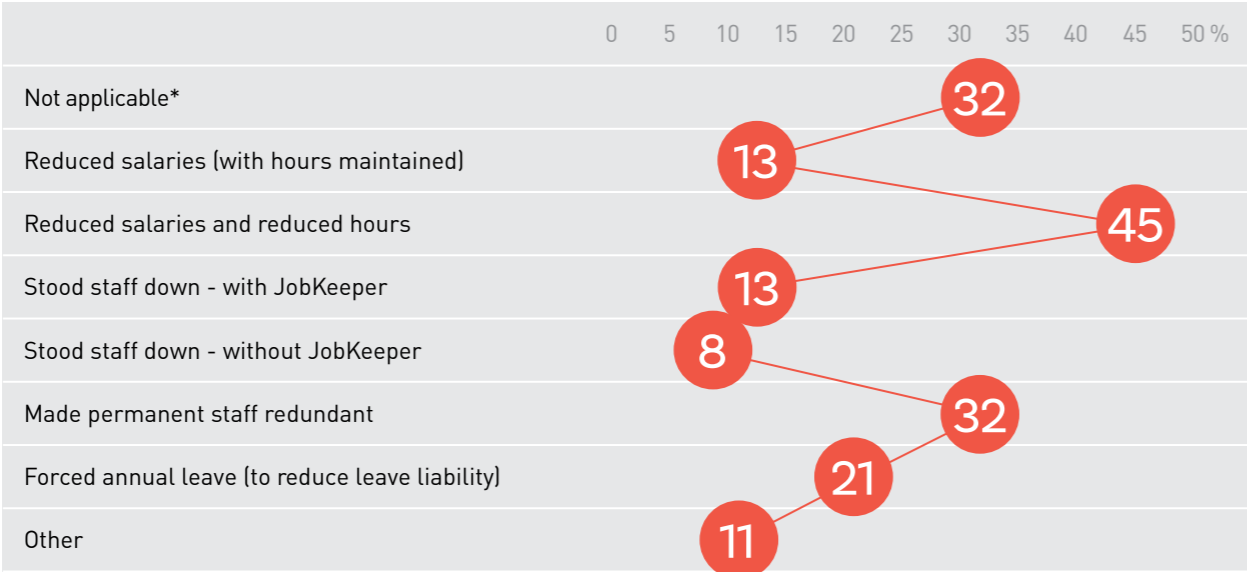
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 81.

covid-19 impact

Did your business qualify and access JobKeeper?



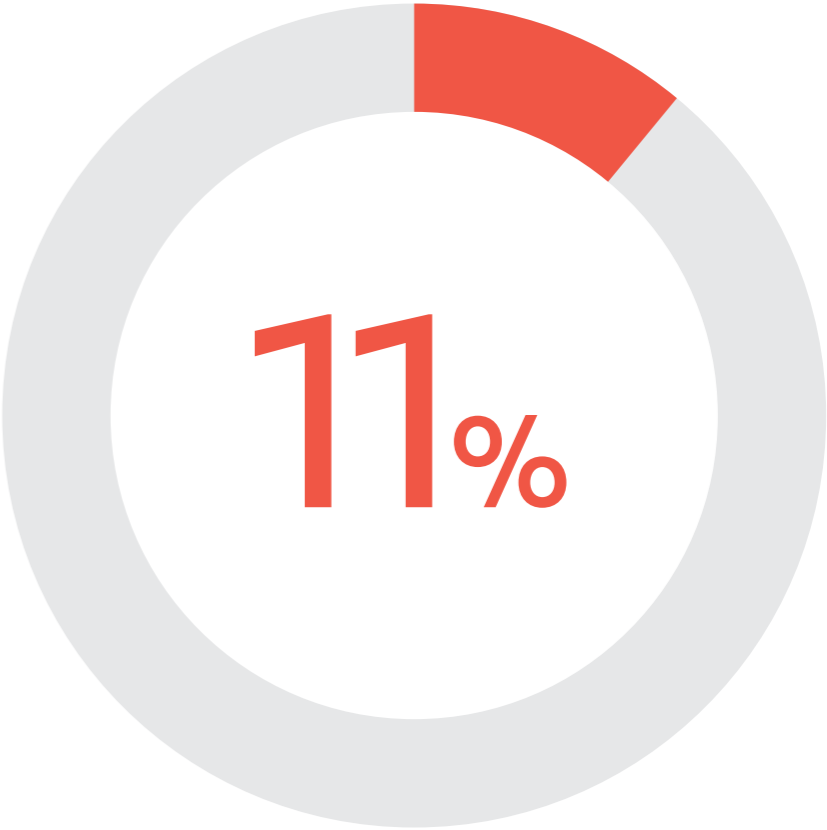
What other labour cost management strategies did you implement in response to COVID-19?



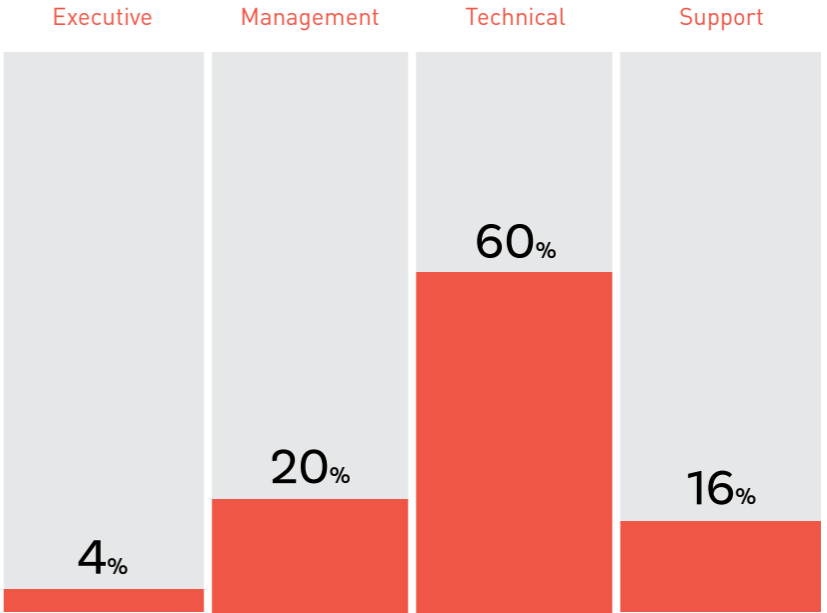
*N/A: We didn't implement other labour cost management strategies

This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 81.

If you made permanent staff redundant, approximately what percentage (%) of permanent staff were made redundant as a result of COVID-19?



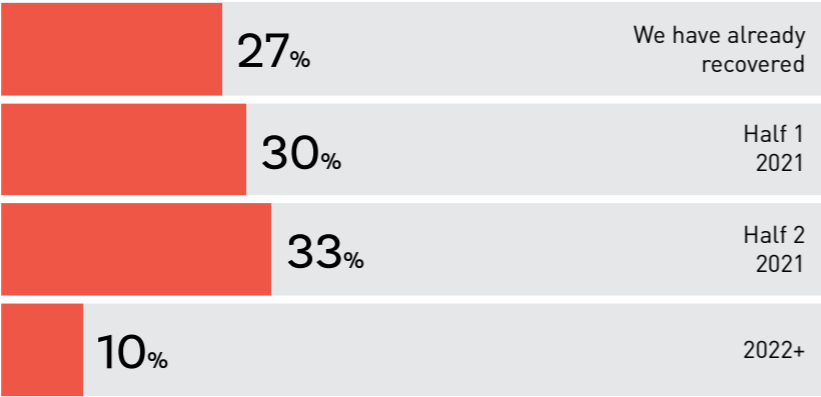
Of staff made redundant, what type of role were they in?



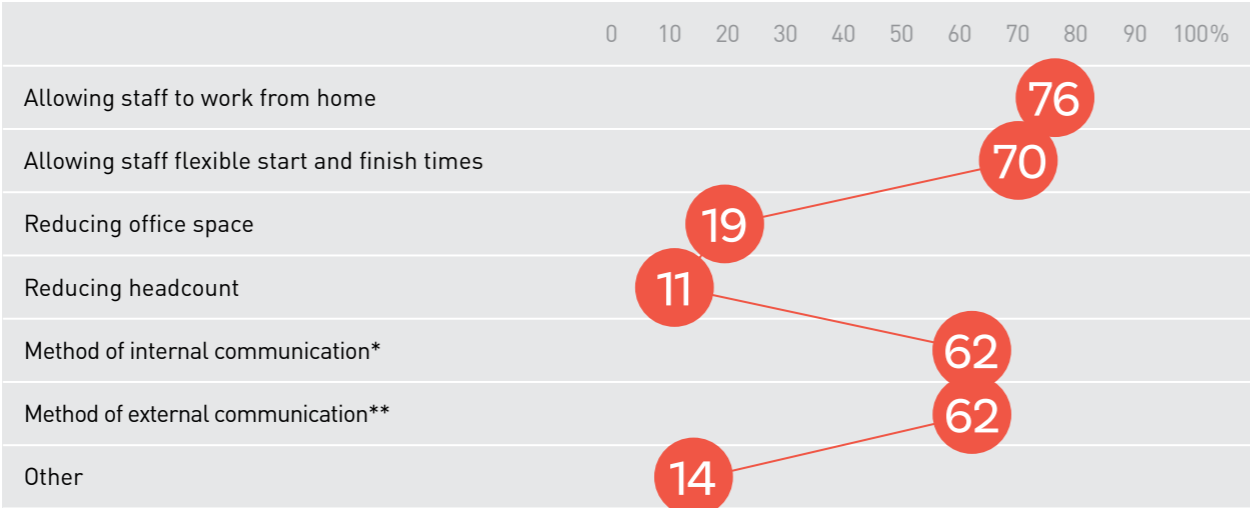
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 81.

covid-19 impact

How quickly do you predict your business will recover from the impact of COVID-19?

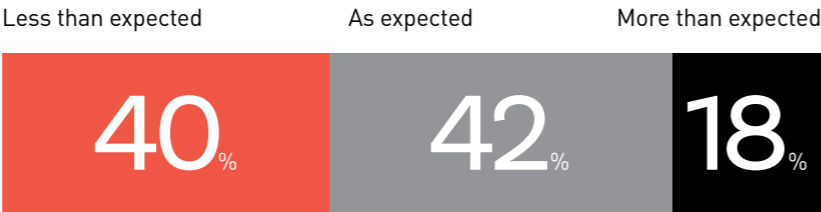


What long term changes will you make to your business as a result of COVID-19?



*with staff and between teams **clients and project stakeholders

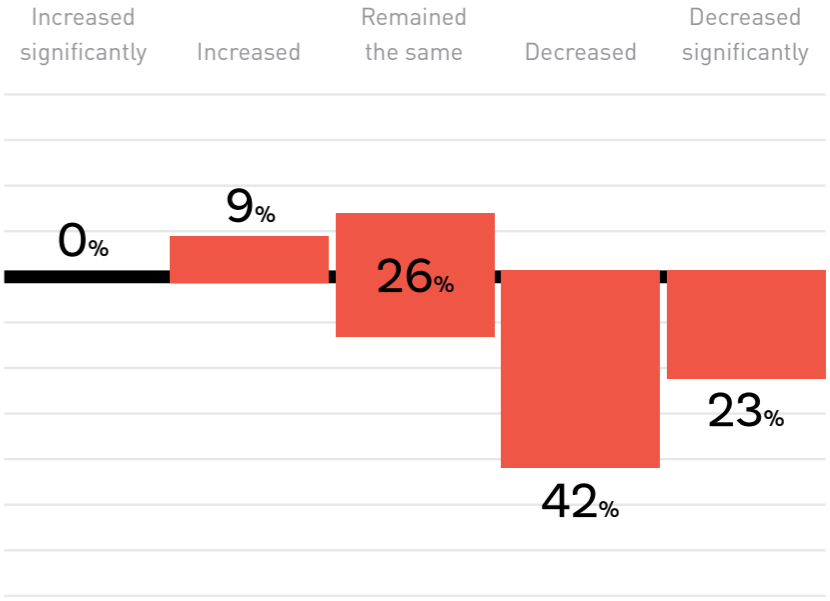
Is your project pipeline (unconfirmed or dormant projects), for this time of the year:



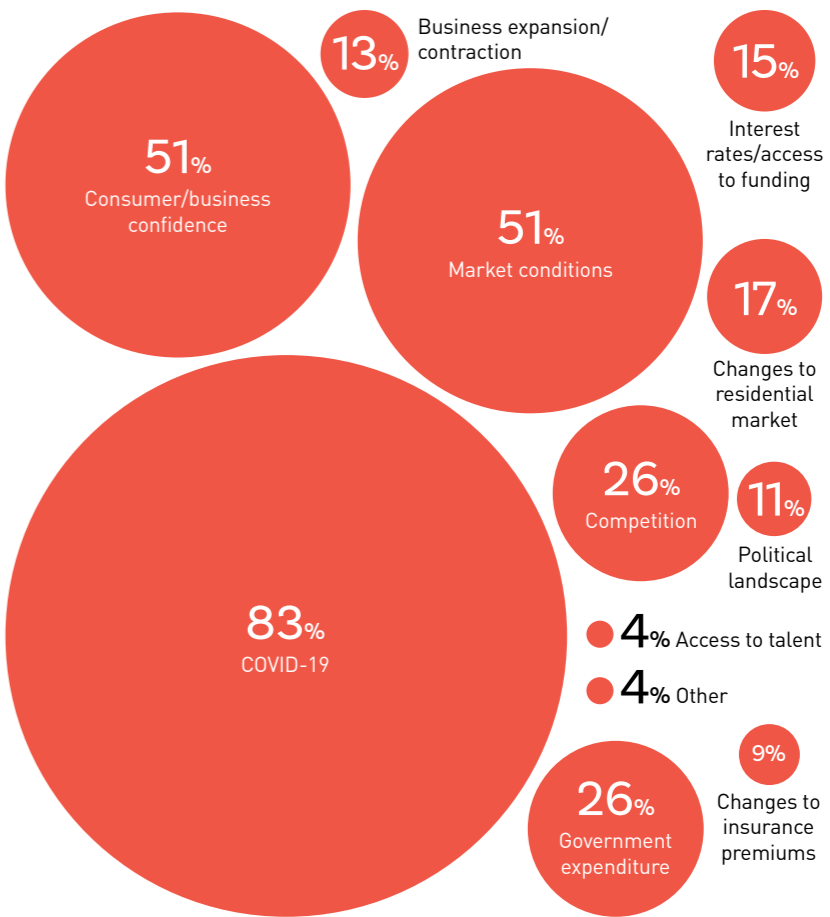
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 81.

business activity

Compared to 2019, did business activity in 2020:



What has had the biggest impact on business activity levels in 2020?

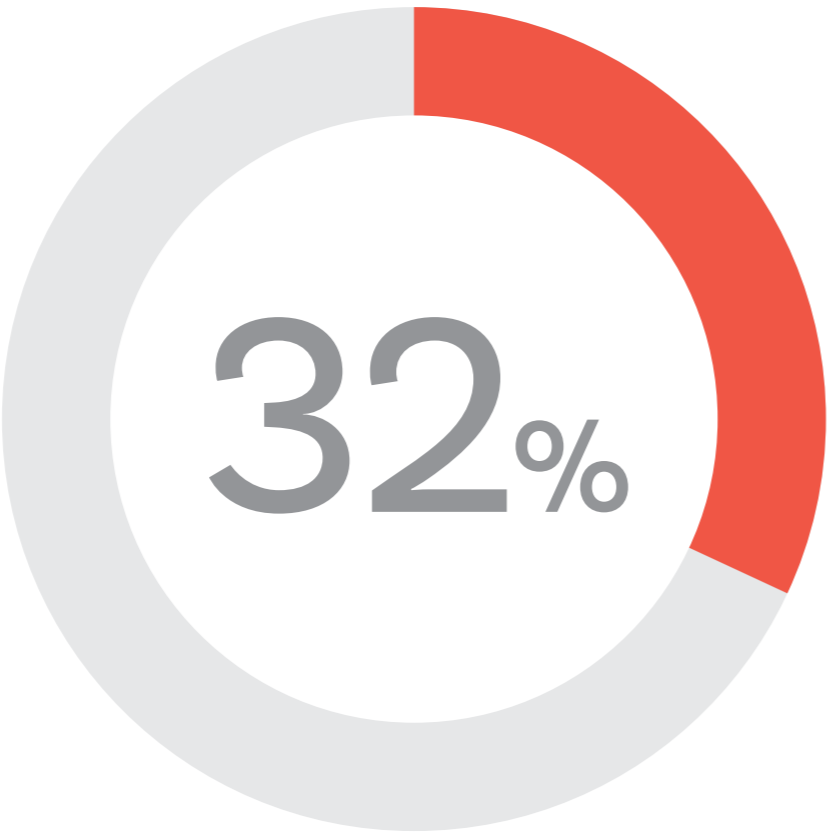


business activity

Does your organisation tender for projects?



Of projects tendered for in 2020, approximately what percentage were successful?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	32%	20%	2%	7%	0%
1-5%	7%	7%	2%	5%	2%
6-10%	2%	7%	7%	7%	0%
11-20%	5%	14%	23%	5%	7%
21-50%	37%	34%	48%	19%	67%
50% +	17%	18%	18%	57%	24%

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

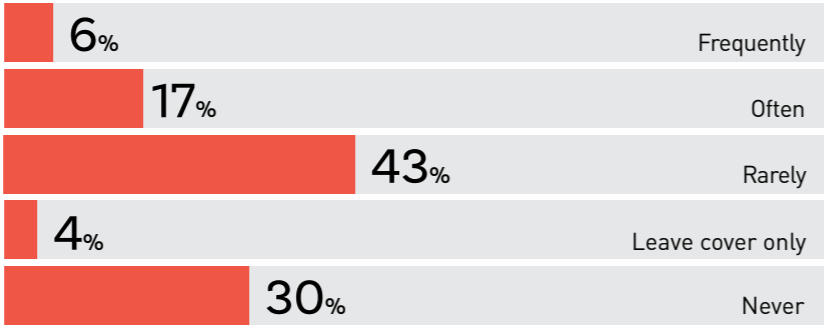
0%	69%	43%	31%	29%	7%
1-5%	14%	26%	14%	17%	26%
6-10%	3%	8%	26%	7%	24%
11-20%	3%	10%	17%	20%	26%
21-50%	8%	5%	10%	15%	14%
50% +	3%	8%	2%	12%	3%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

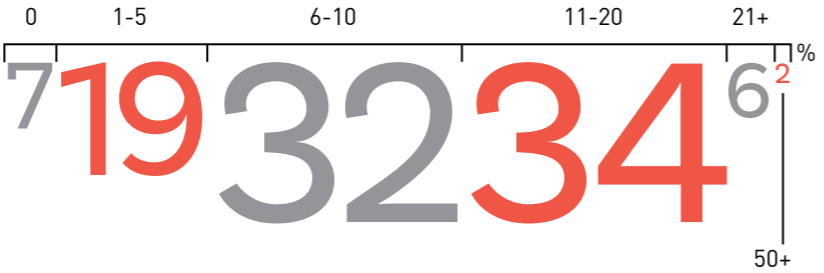
0%	100%	97%	56%	76%	60%
1-5%	0%	3%	22%	13%	27%
6-10%	0%	0%	17%	3%	13%
11-20%	0%	0%	5%	5%	0%
21-50%	0%	0%	0%	3%	0%
50% +	0%	0%	0%	0%	0%

hr & talent

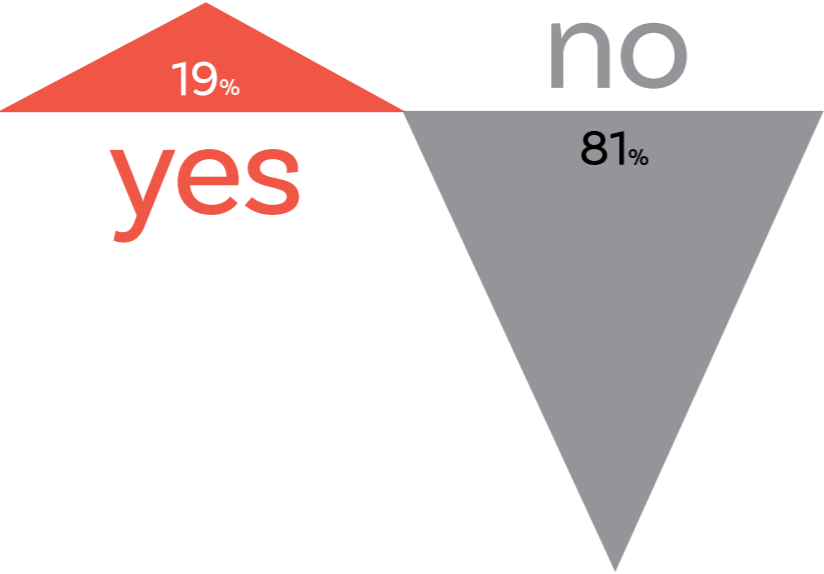
How often do you employ temp/contract staff?



Approximately what percentage of your staff are employed as support staff?



Does your organisation employ an internal talent acquisition team or professional?



Did you recruit any graduates in 2020?



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

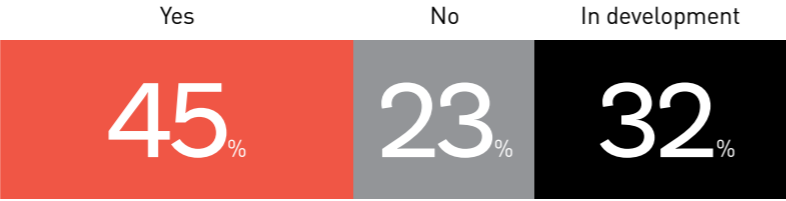


Did you provide visa sponsorship to any employees in 2020?

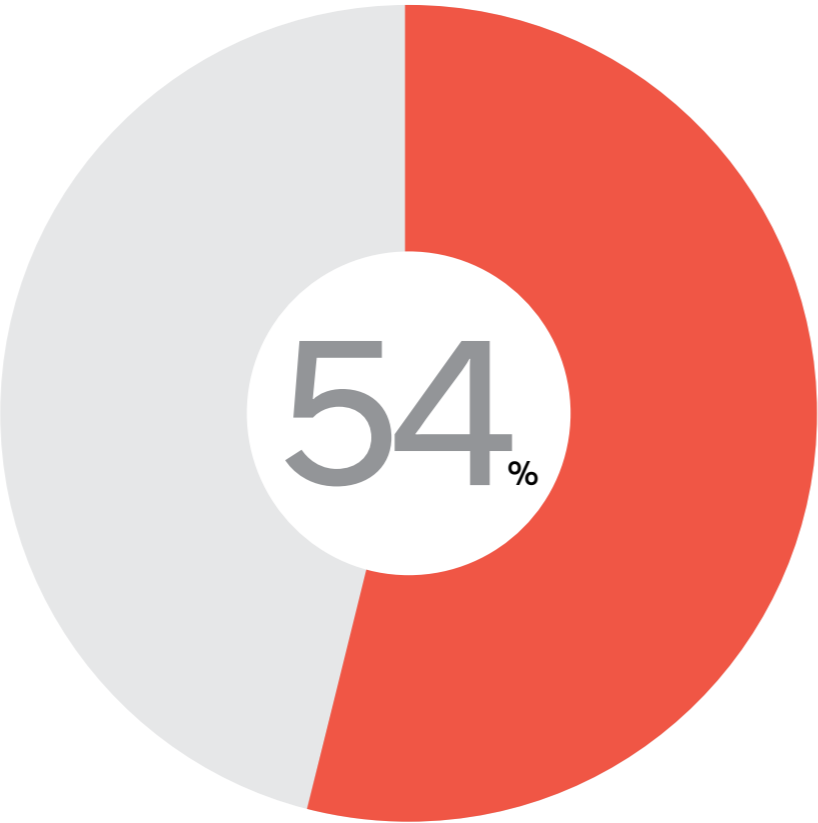


hr & talent

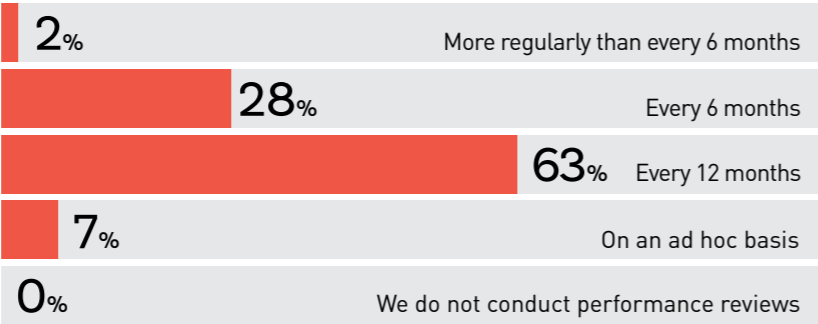
To your knowledge, does your organisation have a diversity policy for hiring new staff?



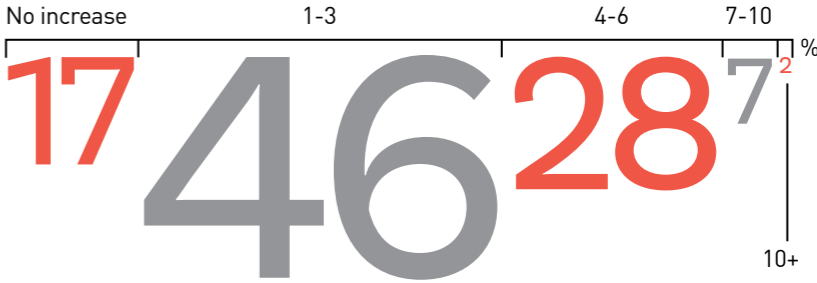
Approximately what percentage of organisation revenue is spent on wages?



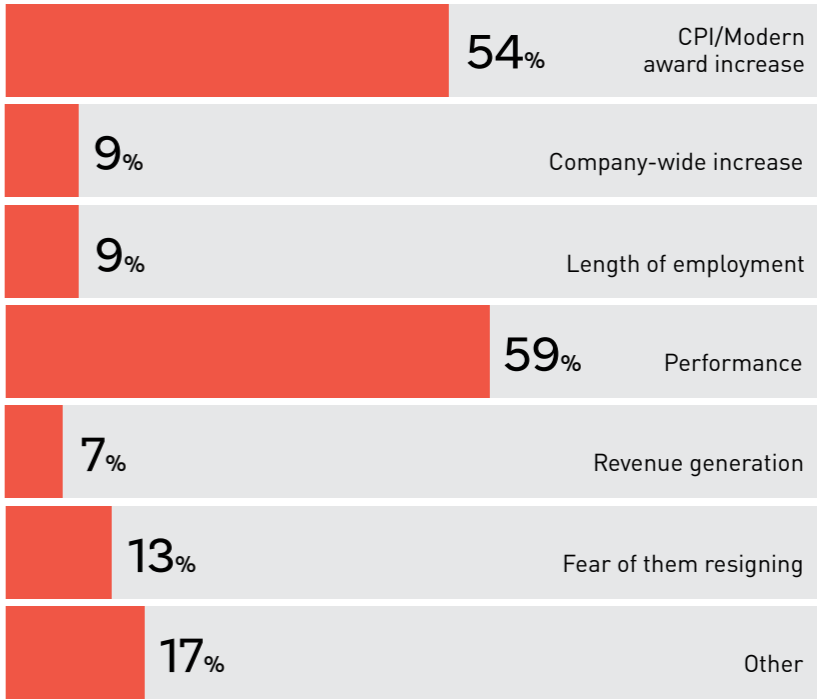
How often do you conduct performance reviews?



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



Of those employees who recieved an increase in salary, what were the most common reasons?



In your next round of performance reviews, what do you expect to increase salaries by?



hr & talent

Do you pay overtime to:

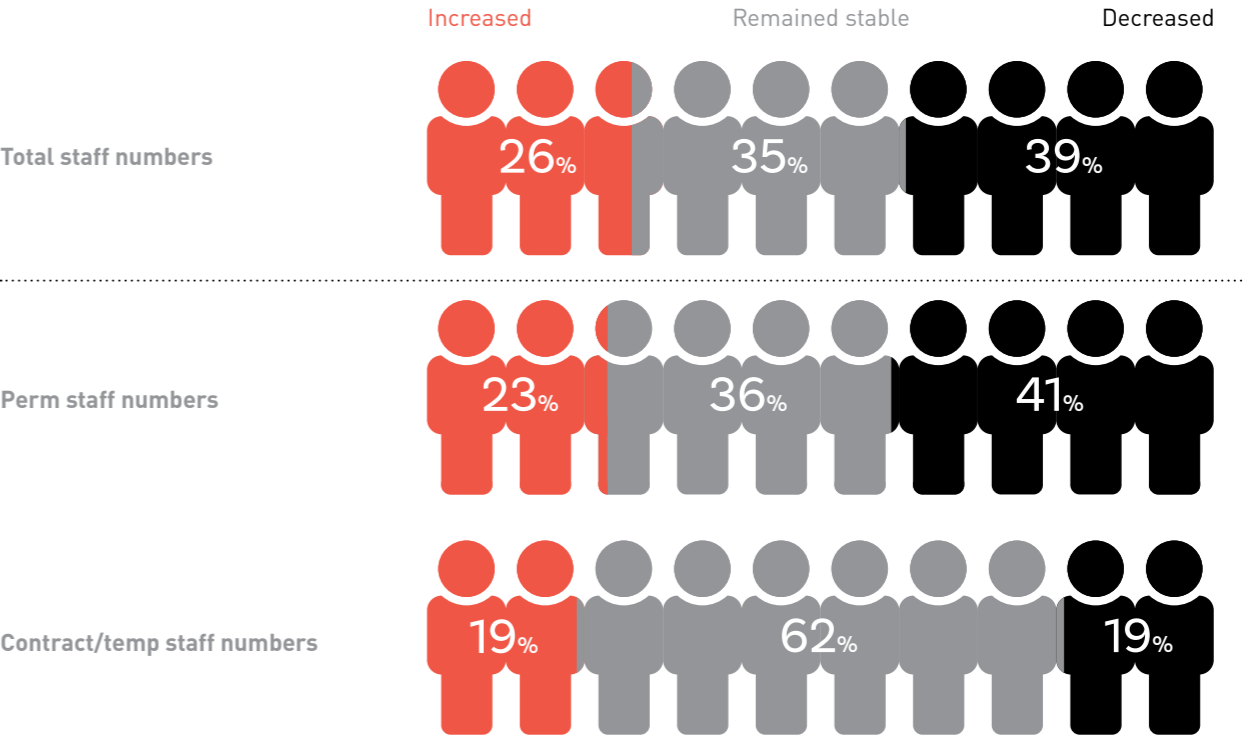
	Executive	Mgmt	Technical	Support
Overtime rates	2%	9%	24%	23%
Time in Lieu	26%	47%	52%	41%
No overtime	72%	44%	24%	36%

What are the most important characteristics when looking for potential employees for your organisation?

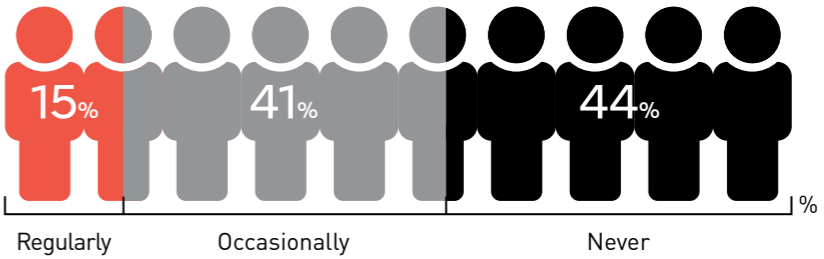
	Executive	Mgmt	Technical	Support
Communication skills	73%	62%	48%	82%
Project management skills	25%	44%	20%	16%
Job specific/technical skills	33%	51%	87%	73%
Stakeholder engagement skills	30%	22%	9%	5%
Leadership skills	80%	67%	7%	2%
Business development skills	58%	40%	0%	5%
Cultural fit	65%	62%	80%	84%
Academic qualifications	18%	20%	35%	9%
Project experience	28%	49%	67%	23%

retention & turnover

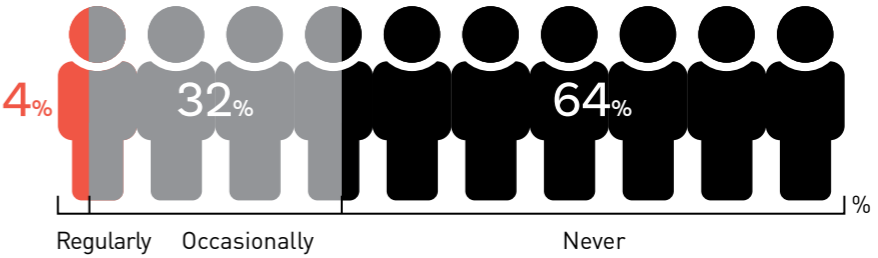
In 2020, have staff numbers within your organisation:



In 2020, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

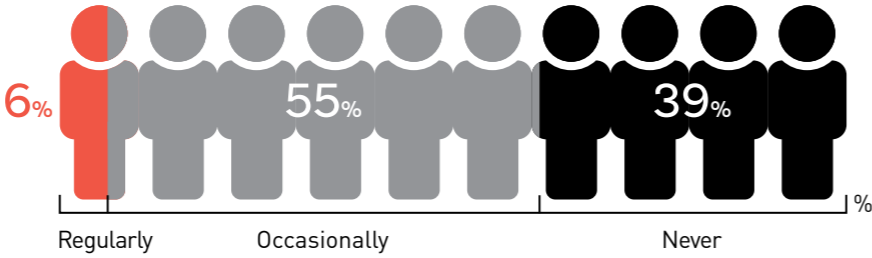


In 2020, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?

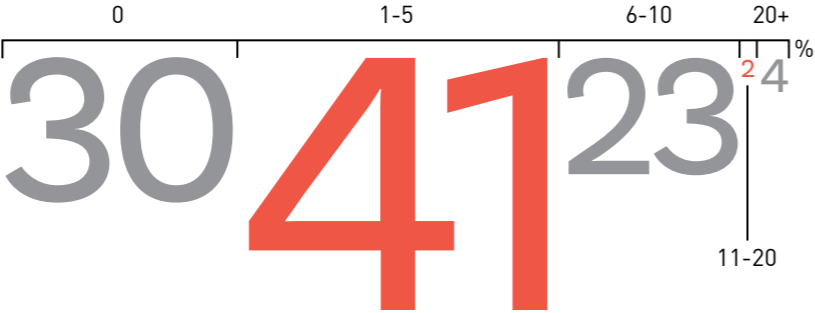


retention & turnover

When recruiting staff in 2020, did you have to pay higher salaries than you expected to in order to secure your preferred candidate?



Approximately what percentage of voluntary staff turnover (resignations) did your organisation experience in 2020?

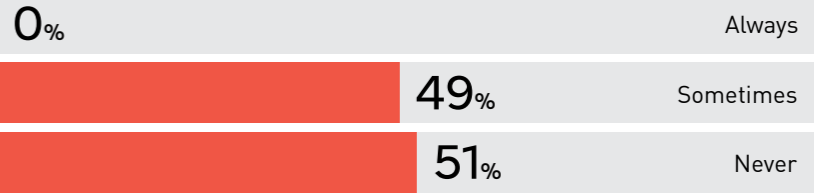


What were the most common reasons for staff resigning in 2020?

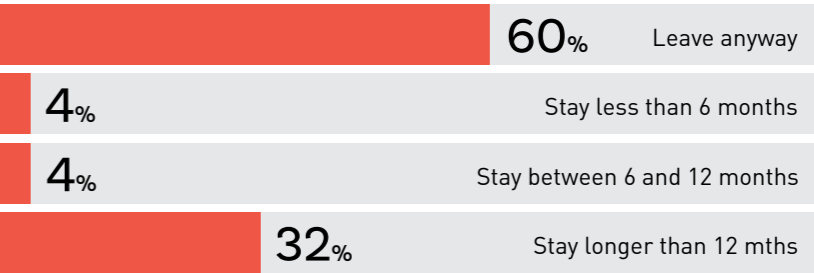


*or management **or work-life balance
† Personal circumstances i.e. Parental leave, relocation, health, retirement

Do you counter offer departing staff?



Of those counter offered, do they usually:



Approximately what percentage of your staff were made redundant in 2020?



Did you enforce reduced work hours for any permanent employees during 2020, due to reduced workload?



flexibility & benefits

Do you offer any of the following monetary employee benefits?

	Executive	Mgmt	Technical	Support
Car/car allowance	51%	19%	3%	3%
Parking	58%	54%	26%	30%
Additional superannuation	21%	0%	0%	0%
Insurance	28%	8%	12%	9%
Salary sacrifice	33%	38%	35%	36%
Bonuses	33%	54%	59%	55%
Profit share	53%	16%	3%	0%
Financial support for study	19%	41%	56%	45%
Additional paid parental leave	14%	19%	18%	18%

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

Health & wellbeing*	36%	33%	32%	33%
Casual dress policy	59%	62%	68%	70%
Birthday day-off	5%	5%	5%	3%
Externally facilitated training	59%	60%	50%	45%
Additional annual leave	14%	12%	11%	8%
Paid study leave	25%	26%	34%	30%
Additional unpaid parental leave	30%	31%	32%	33%

*Health & wellbeing program allowance

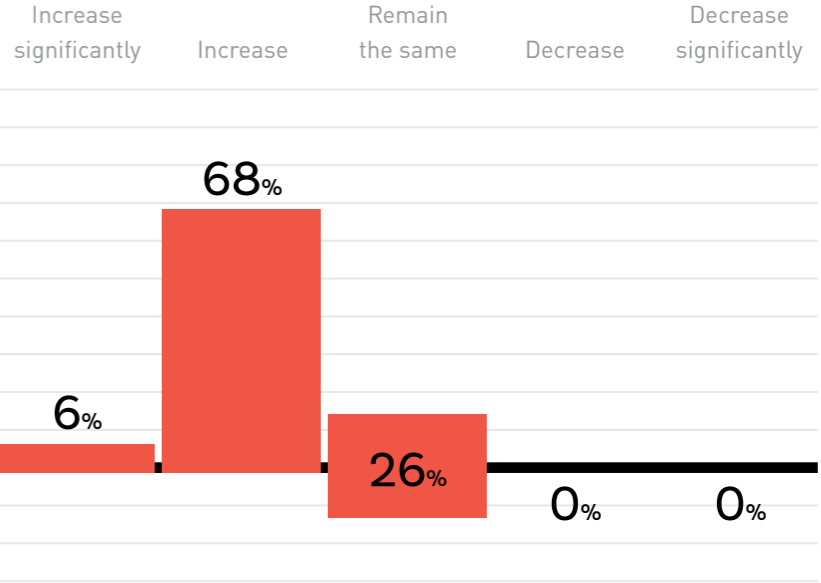
Do you offer any of the following flexible workplace practices?

Flexible work hours	83%	88%	89%	87%
Flexible workplace**	88%	88%	77%	85%
Compressed working week	13%	13%	11%	13%
Part-time hours	35%	45%	45%	59%
Job sharing	0%	0%	0%	3%
Career breaks	10%	10%	9%	8%

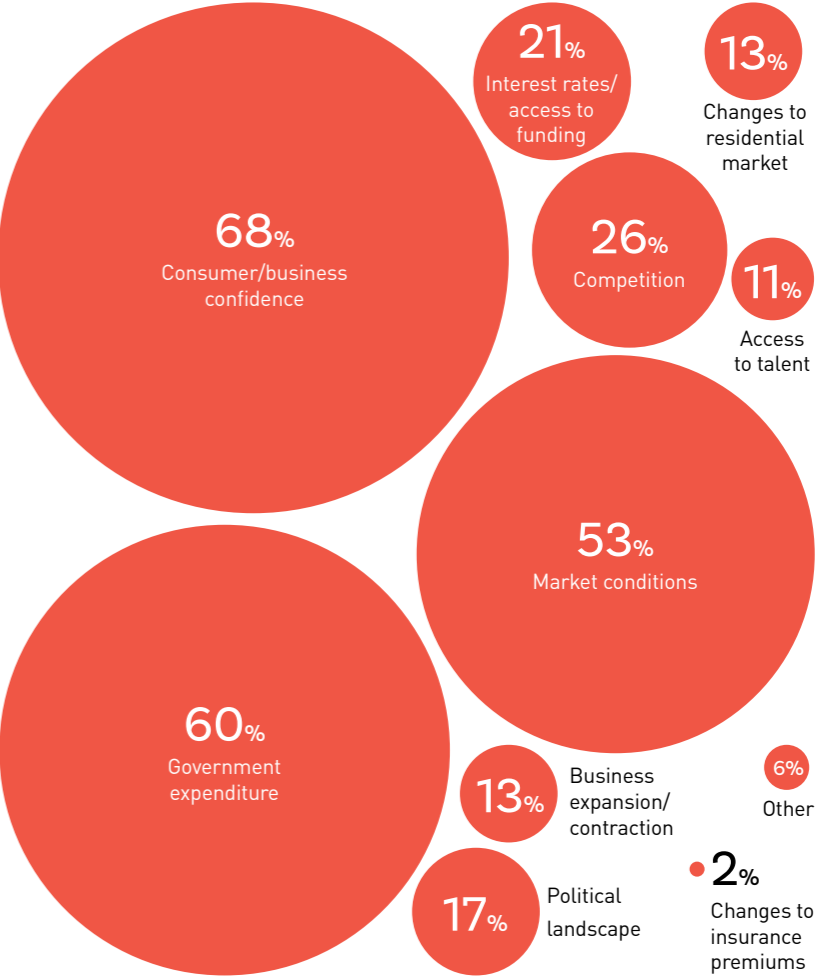
**Flexible workplace/work from home

next 12 months

Compared to 2020, do you expect to see business activity in 2021 to:

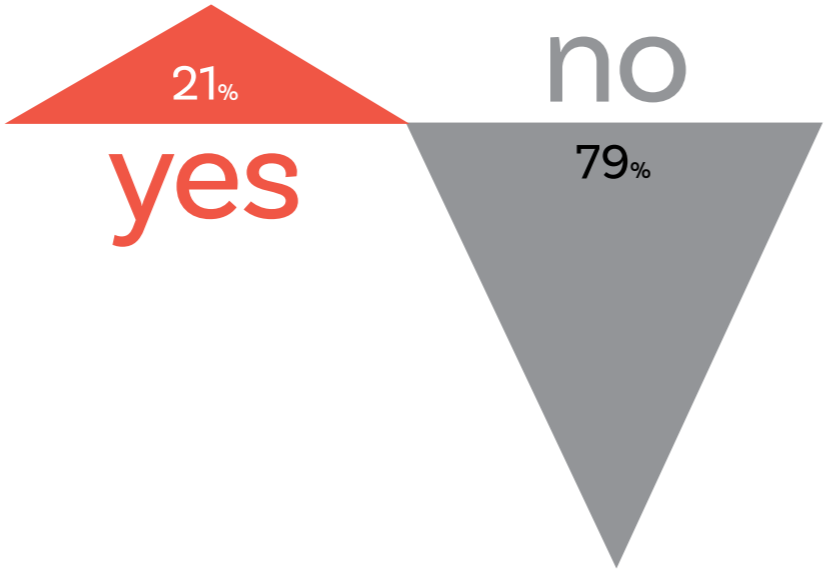


What do you predict will have the biggest impact on business levels in 2021?

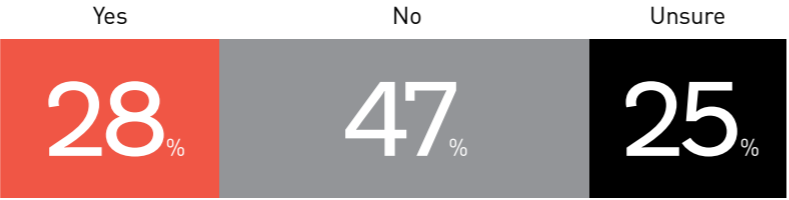


next 12 months

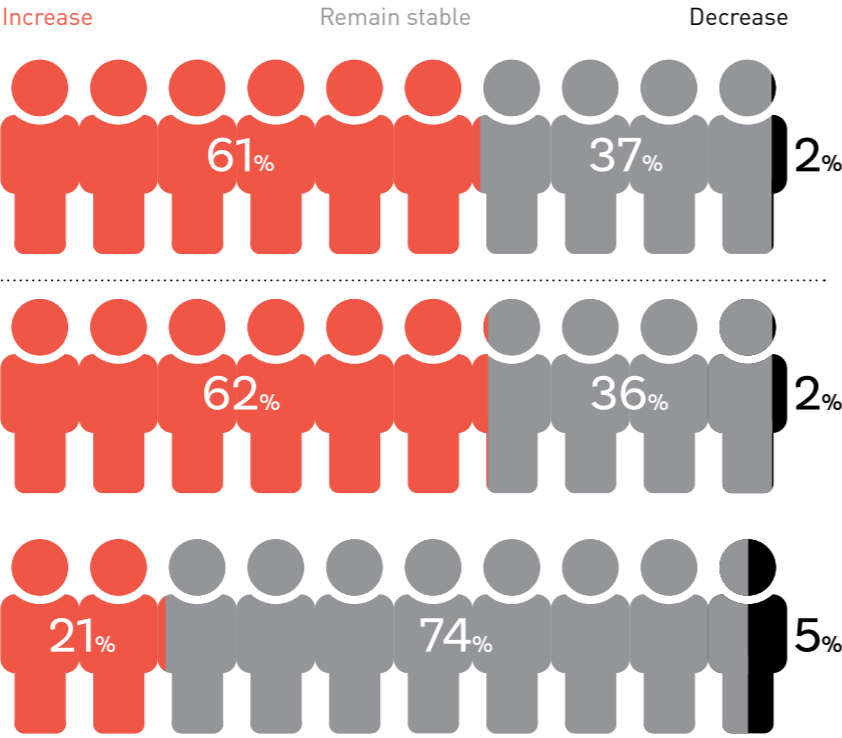
Do you think talent shortages will impact the operation of your organisation in 2021?



Are you currently, or do you plan to restructure your department/organisation in 2021 to keep up with changing business needs?



In 2021, do you expect staff numbers to:



architecture

SALARY LEVELS & TABLES

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

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 Design Architect/Senior Interior Designer
LEVEL 5	Highly skilled designer/documenter taking lead role on projects and 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

architecture

SALARY TABLES

Architect/Architect Assistant

	LOW	AVERAGE	HIGH
LEVEL 1	\$44,000	\$51,000	\$59,000
LEVEL 2	\$55,000	\$61,000	\$69,000
LEVEL 3	\$67,500	\$72,500	\$77,500
LEVEL 4	\$80,000	\$82,500	\$90,000
LEVEL 5	\$95,000	\$95,000	\$105,000
LEVEL 6	\$105,000	\$125,000	\$135,000
LEVEL 7	\$140,000	\$160,000	\$205,000

Interior Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$50,000	\$53,000	\$60,000
LEVEL 2	\$59,000	\$61,000	\$69,000
LEVEL 3	\$67,500	\$67,500	\$75,000
LEVEL 4	\$77,500	\$85,000	\$90,000
LEVEL 5	\$90,000	\$95,000	\$105,000
LEVEL 6	\$105,000	\$125,000	\$130,000
LEVEL 7	\$130,000	\$165,000	\$190,000

All salaries listed in the 2021 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	\$54,000	\$55,000
LEVEL 2	\$55,000	\$58,000	\$60,000
LEVEL 3	\$65,000	\$67,500	\$75,000
LEVEL 4	\$70,000	\$80,000	\$92,500
LEVEL 5	\$80,000	\$95,000	\$115,000
LEVEL 6	\$95,000	\$105,000	\$135,000
LEVEL 7	\$120,000	\$125,000	\$155,000

Urban Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$50,000	\$54,000	\$62,000
LEVEL 2	\$55,000	\$61,000	\$69,000
LEVEL 3	\$61,000	\$65,000	\$75,000
LEVEL 4	\$72,500	\$82,500	\$87,500
LEVEL 5	\$82,500	\$102,500	\$117,500
LEVEL 6	\$115,000	\$125,000	\$145,000
LEVEL 7	\$150,000	\$160,000	\$230,000

All salaries listed in the 2021 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.

Voluntary
resignations
in architectural
practises
dropped by
54%
during 2020.

architecture

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

architecture

SALARY TABLES

Architectural Documenter

	LOW	AVERAGE	HIGH
LEVEL 1	\$41,000	\$49,000	\$58,000
LEVEL 2	\$54,000	\$63,000	\$72,000
LEVEL 3	\$57,500	\$70,000	\$85,000
LEVEL 4	\$72,500	\$87,500	\$92,500
LEVEL 5	\$82,500	\$92,500	\$120,000
LEVEL 6	\$115,000	\$147,500	\$160,000

BIM Manager

	LOW	AVERAGE	HIGH
BIM MANAGER	\$100,000	\$115,000	\$140,000

Practice Manager

	LOW	AVERAGE	HIGH
PRACTICE MANAGER	\$85,000	\$105,000	\$155,000

All salaries listed in the 2021 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.

90%

of practices have
already recovered
from the impact
of COVID-19
or expect to
during 2021.

architecture SALARY LEVELS

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

architecture SALARY TABLE

3D Visualiser

	LOW	AVERAGE	HIGH
LEVEL 1	\$52,500	\$57,500	\$65,000
LEVEL 2	\$70,000	\$75,000	\$82,500
LEVEL 3	\$87,500	\$102,500	\$110,000

All salaries listed in the 2021 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



60% of firms expect to increase overall staff numbers in 2021, including 47% of responding firms planning to increase contract staff numbers.

introduction

OBSERVATIONS FROM 2020

2020 was a subdued year for the Victorian construction industry with 69% of responding firms reporting a decrease in business activity from the prior 12 months.

Unsurprisingly, the impact of COVID-19 was substantial on the industry, with 88% of firms being negatively impacted by the pandemic. The average cost to construction firms impacted by COVID-19 was 26% of annual revenue, the second highest of all industries surveyed behind the architecture industry at 28% of annual revenue. 43% of construction firms forced employees to take annual leave, while 52% stood employees down in order to mitigate reducing demand.

With a shrinking number of projects going out to tender and the increasing capacity of firms, competition over jobs increased, resulting in tender success rates dropping to 21%, down from 29% 12 months prior.

Ben Lody, Senior Consultant – Civil Construction at Aspect notes *“Rail infrastructure projects have remained strong with the level crossing removals work still increasing, and major infrastructure projects like the Metro Tunnel having to make up for time lost due to lockdowns and site restrictions in 2020. Large changes in the tendering process for government contracts left gaps in start and finish dates, and a slowdown in road infrastructure upgrades in the North, South and East”*.

While Tom Skevington, Team Leader – Commercial Construction at Aspect adds *“With the increased competition in the market, there’s been a noticeable spike in Tier 1 builders tendering on smaller projects they traditionally wouldn’t have. Coupled with a rise of ‘boutique’ construction companies starting up, typically from senior Tier 1 & 2 construction professionals, there’s been a rise in the competition for new projects”*.

THE TALENT MARKET

The unpredictability of 2020 coupled with increased competition for projects was reflected by team sizes – with 40% of construction firms increasing staff numbers, and 33% of firms decreasing numbers. Only 27% of construction firms remained stable in size in 2020.

Resignations amongst participating firms dropped in 2020, with companies experiencing only a 6.2% voluntary turnover rate, down from 8.2% in 2019. Salary remains the dominant driver of resignations.

While higher salaries proved an effective incentive to leave a company, they were less effective as a retention tool. Counter offers remained a popular retention strategy, with 87% of firms attempting to counter offer departing employees, up from 70% the prior year. The success of counter offers continues to decline with 64% of counter offered employees leaving within 6 months, up from 39% in the 12 months earlier.

Pleasingly, diversity was very much on the agenda for construction firms in 2020. 67% of responding firms now have a diversity policy in place when recruiting, substantially up from the 45% of firms that had one in 2019.

With regards to gender diversity, females remain underrepresented at the executive level in Victorian construction, with 79% of firms reporting women representing 5% or less of executive roles. On a positive note, 40% of firms’ total workforce includes more than 20% females, dramatically up from 24% in 2019 and 21% in 2018.

WHAT LIES AHEAD

The effects of COVID-19 will continue to be experienced in 2021. No impacted construction firms report that they’ve already recovered from the impact of the pandemic. 74% anticipate bouncing back within 2021, while 36% of firms expect that a full recovery won’t be seen until 2022 – the longest recovery time out of all industries surveyed.

Despite the lingering effects of COVID-19, participating firms are optimistic about the next 12 months. Project work flows are on the mend with 64% of firms reporting pipelines have returned to a level they’d expect, if not higher.

82% expect business activity to improve, while only 12% anticipate activity decreasing. The tail wind will be driven by government expenditure (56%) and increasing consumer and business confidence (63%), with growing competition (50%) providing a headwind.

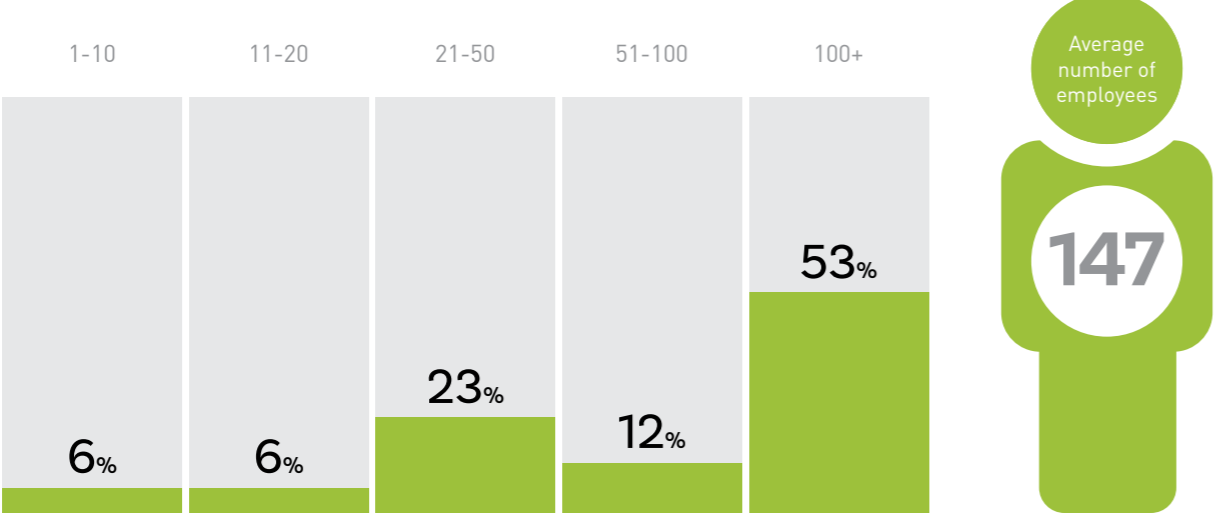
Construction firms plan to respond to increasing business activity by adding to their headcount. 60% of firms expect to increase overall staff numbers, including 47% of responding firms planning to increase contract staff numbers.

We anticipate competition for talent to quickly return to its peak, presenting both challenge and opportunity for firms to develop employee value propositions to attract and retain great staff.

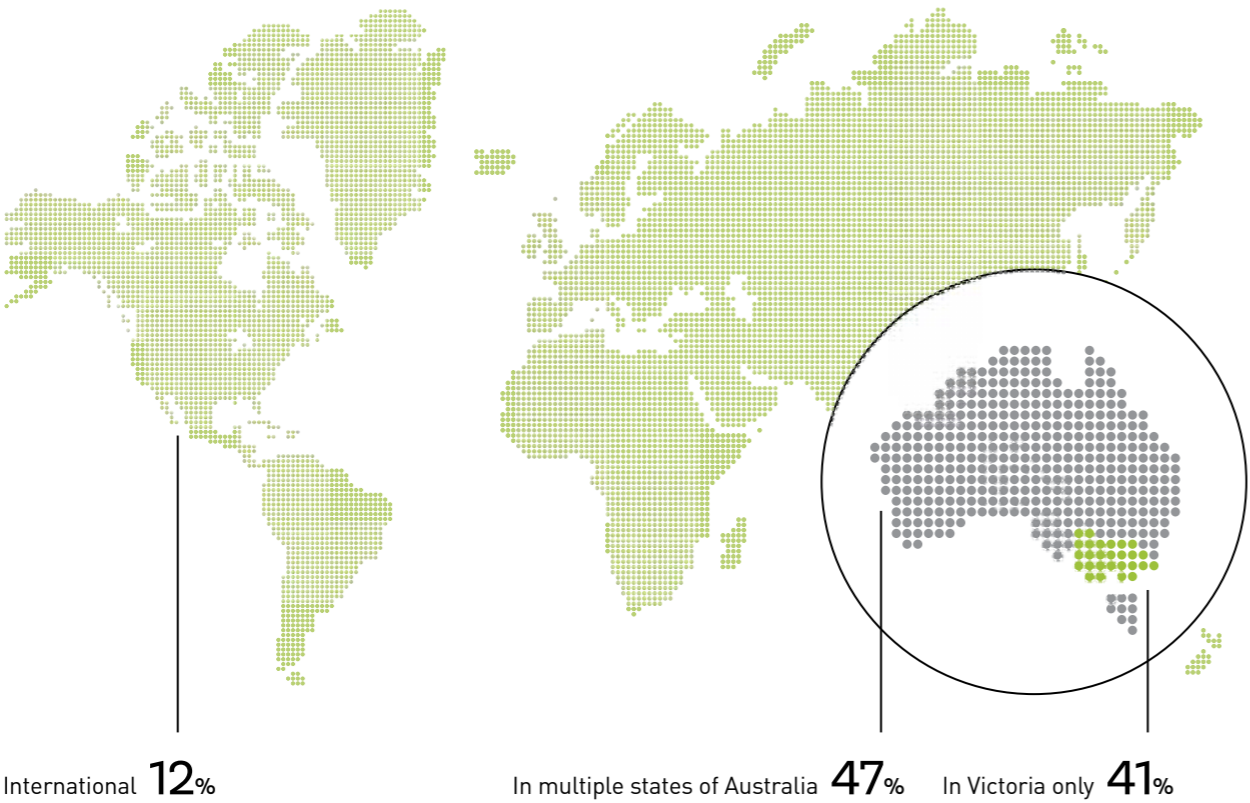
Skevington continues, *“We’ve seen a dramatic increase in demand for staff in regional areas, or those willing to travel, due to typically ‘metro builders’ taking on projects in regional Victoria. This has led to a higher demand for contract staffing solutions (both fixed term and rolling contracts) – which in turn, has led to a desire for autonomous staff with greater software and IT competence”*.

company demographics

How many staff does your organisation currently employ?



Location of Offices



covid-19 impact

Was your business negatively impacted by COVID-19 in 2020?



If yes, respondents were asked the following COVID-19 related questions.

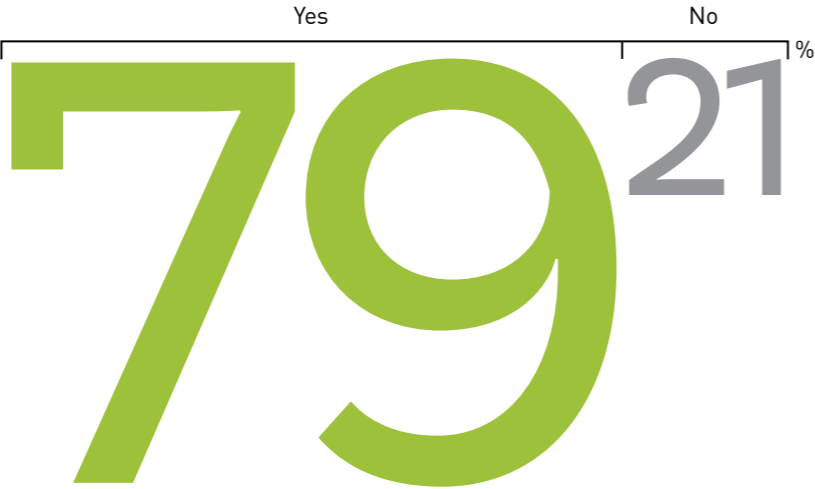
If your revenue decreased in 2020, approximately what percentage (%) did your revenue decrease as a result of COVID-19?



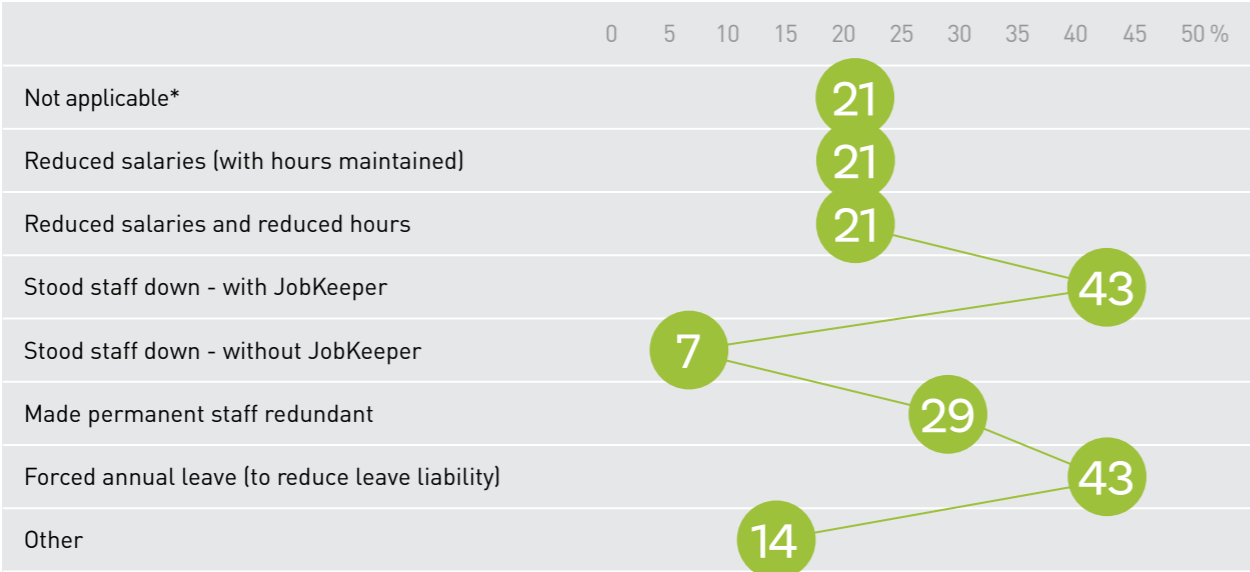
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 113.

covid-19 impact

Did your business qualify and access JobKeeper?



What other labour cost management strategies did you implement in response to COVID-19?



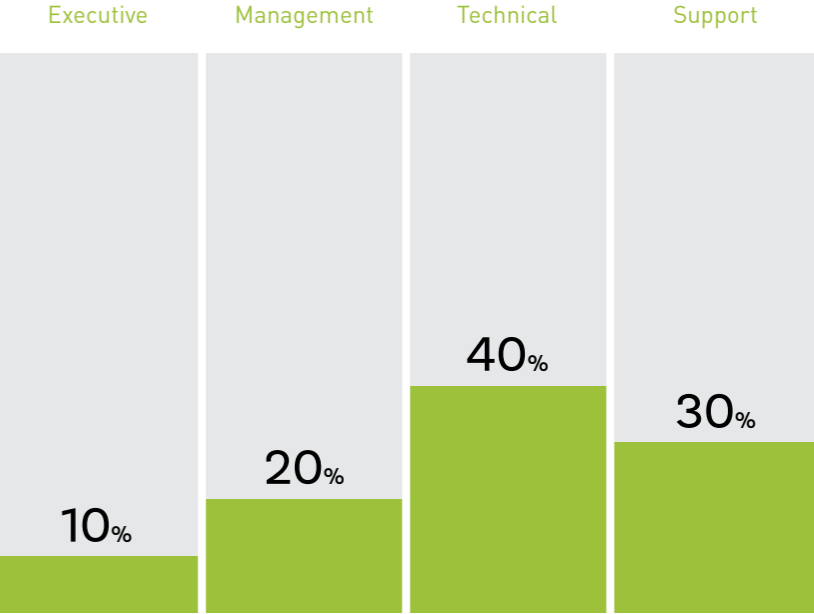
*N/A: We didn't implement other labour cost management strategies

This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 113.

If you made permanent staff redundant, approximately what percentage (%) of permanent staff were made redundant as a result of COVID-19?



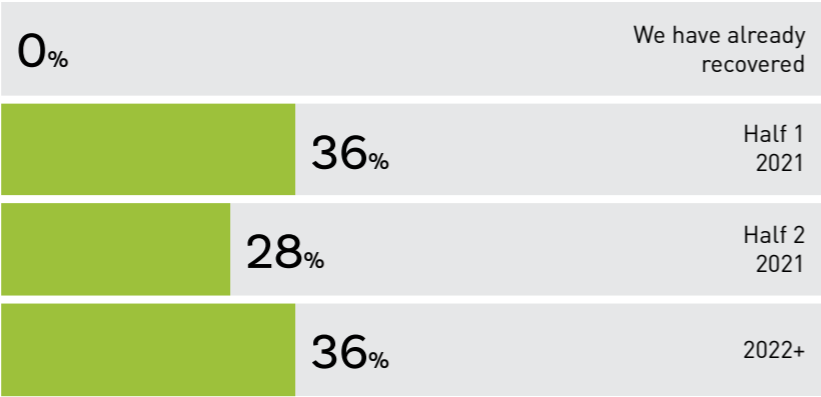
Of staff made redundant, what type of role were they in?



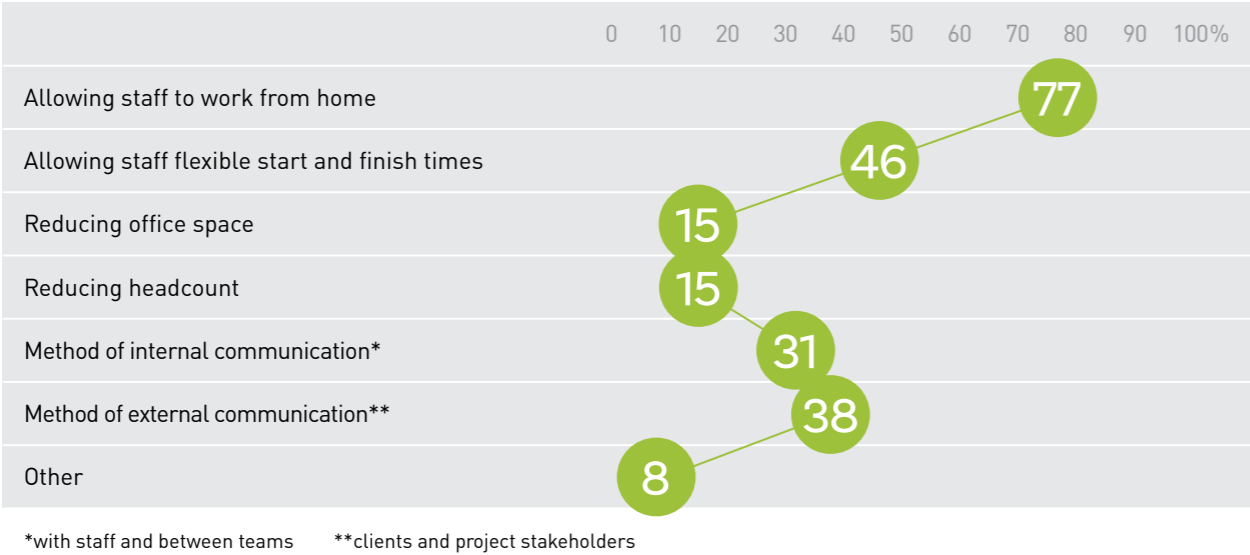
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 113.

covid-19 impact

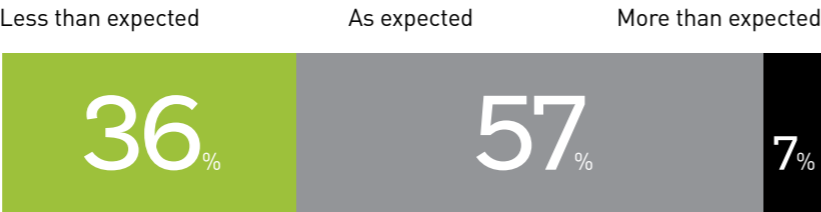
How quickly do you predict your business will recover from the impact of COVID-19?



What long term changes will you make to your business as a result of COVID-19?



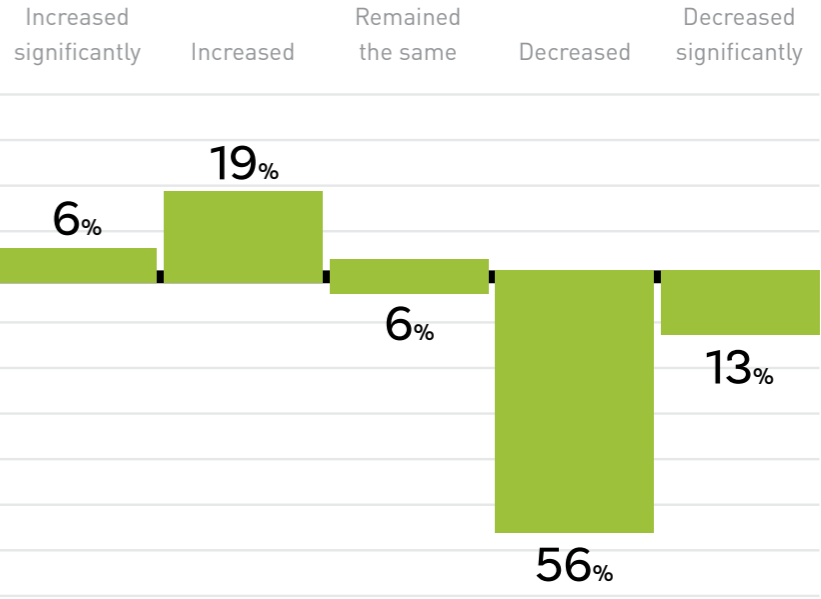
Is your project pipeline (unconfirmed or dormant projects), for this time of the year:



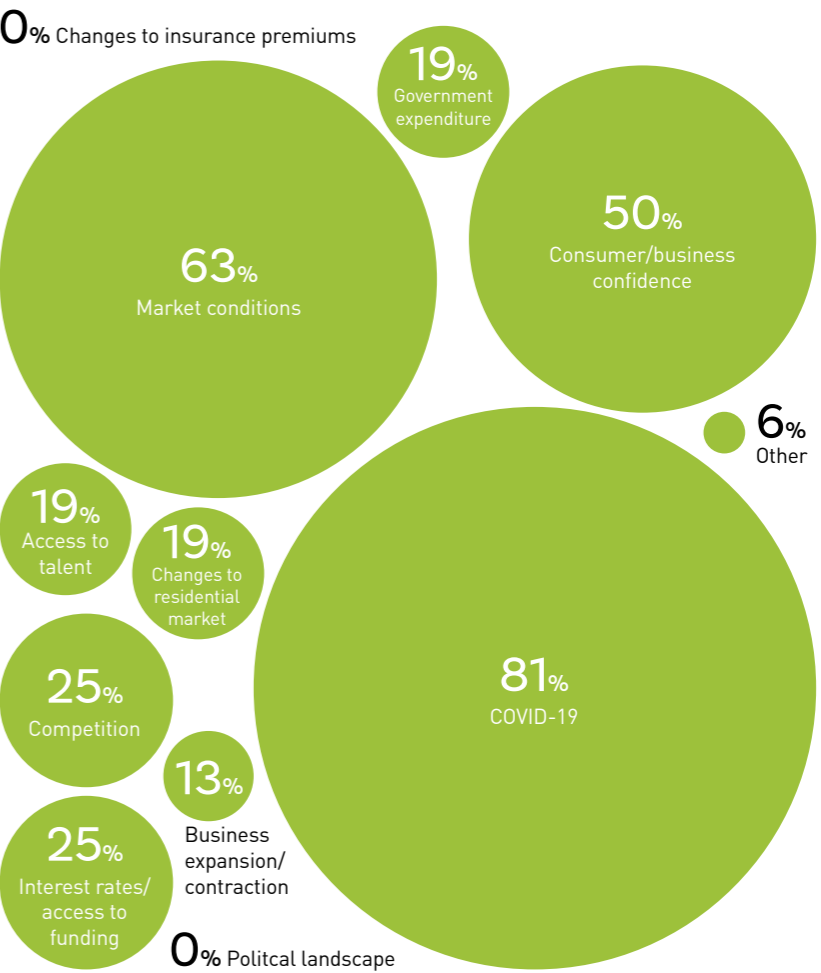
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 113.

business activity

Compared to 2019, did business activity in 2020:



What has had the biggest impact on business activity levels in 2020?

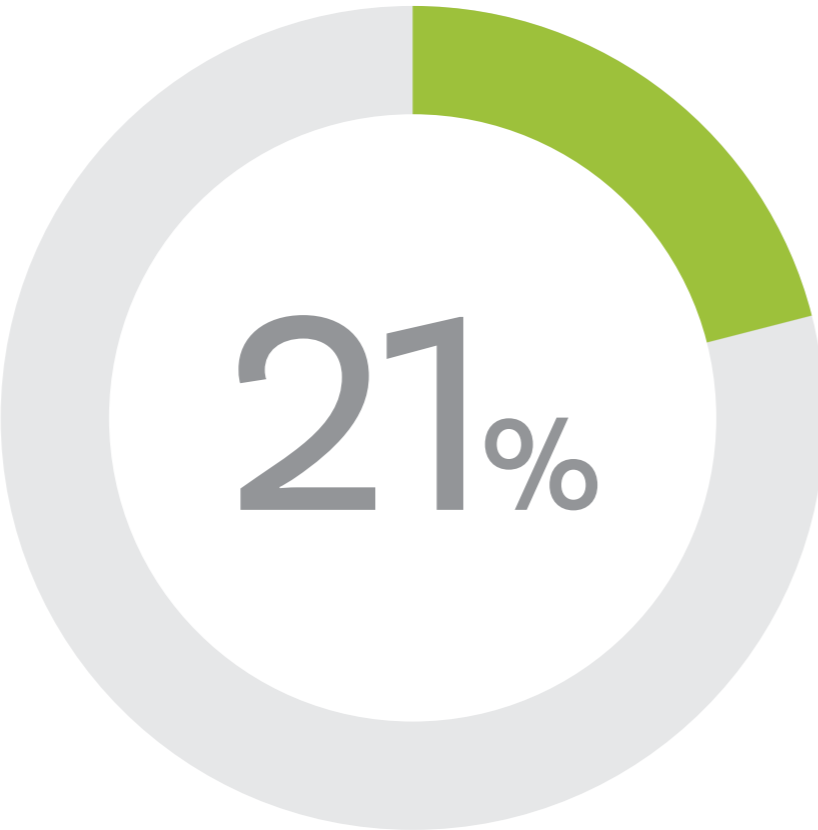


business activity

Does your organisation tender for projects?



Of projects tendered for in 2020, approximately what percentage were successful?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	43%	14%	23%	0%	0%
1-5%	36%	29%	23%	7%	13%
6-10%	0%	14%	23%	0%	27%
11-20%	7%	29%	23%	7%	20%
21-50%	7%	7%	8%	43%	40%
50% +	7%	7%	0%	43%	0%

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

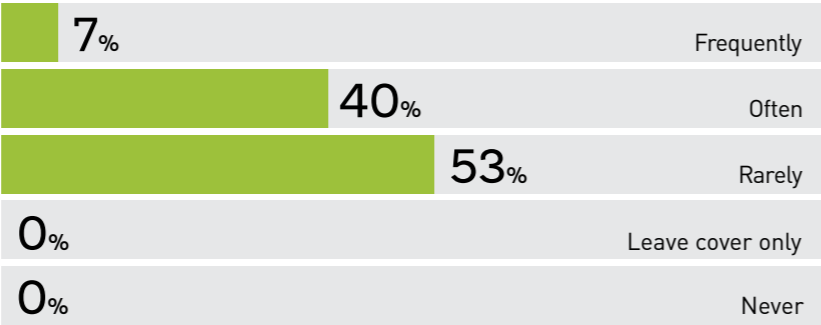
0%	100%	50%	27%	25%	26%
1-5%	0%	42%	46%	34%	60%
6-10%	0%	0%	18%	8%	0%
11-20%	0%	8%	0%	8%	0%
21-50%	0%	0%	0%	8%	7%
50% +	0%	0%	9%	17%	7%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

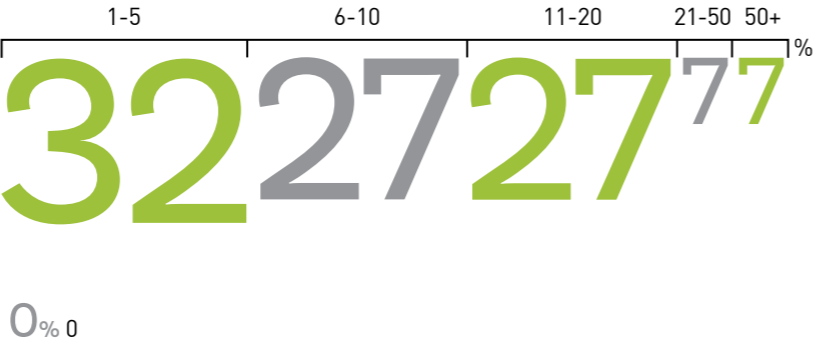
0%	91%	82%	23%	64%	43%
1-5%	9%	9%	62%	36%	50%
6-10%	0%	9%	15%	0%	7%
11-20%	0%	0%	0%	0%	0%
21-50%	0%	0%	0%	0%	0%
50% +	0%	0%	0%	0%	0%

hr & talent

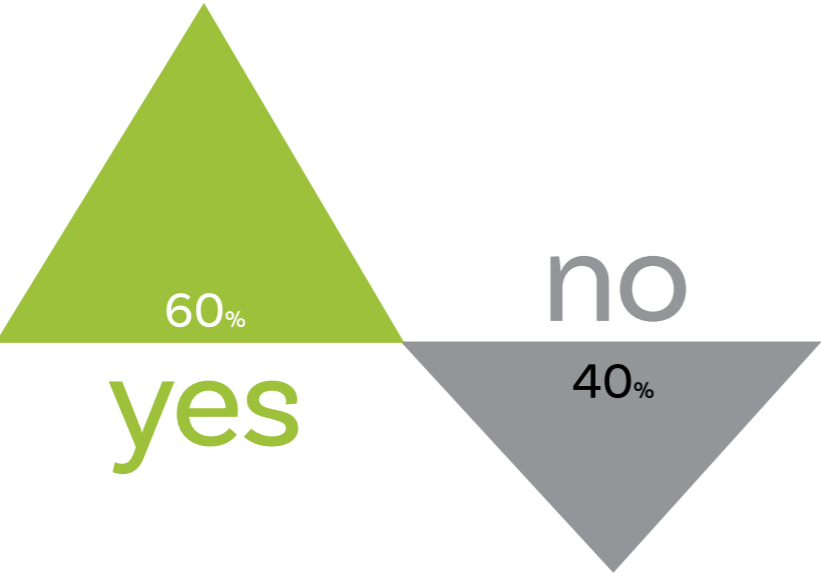
How often do you employ temp/contract staff?



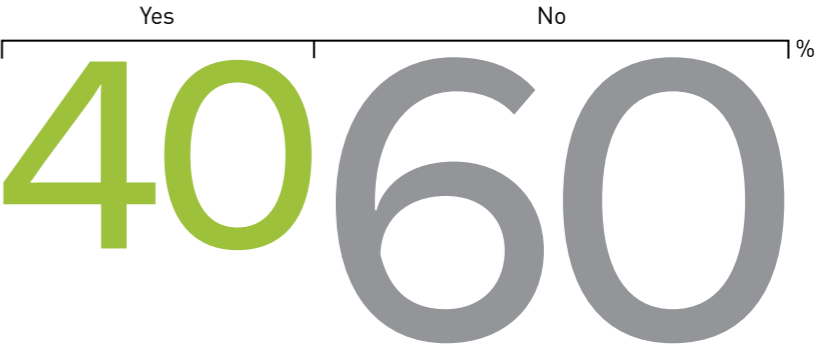
Approximately what percentage of your staff are employed as support staff?



Does your organisation employ an internal talent acquisition team or professional?



Did you recruit any graduates in 2020?



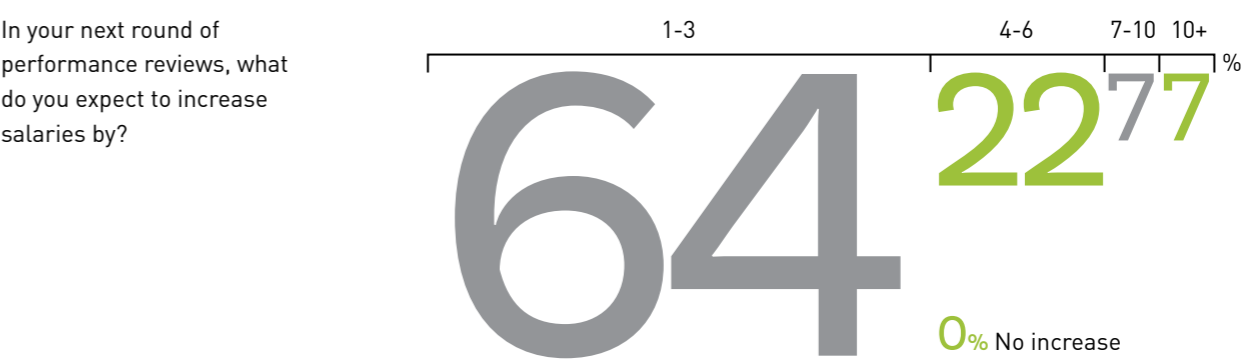
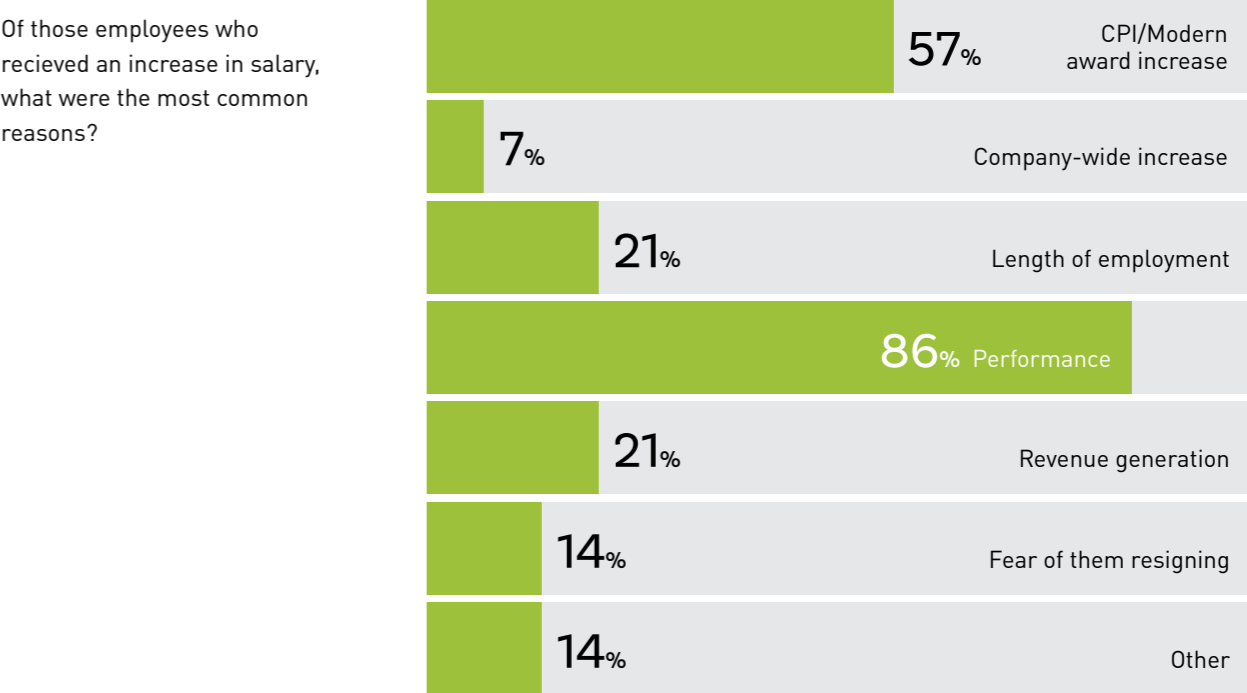
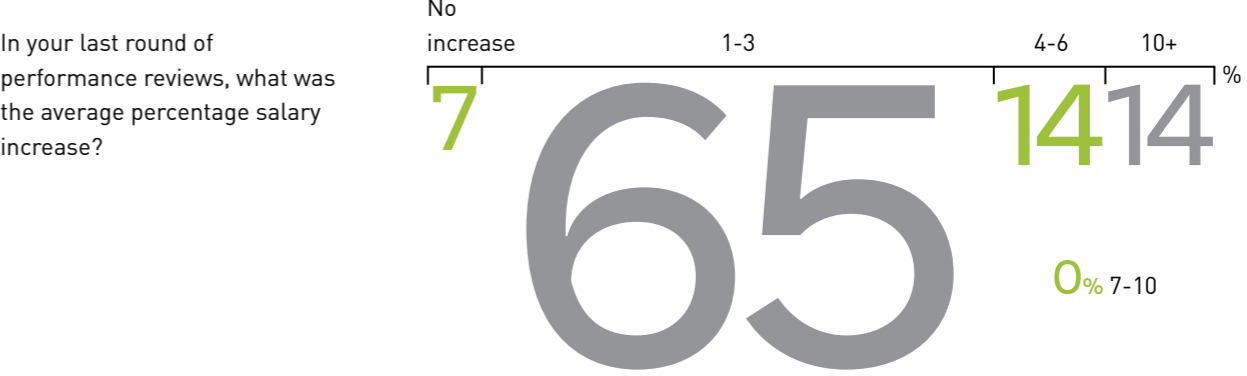
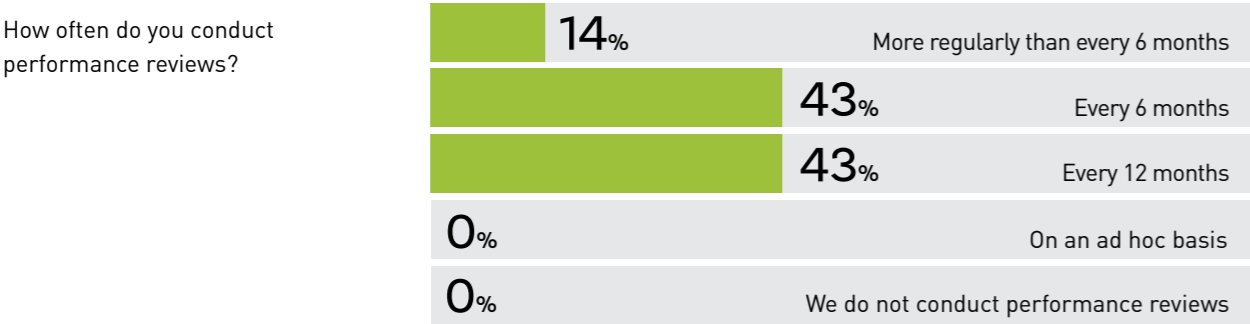
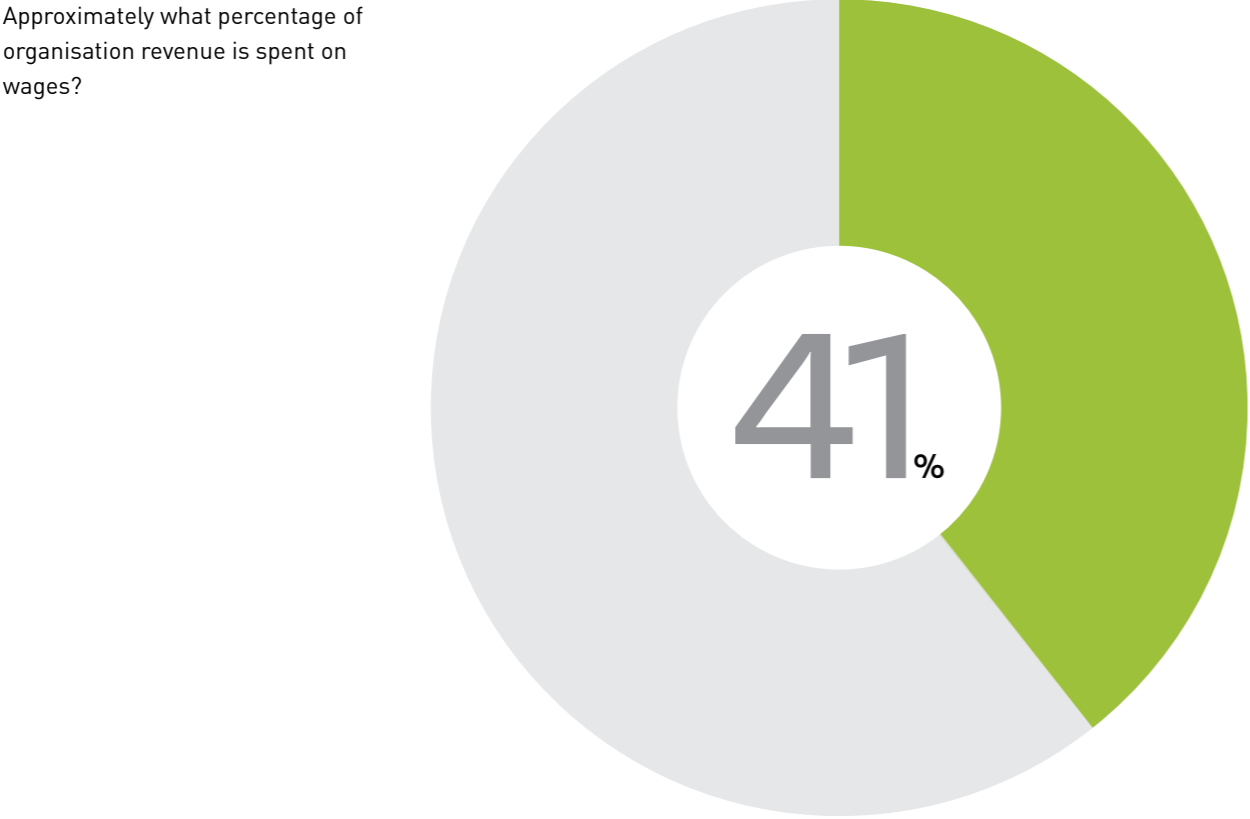
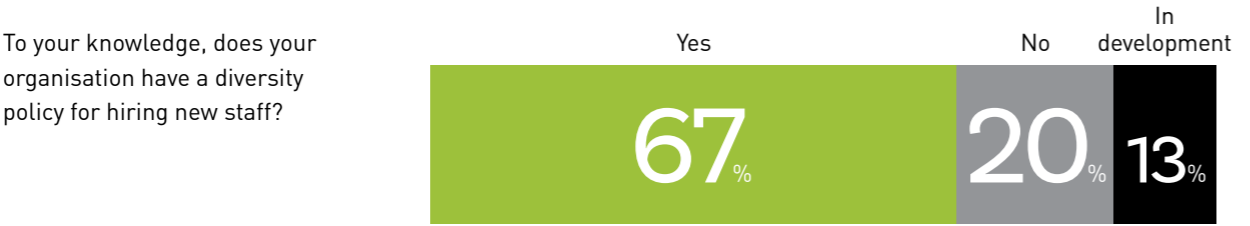
Are you currently pre-approved to provide visa sponsorship to employees?



Did you provide visa sponsorship to any employees in 2020?



hr & talent



hr & talent

Do you pay overtime to:

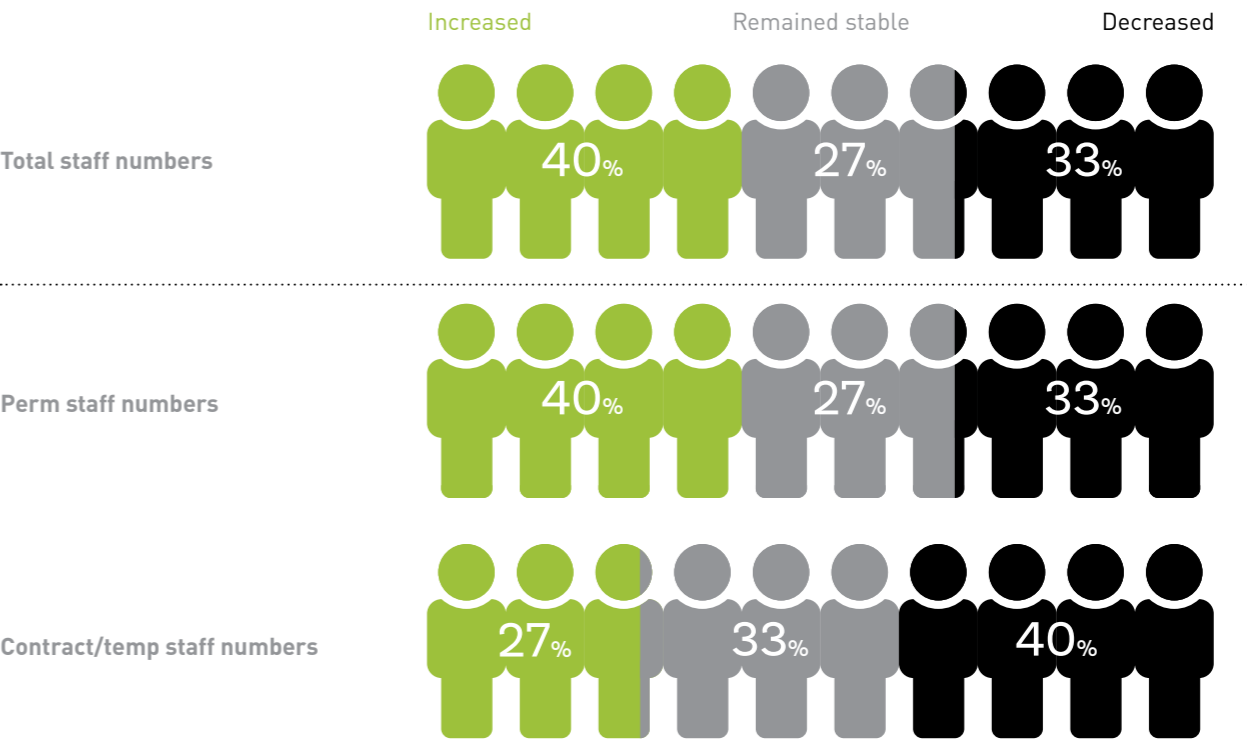
	Executive	Mgmt	Technical	Support
Overtime rates	0%	0%	36%	0%
Time in Lieu	14%	21%	14%	36%
No overtime	86%	79%	50%	64%

What are the most important characteristics when looking for potential employees for your organisation?

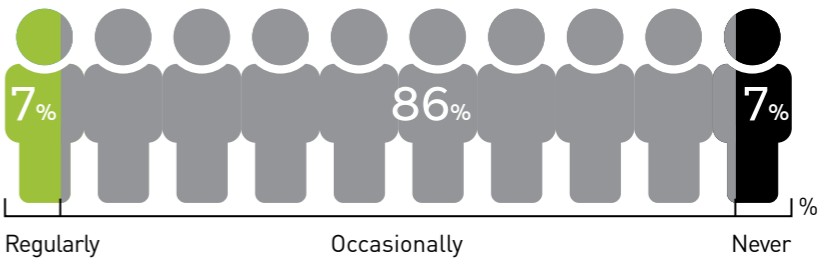
	Executive	Mgmt	Technical	Support
Communication skills	71%	71%	50%	86%
Project management skills	36%	64%	79%	14%
Job specific/technical skills	36%	29%	79%	64%
Stakeholder engagement skills	50%	64%	43%	29%
Leadership skills	86%	93%	21%	7%
Business development skills	43%	36%	14%	0%
Cultural fit	71%	71%	86%	86%
Academic qualifications	50%	50%	14%	7%
Project experience	57%	57%	79%	29%

retention & turnover

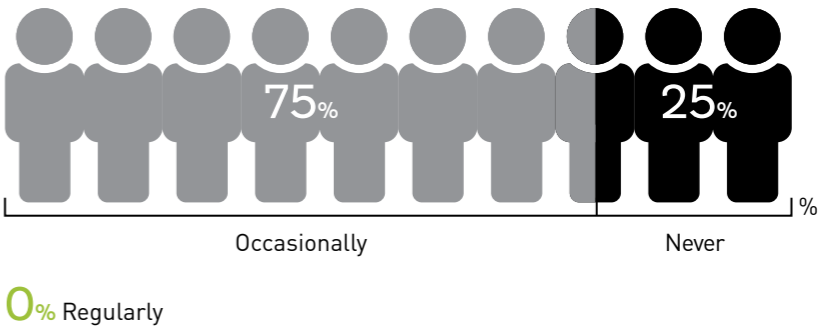
In 2020, have staff numbers within your organisation:



In 2020, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

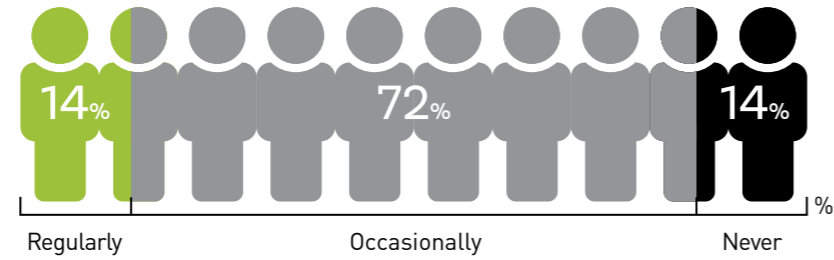


In 2020, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?

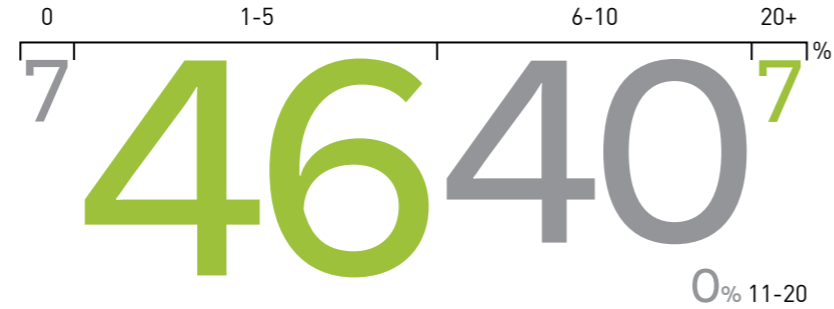


retention & turnover

When recruiting staff in 2020, did you have to pay higher salaries than you expected to in order to secure your preferred candidate?



Approximately what percentage of voluntary staff turnover (resignations) did your organisation experience in 2020?



What were the most common reasons for staff resigning in 2020?

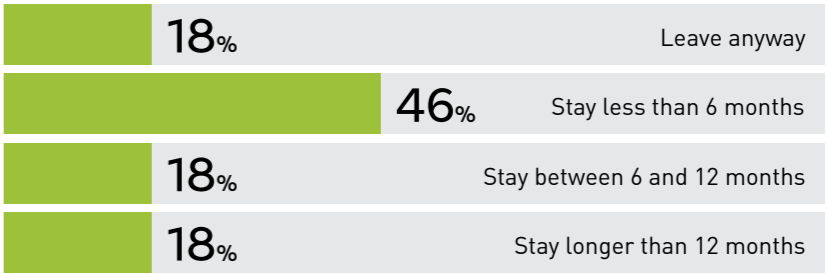


*or management **or work-life balance
† Personal circumstances i.e. Parental leave, relocation, health, retirement

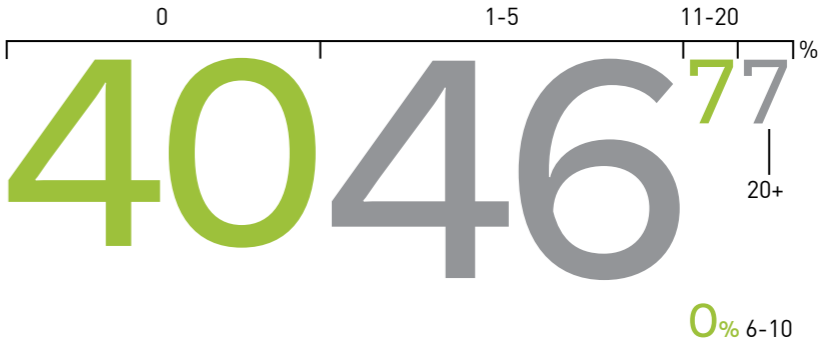
Do you counter offer departing staff?



Of those counter offered, do they usually:



Approximately what percentage of your staff were made redundant in 2020?



Did you enforce reduced work hours for any permanent employees during 2020, due to reduced workload?



flexibility & benefits

Do you offer any of the following monetary employee benefits?

	Executive	Mgmt	Technical	Support
Car/car allowance	71%	79%	69%	18%
Parking	71%	57%	46%	45%
Additional superannuation	0%	0%	0%	0%
Insurance	7%	7%	8%	9%
Salary sacrifice	21%	21%	23%	18%
Bonuses	79%	79%	77%	64%
Profit share	29%	7%	0%	0%
Financial support for study	36%	29%	46%	45%
Additional paid parental leave	14%	14%	15%	18%

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

Health & wellbeing*	46%	43%	43%	46%
Casual dress policy	77%	71%	71%	85%
Birthday day-off	8%	7%	7%	8%
Externally facilitated training	54%	57%	57%	46%
Additional annual leave	15%	14%	21%	15%
Paid study leave	0%	0%	0%	0%
Additional unpaid parental leave	23%	21%	14%	15%

*Health & wellbeing program allowance

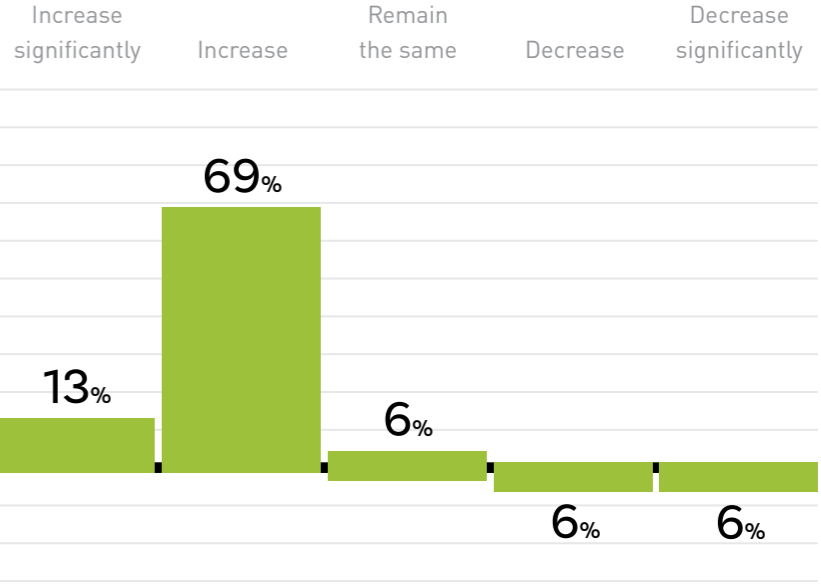
Do you offer any of the following flexible workplace practices?

Flexible work hours	85%	75%	60%	40%
Flexible workplace**	69%	83%	70%	40%
Compressed working week	0%	0%	0%	0%
Part-time hours	8%	25%	30%	60%
Job sharing	0%	0%	0%	0%
Career breaks	0%	0%	0%	0%

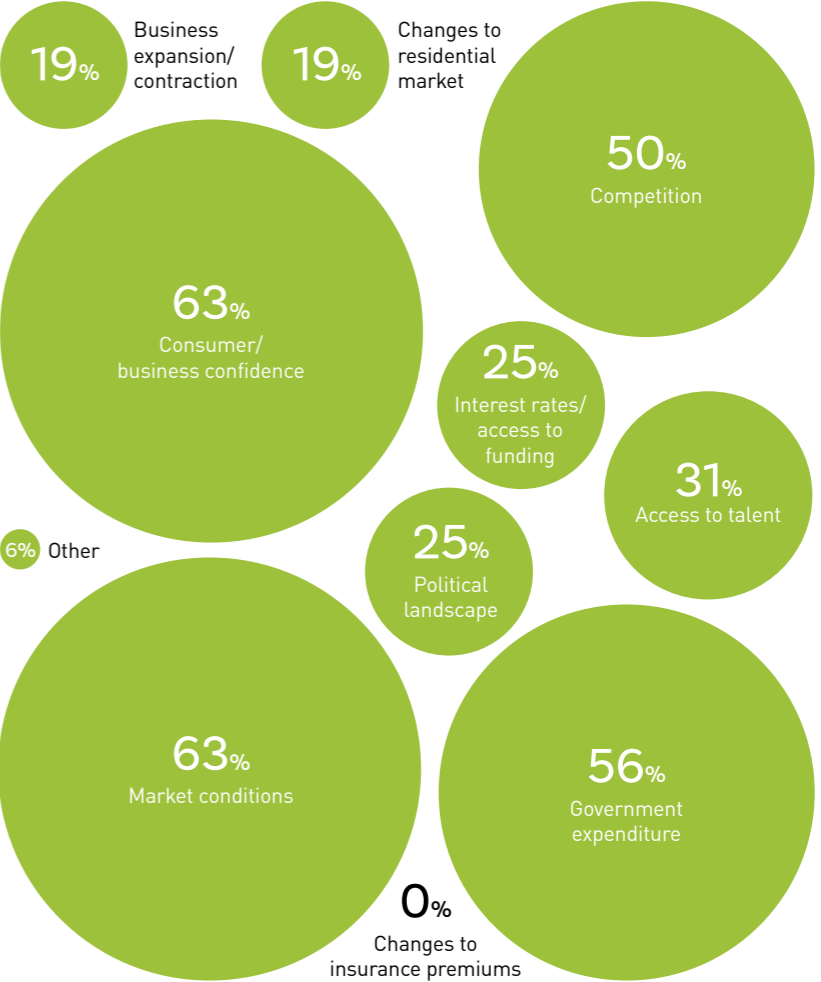
**Flexible workplace/work from home

next 12 months

Compared to 2020, do you expect to see business activity in 2021 to:

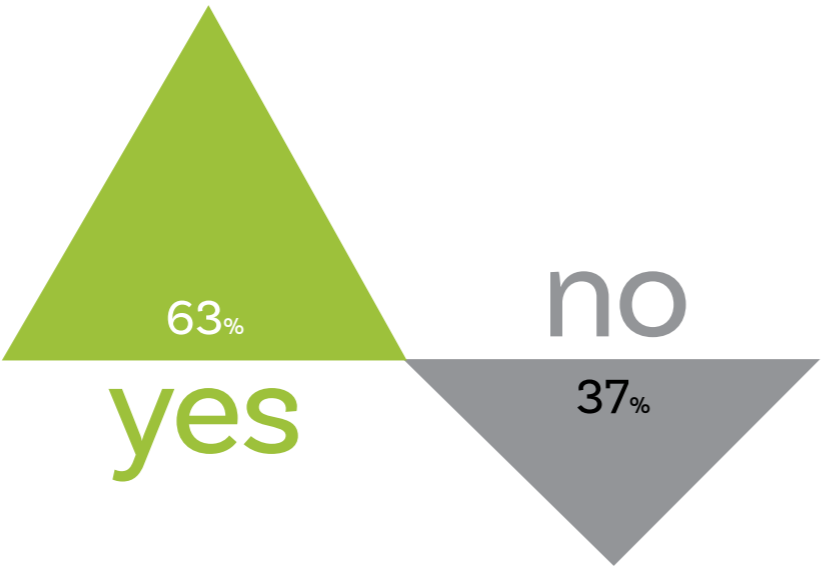


What do you predict will have the biggest impact on business levels in 2021?

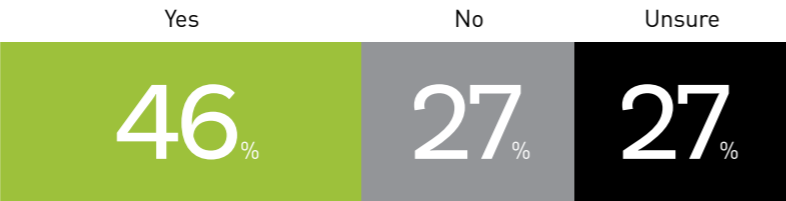


next 12 months

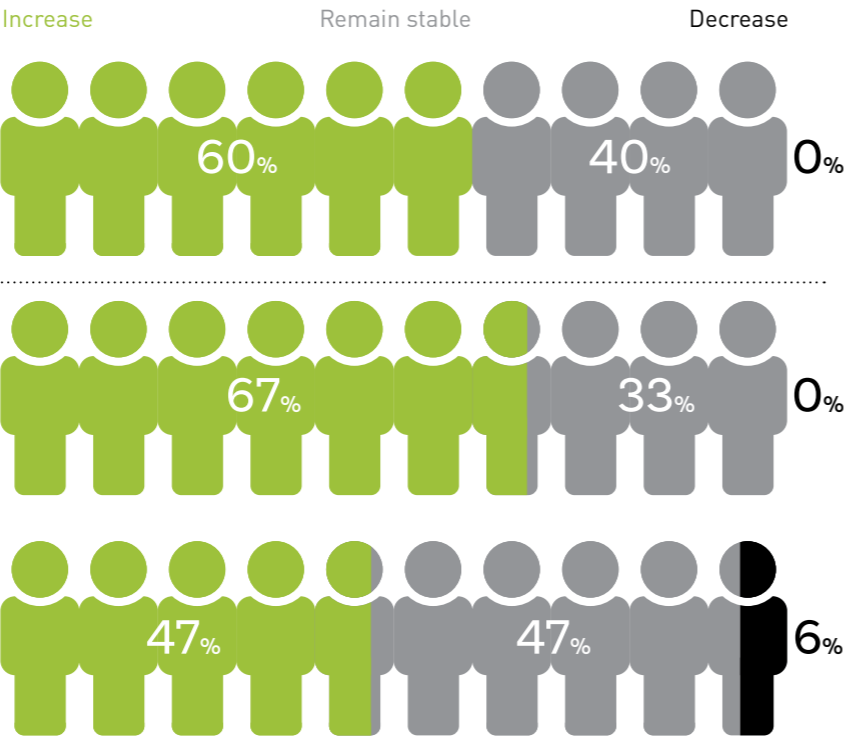
Do you think talent shortages will impact the operation of your organisation in 2021?



Are you currently, or do you plan to restructure your department/organisation in 2021 to keep up with changing business needs?



In 2021, do you expect staff numbers to:



construction

SALARY LEVELS & TABLES

- Leading Hand
- Site Foreperson
- Site Manager
- Project Coordinator
- Contract Administrator
- Senior Contracts Administrator
- Project Manager
- Senior Project Manager
- Project Director
- Construction Manager
- Commercial Manager
- Estimator
- HSEQ Advisor
- HSEQ Manager

construction
SALARY LEVELS

Construction

	DESCRIPTION	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

Leading Hand

	LOW	AVERAGE	HIGH
LEVEL 1	\$67,500	\$72,500	\$77,500
LEVEL 2	\$77,500	\$80,000	\$87,500
LEVEL 3	\$92,500	\$100,000	\$110,000

Site Foreperson

	LOW	AVERAGE	HIGH
LEVEL 1	\$80,000	\$100,000	\$115,000
LEVEL 2	\$95,000	\$115,000	\$130,000
LEVEL 3	\$105,000	\$130,000	\$140,000

construction
SALARY TABLES

Site Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$97,500	\$105,000	\$132,500
LEVEL 2	\$125,000	\$135,000	\$165,000
LEVEL 3	\$135,000	\$170,000	\$196,000

Project Coordinator

	LOW	AVERAGE	HIGH
LEVEL 1	\$62,500	\$70,000	\$80,000
LEVEL 2	\$75,000	\$82,500	\$92,500
LEVEL 3	\$95,000	\$100,000	\$110,000

Contracts Administrator

	LOW	AVERAGE	HIGH
LEVEL 1	\$72,500	\$82,500	\$95,000
LEVEL 2	\$90,000	\$100,000	\$122,500
LEVEL 3	\$105,000	\$120,000	\$145,000

Senior Contracts Administrator

	LOW	AVERAGE	HIGH
LEVEL 1	\$110,000	\$120,000	\$130,000
LEVEL 2	\$125,000	\$140,000	\$150,000
LEVEL 3	\$140,000	\$150,000	\$165,000

All salaries listed in the 2021 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
SALARY TABLES

Project Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$95,000	\$115,000	\$125,000
LEVEL 2	\$115,000	\$140,000	\$155,000
LEVEL 3	\$135,000	\$160,000	\$180,000

Senior Project Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$170,000	\$180,000	\$185,000
LEVEL 2	\$190,000	\$200,000	\$210,000
LEVEL 3	\$200,000	\$225,000	\$240,000

Project Director

	LOW	AVERAGE	HIGH
LEVEL 1	\$200,000	\$240,000	\$280,000

Construction Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$150,000	\$170,000	\$225,000
LEVEL 2	\$190,000	\$205,000	\$250,000
LEVEL 3	\$240,000	\$275,000	\$310,000

construction
SALARY TABLES

Commercial Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$120,000	\$150,000	\$180,000
LEVEL 2	\$140,000	\$175,000	\$190,000
LEVEL 3	\$160,000	\$225,000	\$255,000

Estimator

	LOW	AVERAGE	HIGH
LEVEL 1	\$72,500	\$82,500	\$87,500
LEVEL 2	\$92,500	\$112,500	\$122,500
LEVEL 3	\$125,000	\$140,000	\$185,000

HSEQ Advisor

	LOW	AVERAGE	HIGH
LEVEL 1	\$85,000	\$92,500	\$97,500
LEVEL 2	\$95,000	\$110,000	\$120,000
LEVEL 3	\$117,500	\$137,500	\$150,000

HSEQ Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$95,000	\$117,500	\$145,000
LEVEL 2	\$115,000	\$132,500	\$155,000
LEVEL 3	\$145,000	\$167,500	\$220,000

All salaries listed in the 2021 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.

ENGINEER

engineering

INDUSTRY FACTS



Gender equality continues to improve, with 67% of engineering firms now having female representation on their executive team, continuing it's upward trend from 17% in 2012.

introduction

OBSERVATIONS FROM 2020

12 months ago, 74% of engineering firms anticipated business activity to increase in 2020, but the year proved to be a double-edged sword for the Victorian engineering industry. While 37% of firms did in fact see an increase in business activity, 43% saw a decrease – the highest percentage reported since the inception of PACE in 2012.

As would be expected, COVID-19 was the biggest headwind of 2020, with 71% of firms being negatively impacted by the pandemic, the financial cost of which was estimated to be an average of 24% of annual revenue.

A key cost management strategy adopted by engineering firms in response to reducing revenue was to downsize team sizes through redundancies. 48% of impacted firms made permanent staff redundant, the highest proportion of all industries surveyed. Of those redundancies, 52% were technical staff and 30% support staff – substantially higher than the number of managers and executives which, combined, accounted for only 13% of redundancies. This ratio suggests a reduction of project workload and a resulting oversupply of staff to deliver it.

Sara Fife, Manager – Business Services & Support observes, *“Redundancy decisions of support roles was swift, happening in the first few months of the pandemic. A lot of candidates hit the market at that time, with no new roles in the industry to move into. Consequently, we have seen a lot of good talent move into other industries”*.

THE TALENT MARKET

40% of engineering firms expect talent shortages will impact business in 2021.

Salaries increased by 2.8% in 2020, substantially down from the 4.4% + reported in the prior 3 years, and the lowest rate since 2013. This softening of salaries was also reflected by the fact that only 7% of engineering firms had to pay more than expected in order to secure new staff.

Sanj Shouan, Principal Consultant – Structural Engineering comments, *“The talent available in 2020 was largely driven by the two waves of redundancies associated with the two lockdowns in Victoria. With significantly reduced voluntary resignations, the talent pool became stretched later in the year when jobs started to open up”*.

Jonathan Somlai, Senior Consultant – Building Services & Environmental, adds, *“While the overall increase in salaries in 2020 was the lowest we've seen since the first PACE edition in 2013, it was still above the national average for the year. We do remain wary that there'll be higher demand for staff in 2021 and this could cause a slingshot effect on salaries for new hires”*.

A consistent (and pleasing) upward trend we've noticed is the increasing representation of females in executive roles. In 2020, 67% of Victorian engineering firms had women sit on their executive team, up from 52% in 2019 and 17% all the way back in 2012. We also note that, in 2020, 59% of engineering firms' total employees were made up of more than 20% females, up from 47% in 2019. While we're yet to have a responding firm employ more females than males, we feel this may not be far away.

WHAT LIES AHEAD

The outlook for the Victorian engineering industry is a positive one, with 74% of responding firms anticipating business activity to improve, and only 3% expecting to see it decline.

Government expenditure is reported as the key driver of improved business conditions, with a return to consumer and business confidence also a substantial tailwind.

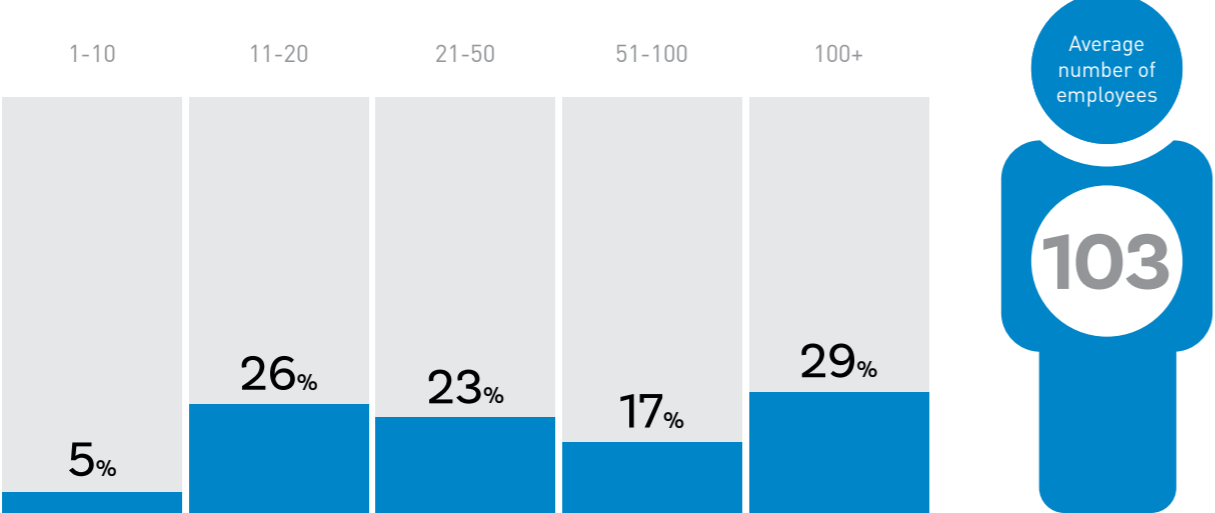
With regards to the lingering impact of COVID-19, 17% of respondents report to have already recovered, while a further 79% of firms anticipate a full recovery by the end of 2021. Perhaps a longer lasting impact of the pandemic will be the flexibility offered to employees. 72% of engineering firms expect to permanently allow staff to work from home, including 24% that plan to reduce office space to adapt to their new workplace model.

Despite shrinking offices, we expect staff numbers to increase in 2021, with 68% of responding firms confirming their intent to add to their headcount in 2021. With border closures and a noticeable increase in talent moving away from metropolitan Melbourne, we anticipate the war for talent being well and truly reignited in 2021.

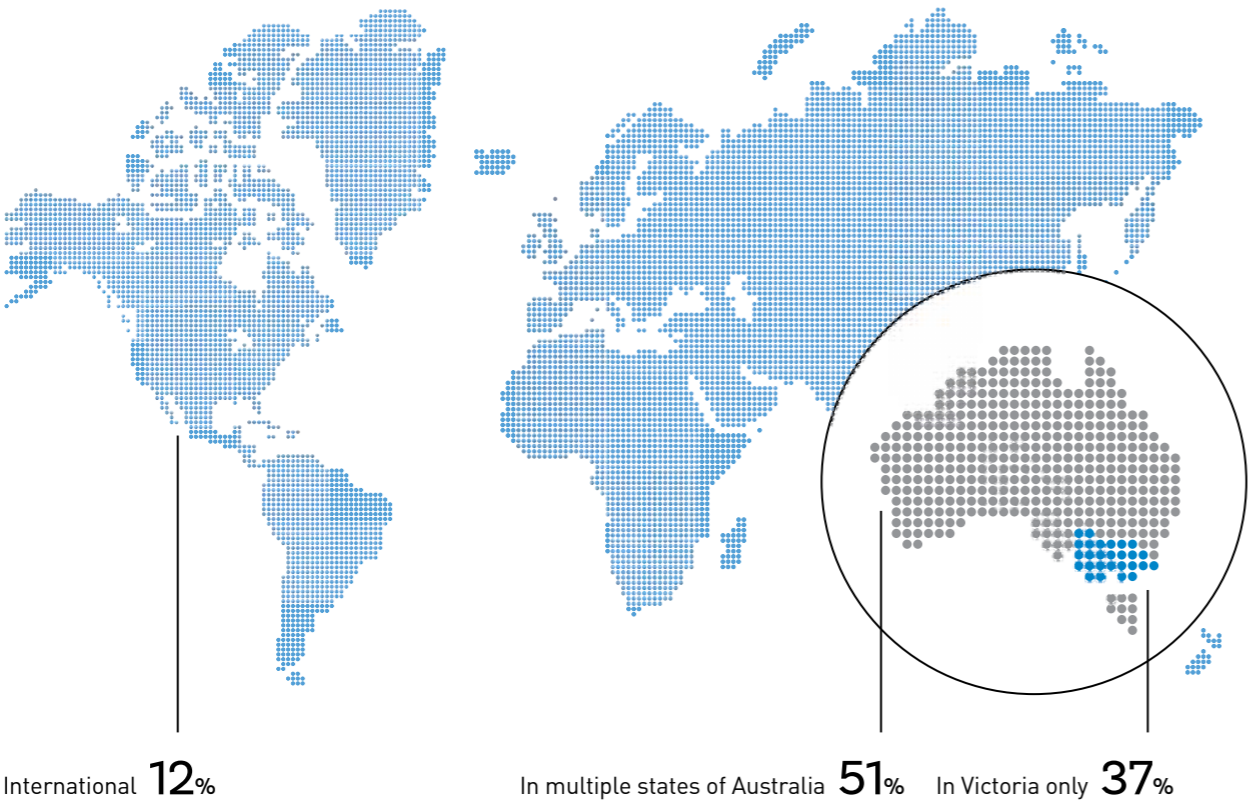
Adam Brown, Manager – Engineering, suggests, *“2021 looks set to be not only a year of recovery, but one of overall growth with projects coming back online, a flourishing infrastructure market, a growing economy and growing confidence. I expect to see increased adoption of agile working habits and workplace flexibility in 2021 and beyond”*.

company demographics

How many staff does your organisation currently employ?



Location of Offices



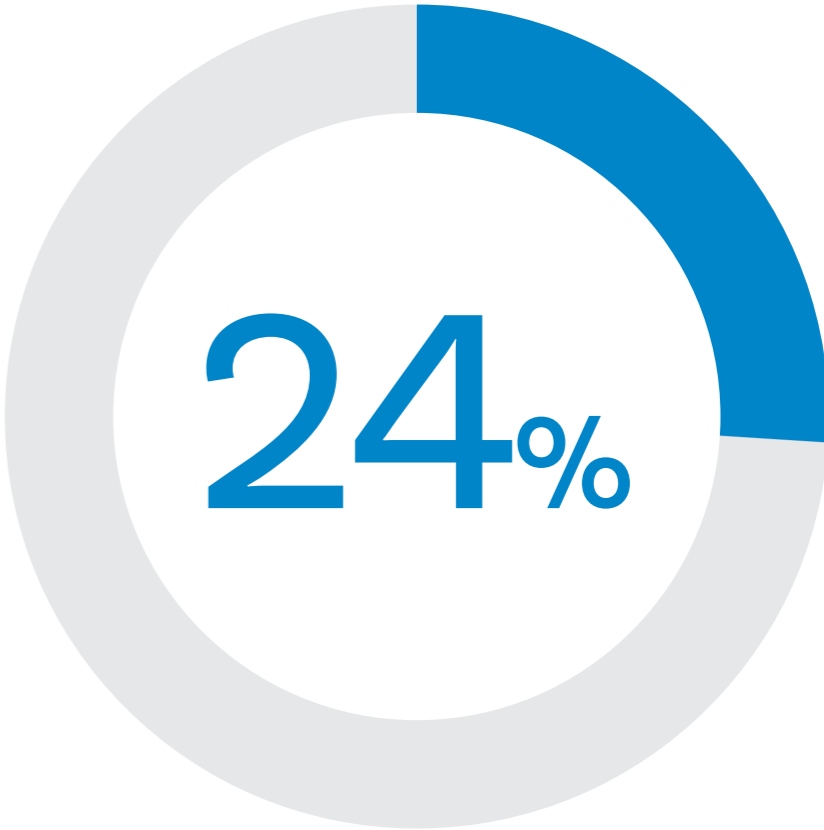
covid-19 impact

Was your business negatively impacted by COVID-19 in 2020?



If yes, respondents were asked the following COVID-19 related questions.

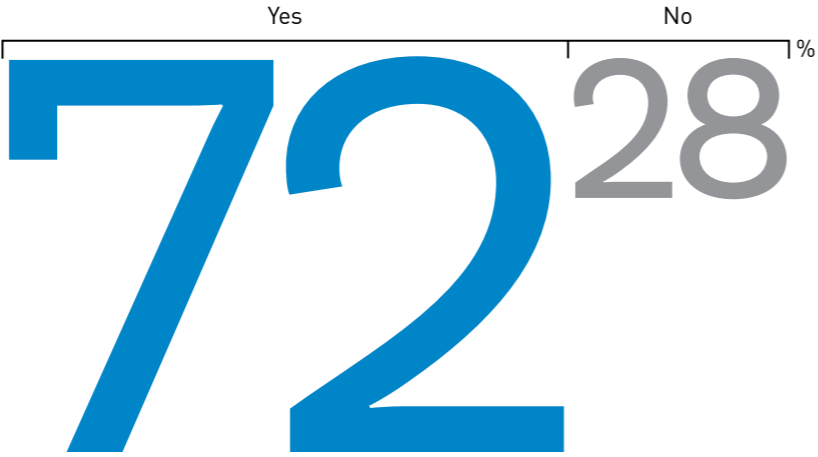
If your revenue decreased in 2020, approximately what percentage (%) did your revenue decrease as a result of COVID-19?



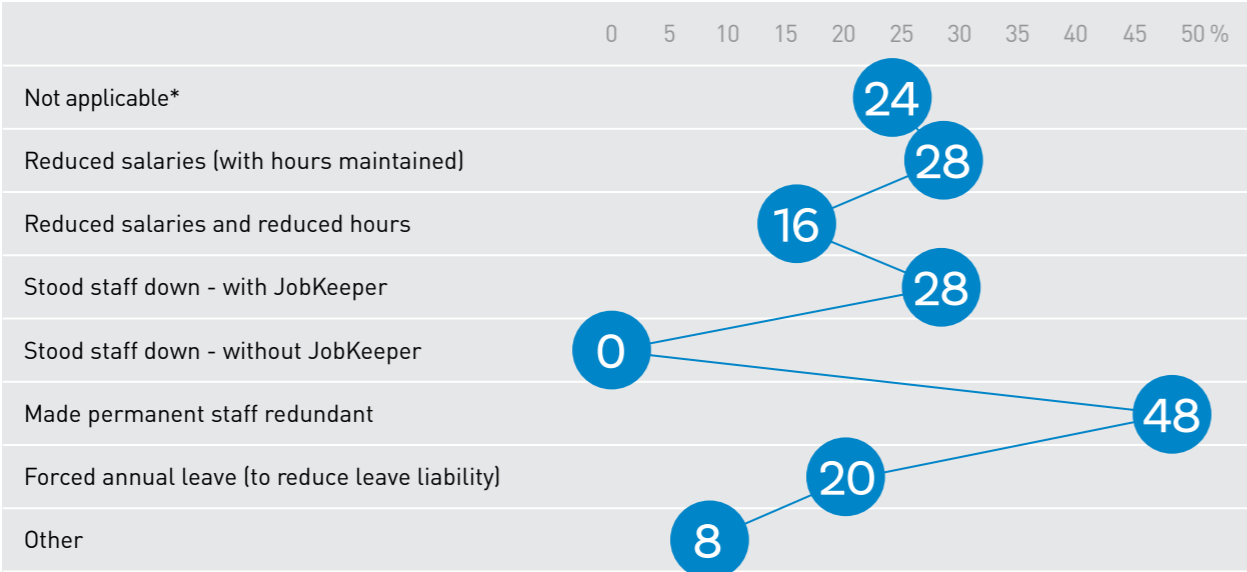
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 141.

covid-19 impact

Did your business qualify and access JobKeeper?



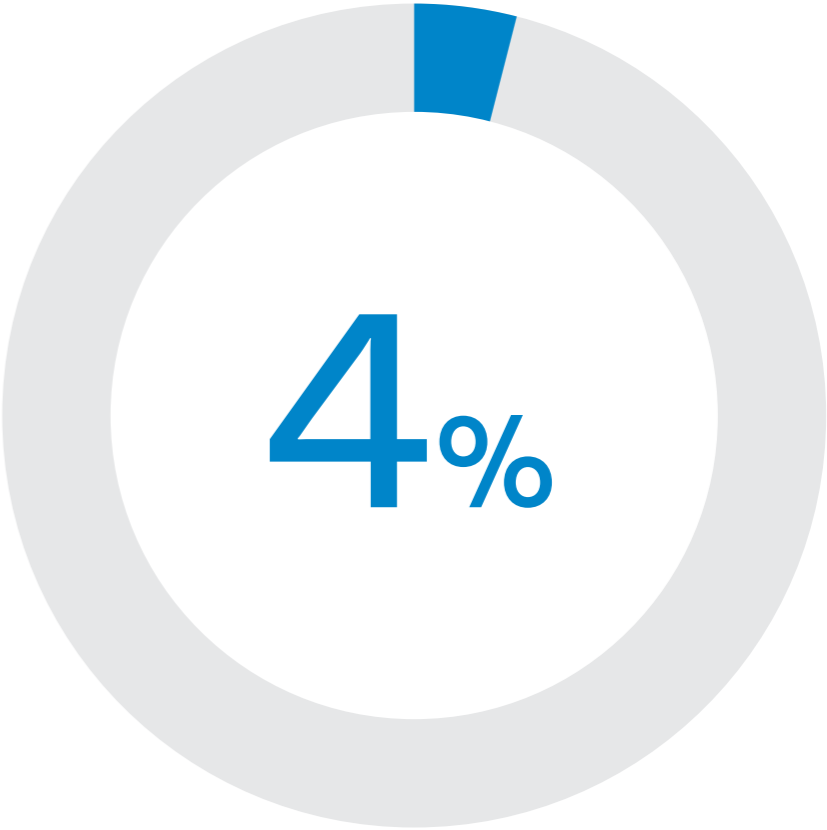
What other labour cost management strategies did you implement in response to COVID-19?



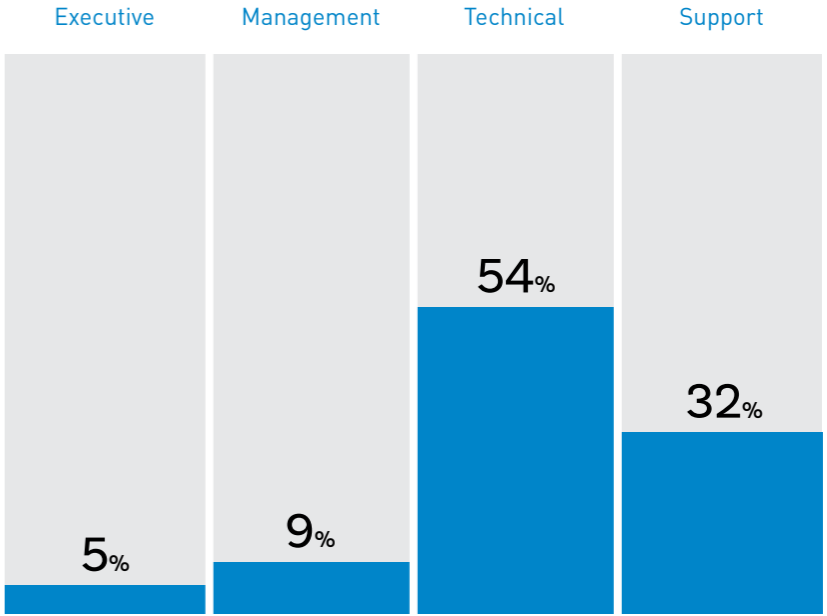
*N/A: We didn't implement other labour cost management strategies

This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 141.

If you made permanent staff redundant, approximately what percentage (%) of permanent staff were made redundant as a result of COVID-19?



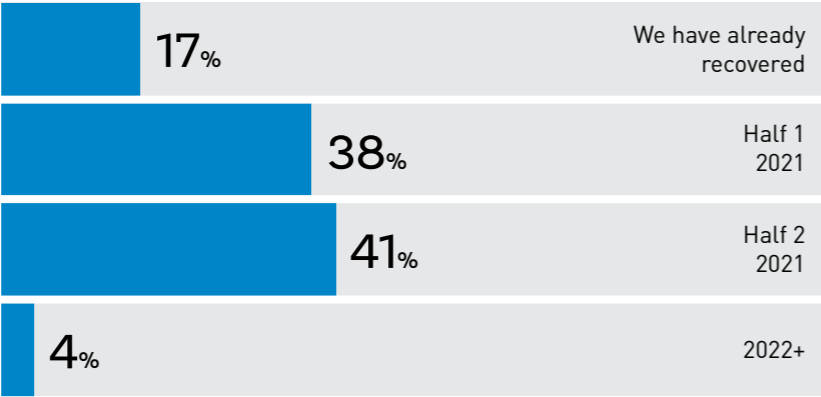
Of staff made redundant, what type of role were they in?



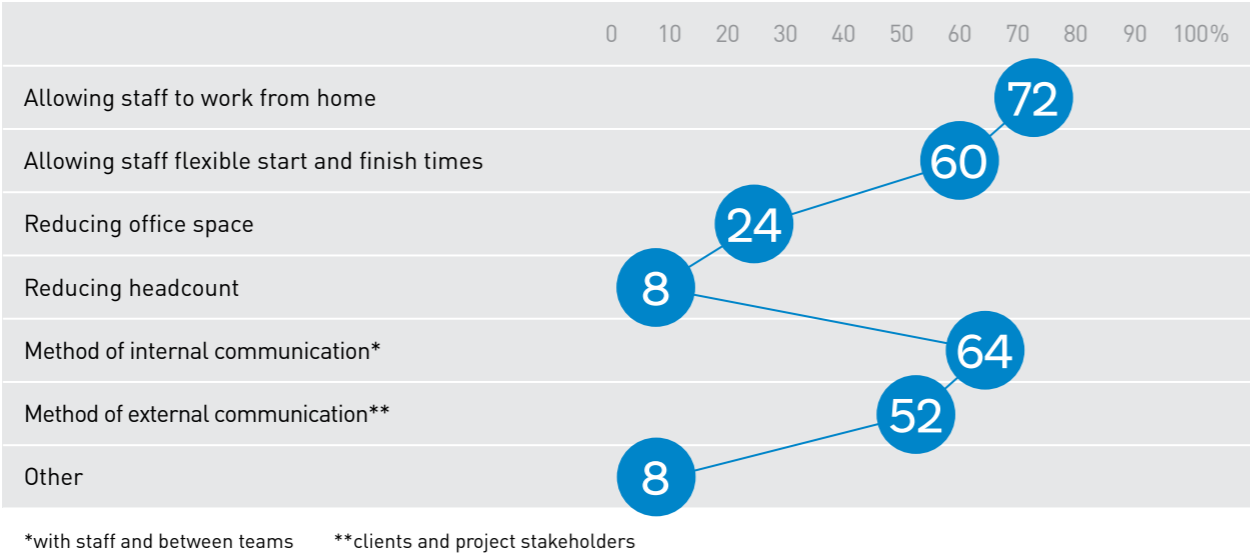
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 141.

covid-19 impact

How quickly do you predict your business will recover from the impact of COVID-19?



What long term changes will you make to your business as a result of COVID-19?



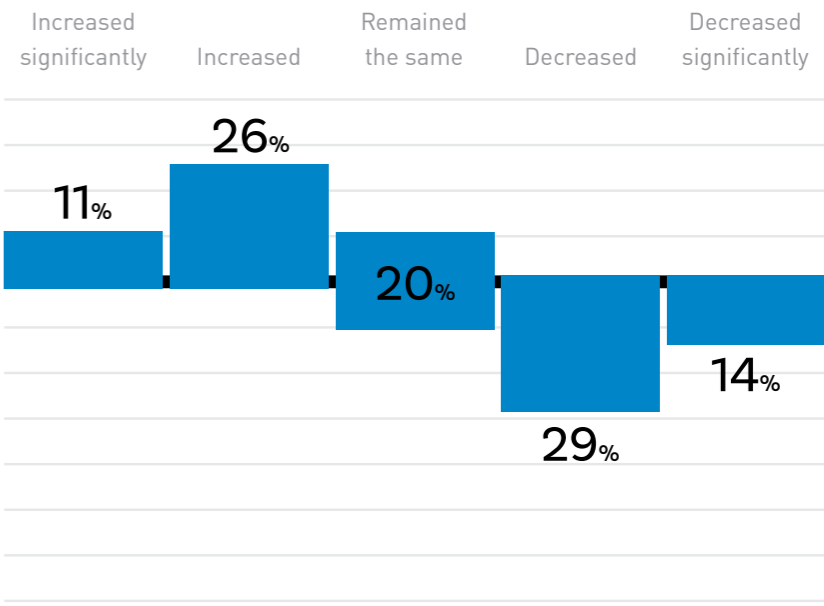
Is your project pipeline (unconfirmed or dormant projects), for this time of the year:



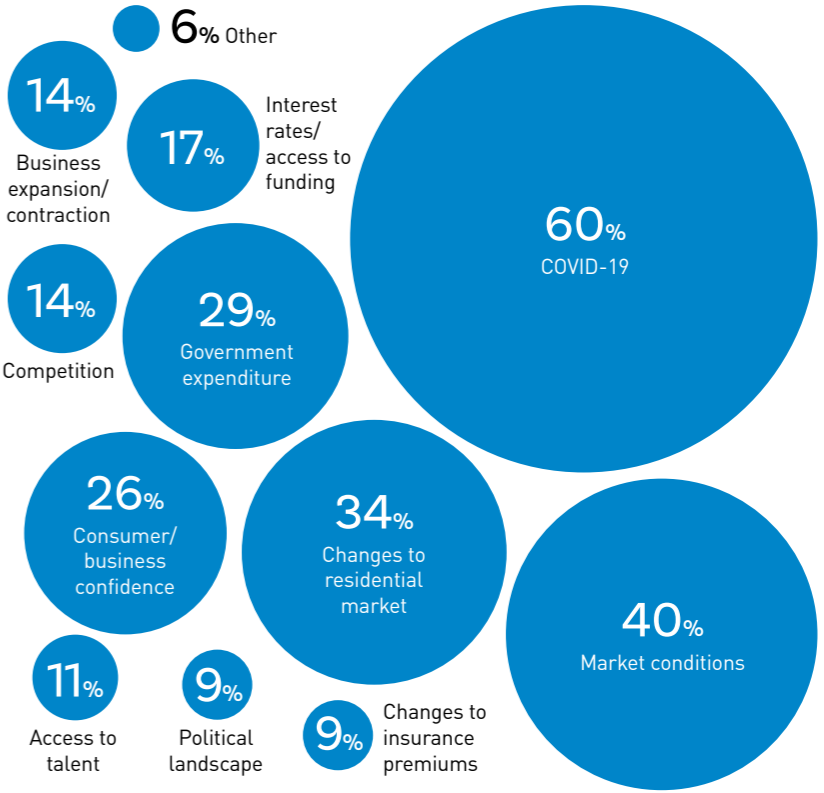
This communicates data from respondents who answered yes to the question 'Was your business negatively impacted by COVID-19 in 2020?' on page 141.

business activity

Compared to 2019, did business activity in 2020:



What has had the biggest impact on business activity levels in 2020?

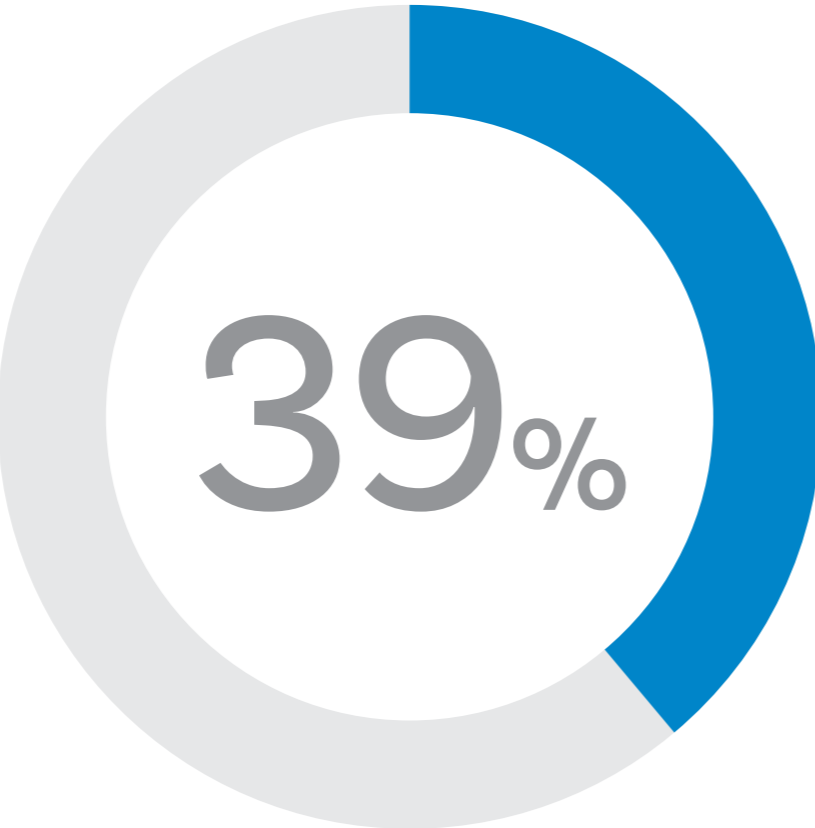


business activity

Does your organisation tender for projects?



Of projects tendered for in 2020, approximately what percentage were successful?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	33%	19%	3%	6%	0%
1-5%	22%	19%	12%	3%	3%
6-10%	13%	16%	27%	11%	13%
11-20%	13%	16%	24%	11%	25%
21-50%	19%	27%	31%	14%	59%
50% +	0%	3%	3%	55%	0%

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

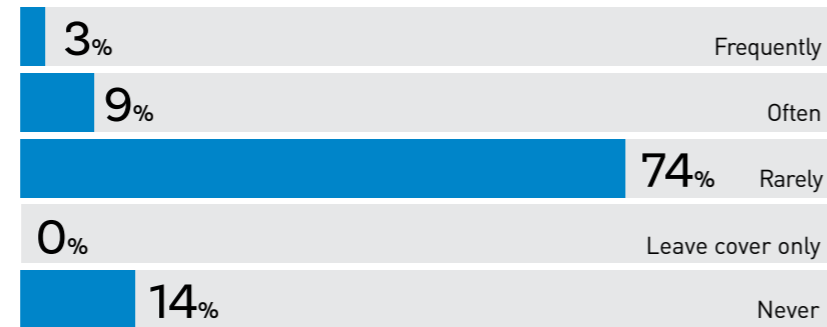
0%	76%	58%	22%	24%	10%
1-5%	6%	24%	19%	21%	29%
6-10%	6%	3%	37%	12%	10%
11-20%	6%	6%	13%	15%	35%
21-50%	0%	6%	6%	21%	13%
50% +	6%	3%	3%	7%	3%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

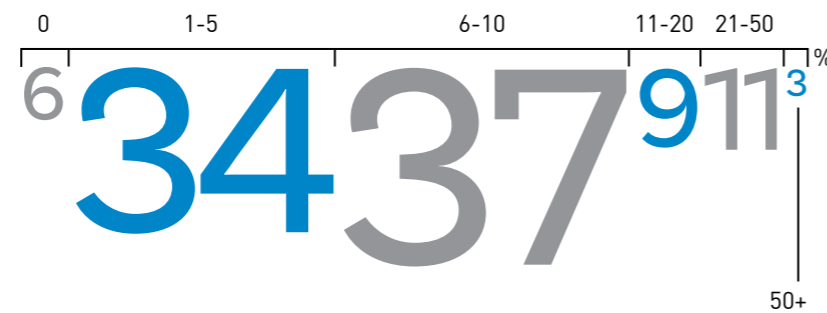
0%	100%	100%	50%	70%	52%
1-5%	0%	0%	29%	21%	30%
6-10%	0%	0%	15%	3%	12%
11-20%	0%	0%	3%	6%	3%
21-50%	0%	0%	3%	0%	3%
50% +	0%	0%	0%	0%	0%

hr & talent

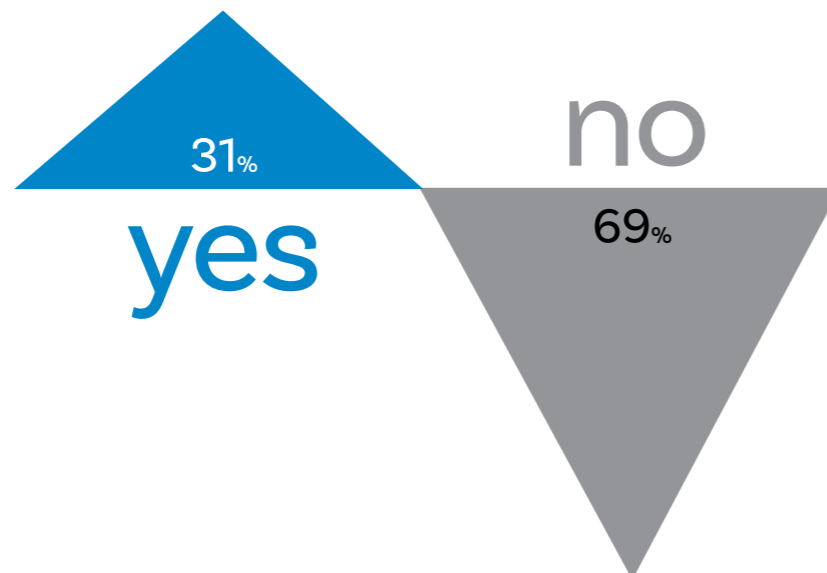
How often do you employ temp/contract staff?



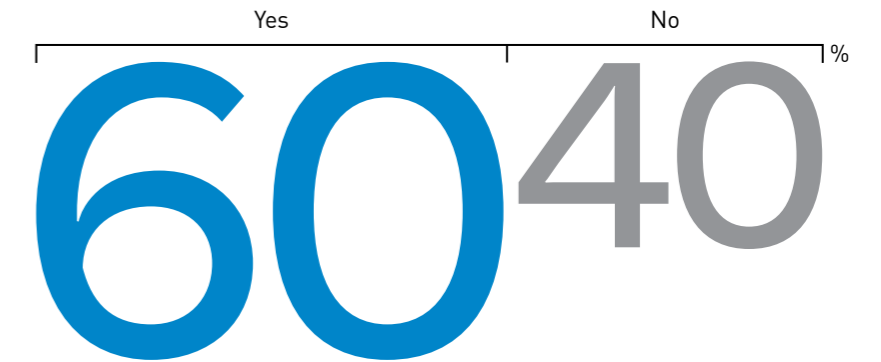
Approximately what percentage of your staff are employed as support staff?



Does your organisation employ an internal talent acquisition team or professional?



Did you recruit any graduates in 2020?



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



Did you provide visa sponsorship to any employees in 2020?

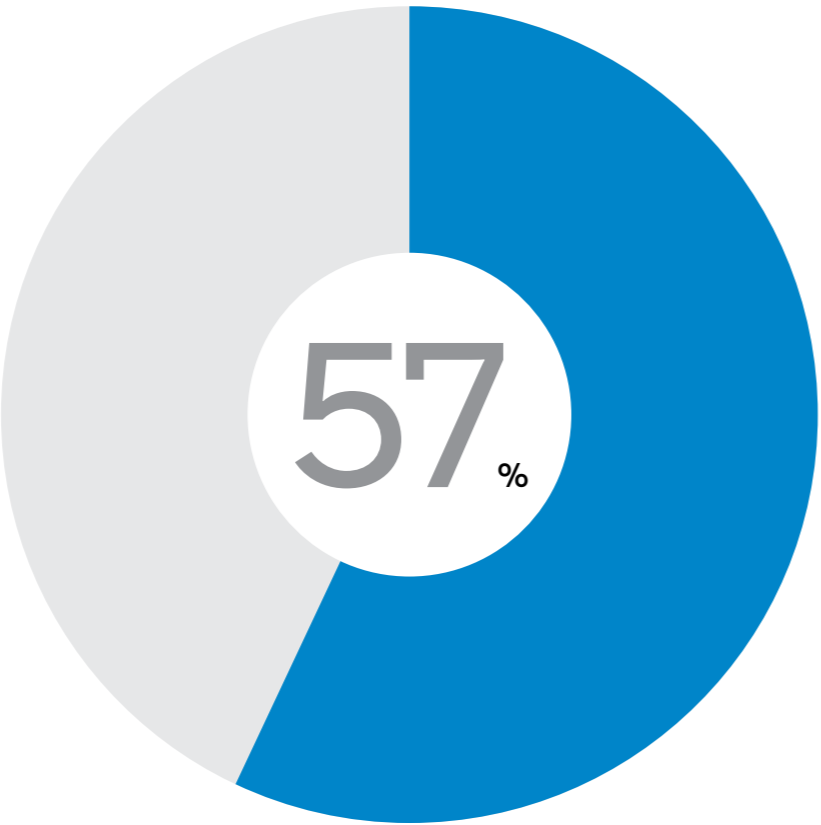


hr & talent

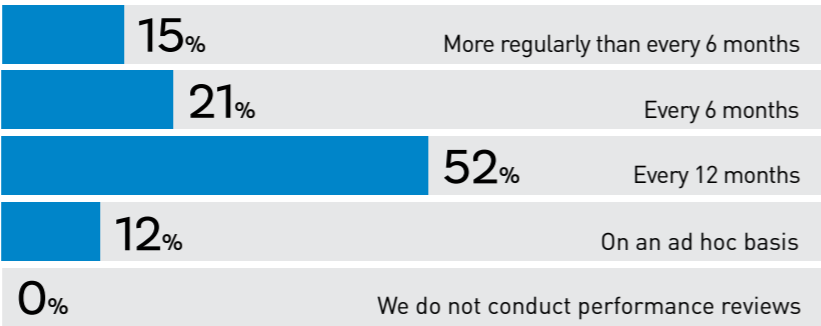
To your knowledge, does your organisation have a diversity policy for hiring new staff?



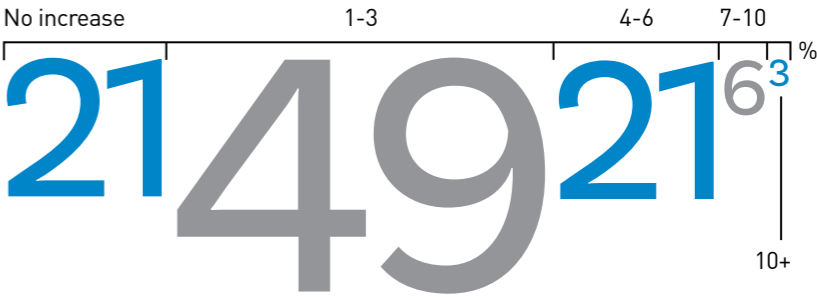
Approximately what percentage of organisation revenue is spent on wages?



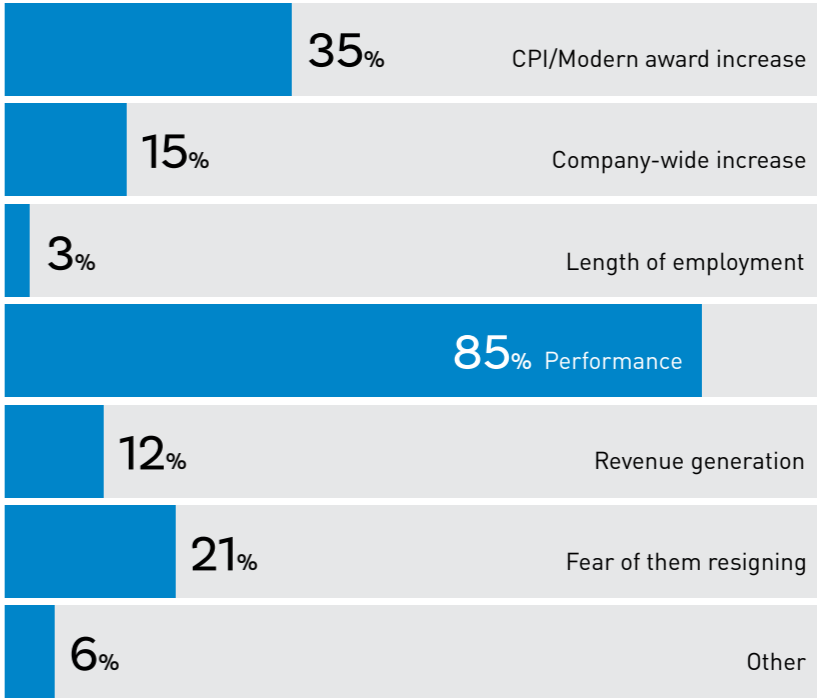
How often do you conduct performance reviews?



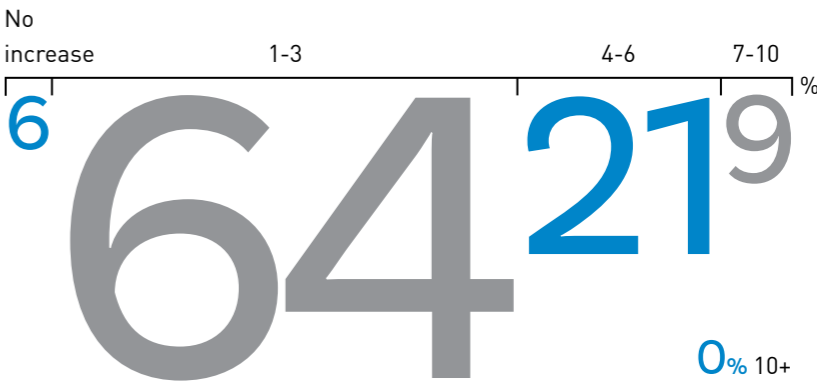
In your last round of performance reviews, what was the average percentage salary increase?



Of those employees who recieved an increase in salary, what were the most common reasons?



In your next round of performance reviews, what do you expect to increase salaries by?



hr & talent

Do you pay overtime to:

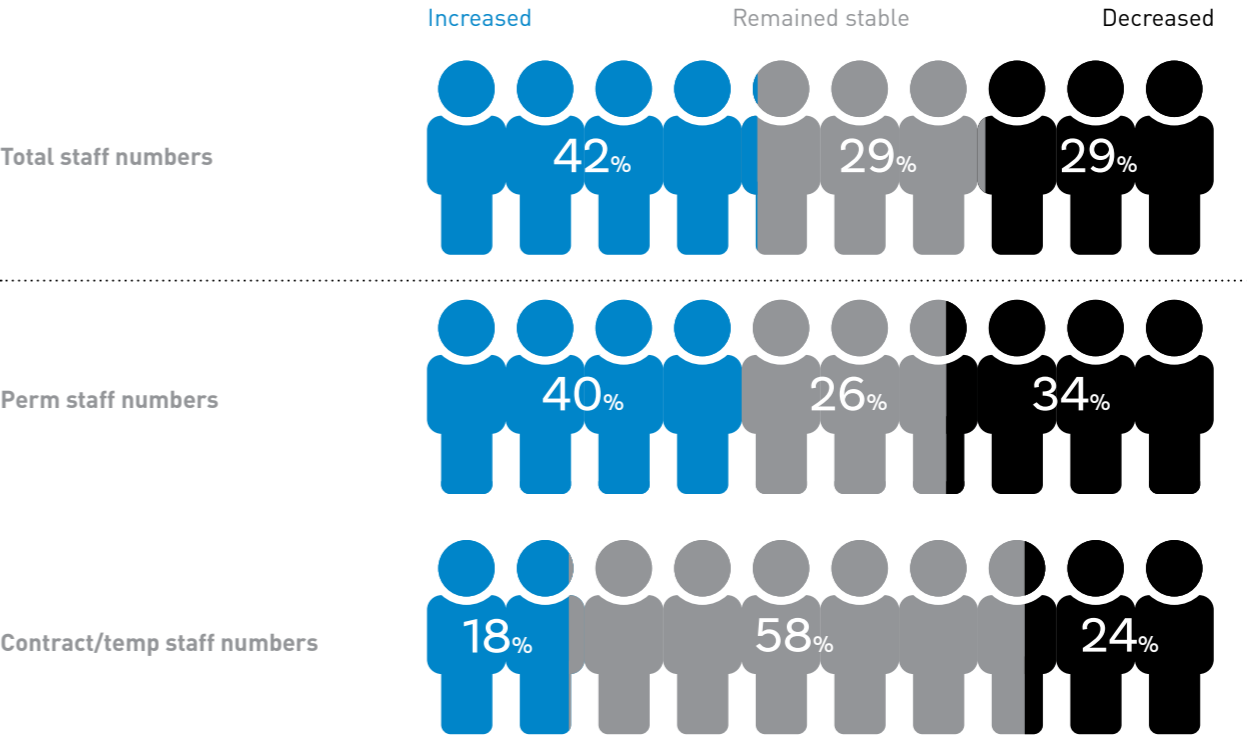
	Executive	Mgmt	Technical	Support
Overtime rates	0%	3%	32%	21%
Time in Lieu	12%	21%	41%	32%
No overtime	88%	76%	27%	47%

What are the most important characteristics when looking for potential employees for your organisation?

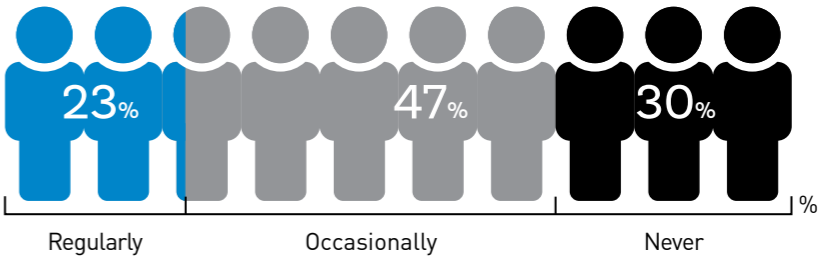
	Executive	Mgmt	Technical	Support
Communication skills	61%	76%	50%	84%
Project management skills	36%	56%	24%	22%
Job specific/technical skills	36%	50%	91%	59%
Stakeholder engagement skills	36%	29%	21%	22%
Leadership skills	76%	71%	15%	6%
Business development skills	61%	35%	9%	3%
Cultural fit	76%	68%	68%	91%
Academic qualifications	21%	15%	53%	16%
Project experience	30%	29%	53%	25%

retention & turnover

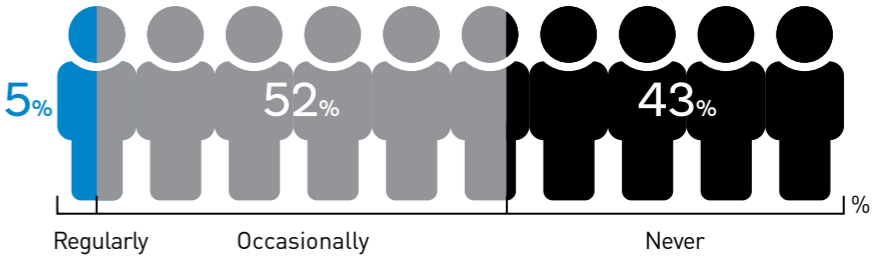
In 2020, have staff numbers within your organisation:



In 2020, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

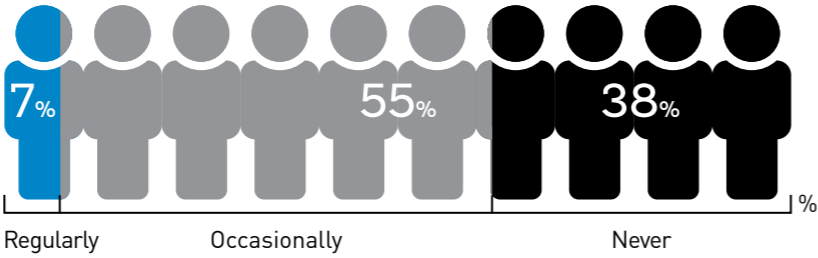


In 2020, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?

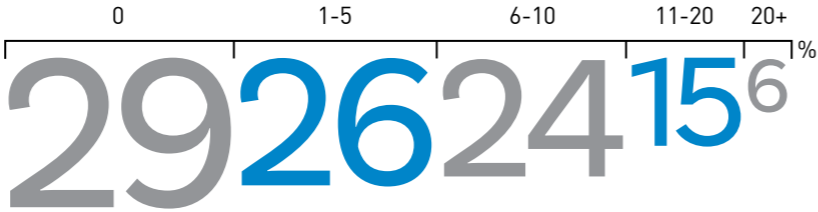


retention & turnover

When recruiting staff in 2020, did you have to pay higher salaries than you expected to in order to secure your preferred candidate?



Approximately what percentage of voluntary staff turnover (resignations) did your organisation experience in 2020?

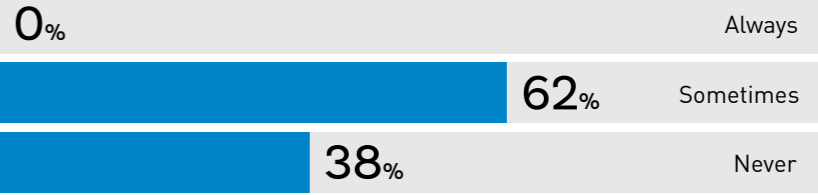


What were the most common reasons for staff resigning in 2020?

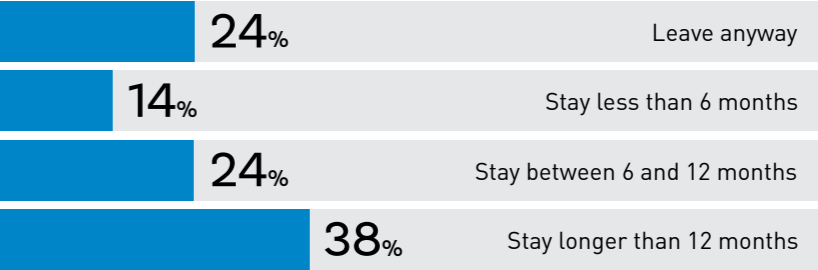


*or management **or work-life balance
† Personal circumstances i.e. Parental leave, relocation, health, retirement

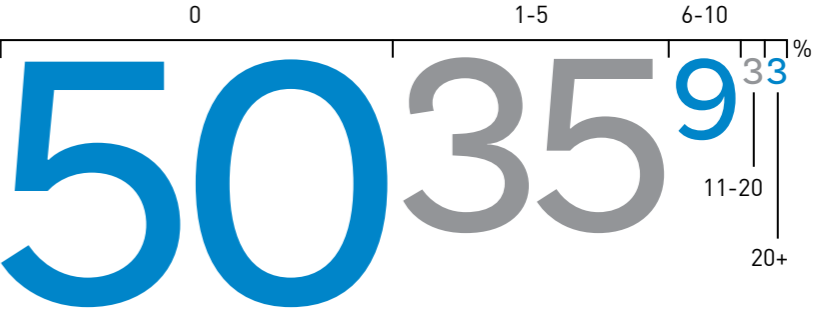
Do you counter offer departing staff?



Of those counter offered, do they usually:



Approximately what percentage of your staff were made redundant in 2020?



Did you enforce reduced work hours for any permanent employees during 2020, due to reduced workload?



flexibility & benefits

Do you offer any of the following monetary employee benefits?

	Executive	Mgmt	Technical	Support
Car/car allowance	52%	42%	30%	4%
Parking	73%	61%	43%	39%
Additional superannuation	12%	9%	3%	4%
Insurance	21%	12%	7%	7%
Salary sacrifice	52%	52%	47%	46%
Bonuses	52%	52%	50%	46%
Profit share	52%	24%	7%	7%
Financial support for study	21%	27%	37%	32%
Additional paid parental leave	30%	30%	33%	36%

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

Health & wellbeing*	45%	44%	44%	45%
Casual dress policy	79%	79%	82%	85%
Birthday day-off	12%	12%	12%	12%
Externally facilitated training	64%	65%	65%	55%
Additional annual leave	24%	24%	26%	24%
Paid study leave	36%	35%	38%	36%
Additional unpaid parental leave	27%	26%	32%	30%

*Health & wellbeing program allowance

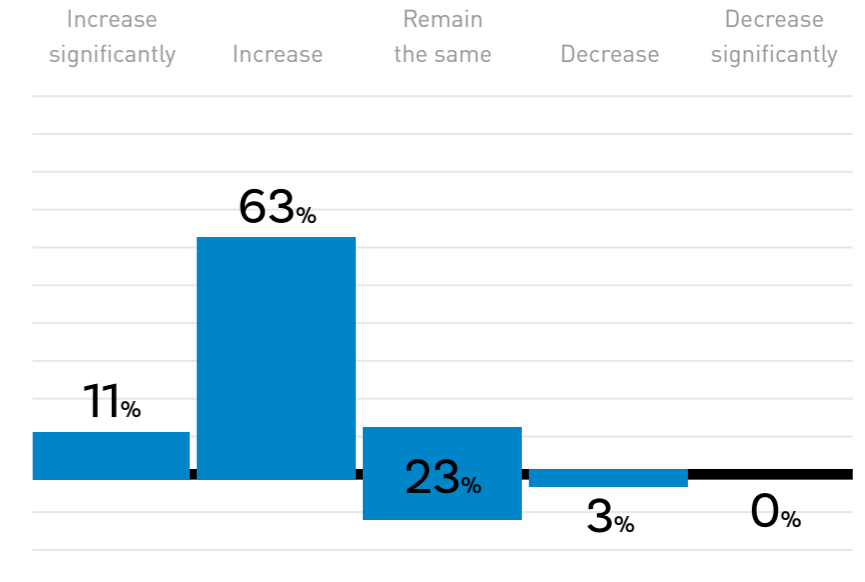
Do you offer any of the following flexible workplace practices?

Flexible work hours	90%	90%	87%	84%
Flexible workplace**	81%	84%	90%	84%
Compressed working week	23%	26%	27%	26%
Part-time hours	52%	48%	63%	61%
Job sharing	3%	3%	3%	19%
Career breaks	10%	10%	10%	10%

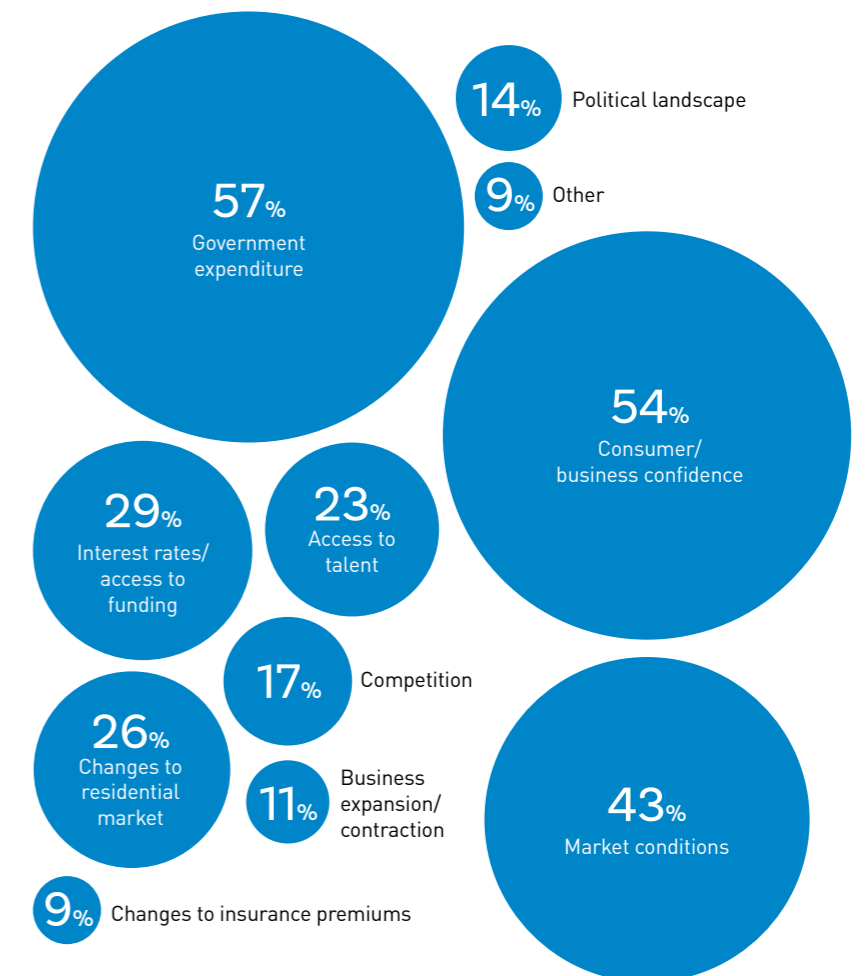
**Flexible workplace/work from home

next 12 months

Compared to 2020, do you expect to see business activity in 2021 to:

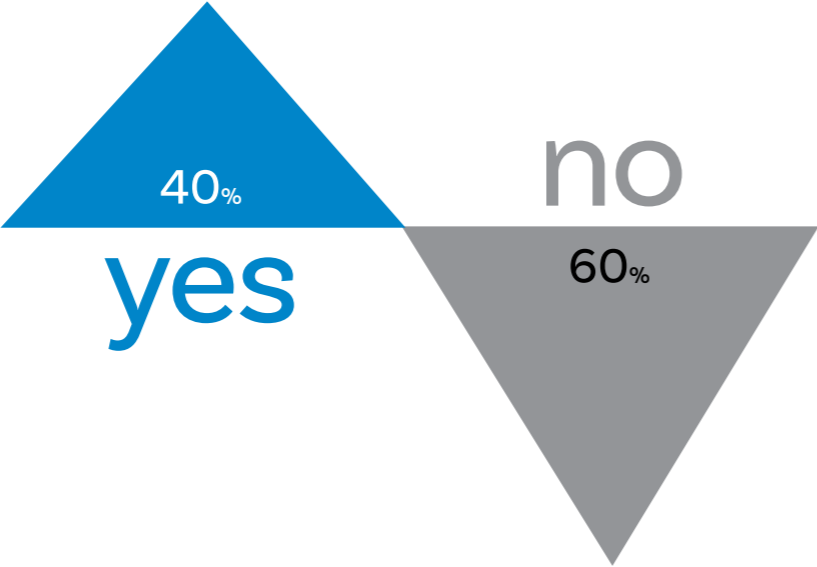


What do you predict will have the biggest impact on business levels in 2021?

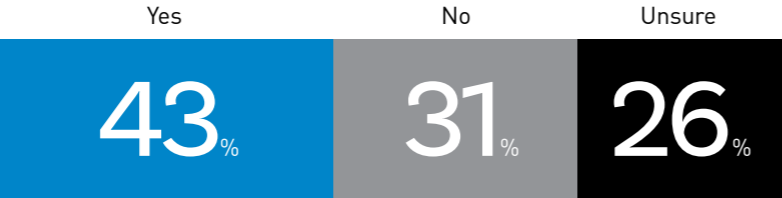


next 12 months

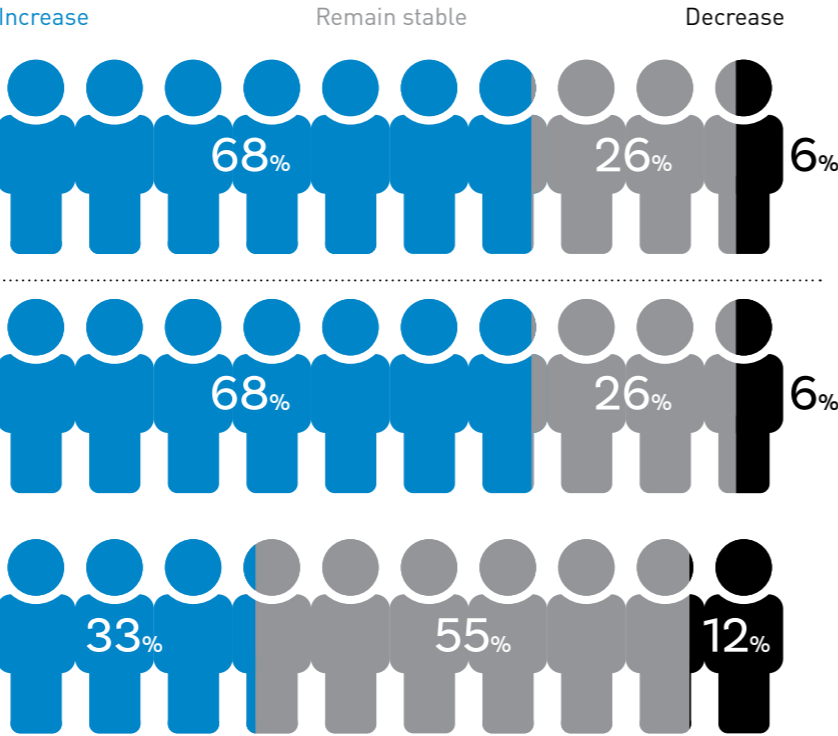
Do you think talent shortages will impact the operation of your organisation in 2021?



Are you currently, or do you plan to restructure your department/organisation in 2021 to keep up with changing business needs?



In 2021, do you expect staff numbers to:



Total staff numbers

Perm staff numbers

Contract/temp staff numbers

engineering
SALARY LEVELS & TABLES

- Civil Engineer
- Civil Designer
- Structural Engineer
- Construction Engineer
- Traffic and Transport Engineer
- Environmental Engineer
- Environmental Scientist
- Mechanical Engineer
- Hydraulic Engineer/Designer
- Electrical Engineer
- ESD Engineer
- Fire Engineer
- Civil Drafter
- Structural Drafter
- Mechanical Drafter
- Electrical Drafter
- Hydraulic Drafter

engineering
SALARY LEVELS

Engineering

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Entry level responsibilities. Tasks of limited complexity. Closely supervised.	Undergraduate/ part-time or no 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. 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 Engineer

engineering
SALARY TABLES

Civil Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$57,000	\$61,000	\$65,000
LEVEL 2	\$59,000	\$64,000	\$76,000
LEVEL 3	\$71,000	\$75,000	\$84,000
LEVEL 4	\$82,500	\$87,500	\$92,500
LEVEL 5	\$87,500	\$102,500	\$112,500
LEVEL 6	\$95,000	\$115,000	\$125,000
LEVEL 7	\$110,000	\$130,000	\$150,000
LEVEL 8	\$135,000	\$165,000	\$185,000

Civil Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$52,000	\$55,000	\$58,000
LEVEL 2	\$59,000	\$65,000	\$71,000
LEVEL 3	\$70,000	\$72,500	\$77,500
LEVEL 4	\$82,500	\$87,500	\$105,000
LEVEL 5	\$92,500	\$102,500	\$112,500
LEVEL 6	\$97,500	\$110,000	\$125,000
LEVEL 7	\$105,000	\$115,000	\$130,000
LEVEL 8	\$125,000	\$135,000	\$165,000

All salaries listed in the 2021 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
SALARY TABLES

Structural Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$59,000	\$61,000	\$67,000
LEVEL 2	\$61,000	\$67,000	\$75,000
LEVEL 3	\$70,000	\$75,000	\$84,000
LEVEL 4	\$77,500	\$87,500	\$100,000
LEVEL 5	\$87,500	\$107,500	\$117,500
LEVEL 6	\$102,500	\$120,000	\$137,500
LEVEL 7	\$110,000	\$150,000	\$155,000
LEVEL 8	\$145,000	\$175,000	\$225,000

Construction Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$57,000	\$59,000	\$67,000
LEVEL 2	\$65,000	\$71,000	\$79,000
LEVEL 3	\$73,000	\$77,000	\$85,000
LEVEL 4	\$85,000	\$105,000	\$117,500
LEVEL 5	\$105,000	\$115,000	\$122,500
LEVEL 6	\$120,000	\$135,000	\$140,000
LEVEL 7	\$137,500	\$145,000	\$155,000
LEVEL 8	\$150,000	\$170,000	\$195,000

engineering
SALARY TABLES

Traffic and Transport Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$62,000	\$63,000	\$68,000
LEVEL 2	\$67,000	\$71,000	\$76,000
LEVEL 3	\$77,000	\$79,000	\$82,000
LEVEL 4	\$92,500	\$102,500	\$107,500
LEVEL 5	\$117,500	\$122,500	\$145,000
LEVEL 6	\$140,000	\$145,000	\$160,000
LEVEL 7	\$145,000	\$155,000	\$185,000
LEVEL 8	\$170,000	\$215,000	\$225,000

Environmental Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$54,000	\$59,000	\$63,000
LEVEL 2	\$65,000	\$67,000	\$74,000
LEVEL 3	\$72,000	\$75,000	\$87,500
LEVEL 4	\$85,000	\$97,500	\$102,500
LEVEL 5	\$97,500	\$107,500	\$115,000
LEVEL 6	\$115,000	\$125,000	\$130,000
LEVEL 7	\$140,000	\$145,000	\$165,000
LEVEL 8	\$170,000	\$195,000	\$225,000

All salaries listed in the 2021 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
SALARY TABLES

Environmental Scientist

	LOW	AVERAGE	HIGH
LEVEL 1	\$54,000	\$58,000	\$59,000
LEVEL 2	\$61,000	\$66,000	\$71,000
LEVEL 3	\$71,000	\$73,000	\$77,000
LEVEL 4	\$82,500	\$85,000	\$97,500
LEVEL 5	\$92,500	\$102,500	\$122,500
LEVEL 6	\$100,000	\$130,000	\$150,000
LEVEL 7	\$120,000	\$165,000	\$200,000
LEVEL 8	\$150,000	\$190,000	\$215,000

Mechanical Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$52,000	\$59,000	\$62,000
LEVEL 2	\$66,000	\$67,000	\$69,000
LEVEL 3	\$72,000	\$76,000	\$79,000
LEVEL 4	\$82,500	\$85,000	\$97,500
LEVEL 5	\$97,500	\$110,000	\$120,000
LEVEL 6	\$115,000	\$125,000	\$135,000
LEVEL 7	\$125,000	\$130,000	\$150,000
LEVEL 8	\$145,000	\$175,000	\$205,000

engineering
SALARY TABLES

Hydraulic Engineer/Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$56,000	\$60,000	\$61,000
LEVEL 2	\$63,000	\$66,000	\$69,000
LEVEL 3	\$72,000	\$76,000	\$80,000
LEVEL 4	\$87,500	\$87,500	\$92,500
LEVEL 5	\$97,500	\$107,500	\$117,500
LEVEL 6	\$110,000	\$125,000	\$150,000
LEVEL 7	\$120,000	\$135,000	\$160,000
LEVEL 8	\$145,000	\$155,000	\$210,000

Electrical Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$56,000	\$59,000	\$59,000
LEVEL 2	\$66,000	\$67,000	\$70,000
LEVEL 3	\$72,000	\$77,000	\$79,000
LEVEL 4	\$82,500	\$85,000	\$90,000
LEVEL 5	\$100,000	\$105,000	\$110,000
LEVEL 6	\$115,000	\$125,000	\$130,000
LEVEL 7	\$135,000	\$140,000	\$150,000
LEVEL 8	\$150,000	\$175,000	\$225,000

All salaries listed in the 2021 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	\$53,000	\$59,000	\$63,000
LEVEL 2	\$61,000	\$64,000	\$69,000
LEVEL 3	\$69,000	\$73,000	\$77,000
LEVEL 4	\$82,500	\$92,500	\$97,500
LEVEL 5	\$92,500	\$107,500	\$117,500
LEVEL 6	\$110,000	\$130,000	\$135,000
LEVEL 7	\$115,000	\$135,000	\$155,000
LEVEL 8	\$140,000	\$160,000	\$240,000

Fire Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$55,000	\$58,000	\$60,000
LEVEL 2	\$63,000	\$65,000	\$67,000
LEVEL 3	\$71,000	\$76,000	\$83,000
LEVEL 4	\$87,500	\$87,500	\$92,500
LEVEL 5	\$105,000	\$115,000	\$130,000
LEVEL 6	\$115,000	\$125,000	\$145,000
LEVEL 7	\$130,000	\$135,000	\$155,000
LEVEL 8	\$145,000	\$180,000	\$255,000

All salaries listed in the 2021 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.

At
2.84
%

2020's average
salary increase
was the lowest
since 2013.

engineering
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.	1 - 3 years	Junior Drafter
LEVEL 3	Competent drafter. Undertake a variety of drafting tasks with limited direction from senior staff.	3 - 7 years	Drafter
LEVEL 4	Autonomously undertaking a variety of drafting tasks. Responsible for project deliverables. No supervision.	7+ years	Senior Drafter
LEVEL 5	Management of a drafting team and is responsible for the team's output. CAD system management.	10+ years	Lead Drafter/ Drafting Manager

engineering
SALARY TABLES

Civil Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$46,000	\$49,000	\$59,000
LEVEL 2	\$51,000	\$61,000	\$70,000
LEVEL 3	\$67,500	\$77,500	\$82,500
LEVEL 4	\$82,500	\$87,500	\$97,500
LEVEL 5	\$97,500	\$107,500	\$120,000

Structural Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$47,000	\$57,000	\$59,000
LEVEL 2	\$53,000	\$67,000	\$71,000
LEVEL 3	\$67,500	\$77,500	\$85,000
LEVEL 4	\$85,000	\$92,500	\$102,500
LEVEL 5	\$100,000	\$110,000	\$122,500

Mechanical Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$47,000	\$55,000	\$59,000
LEVEL 2	\$60,000	\$61,000	\$63,000
LEVEL 3	\$65,000	\$77,500	\$82,500
LEVEL 4	\$87,500	\$95,000	\$100,000
LEVEL 5	\$102,500	\$120,000	\$132,500

All salaries listed in the 2021 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.

Only **7%** of engineering consultancies said that they needed to pay higher to hire the right person in 2020. The lowest since 2014.

engineering SALARY TABLES

Electrical Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$47,000	\$53,000	\$59,000
LEVEL 2	\$60,000	\$61,000	\$63,000
LEVEL 3	\$75,000	\$77,500	\$85,000
LEVEL 4	\$87,500	\$90,000	\$95,000
LEVEL 5	\$102,500	\$120,000	\$122,500

Hydraulic Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$43,000	\$47,000	\$59,000
LEVEL 2	\$52,000	\$60,000	\$63,000
LEVEL 3	\$75,000	\$82,500	\$87,500
LEVEL 4	\$87,500	\$92,500	\$100,000
LEVEL 5	\$92,500	\$112,500	\$127,500

All salaries listed in the 2021 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.

SURVEYING

surveying

SALARY LEVELS & TABLES

- Survey Assistant
- Graduate Surveyor
- Project Surveyor
- Licensed Surveyor
- Survey Drafter



surveying

SALARY LEVELS

Surveying

	DESCRIPTION	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

surveying

SALARY TABLES

Survey Assistant

	LOW	AVERAGE	HIGH
LEVEL 1	\$48,000	\$50,000	\$52,000
LEVEL 2	\$55,000	\$62,000	\$65,000
LEVEL 3	\$62,000	\$66,000	\$70,000

Graduate Surveyor

	LOW	AVERAGE	HIGH
LEVEL 1	\$62,000	\$65,000	\$70,000
LEVEL 2	\$72,000	\$78,000	\$91,000

surveying

SALARY TABLES

Project Surveyor

	LOW	AVERAGE	HIGH
LEVEL 1	\$75,000	\$77,500	\$85,000
LEVEL 2	\$80,000	\$82,500	\$95,000
LEVEL 3	\$87,500	\$112,500	\$120,000

Licensed Surveyor

	LOW	AVERAGE	HIGH
LEVEL 1	\$105,000	\$115,000	\$135,000
LEVEL 2	\$115,000	\$135,000	\$160,000
LEVEL 3	\$140,000	\$160,000	\$190,000

Survey Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$47,000	\$49,000	\$52,000
LEVEL 2	\$59,000	\$66,000	\$69,000
LEVEL 3	\$82,500	\$95,000	\$100,000

All salaries listed in the 2021 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/Administration Manager
- Executive Assistant
- Accounts Administrator
- Bookkeeper/Assistant Accountant
- Accountant
- Finance/Accounts Manager
- HR Administrator
- HR Coordinator
- HR Manager
- Marketing Administrator
- Marketing Coordinator
- Marketing Manager
- Submissions Coordinator
- Document Controller
- Graphic Designer



business support

SALARY TABLES

	LOW	AVERAGE	HIGH
Receptionist	\$52,500	\$57,500	\$67,500
Administrator	\$57,500	\$62,500	\$75,000
Senior Administrator	\$77,500	\$85,000	\$87,500
Project Administrator	\$67,500	\$80,000	\$85,000
Office/Administration Manager	\$72,500	\$80,000	\$102,500
Executive Assistant	\$75,000	\$85,000	\$105,000
Accounts Administrator	\$62,500	\$67,500	\$72,500
Bookkeeper/Assistant Accountant	\$67,500	\$77,500	\$87,500
Accountant	\$85,000	\$105,000	\$125,000
Finance/Accounts Manager	\$92,500	\$125,000	\$160,000

business support

SALARY TABLES

	LOW	AVERAGE	HIGH
HR Administrator	\$60,000	\$62,500	\$67,500
HR Coordinator	\$72,500	\$82,500	\$97,500
HR Manager	\$105,000	\$125,000	\$155,000
Marketing Administrator	\$55,000	\$60,000	\$70,000
Marketing Coordinator	\$75,000	\$85,000	\$102,500
Marketing Manager	\$105,000	\$120,000	\$130,000
Submissions Coordinator	\$85,000	\$92,500	\$105,000
Document Controller	\$67,500	\$82,500	\$97,500
Graphic Designer	\$65,000	\$72,500	\$87,500

All salaries listed in the 2021 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.

We are pleased to donate
100% of PACE proceeds to Youth
Projects – helping disadvantaged
young people into meaningful
employment and creating life
changing opportunities.



PRODUCED & PUBLISHED BY

Aspect