

# P A C E

20  
22



10TH  
EDITION

PROUDLY SUPPORTING

**ALEX  
MAKES  
MEALS**





First published 2022

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

Author: Sampson, Matthew Phillip  
Title: The PACE Survey — Volume 10  
Reference: 220322  
ISSN: 2203-451X

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

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

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.



P A C E

|                  |     |
|------------------|-----|
| Report Overview  | 6   |
| Planning         | 32  |
| Architecture     | 59  |
| Construction     | 92  |
| Engineering      | 120 |
| Business Support | 154 |

AN INITIATIVE BY



# A SAMPLE OF CONTRIBUTING COMPANIES

2Construct  
A B Construct  
ACOR Consultants  
Adams Consulting  
Engineering  
ADP Consulting  
Arcadia Landscape  
Architecture  
Arcadis  
Architectus  
Ardent Architects  
Argall  
ARM Architecture  
Armsby Architects  
ASPECT Studios  
Baldasso Cortese  
Basset & Lobaza Architects  
Beveridge Williams  
BKK Architects  
BlueSphere Environmental  
Breathe Architecture  
Bruce Allen Architect

BSPN Architecture  
Buchan  
Buildcorp  
BY Projects Architecture  
Carr  
Caulfield Krivanek  
Architects  
CBG Architects  
Chan Architecture  
Chi-Rho Consulting  
Clancy Constructions  
ClarkeHopkinsClarke  
Conceptz Town Planners  
Conrad Gargett  
Cox Architecture  
Croxon Ramsay  
DPM Consulting Group  
Drew Rudd Engineers  
echelon planning  
Elenberg Fraser  
ERA Architects  
Ewert Leaf

Fender Katsalidis  
Florence Jaquet Landscape  
Architect  
FMSA Architecture  
Glossop Town Planning  
Gray Puksand  
Haskell Architects  
Human Habitats  
Insite Architects  
Intrax Consulting Group  
Ironsides  
JBA Consulting Engineers  
Jeavons Landscape  
Architects  
John Wardle Architects  
Jost Architects  
Katz Architecture  
Keen Planning  
Kinetica Studio  
Kleinfelder  
KLM Spatial  
Kosloff Architecture  
Landserv

Lovell Chen  
marshal melbourne  
Maz Group  
Mesh  
Miglic MacLeod  
Millar | Merrigan  
MLEI Consulting Engineers  
MPA  
NH Architecture  
Niche Planning Studio  
O'Brien Traffic  
One Design Office  
One Mile Grid  
Outlines  
PEAKURBAN  
pitt&sherry  
PM Design Group  
proUrban Advisory, Planning  
and Management  
Pulse Architecture  
R Bliem & Associates  
Ratio Consultants  
Resolve Environmental

Rincovitch Consultants  
Schulberg Demkiw  
Architects  
Silver Thomas Hanley  
Six Degrees  
SJB Architects  
Spiire  
Sterling Infrastructure  
Studio B Architects  
Taylor Cullity Lethlean (TCL)  
Taylors  
Tract Consultants  
Trafficworks  
Urban Planning Collective  
Urban Water Solutions  
VED Constructions  
Vincent Chrisp Architects  
Vistek Consulting Engineers  
Waterman Group  
Whiteman Property &  
Associates  
Windiate Architects  
Woods Bagot

# INTRODUCTION & ACKNOWLEDGEMENTS

**Welcome to the 2022 PACE Survey.**

As we launch the 10th edition of The PACE Survey, we again evolve the publication. We have listened to feedback and further developed the questions asked, with an increased investigation of workplace flexibility and benefits, talent acquisition and market factors impacting on business levels.

We’ve refreshed the look and feel of the report, cleaning and modernising the design while also creating a digitally native report for the first time, designed to be viewed on both computers and mobile devices.

We have also progressed the way in which we ensure The PACE Survey continues to have a positive impact on our broader community, as well as to our readers. This year we are proud to support local charity Alex Makes Meals by donating 6,600 warm meals on behalf of the PACE community to the homeless and disadvantaged.

None of the above would be possible without the support of everyone involved. Thank you to Josh Gleeson for your fresh design, to the Aspect Team for the promotion of PACE, and to all the people who completed the survey, donating your time and entrusting us with your data.

I hope and trust you find the information contained in the 2022 PACE survey valuable and it supports you and your team in achieving your goals for the year ahead!



**Matthew Sampson**  
Author



# 2022 PACE CHARITY PARTNER: ALEX MAKES MEALS

Alex Dekker started Alex Makes Meals as a university student during the height of the pandemic in early 2020. Alex couldn't visit his immunocompromised parents or his sister, who was working at a hospital.

He sensed the stress his sister was under and decided to make a meal for her and her workmates. His lasagne was a hit, so Alex kept on cooking for more people, and Alex Makes Meals was born.

They have since grown from a one-man operation into a movement driven by a team of 80+ dedicated volunteers and generous donations, with a mission to provide tasty, nutritious meals for homeless and disadvantaged youth.

## ALEX MAKES MEALS

Alex Makes Meals is currently providing more than 3,000 meals a week on average and delivering to over 50 locations. The charity is making a real impact, improving the lives of those suffering from food insecurity.

### **How the PACE community made an impact**

For every completed survey, Aspect donated 50 meals on the participants behalf to those who need it. Thank you for your participation and helping accelerate Alex Makes Meals' mission.

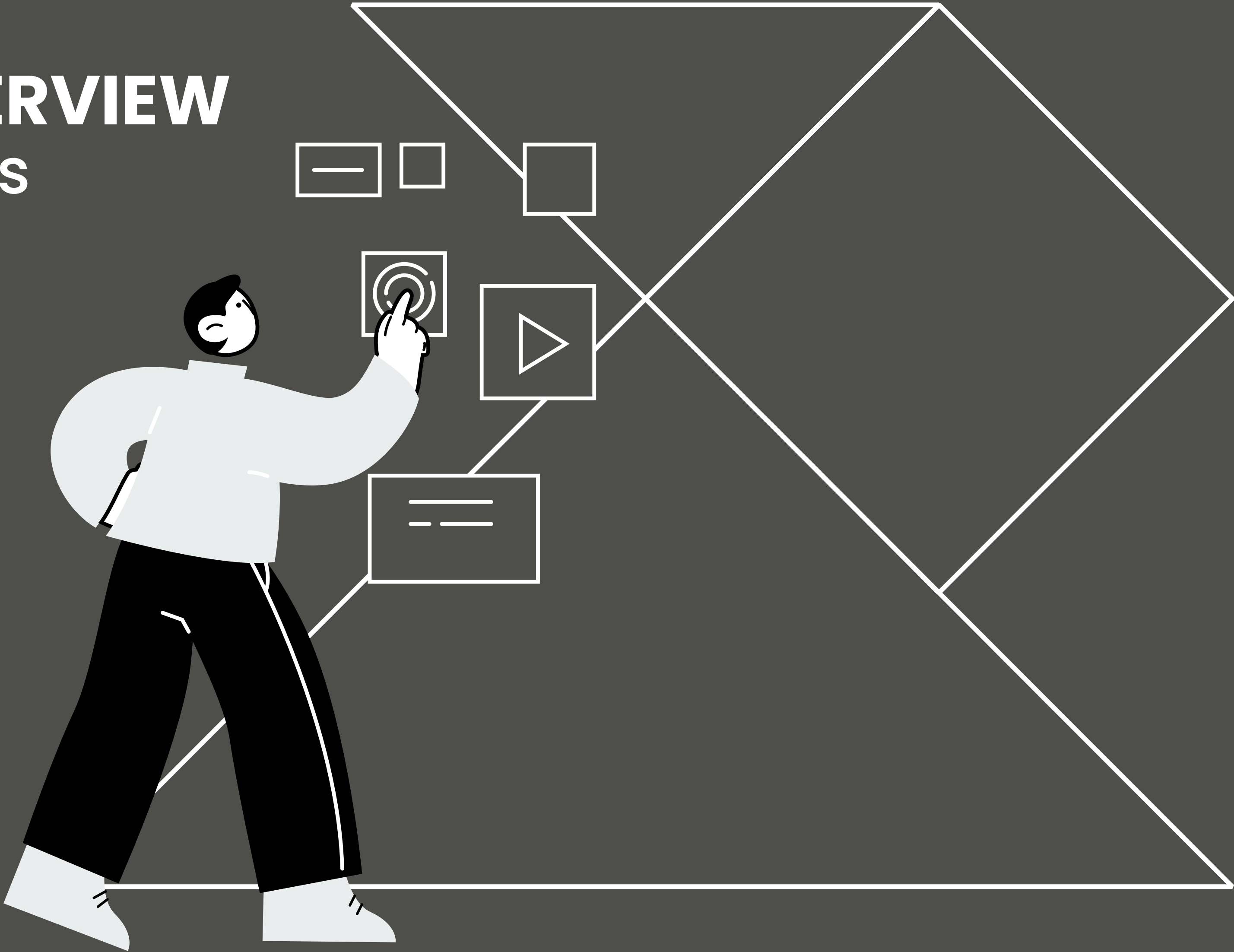






# REPORT OVERVIEW

Industry Facts



OVERVIEW

# INTRODUCTION

The wild ride that we have experienced over the last two years appears set to continue, as we face further political and economic uncertainties both locally and internationally. Although, it seems that we have become more astute (or at least comfortable) at navigating the unknown. What this year’s results show us is that confidence has returned to the market with strong conditions reported across industries and optimism about what lies ahead.

Seventy per cent of firms anticipate business activity to increase in 2022, while only 4% expect market conditions to deteriorate. And the future beyond looks even brighter with 75% of responding firms optimistic about their three-year outlook, while only 2% reporting pessimism.

Access to talent is reported as the biggest headwind for the year ahead. While PACE does not report the levels of employee turnover predicted by “The Great Resignation”, the ability to attract and retain staff to deliver business objectives presents as the key bottleneck for the 2022.

With more than half responding firms planning to expand operations, we expect to see firms revisiting their flexibility and wellbeing offerings, along with salaries offered, as a means of differentiating themselves from competitors.

While not without its challenges, 2022 looks to be a very exciting year for organisations and individuals operating in Victoria’s built and natural environment!

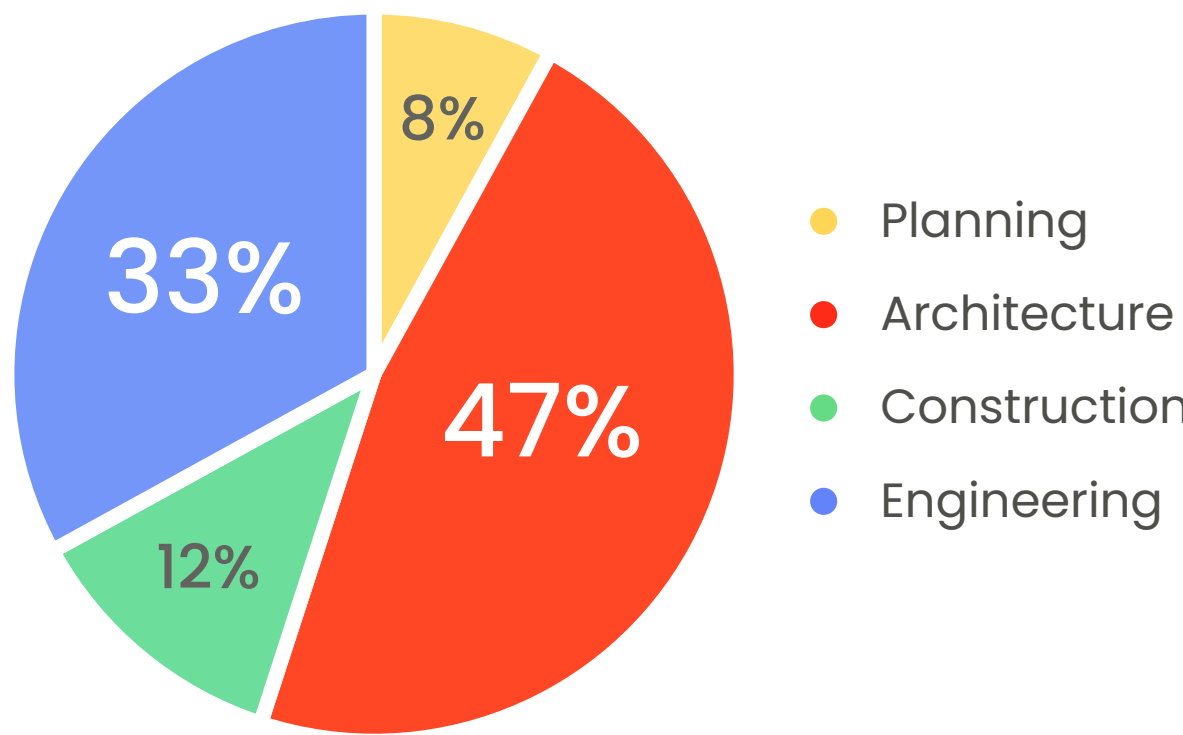
**PACE shows that competition for talent is as high as it has been for 10 years. The clarity and attractiveness of a firm’s EVP will be the key to their success in 2022.**



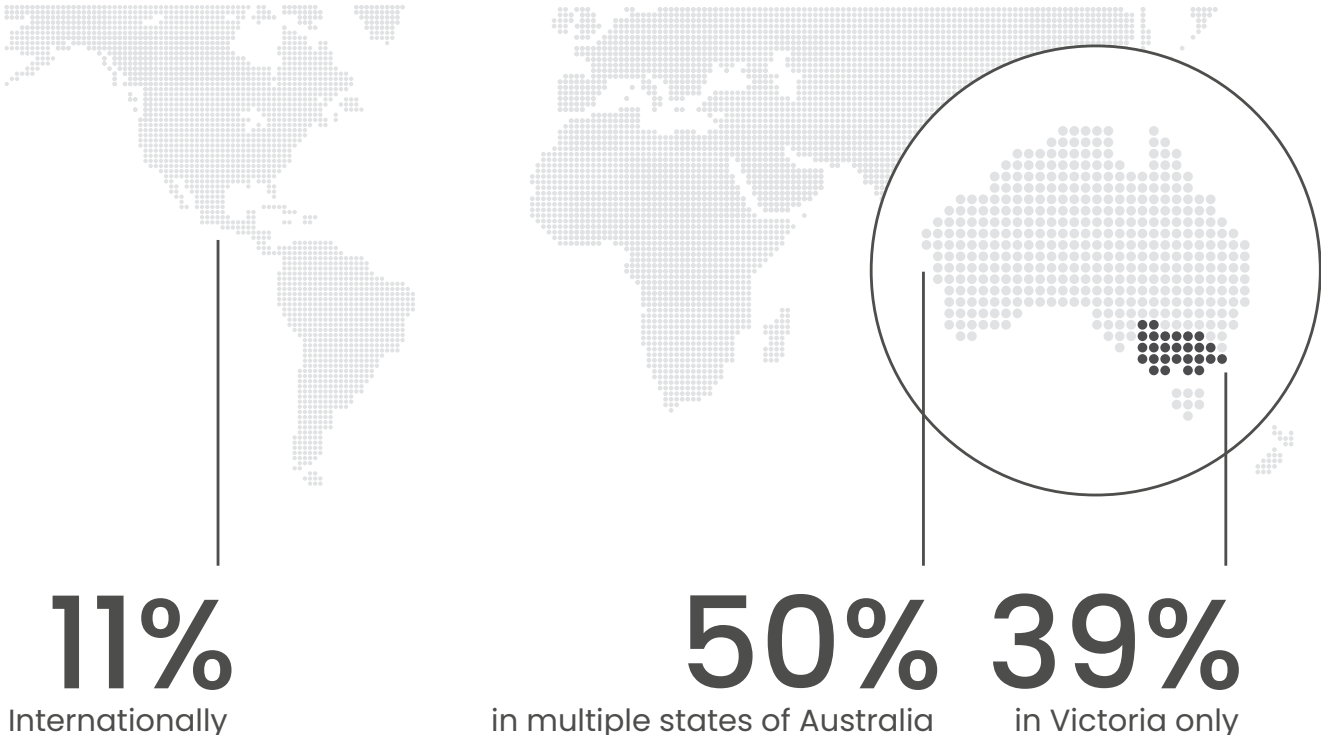
**Matt Sampson**  
Managing Director  
0414 916 060  
m.sampson@aspectpersonnel.com.au

# Company demographics

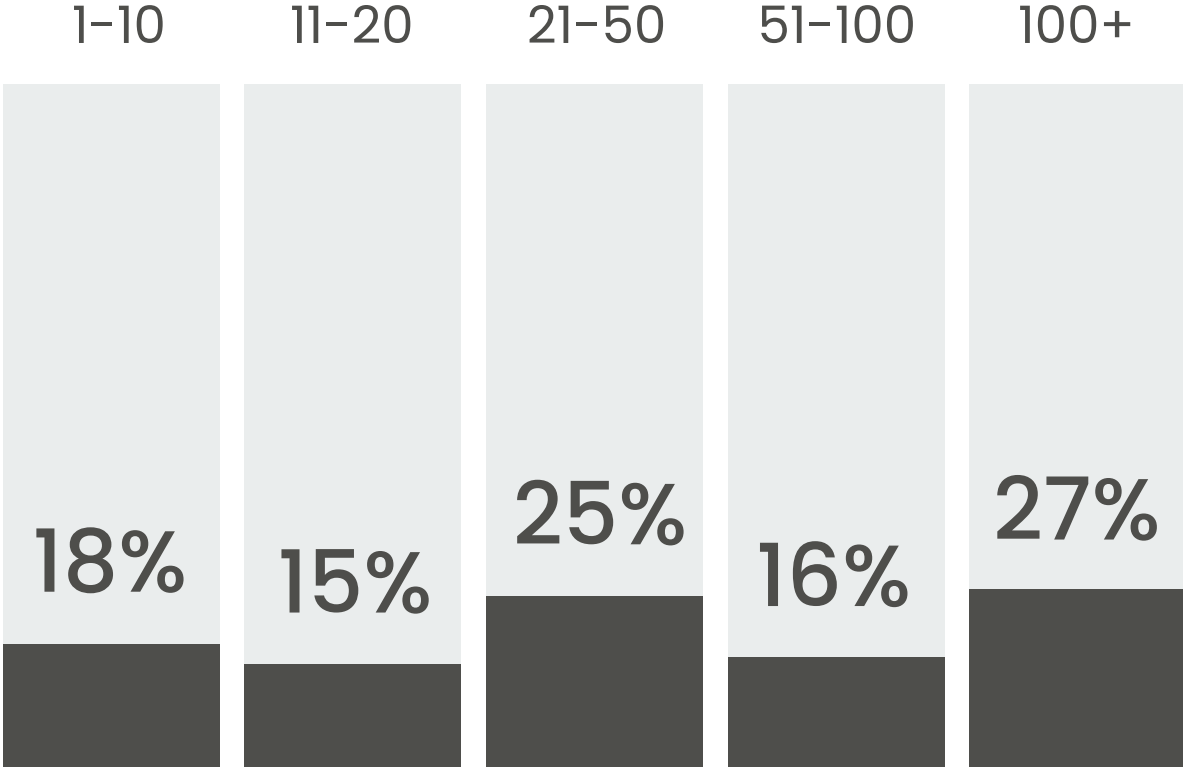
What best describes your organisation?



Where does your organisation operate?



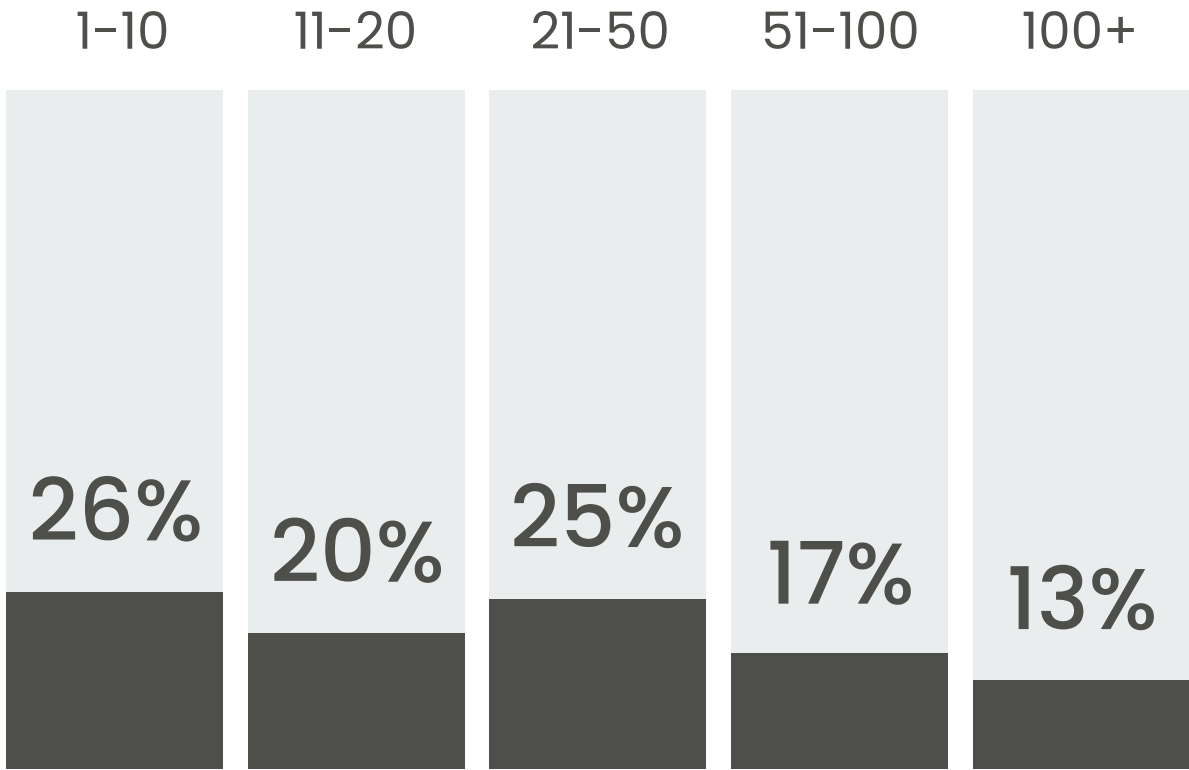
How many people does your organisation employ?



The average company size of the organisations surveyed was 94 employees.



How many people does your organisation employ in Victoria?



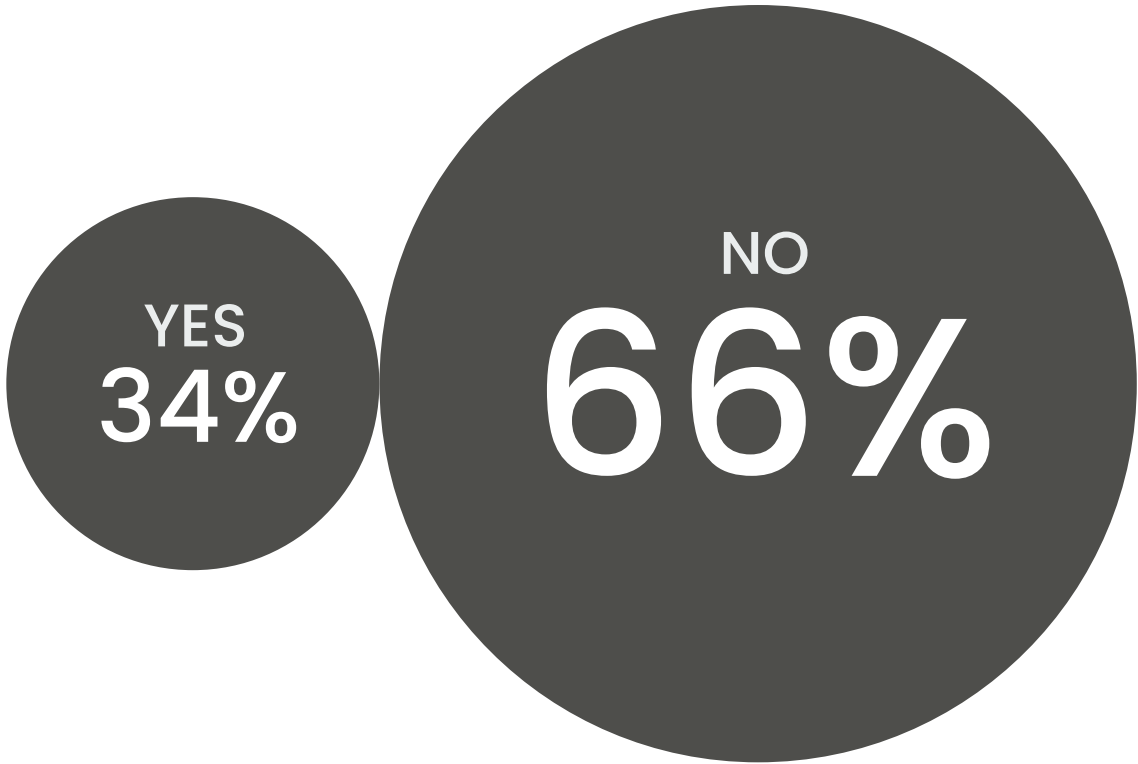
The average number of Victorian-based employees was 56.



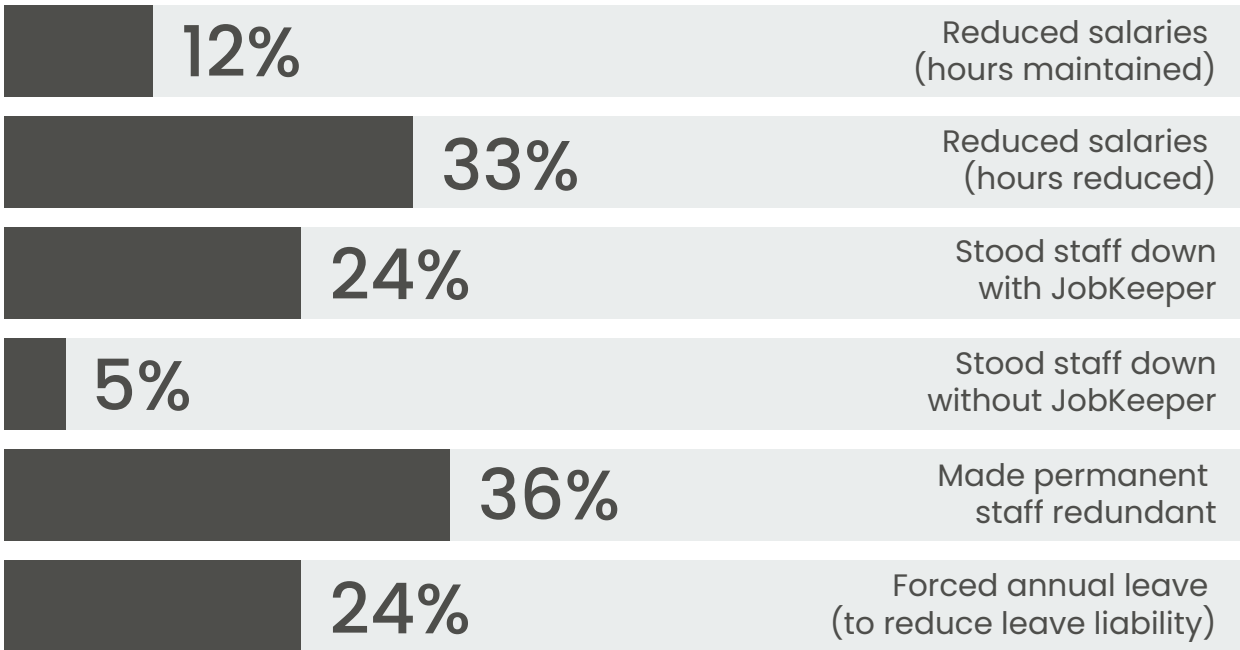


# COVID-19 impact

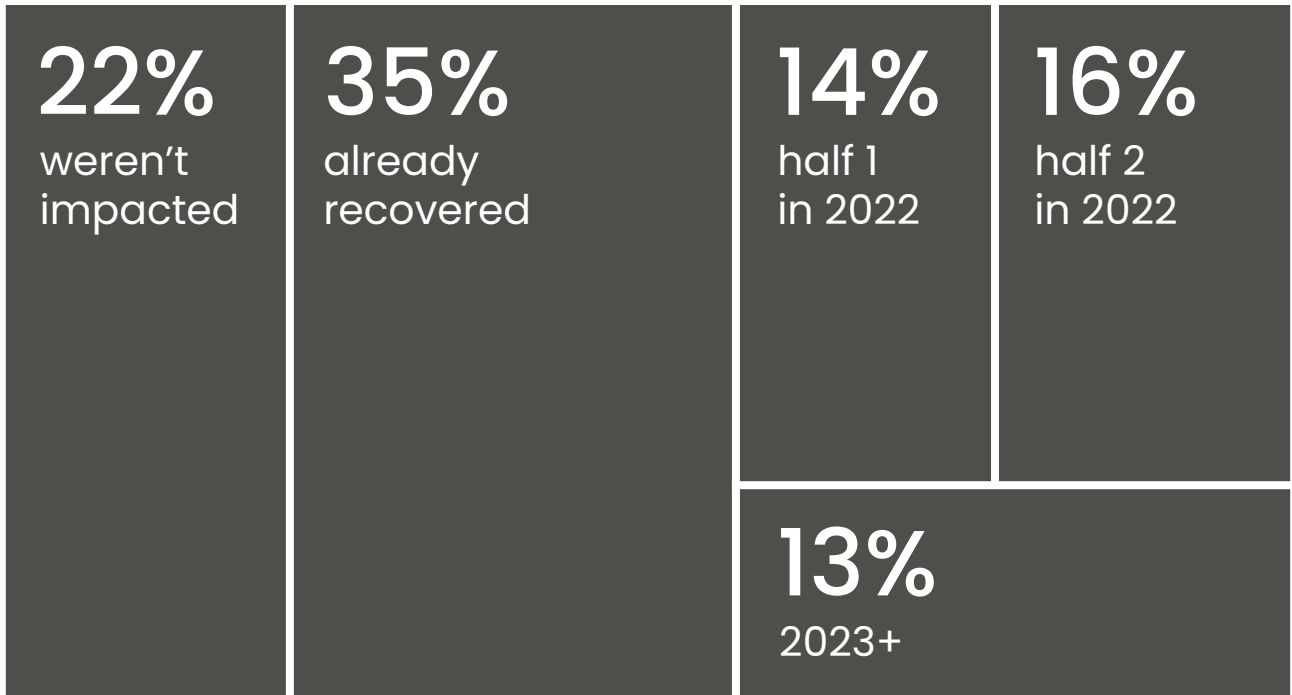
In 2021, did you implement any labour cost management strategies in response to COVID-19?



What labour cost management strategies did you implement?

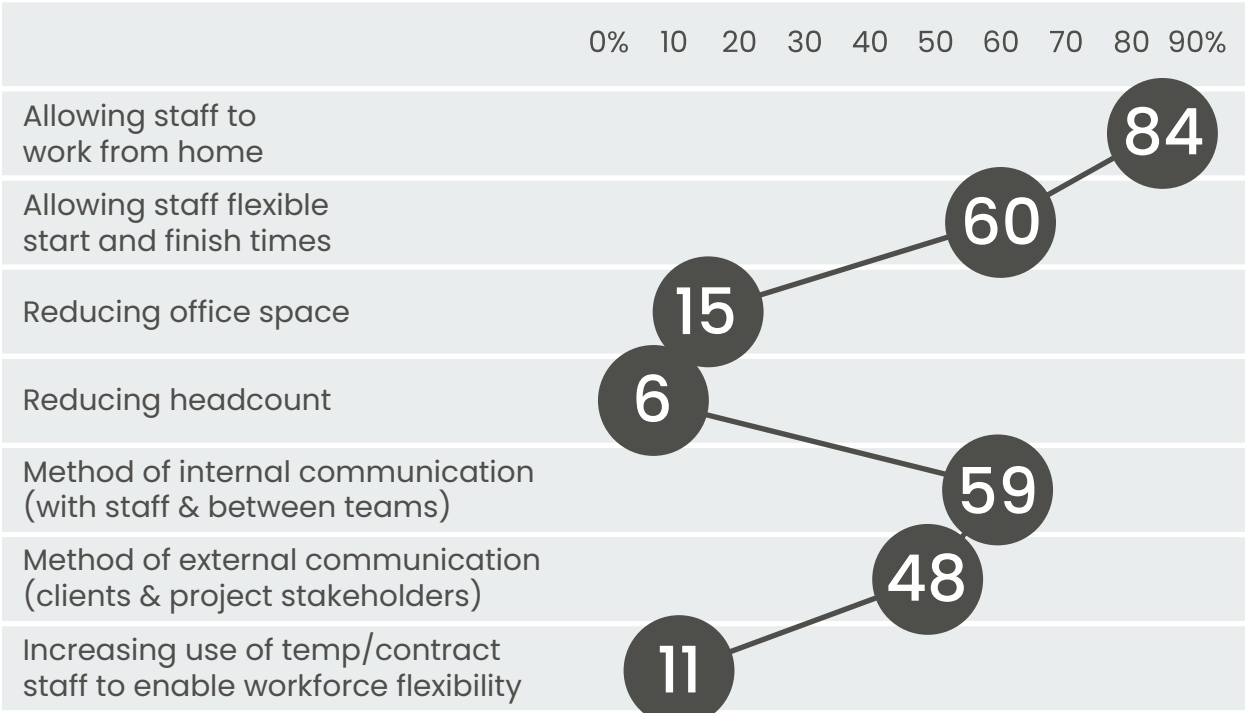


How quickly do you predict your business will recover from the impact of COVID-19?

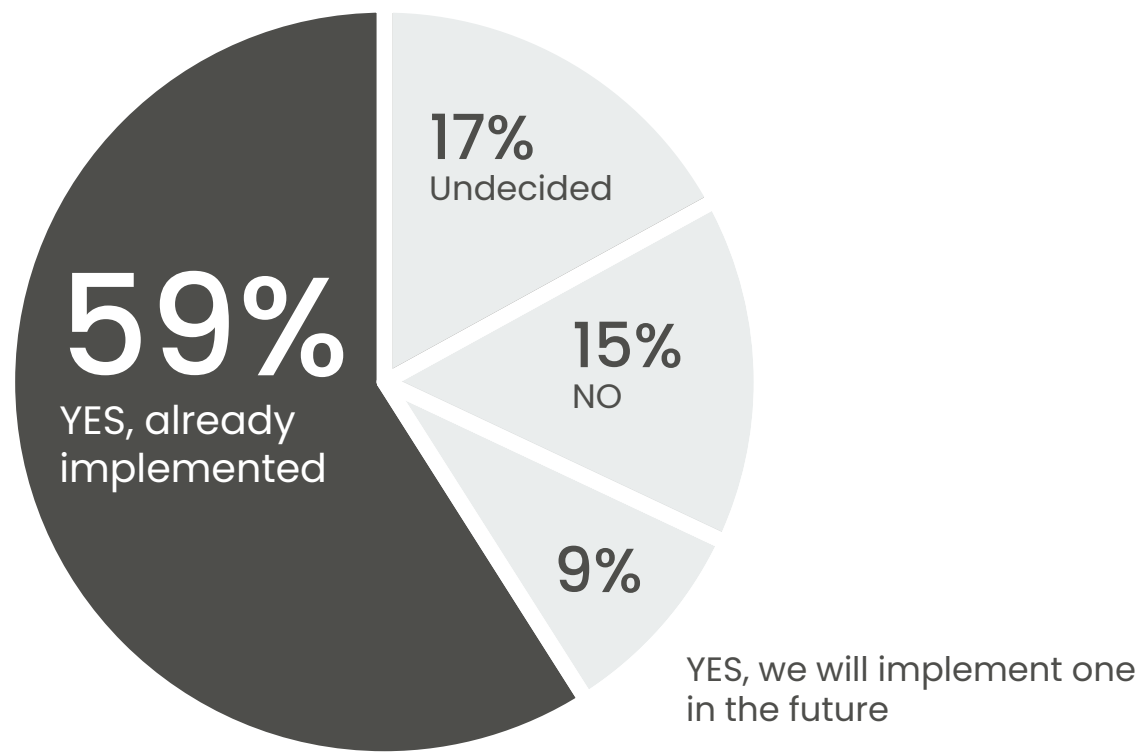




What long term changes will you make to your business as a result of COVID-19?



Will your organisation implement a mandatory COVID-19 vaccination policy?

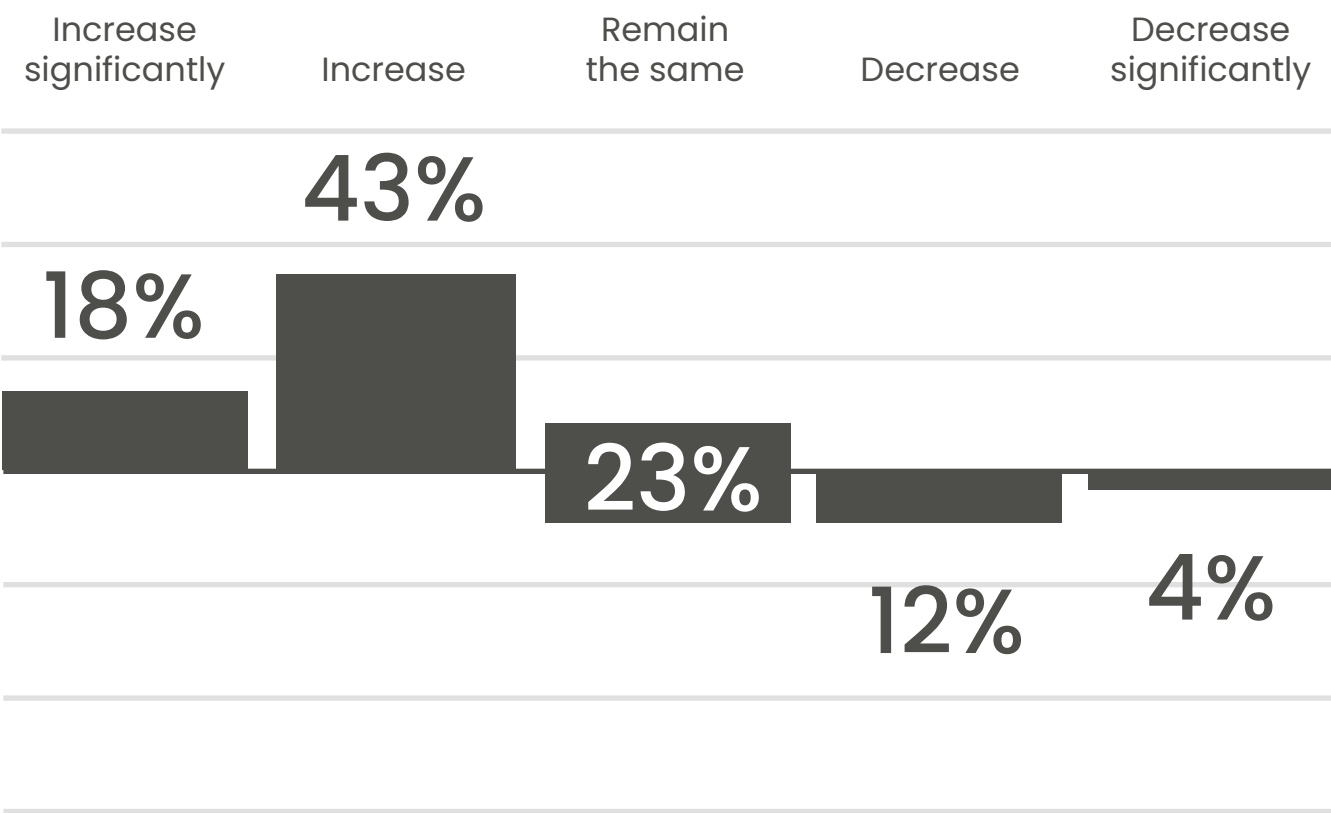


Some companies are luring people back to the office with incentives such as office upgrades and encouraging staff to bring their pets to work.

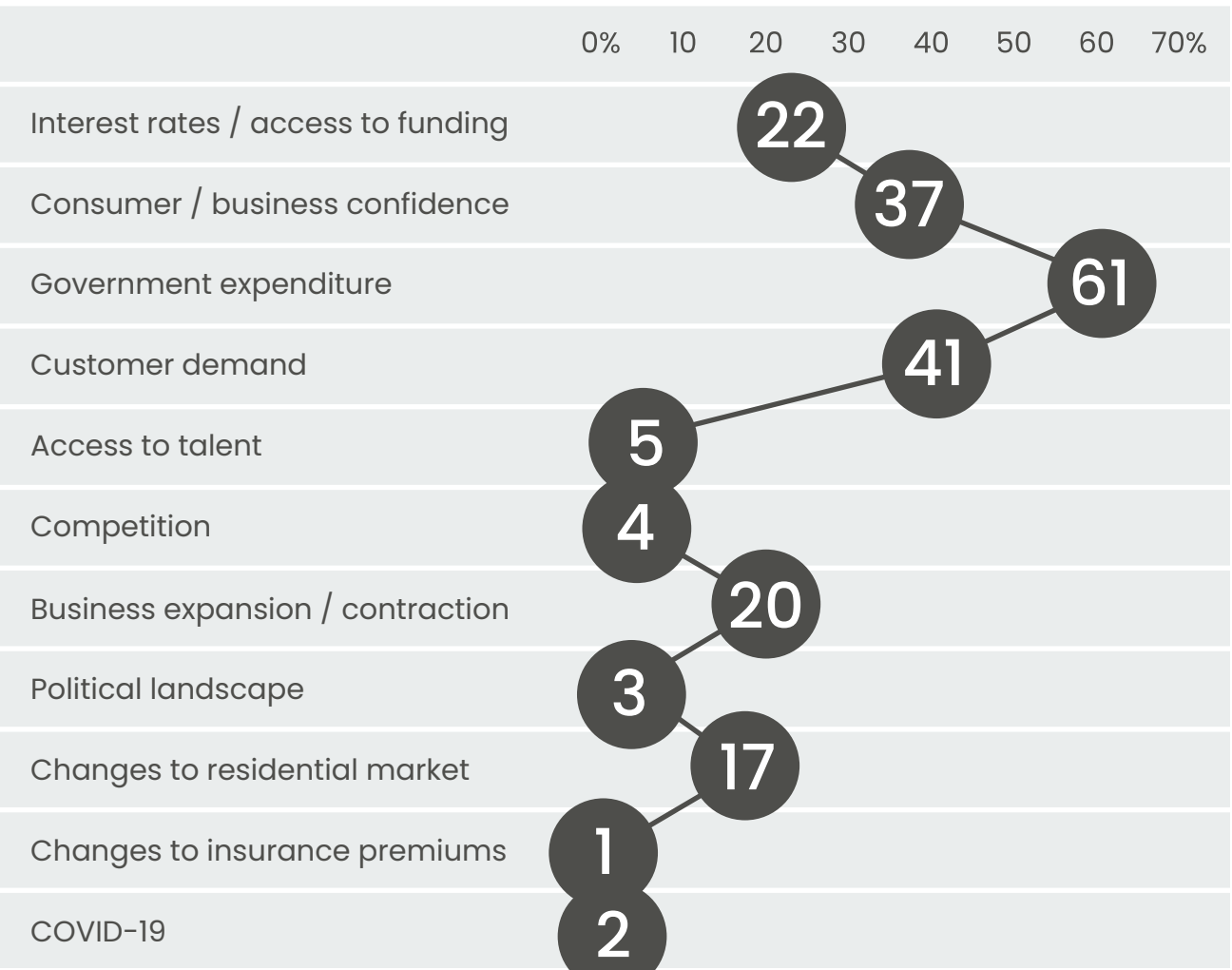


# Business activity

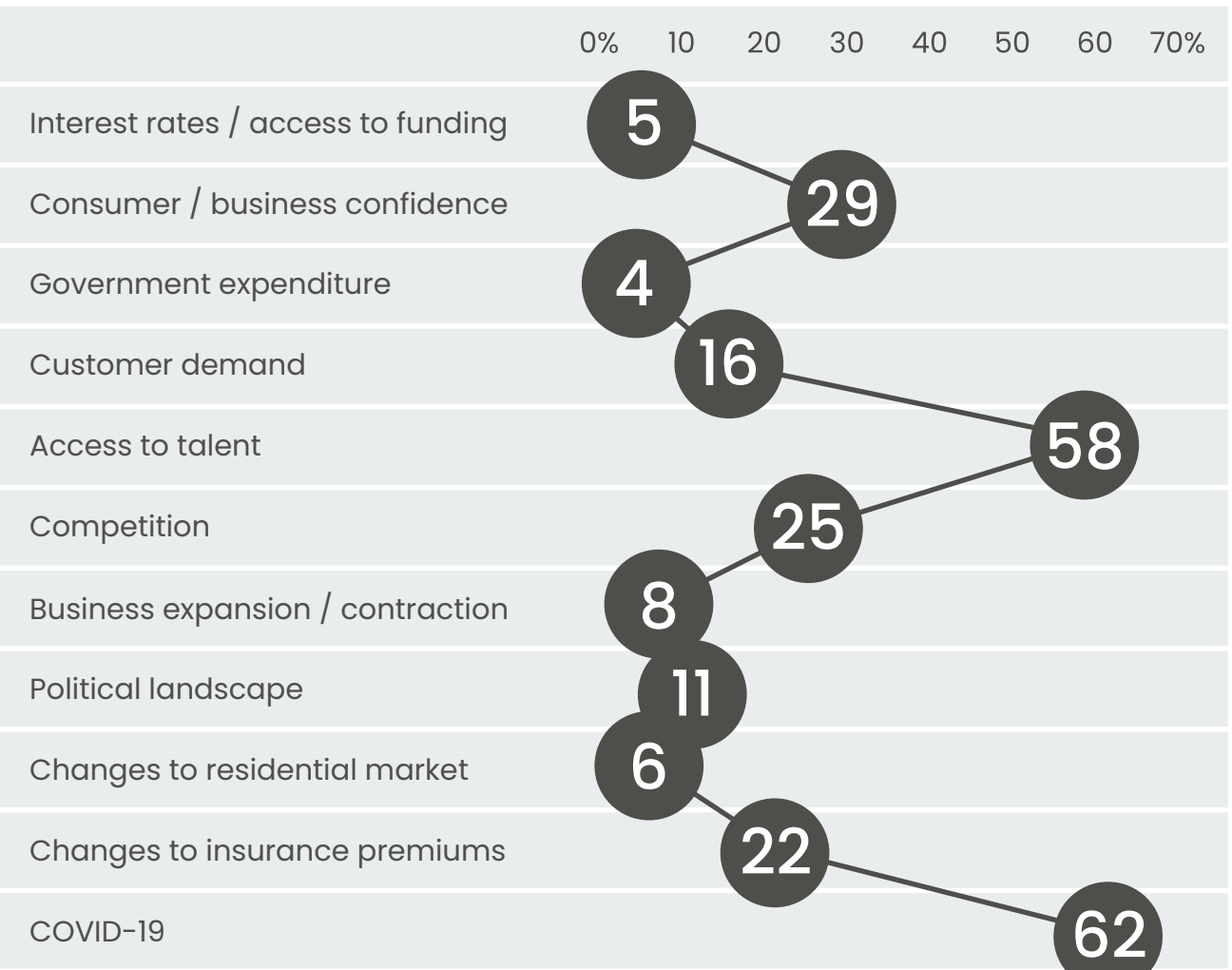
Compared to 2020, did business activity in 2021:



What has had significant positive impact on business activity levels in 2021?

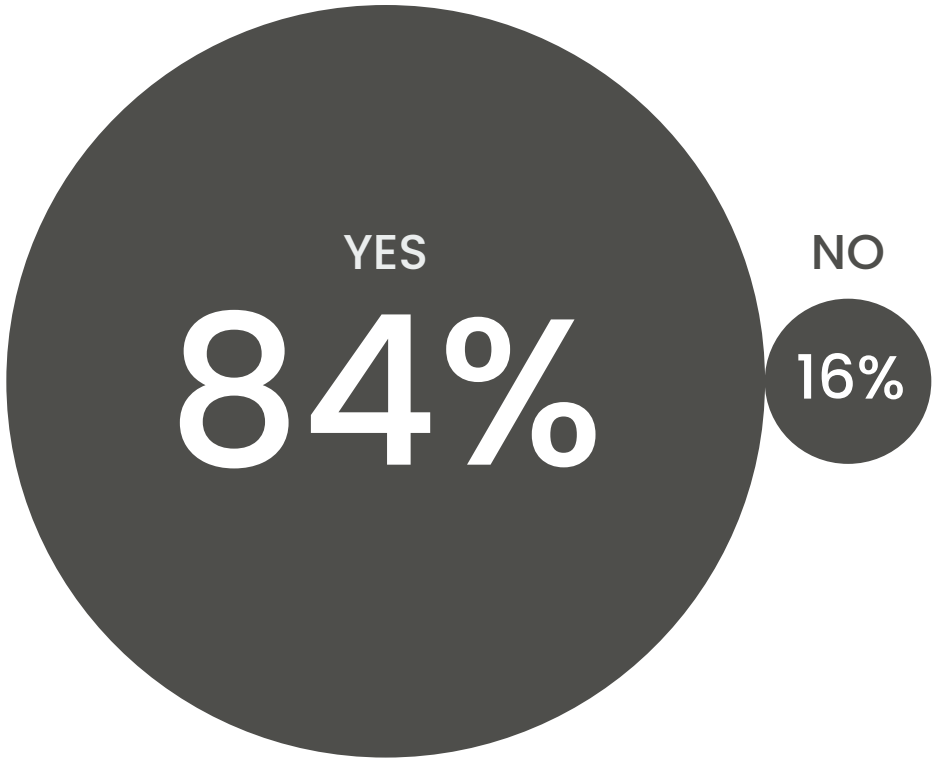


What has had significant negative impact on business activity levels in 2021?

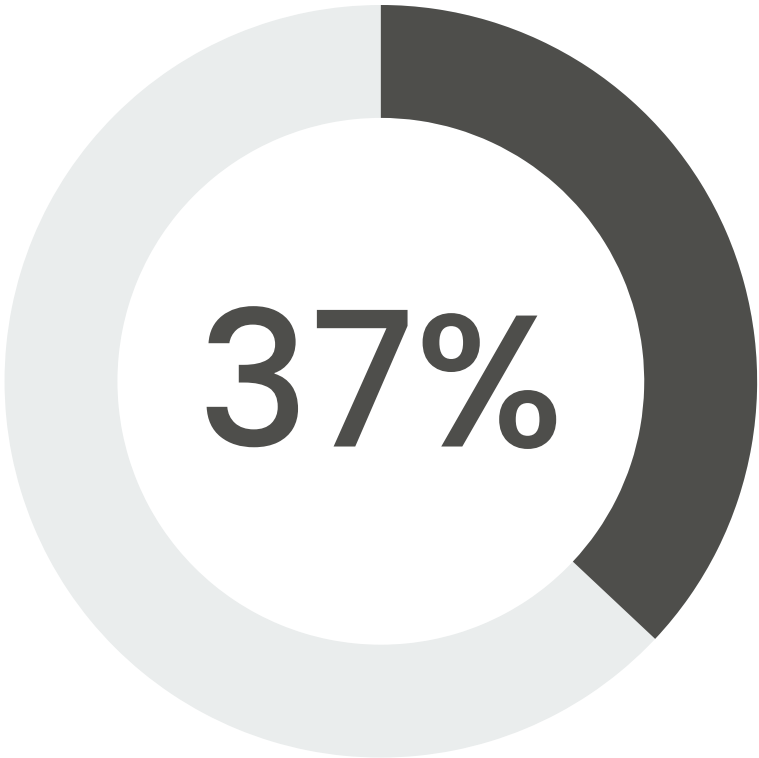




Did your organisation tender for projects in 2021?



Of projects tendered for in 2021, approximately what percentage were successful?

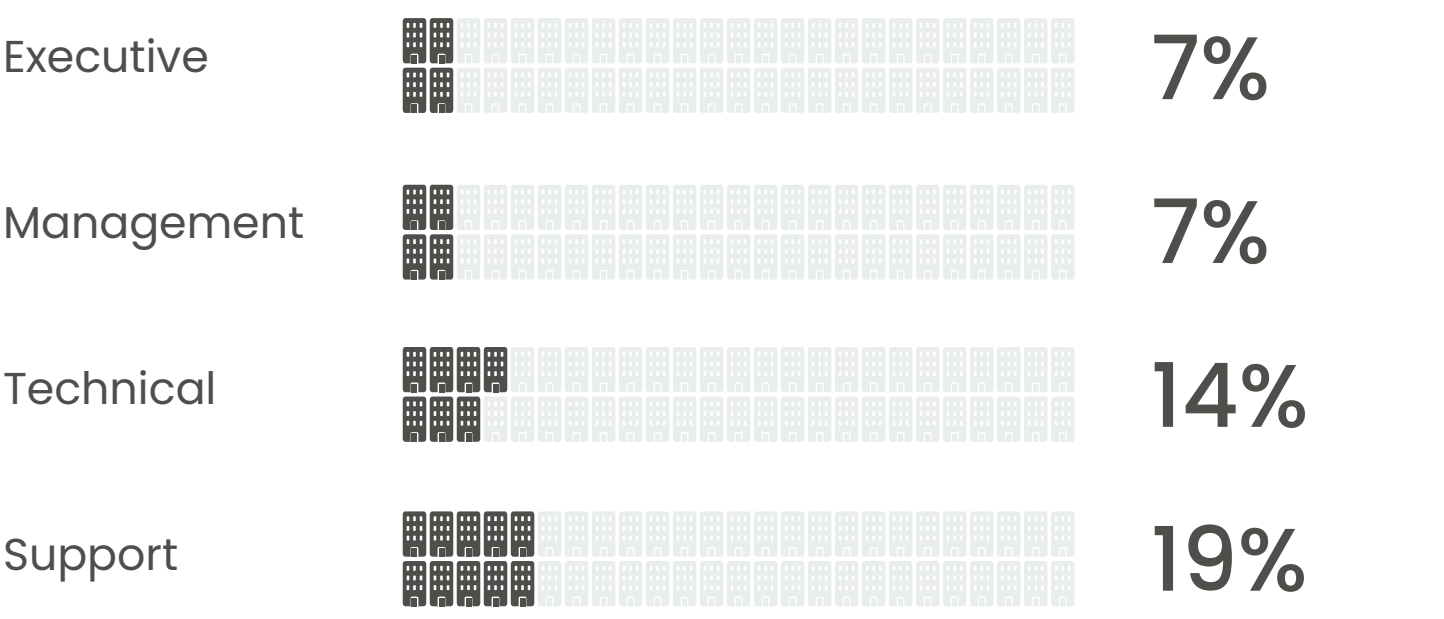


# Human resources & talent

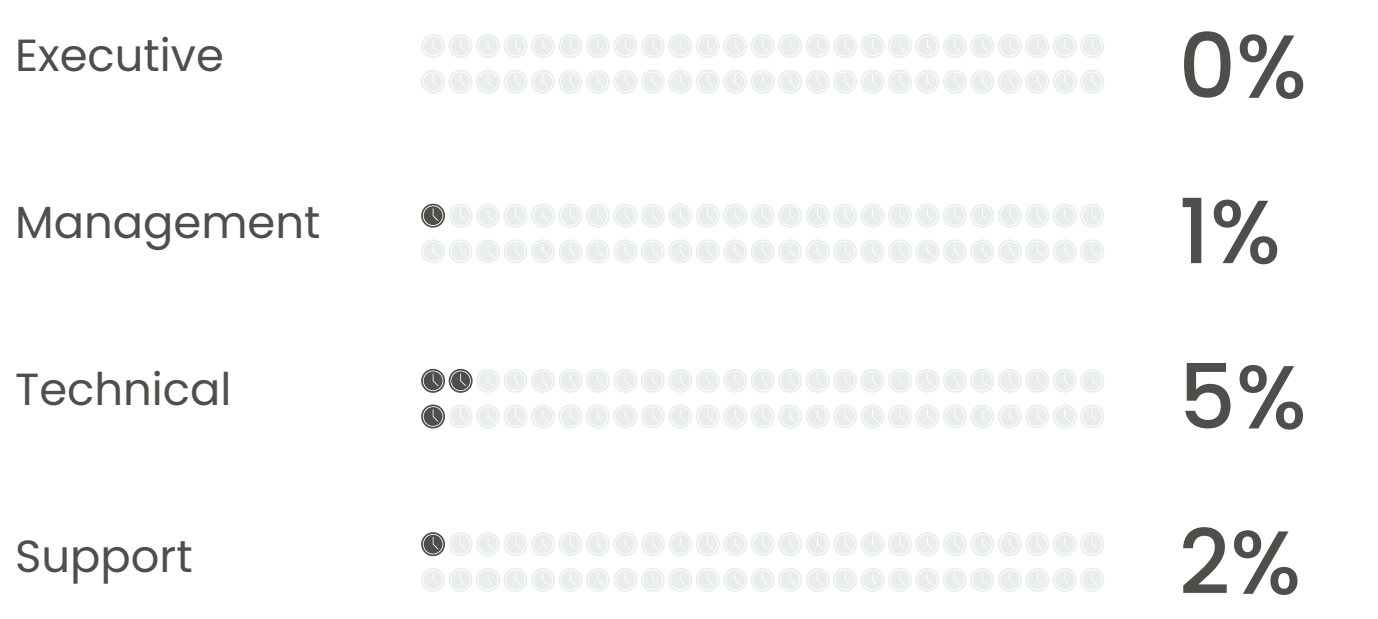
Approximately what percentage of your staff are female?



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

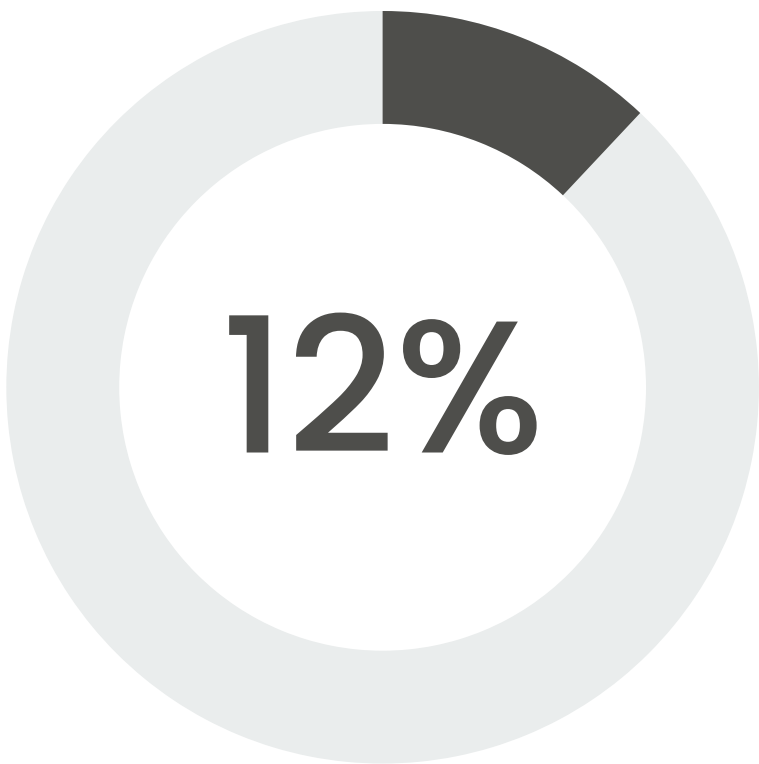


Approximately what percentage of your staff are employed on a contract/temporary basis?

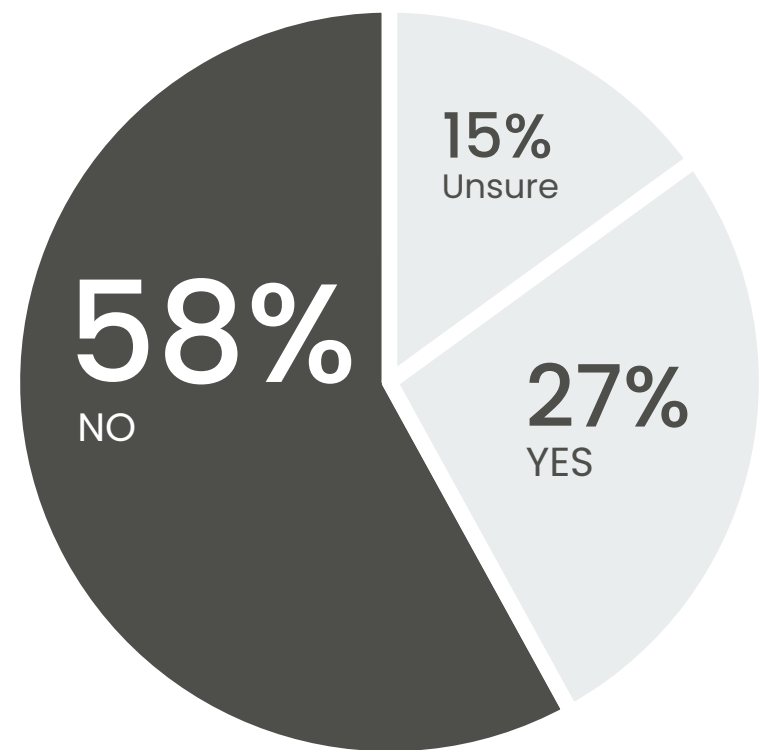




Approximately what percentage of staff employed are support staff?



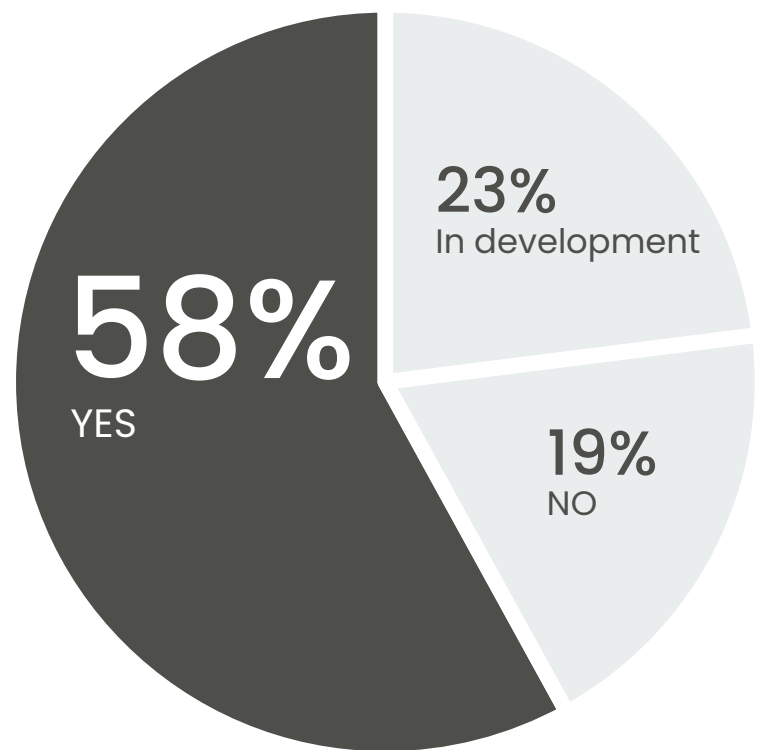
Do you think skills shortages are likely to impact the effective operation of your organisation in 2022?



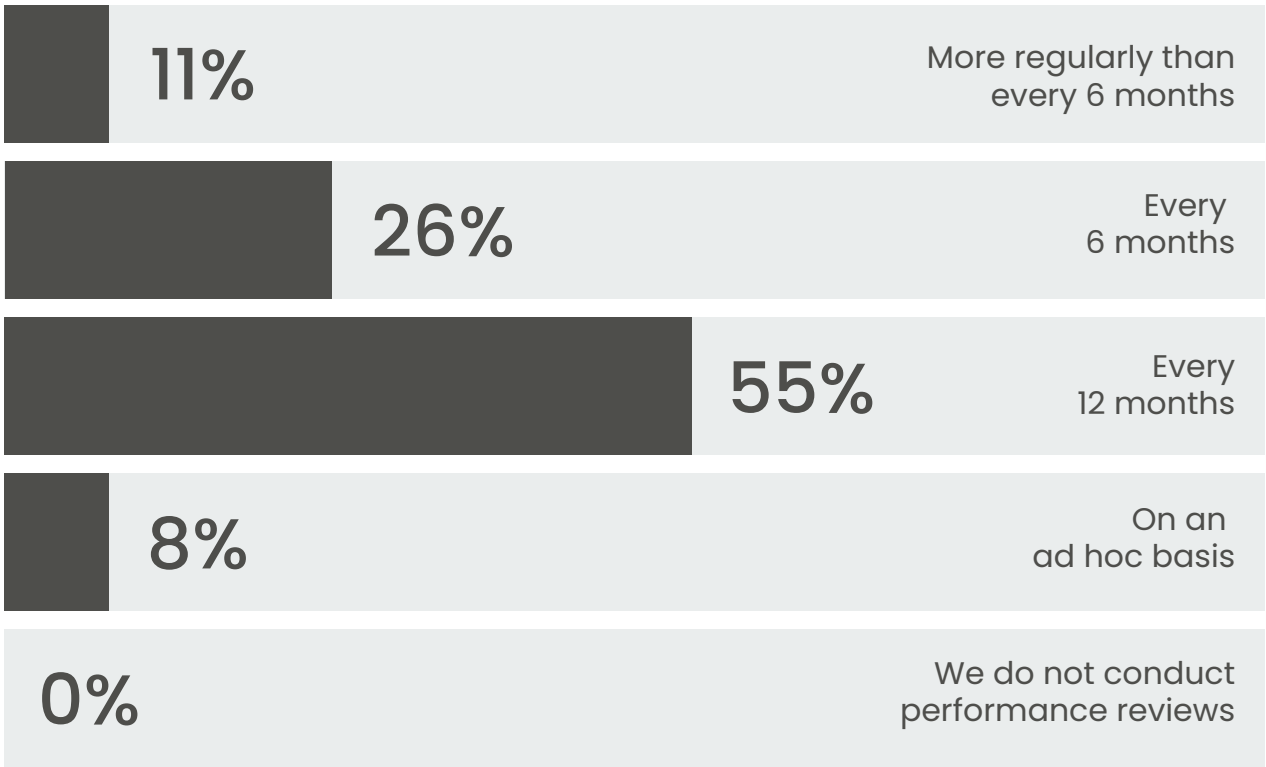
Do you currently have the talent required to deliver your organisation’s objectives in 2022?



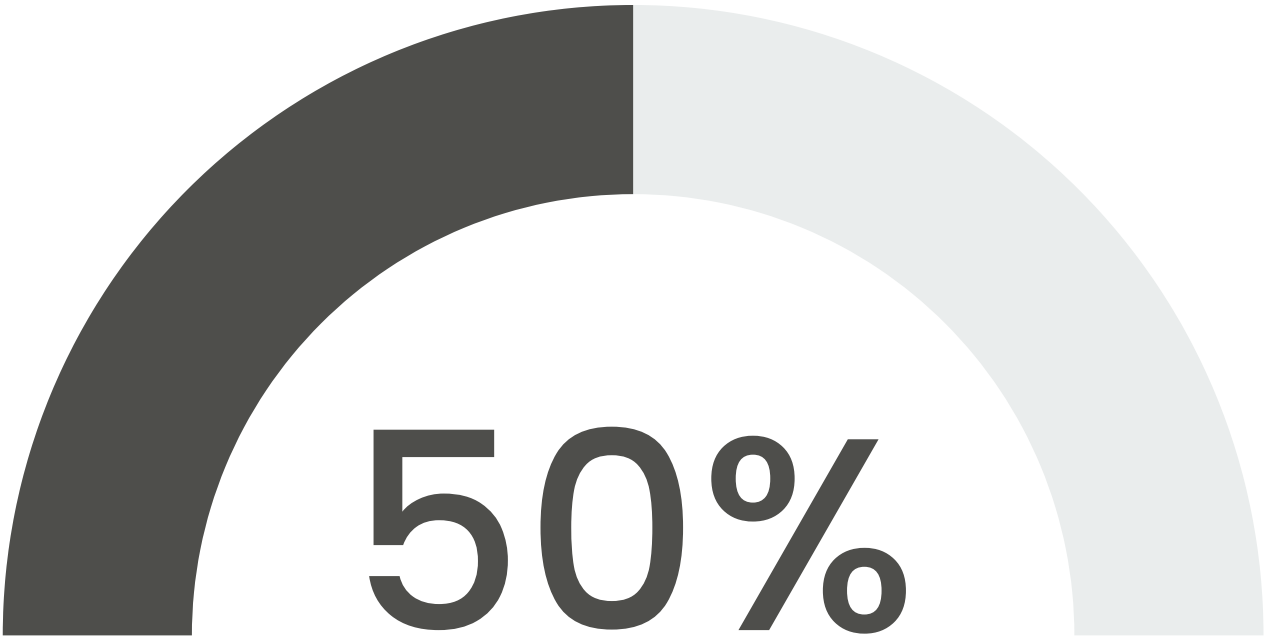
To your knowledge, does your organisation have a diversity and inclusion policy?



How often do you conduct performance reviews?

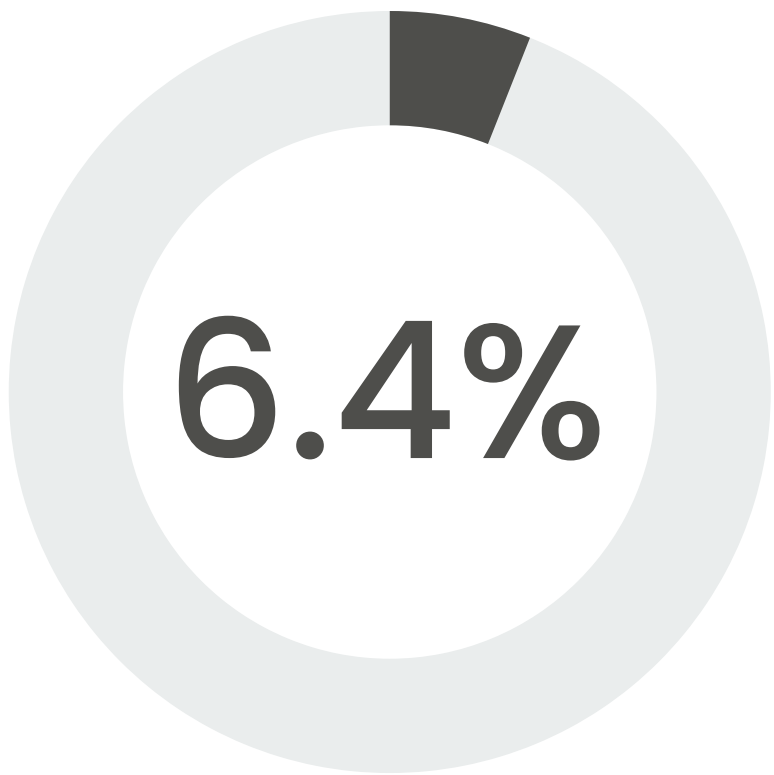


Approximately what percentage of revenue is spent on wages?



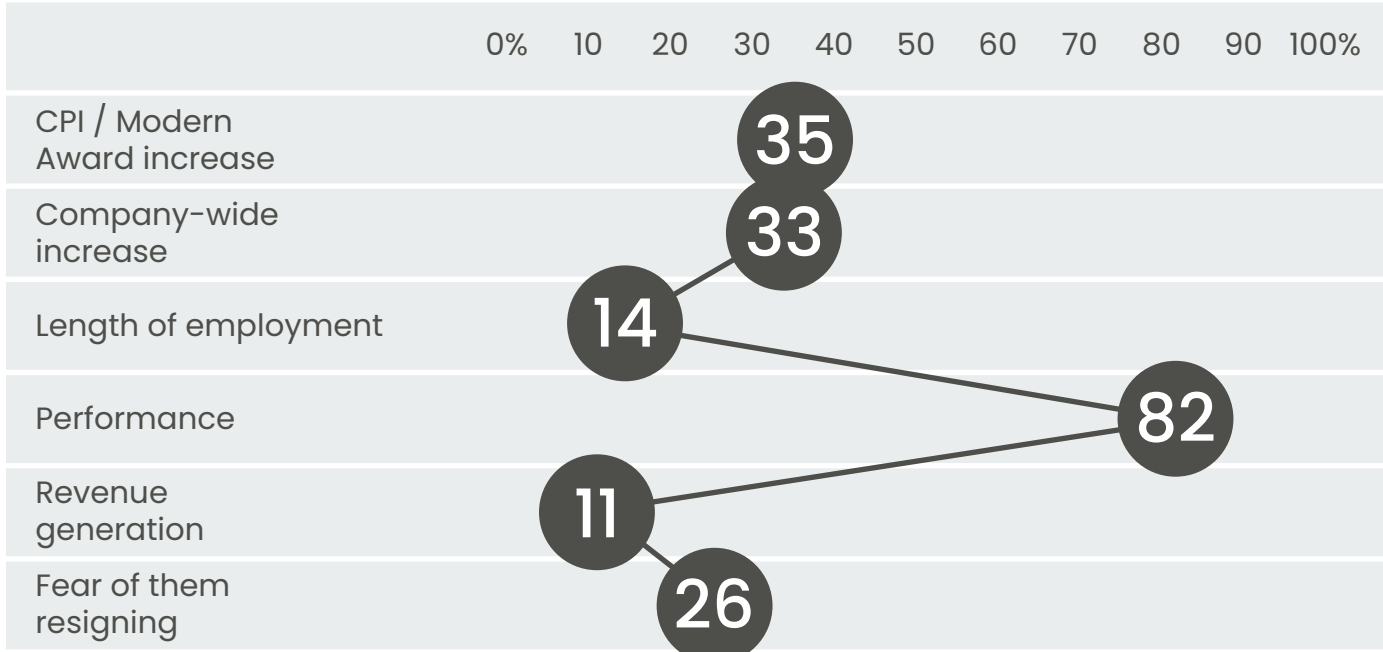


In your last round of reviews, what was the average percentage salary increase?

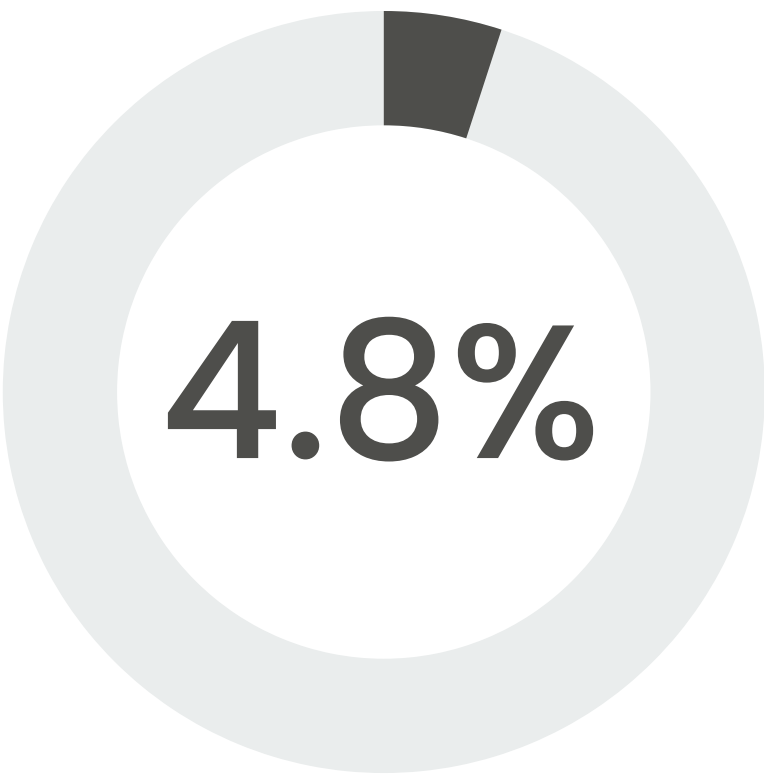


A number of firms reported suspending salary reviews in 2020 and subsequently offering larger than normal salary increases in 2021.

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

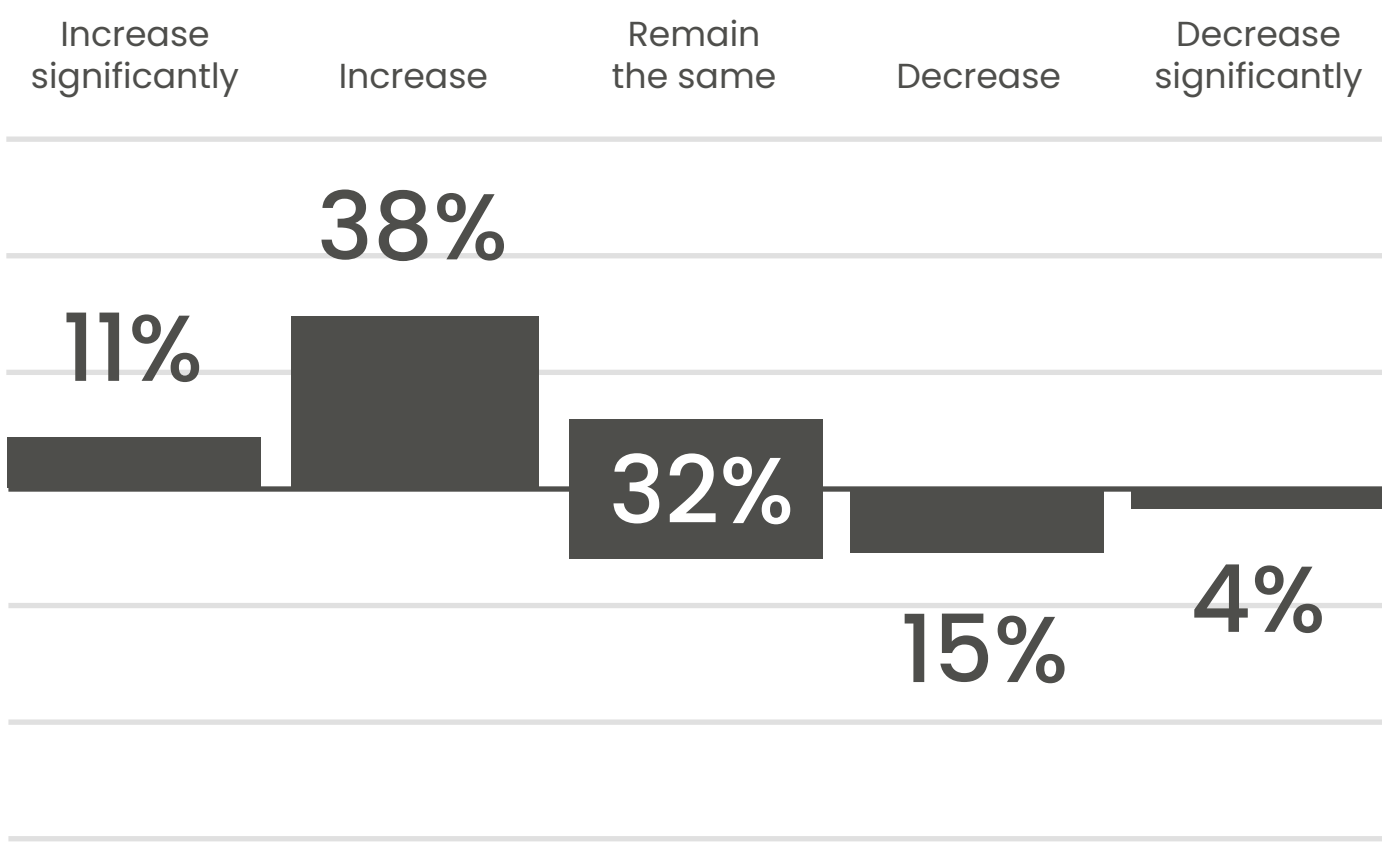


In your next round of reviews, what do you expect to increase salaries by?

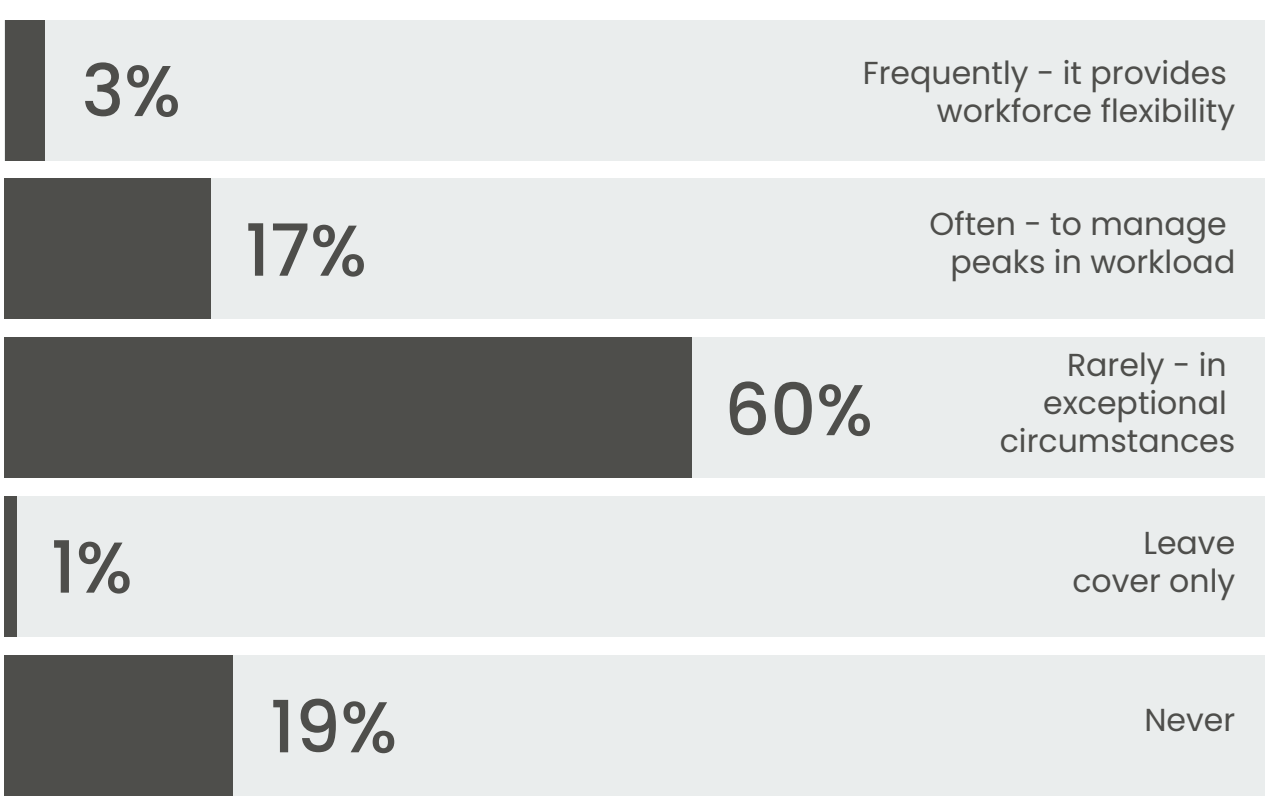


# Recruitment & retention

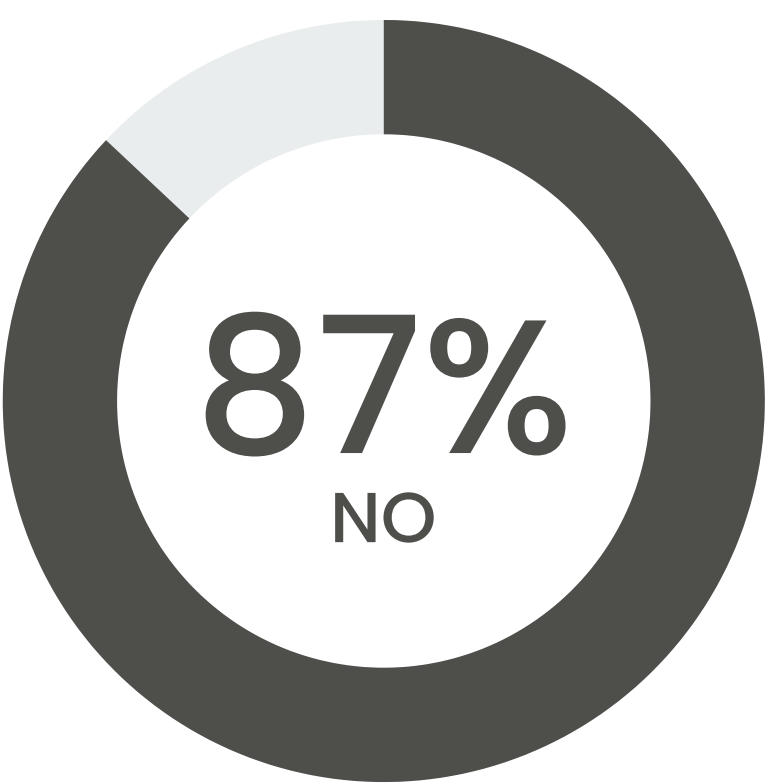
In 2021, did staff numbers within your organisation:



How often do you employ temporary/contract staff?

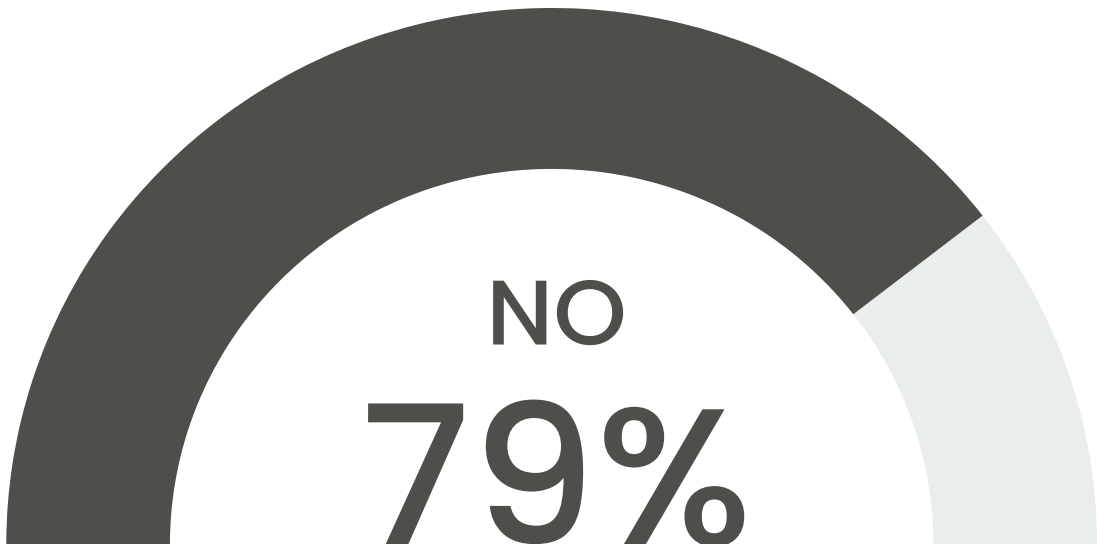


Has this increased during the COVID-19 pandemic?

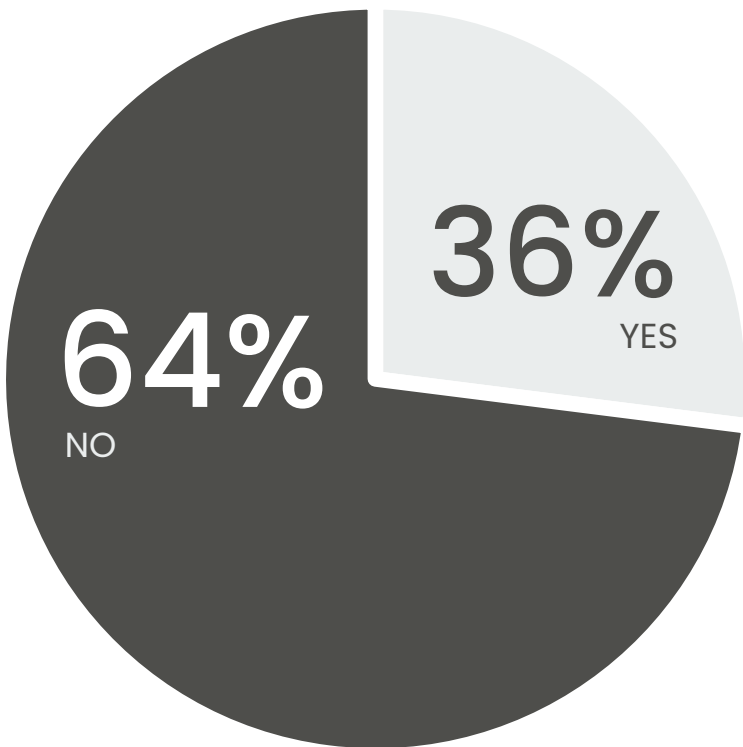




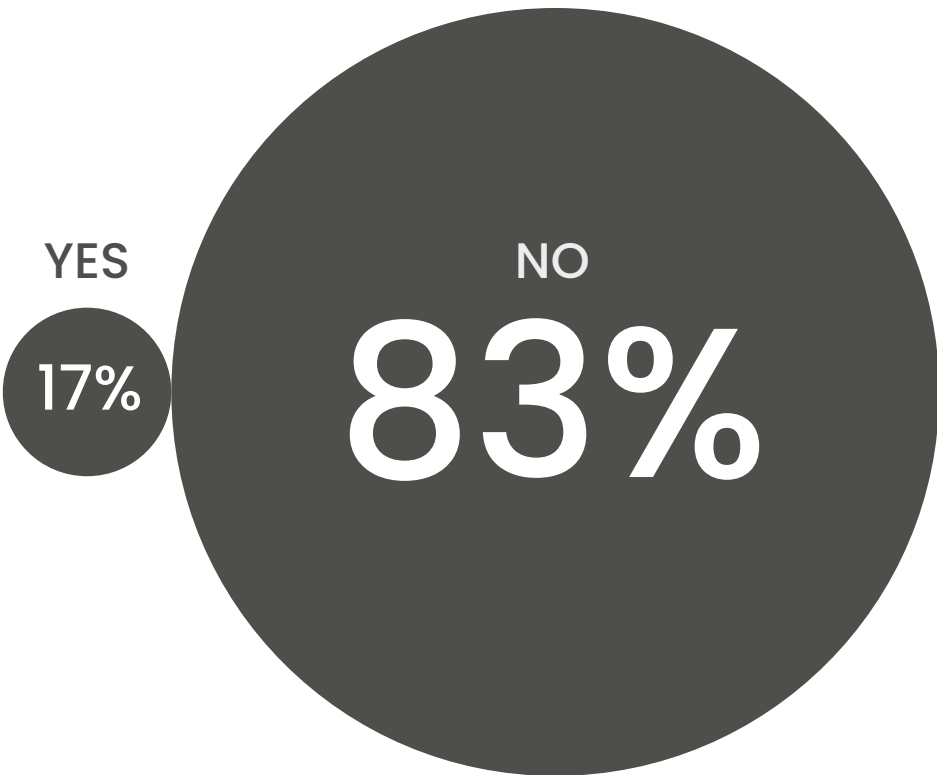
Does your company have a talent acquisition team or professional?



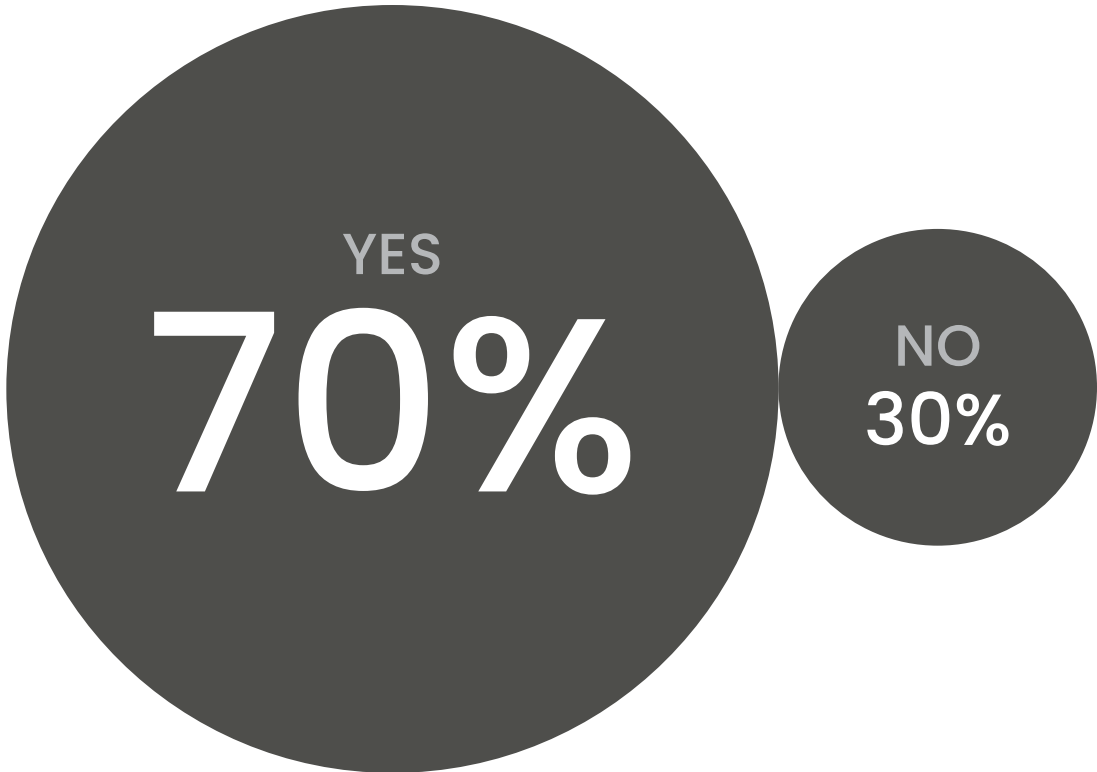
Are you currently pre-approved to provide visa sponsorship to employees?



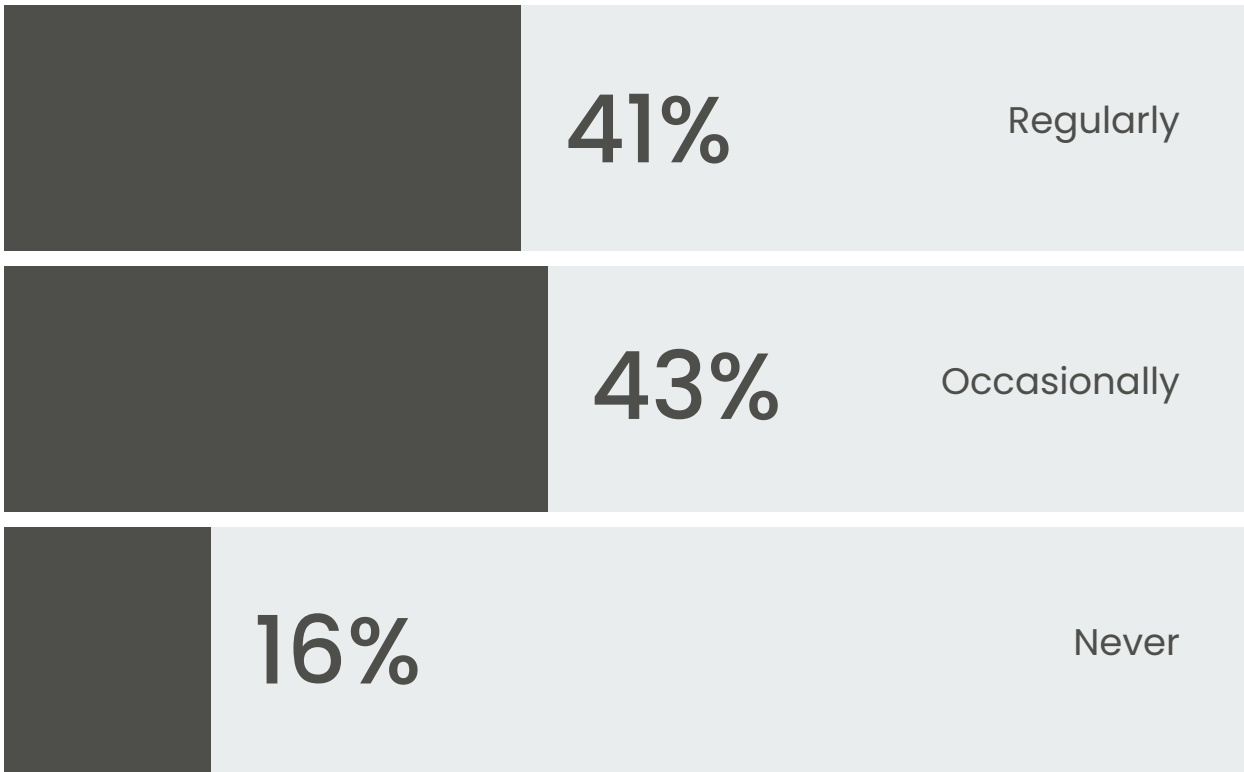
Did you provide visa sponsorship to any new employees in 2021?



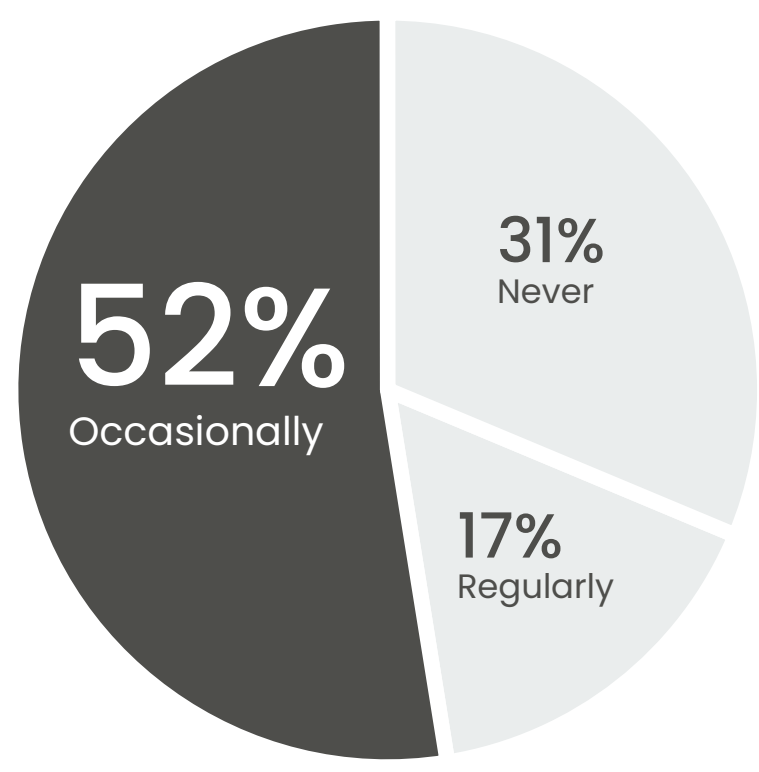
Have you recruited any graduates in 2021?



If you hired in 2021, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

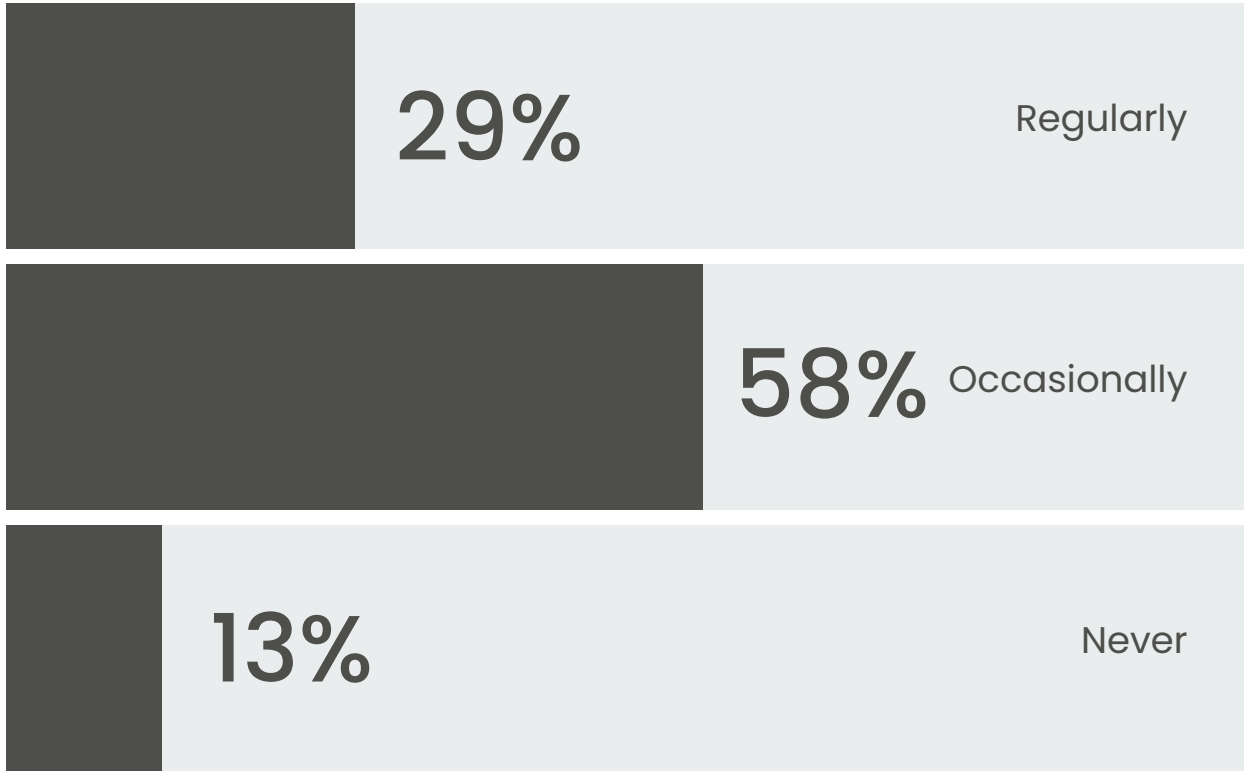


If you hired in 2021, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?

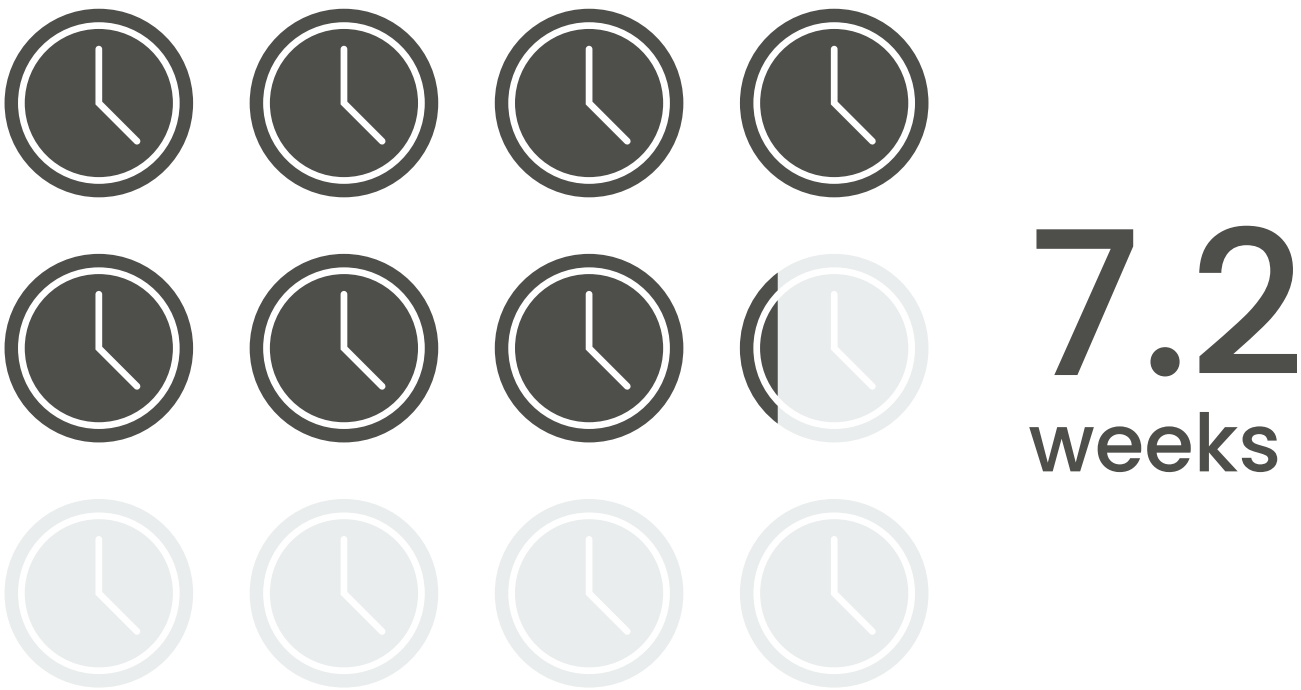




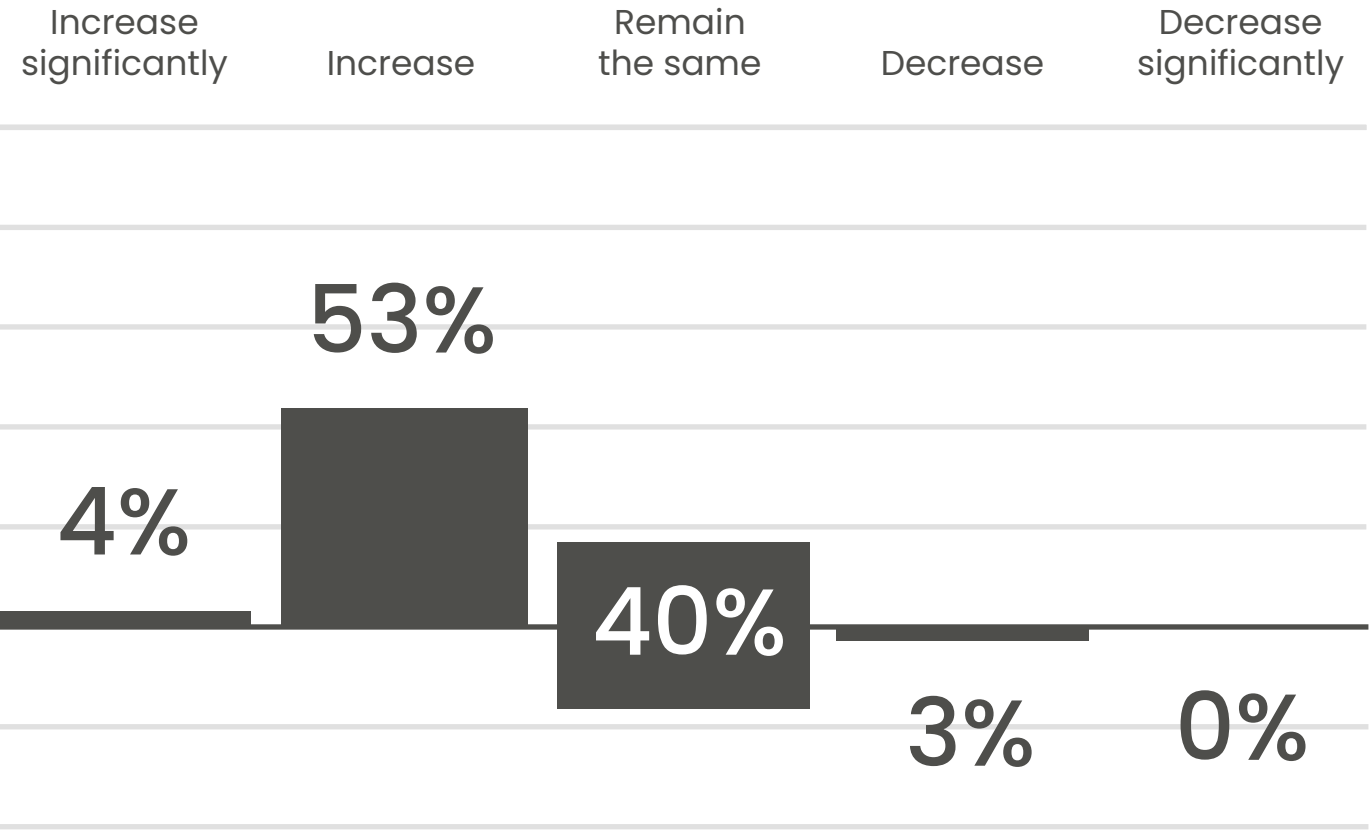
When recruiting staff in the last year, have you had to pay higher salaries than you expected to in order to attract the right candidate?



If you hired staff in 2021, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



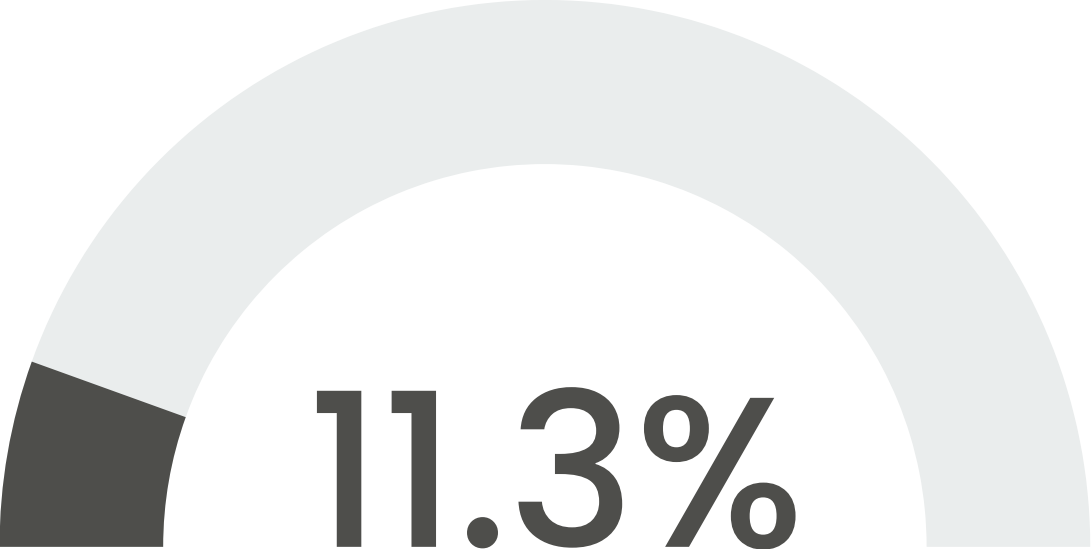
In 2022, do you expect staff numbers to:



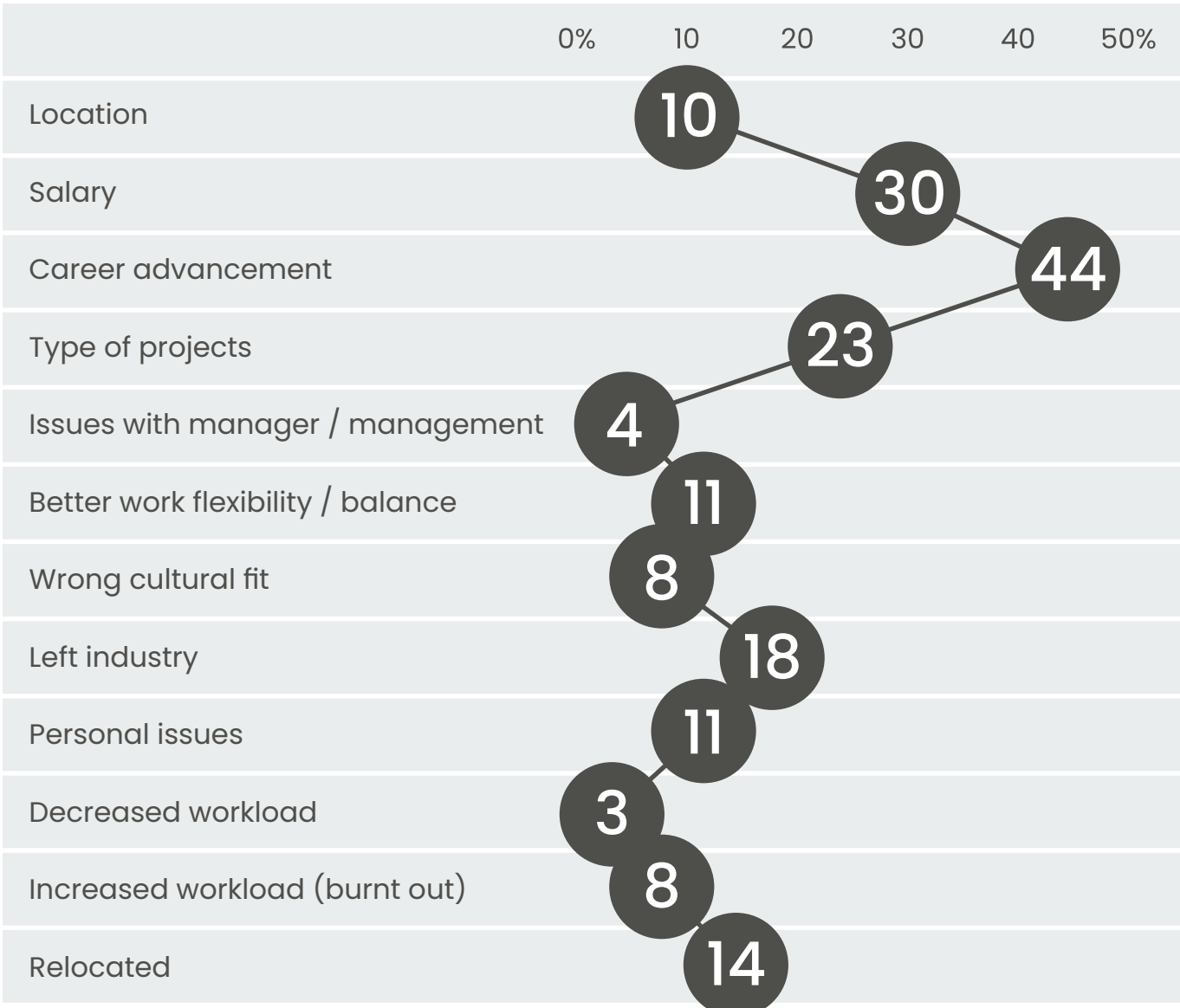
What are the most important characteristics when looking for potential employees for your organisation?

|                                 | Executive | Mgmt | Technical | Support |
|---------------------------------|-----------|------|-----------|---------|
| Communication skills            | 65%       | 62%  | 45%       | 80%     |
| Project management skills       | 24%       | 49%  | 30%       | 17%     |
| Job specific / technical skills | 32%       | 45%  | 88%       | 73%     |
| Stakeholder engagement skills   | 37%       | 27%  | 16%       | 17%     |
| Leadership skills               | 70%       | 64%  | 8%        | 2%      |
| Business development skills     | 60%       | 27%  | 4%        | 5%      |
| Cultural fit                    | 65%       | 68%  | 75%       | 83%     |
| Academic qualification          | 13%       | 15%  | 26%       | 11%     |
| Project experience              | 22%       | 32%  | 58%       | 15%     |

Approximately what percentage of your total permanent staff resigned from their role in 2021?

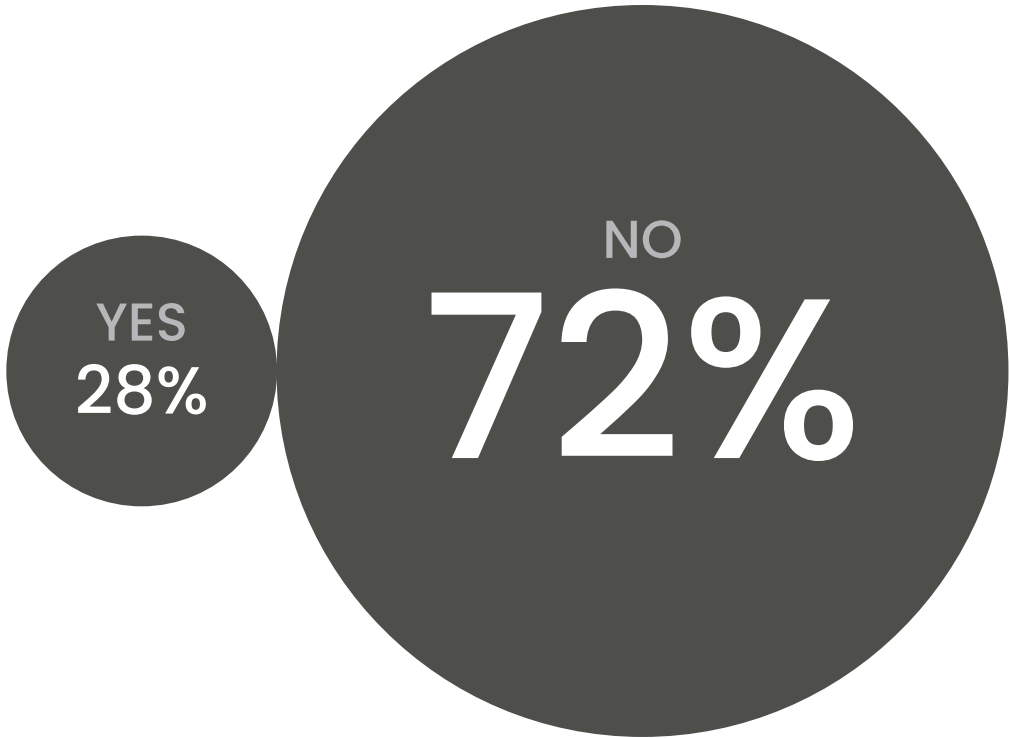


What are the most common reasons for staff resigning?

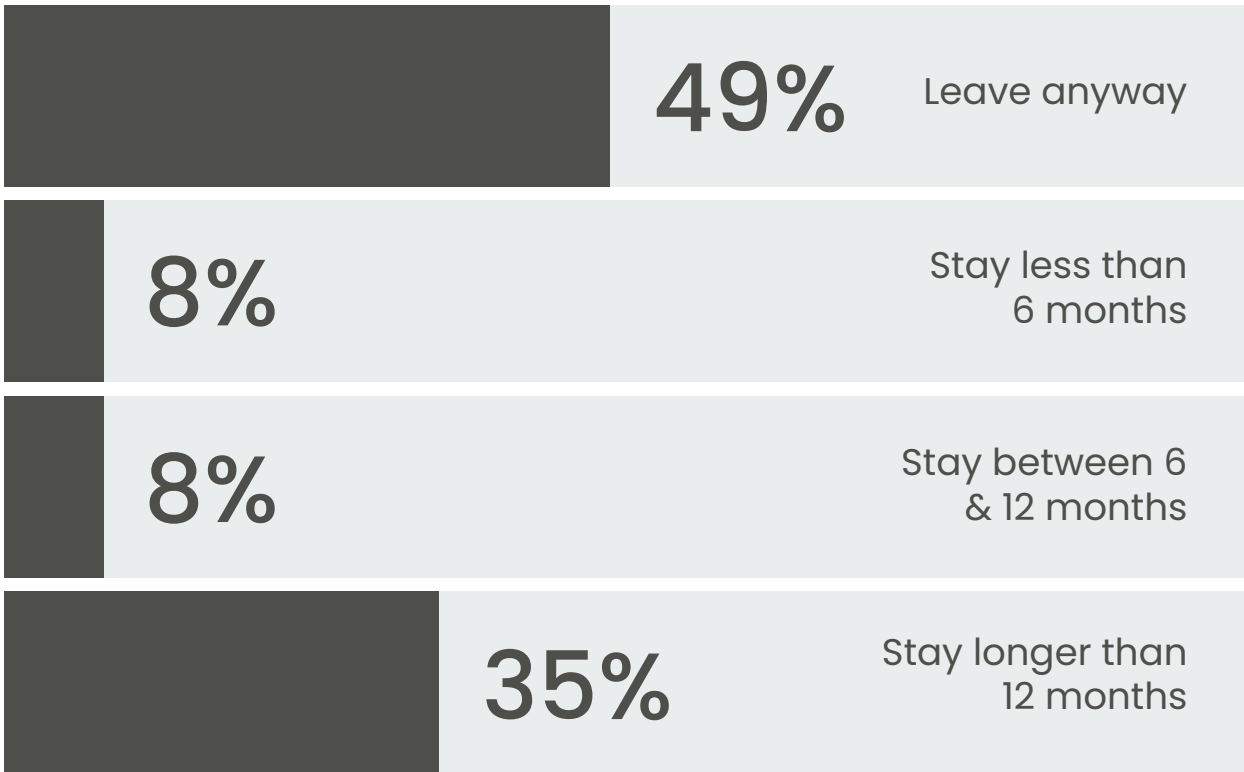


Organisations also reported resignations from staff not willing to comply with government and/or company COVID-19 policies.

Did you counter offer any departing staff in 2021?



Of those counter offered, do they usually:

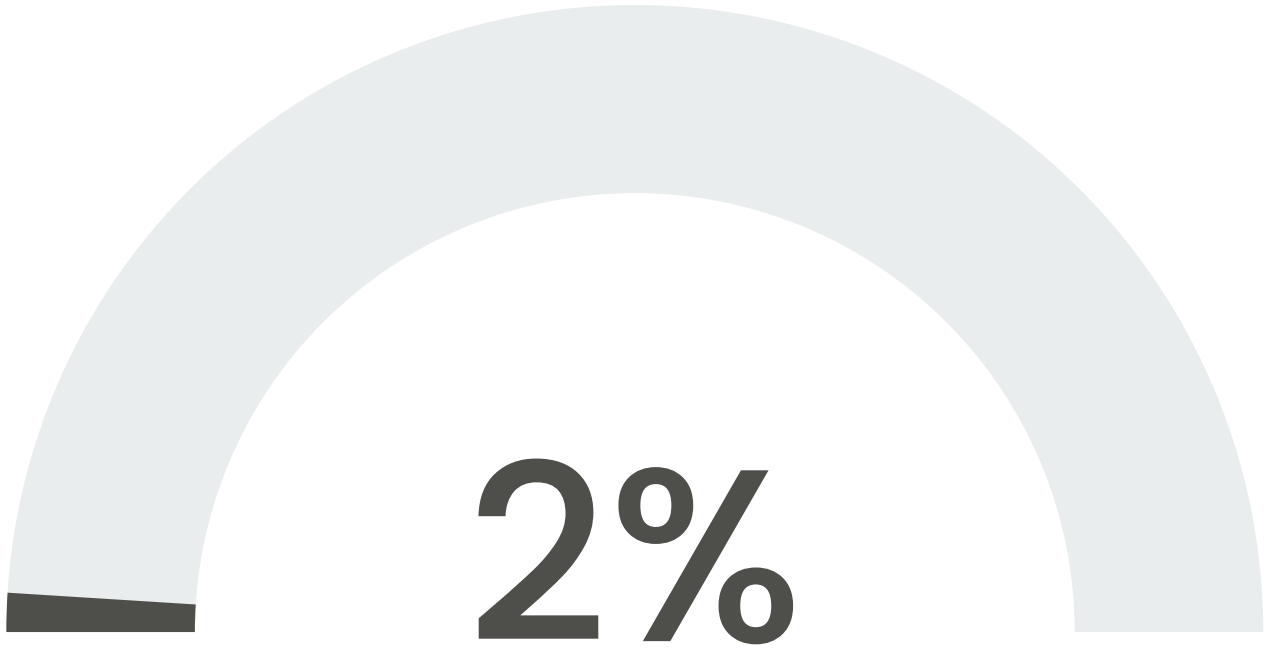


Compared to previous years, in 2021 did you counter offer staff:





Approximately what percentage of your staff were made redundant in 2021?

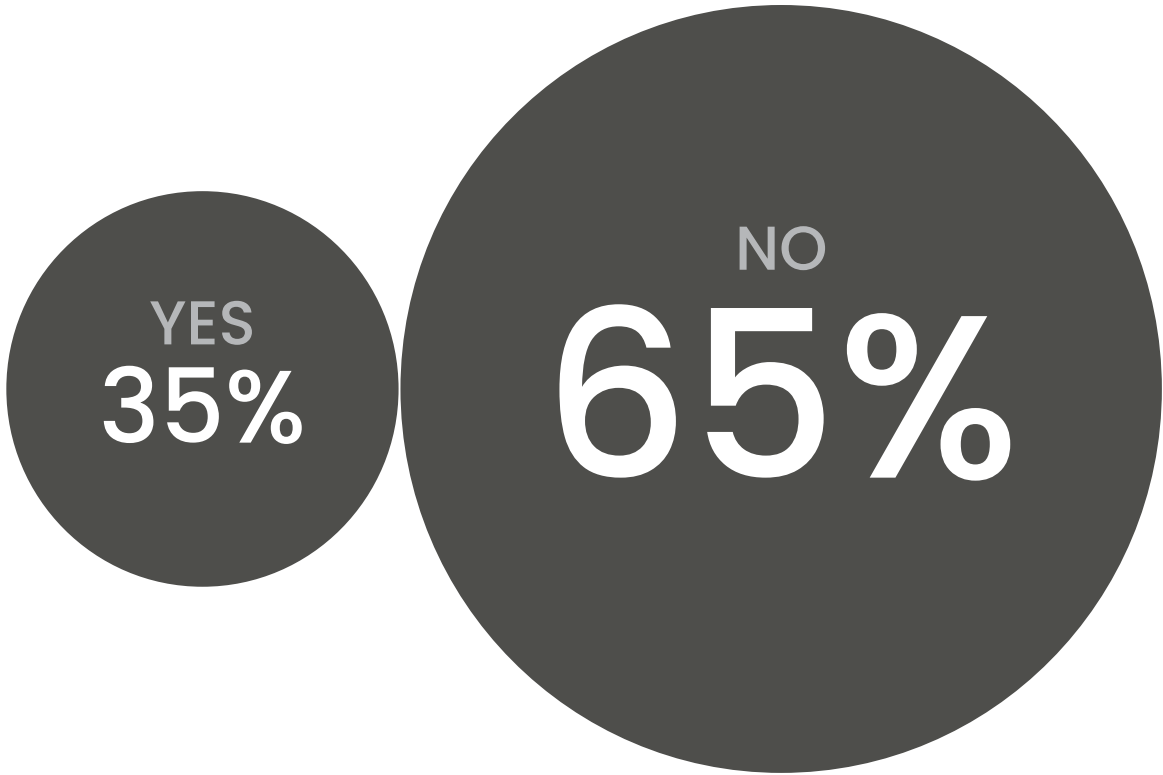


Redundancies across surveyed industries dropped by 80% between 2020 and 2021.

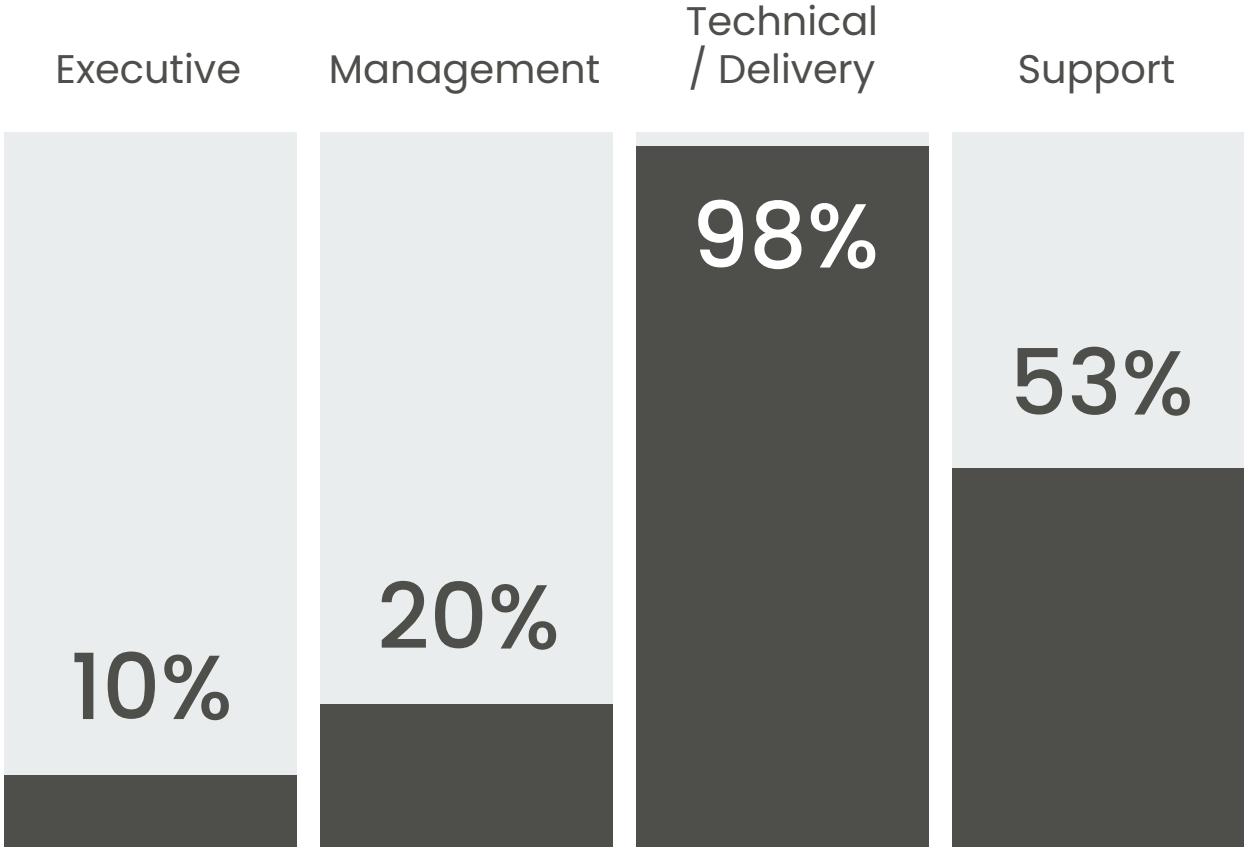


# Flexibility & benefits

Do you pay overtime?



If yes, what categories of employees do you pay overtime to?



Do you offer any of the following monetary employee benefits?

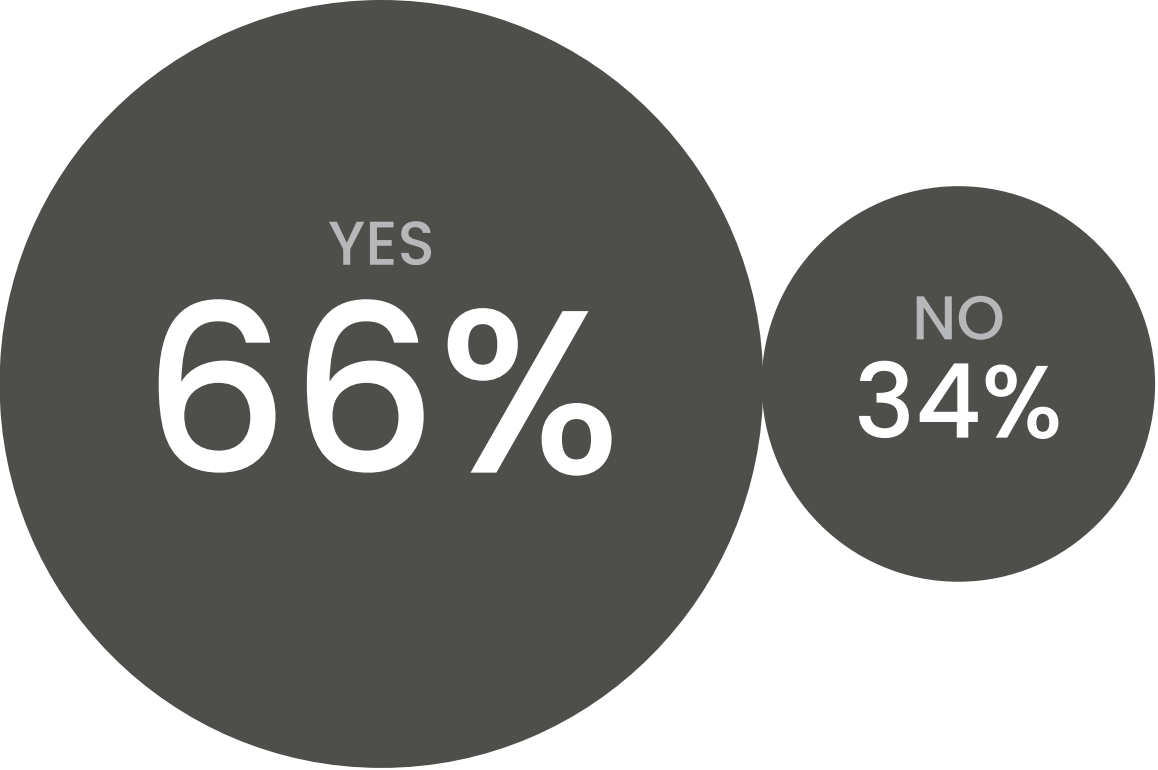
|                                | Executive | Mgmt | Technical | Support |
|--------------------------------|-----------|------|-----------|---------|
| Car / car allowance            | 43%       | 29%  | 16%       | 5%      |
| Parking                        | 63%       | 44%  | 22%       | 24%     |
| Additional superannuation      | 12%       | 5%   | 4%        | 5%      |
| Insurance                      | 24%       | 13%  | 11%       | 9%      |
| Salary sacrifice               | 42%       | 44%  | 45%       | 47%     |
| Bonuses                        | 54%       | 62%  | 55%       | 55%     |
| Profit share                   | 65%       | 29%  | 12%       | 8%      |
| Financial support for study    | 18%       | 29%  | 40%       | 38%     |
| Additional paid parental leave | 34%       | 36%  | 35%       | 45%     |

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

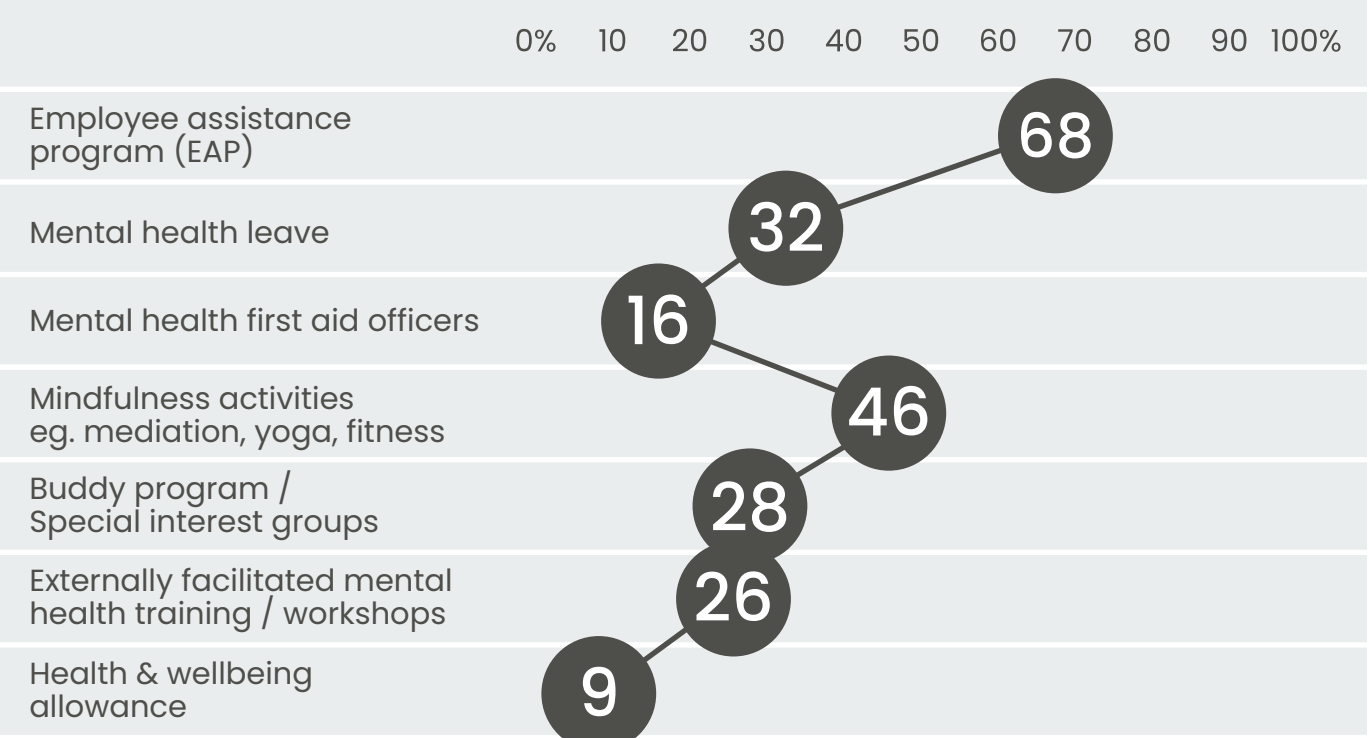
|                                  | Executive | Mgmt | Technical | Support |
|----------------------------------|-----------|------|-----------|---------|
| Birthday day-off                 | 9%        | 10%  | 10%       | 11%     |
| Externally facilitated training  | 77%       | 78%  | 79%       | 78%     |
| Additional annual leave          | 49%       | 41%  | 33%       | 30%     |
| Paid study leave                 | 30%       | 34%  | 39%       | 33%     |
| Additional unpaid parental leave | 52%       | 52%  | 52%       | 53%     |

One non-monetary benefit reported, which we thought was innovative and inclusive, was cultural holiday leave swapping.

Do you offer any health & wellbeing initiatives?



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

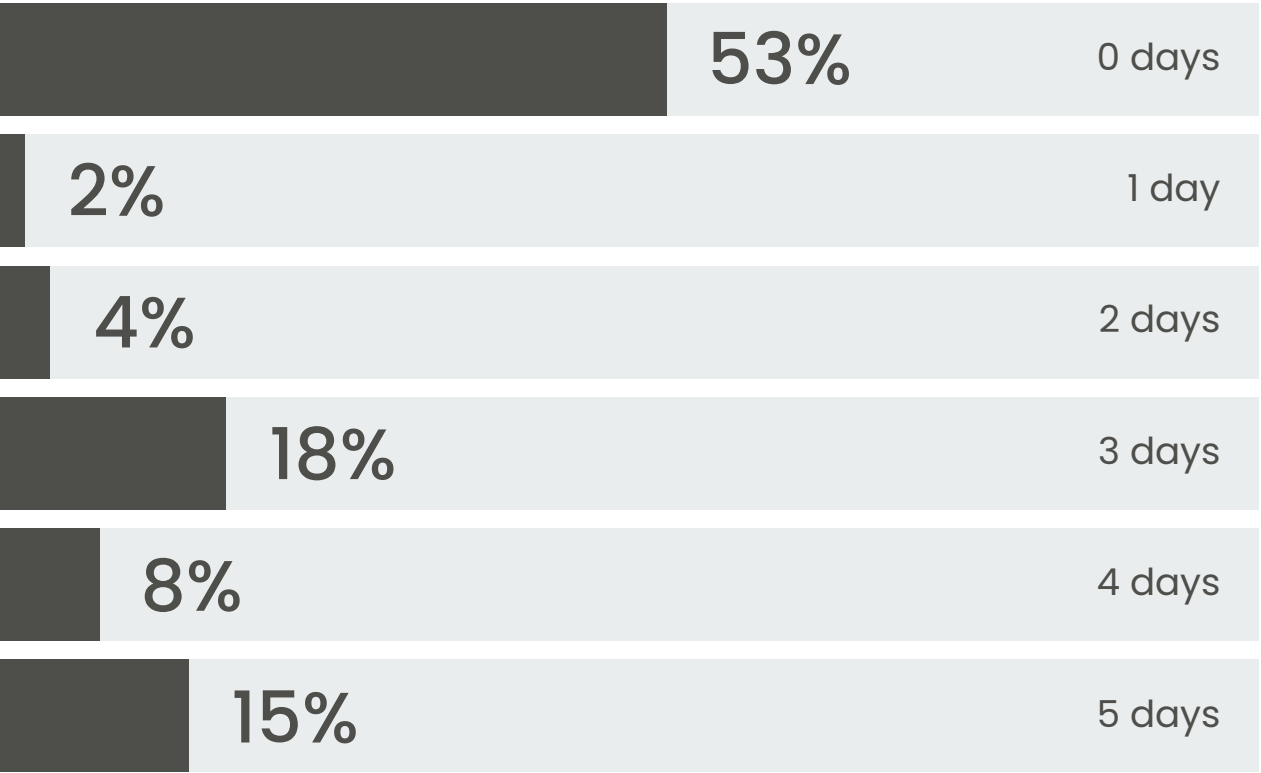




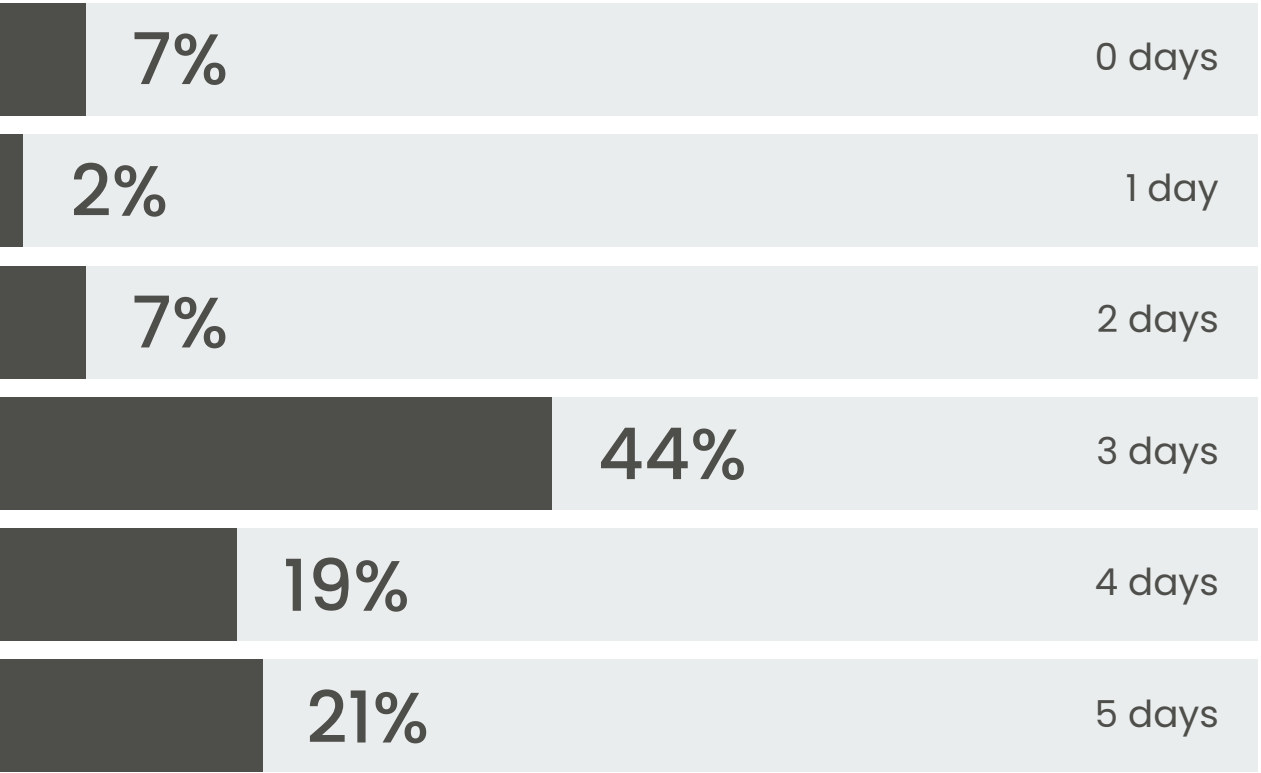
Do you offer any of the following flexible workplace practices?

|                         | Executive | Mgmt | Technical | Support |
|-------------------------|-----------|------|-----------|---------|
| Flexible work hours     | 87%       | 84%  | 83%       | 83%     |
| Work from home          | 88%       | 91%  | 89%       | 86%     |
| Compressed working week | 20%       | 21%  | 23%       | 22%     |
| Part-time hours         | 44%       | 53%  | 61%       | 67%     |
| Job sharing             | 8%        | 9%   | 10%       | 19%     |
| Career breaks           | 22%       | 23%  | 24%       | 23%     |

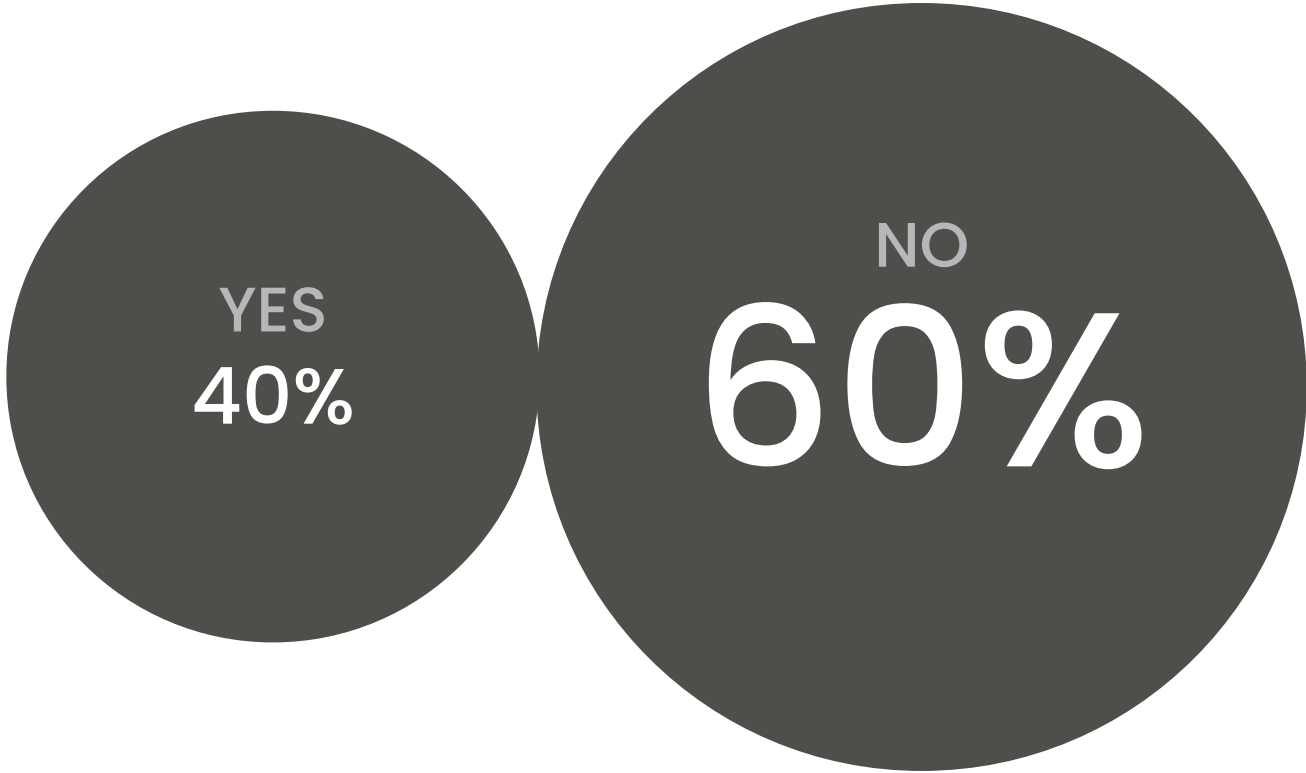
How many days per week are you requiring staff to work in the office currently?



Looking forward, how many days per week will you require staff to work in the office?



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



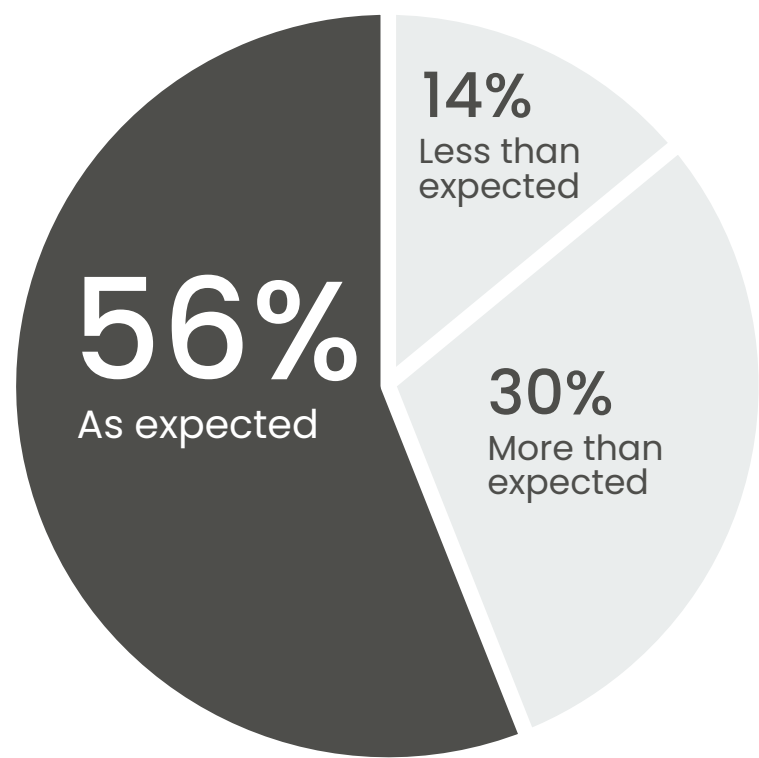
Yes — We specify particular days.  
No — We are flexible with the days.

Working from the office three days per week is the most common plan across all four industries surveyed.

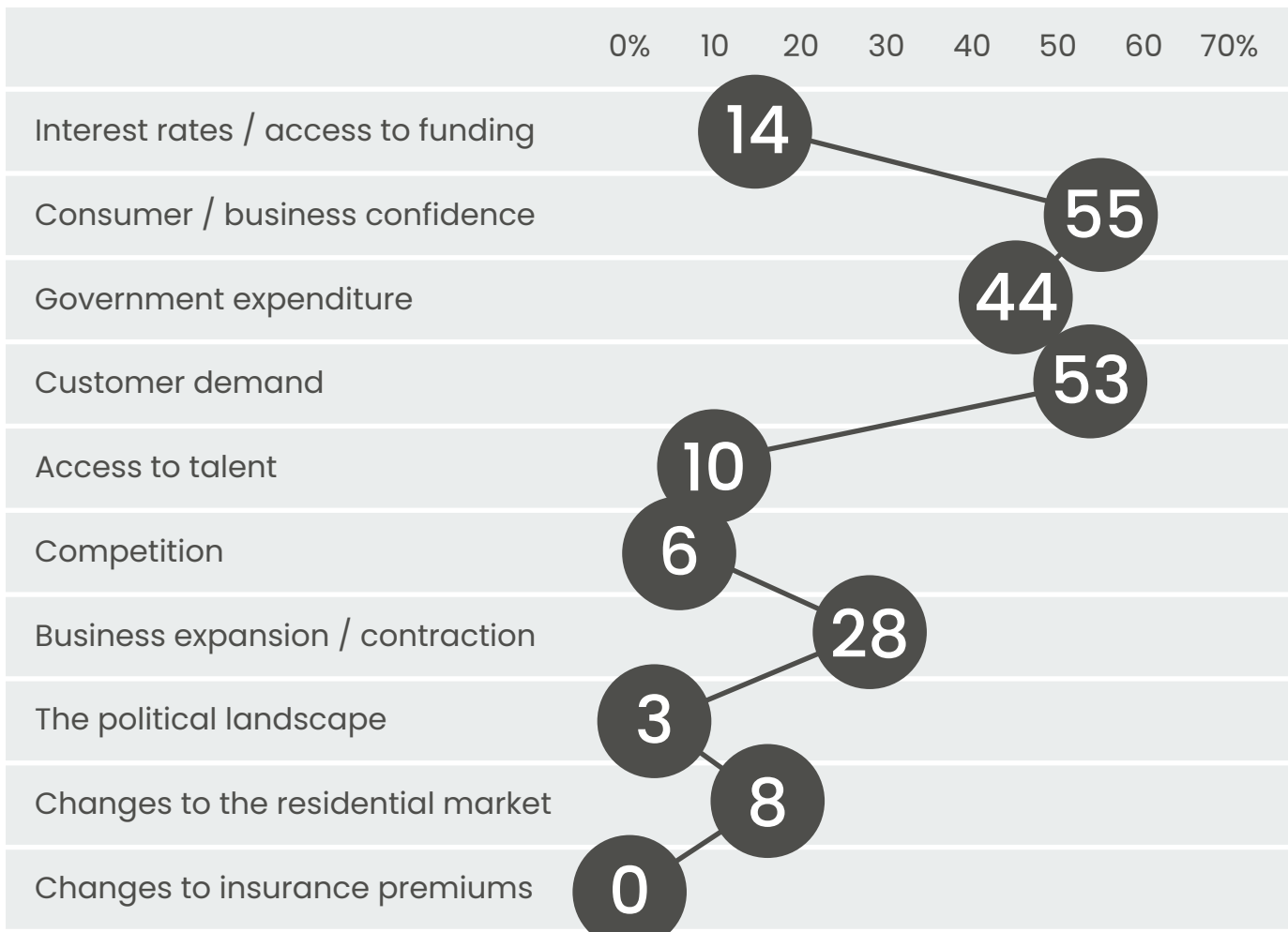


# The future

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

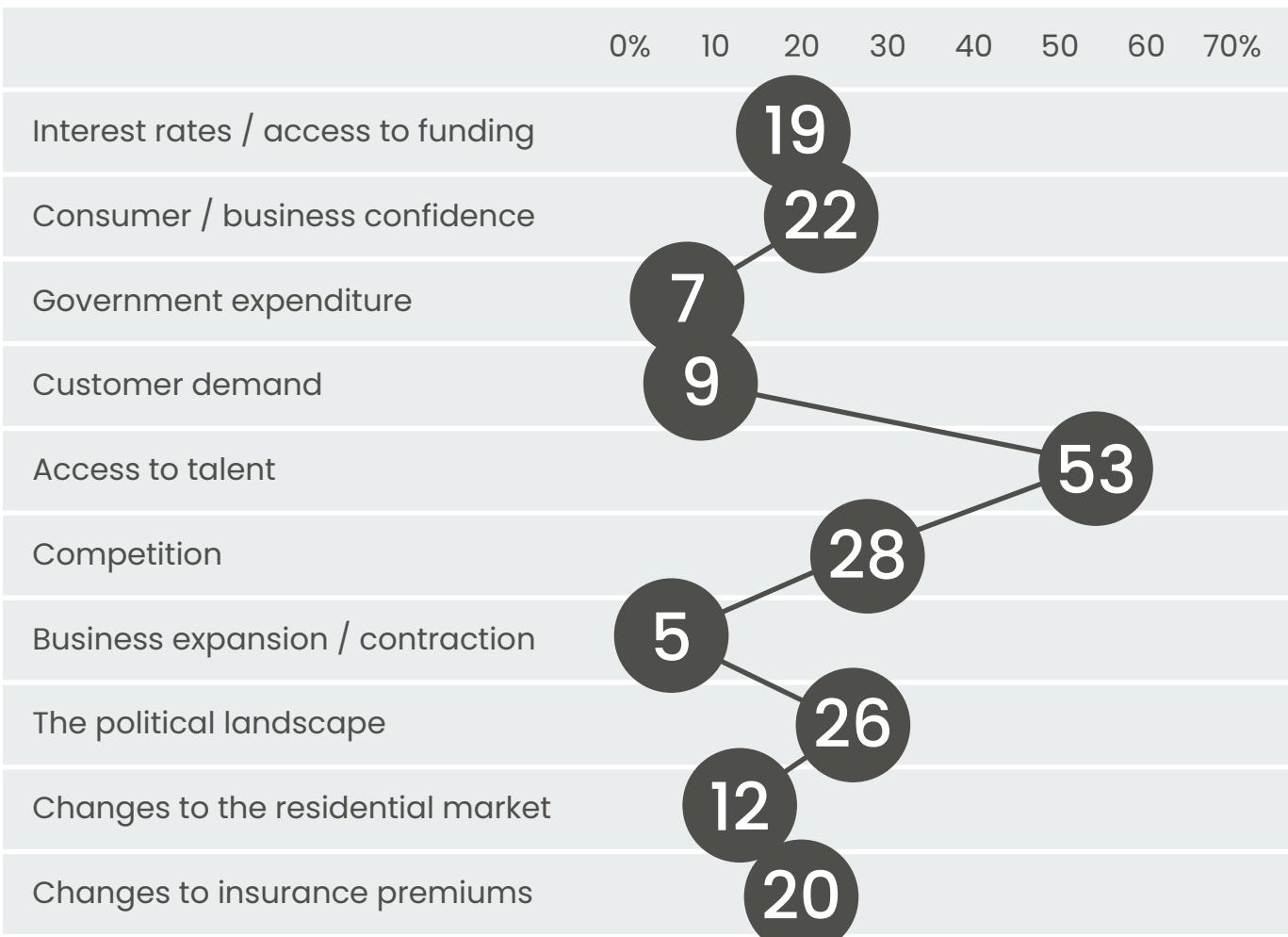


What do you predict will have the biggest positive impact on business levels in 2022?



The opening of borders was also reported as a change expected to have a positive impact on business conditions in 2022.

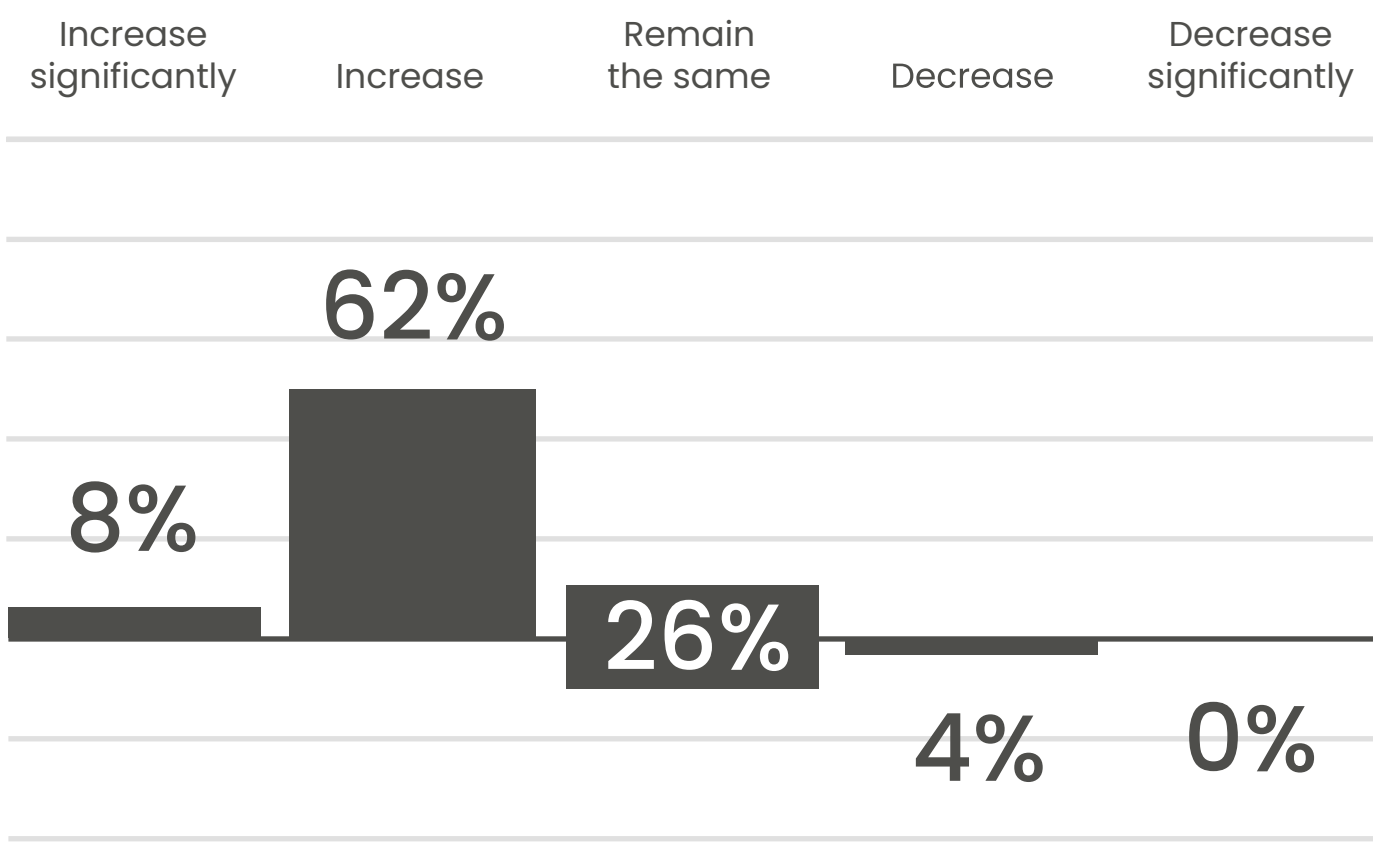
What do you predict will have the biggest negative impact on business levels in 2022?



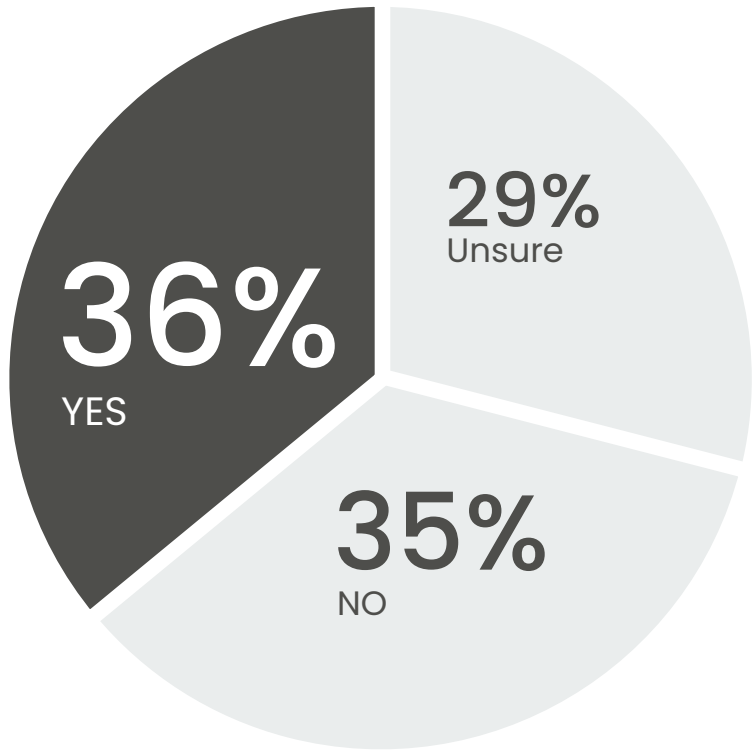
The increasing cost of construction and supply shortages was also highlighted as a headwind for 2022.



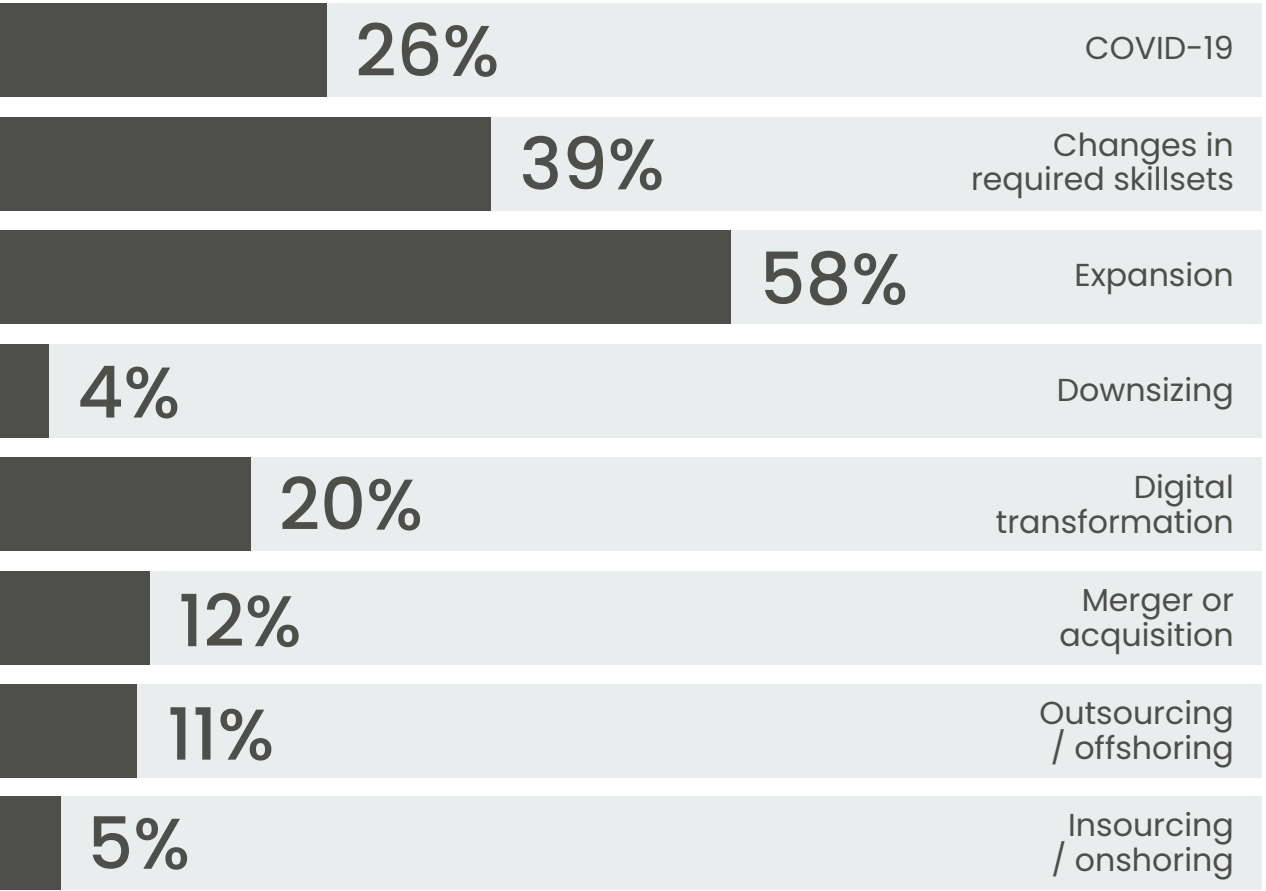
Compared to 2021, do you expect business activity in 2022 to:



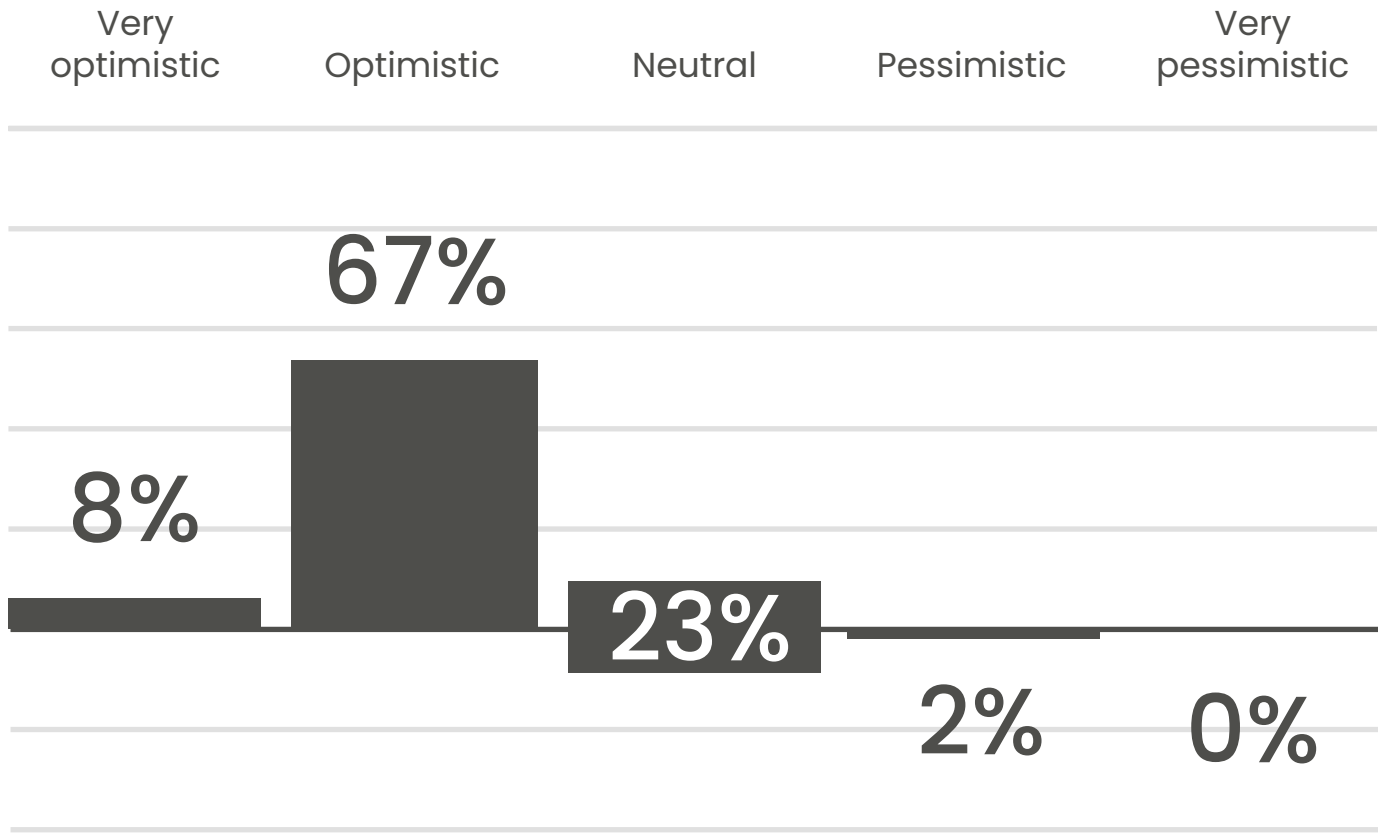
Are you currently, or do you plan to restructure your organisation in 2022 to keep up with changing business needs?



If yes, what are the main drivers of the restructure?



How optimistic are you about market conditions over the next 3 years?



“Access to Talent” was listed as the most significant challenge anticipated by organisations across all four industries surveyed.





**PLANNING**  
Industry Facts



PLANNING



# INTRODUCTION

While COVID-19 proved to be a strong headwind for planning firms in 2021, pleasingly all but 18% of organisations have now recovered from the impact of the pandemic. While the pandemic may have had a negative impact on business levels for many, it has also brought progress to flexibility offered in the planning industry.

Sixty-four per cent of firms plan to offer hybrid work on an ongoing basis, while 18% of firms will allow full-time remote work on an ongoing basis. This, coupled with 91% of firms offering health and wellbeing initiatives, is a testament to the industry's focus on staff wellbeing.

The future looks bright for the Victorian Planning industry. Eighty-two per cent of firms anticipate an increase in business activity, spurred by customer demand, government expenditure and general economic confidence. The greatest headwind remains access to talent, with 73% of firms citing this as a significant challenge this year.

With the vast majority of firms planning to expand in the next 12 months, we anticipate the competition for talent will only intensify. It will be interesting to see how firms shift their focus from customer value propositions to employee value propositions as they pursue continued growth and success in 2022.

**With 82% of firms anticipating increased business activity in 2022, the challenge ahead will be attracting talent to make the most of growth opportunities.**



**Mark Parrent**

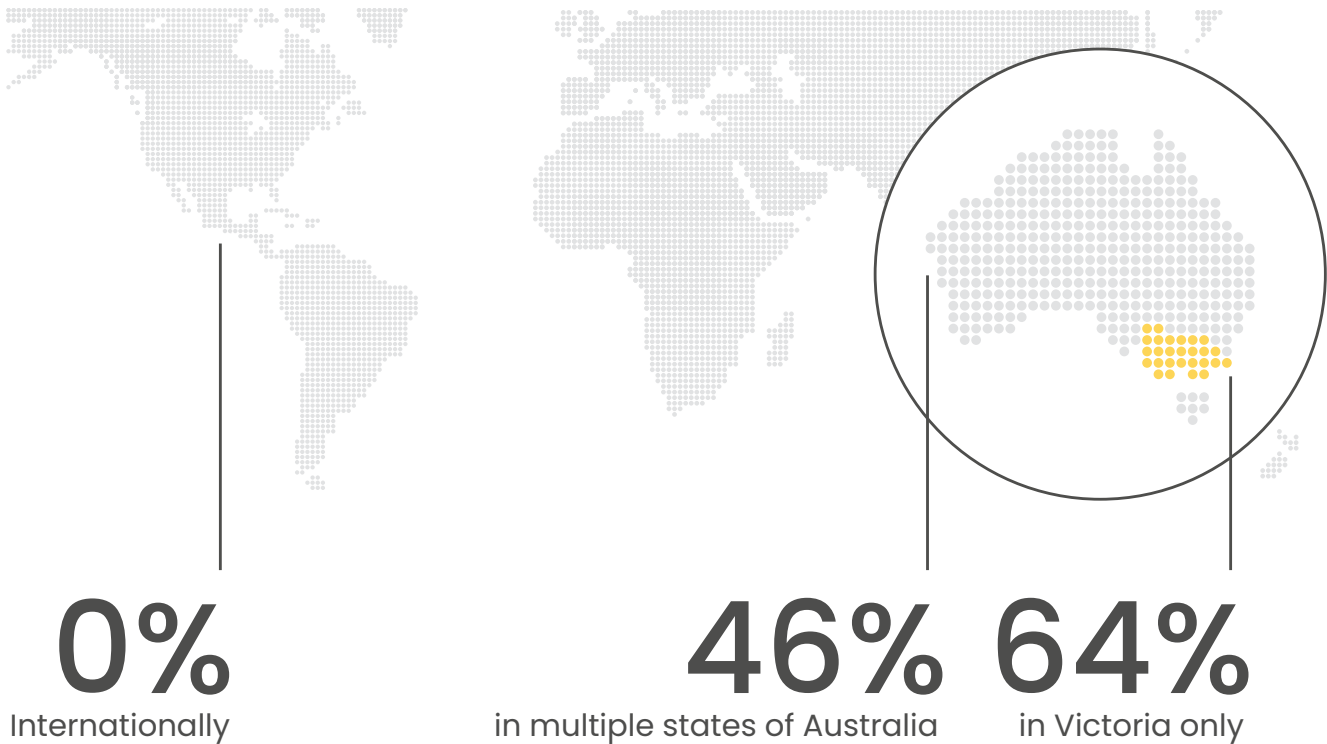
Senior Manager  
Town Planning, Urban Design  
& Landscape Architecture

0422 045 204

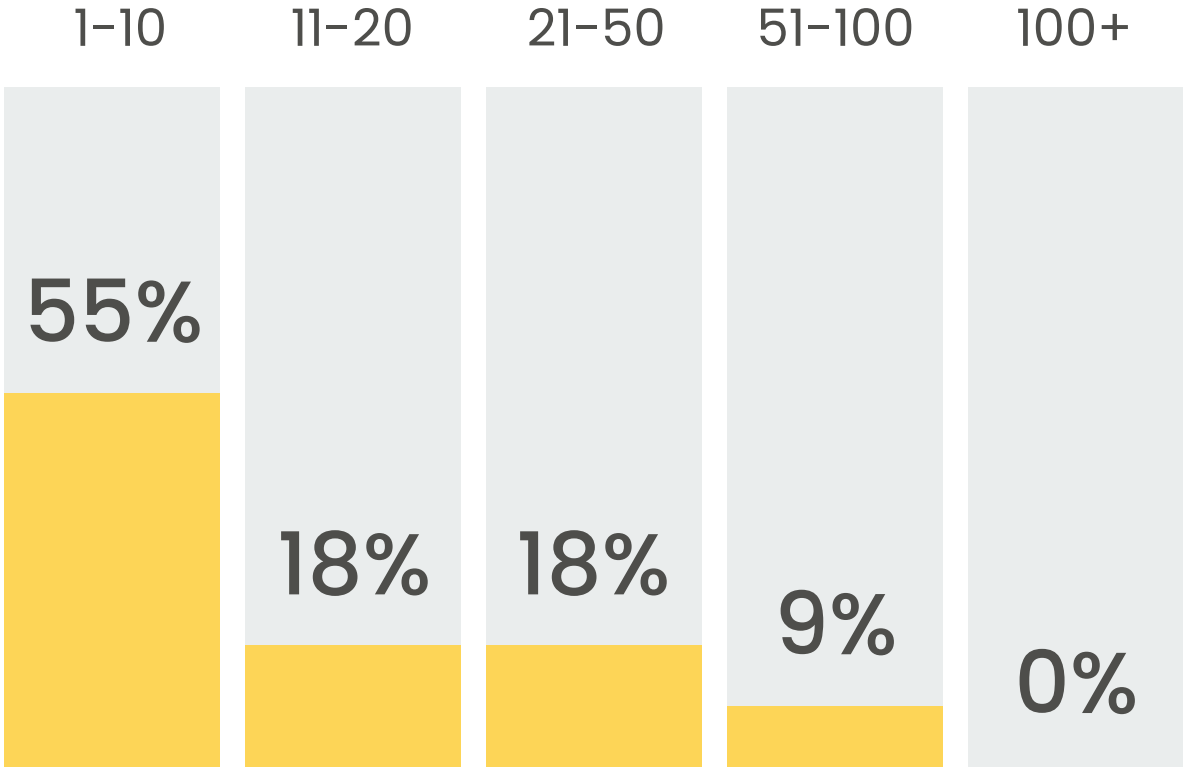
[m.parrent@aspectpersonnel.com.au](mailto:m.parrent@aspectpersonnel.com.au)

# Company demographics

Where does your organisation operate?



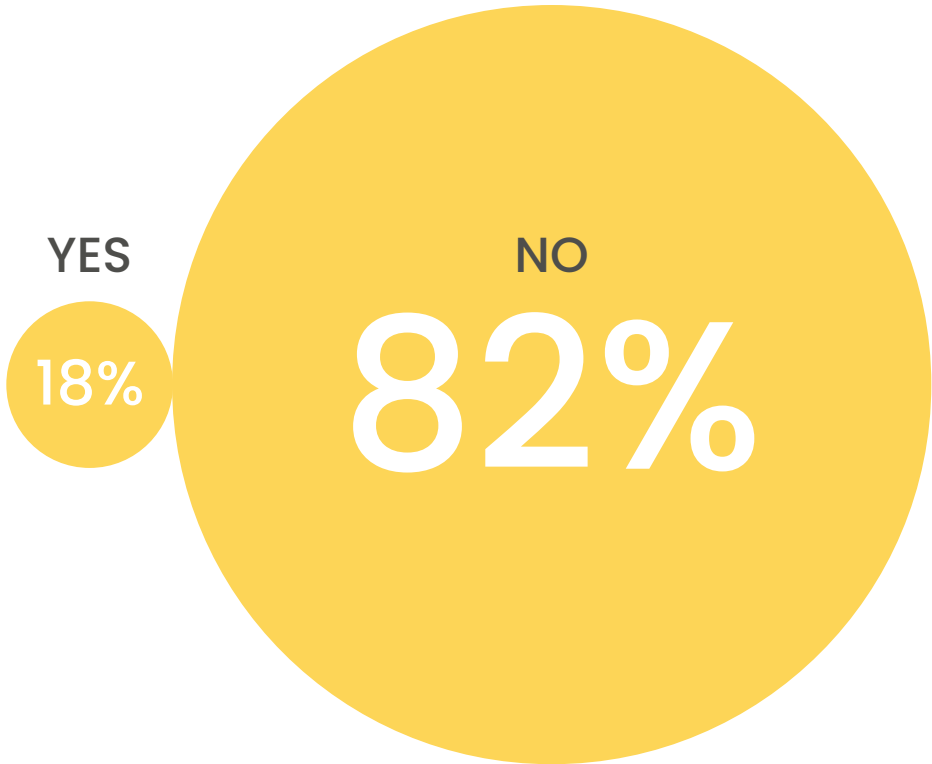
How many people does your organisation employ in Victoria?



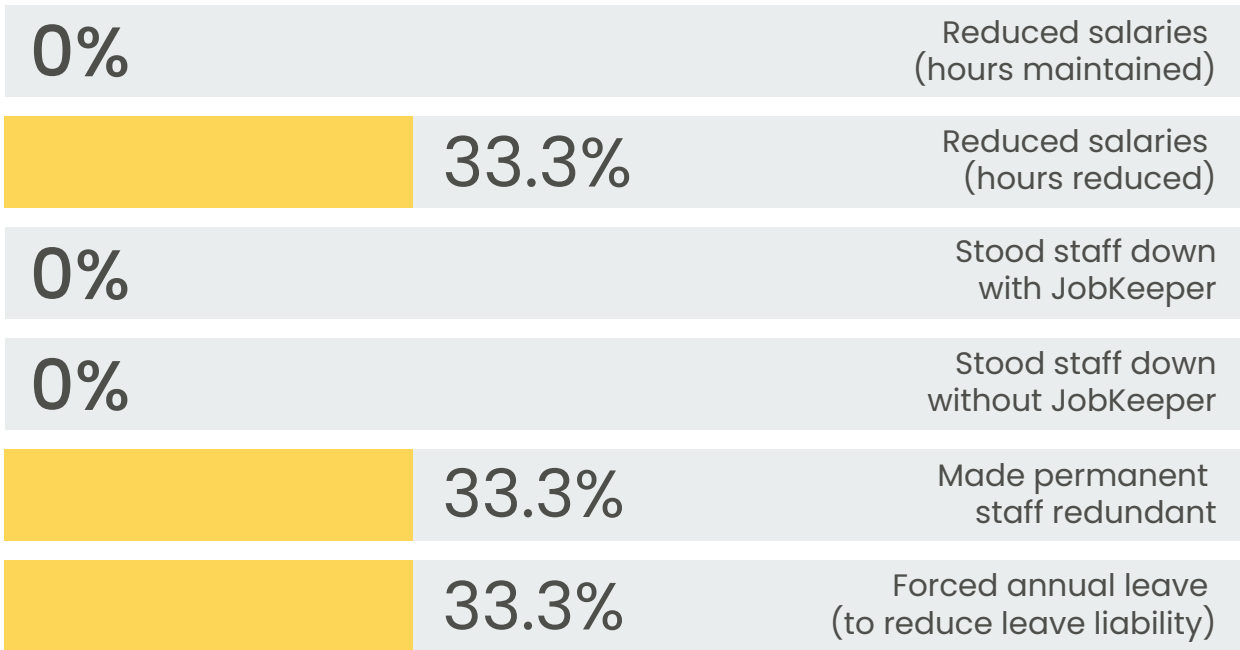
The average number of Victorian-based employees was 19.

# COVID-19 impact

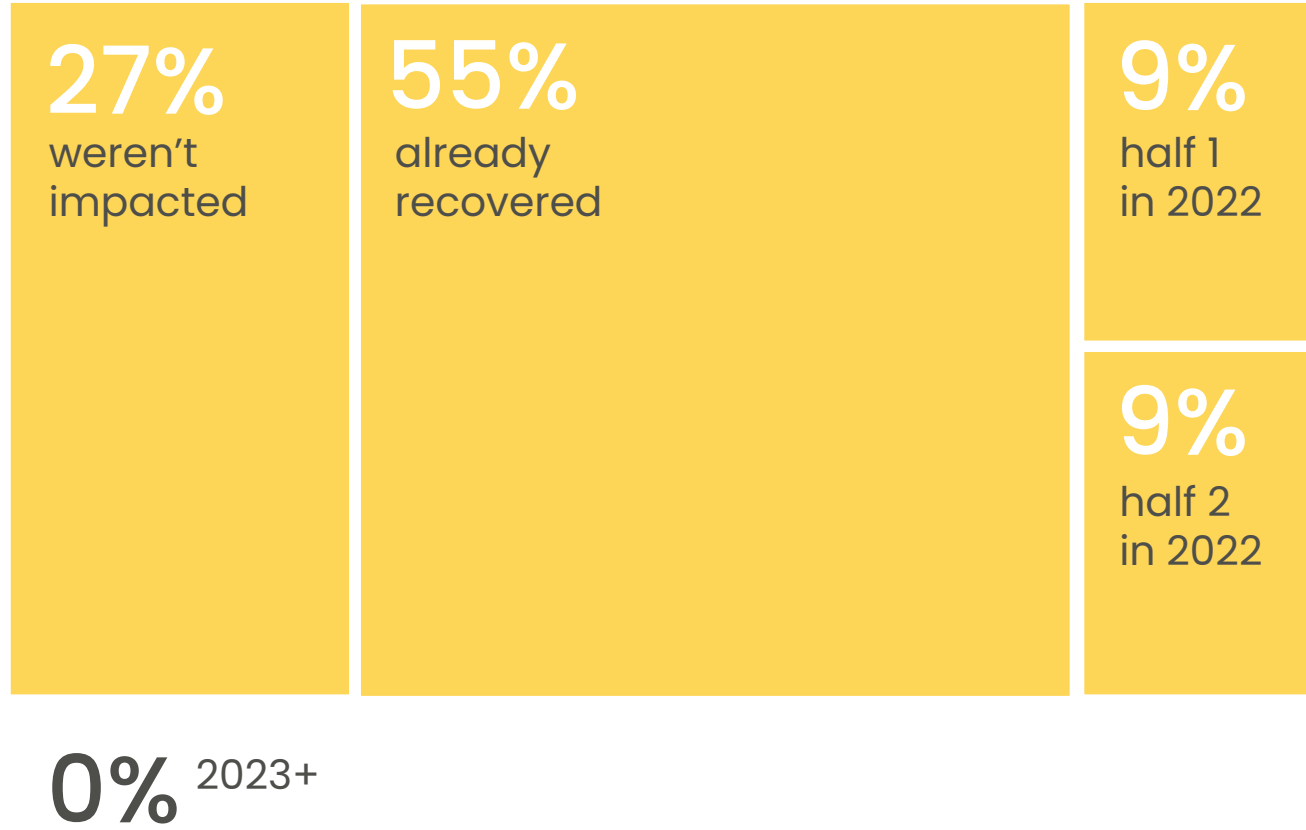
In 2021, did you implement any labour cost management strategies in response to COVID-19?



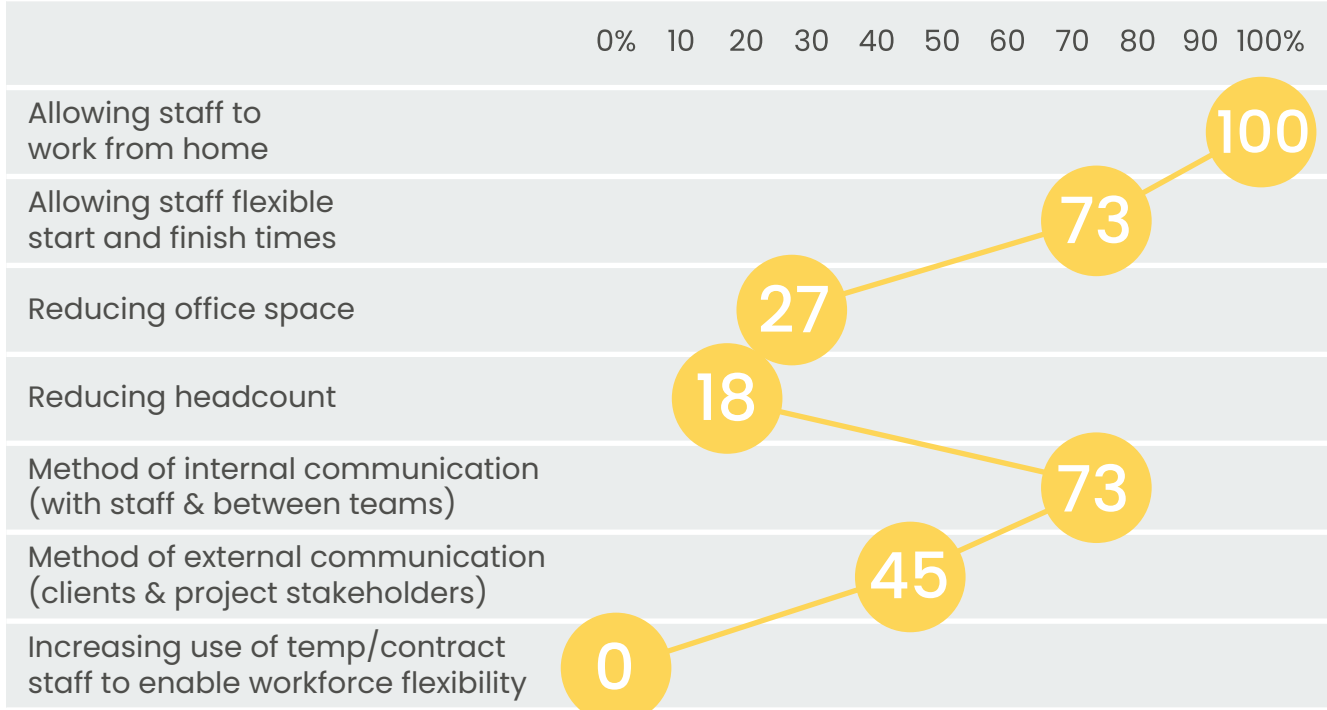
What labour cost management strategies did you implement?



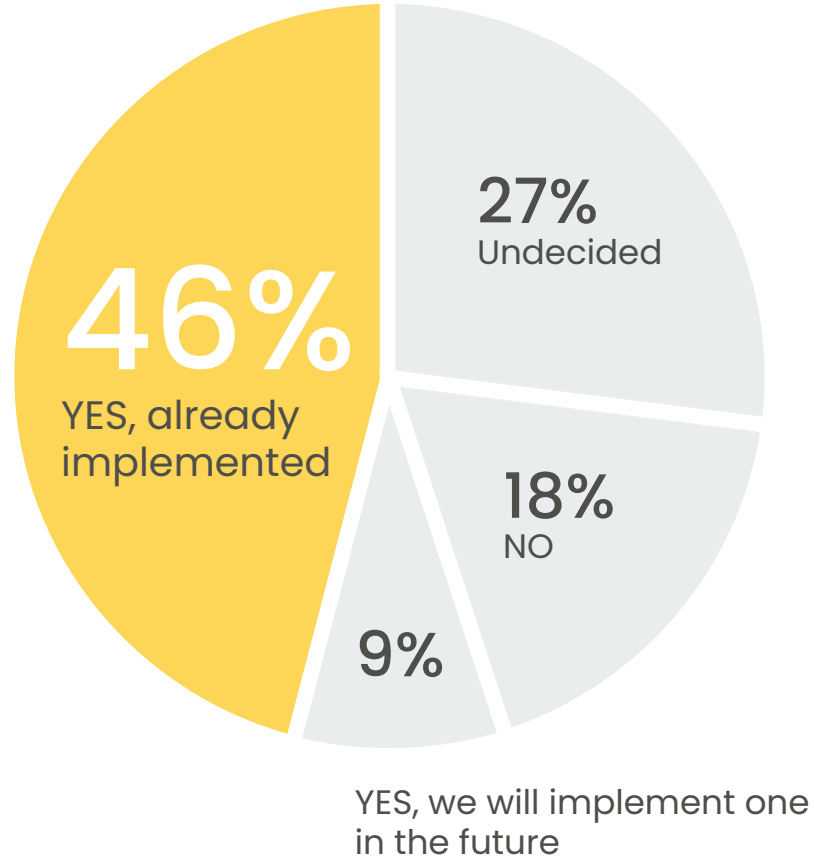
How quickly do you predict your business will recover from the impact of COVID-19?



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



Will your organisation implement a mandatory COVID-19 vaccination policy?

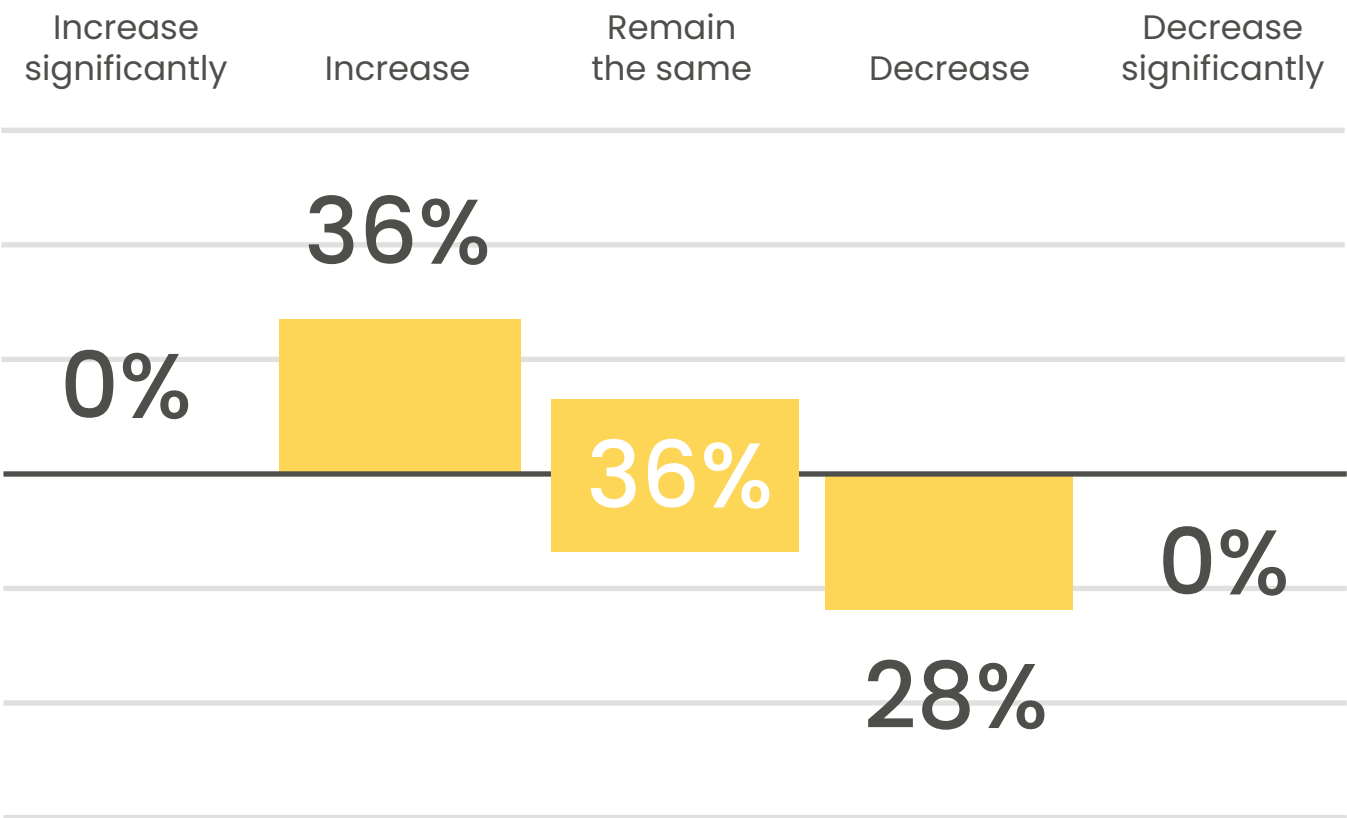


The Planning industry was the only industry surveyed where 100% of firms are planning to allow staff to work from home in the long term.

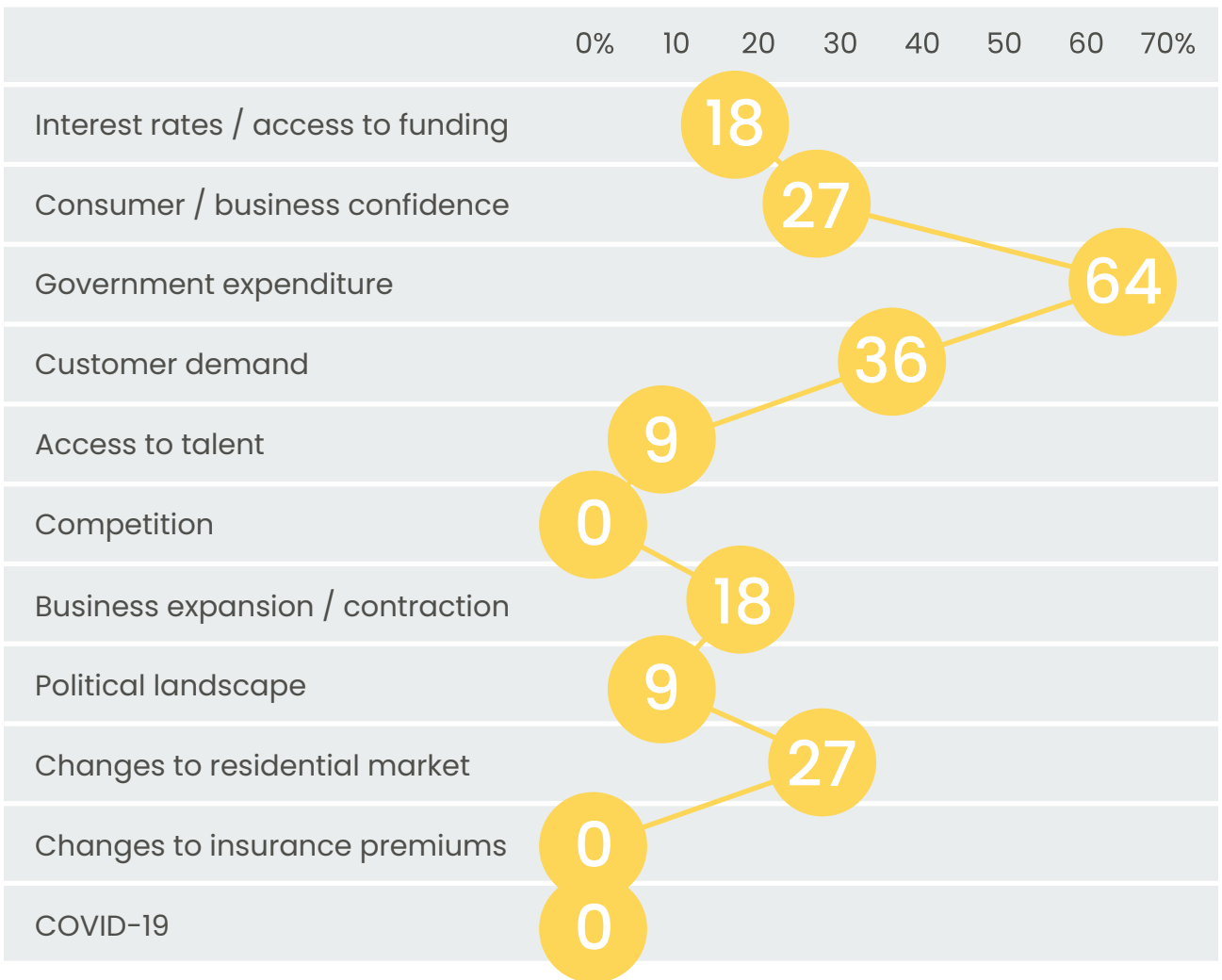


# Business activity

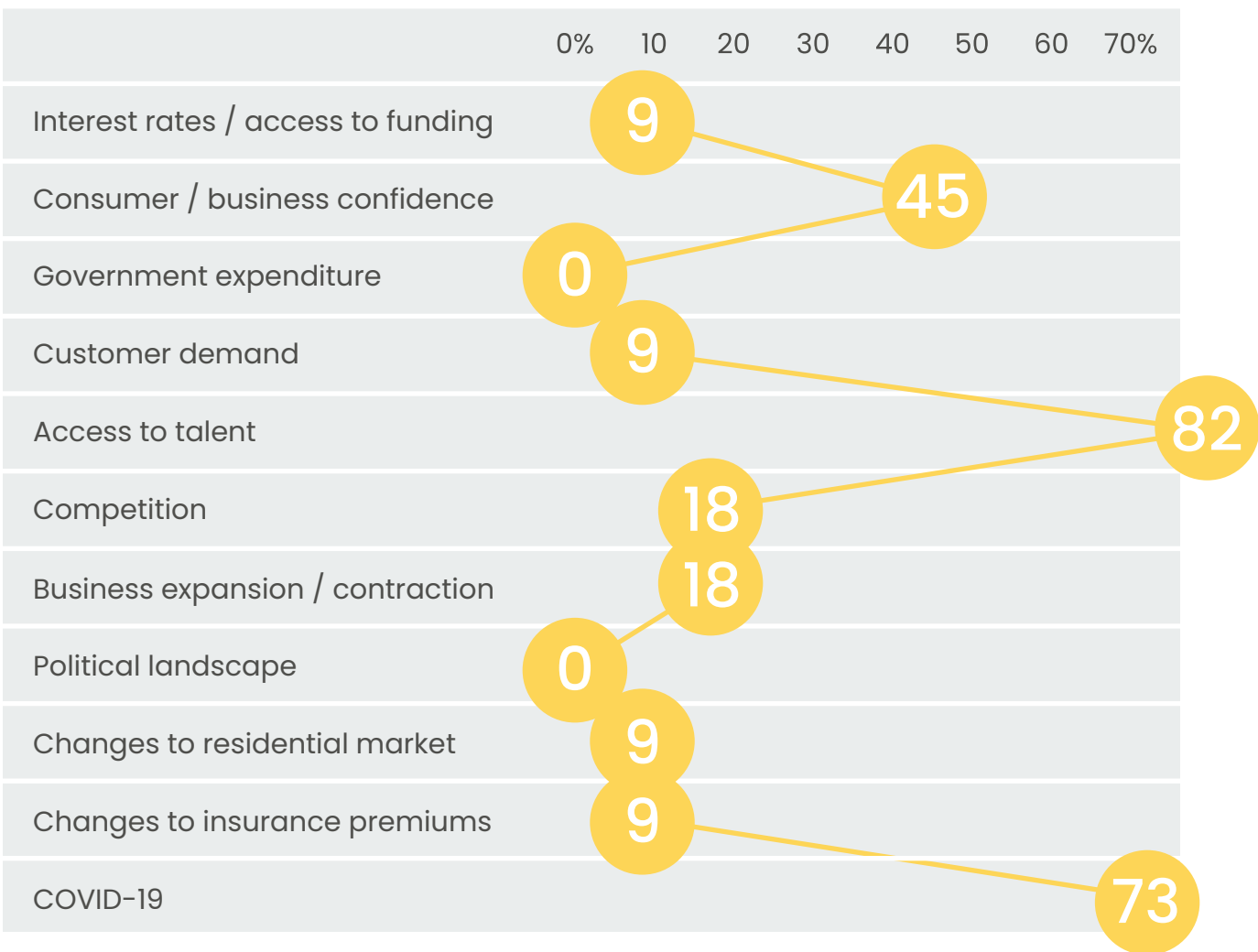
Compared to 2020, did business activity in 2021:



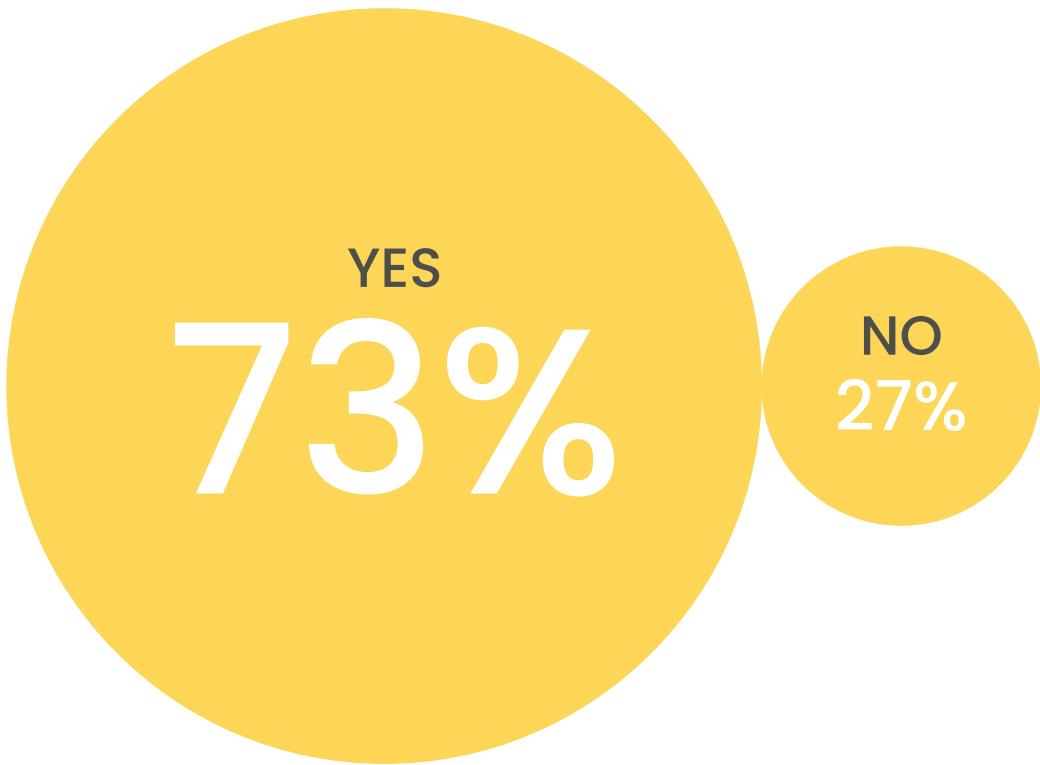
What has had significant positive impact on business activity levels in 2021?



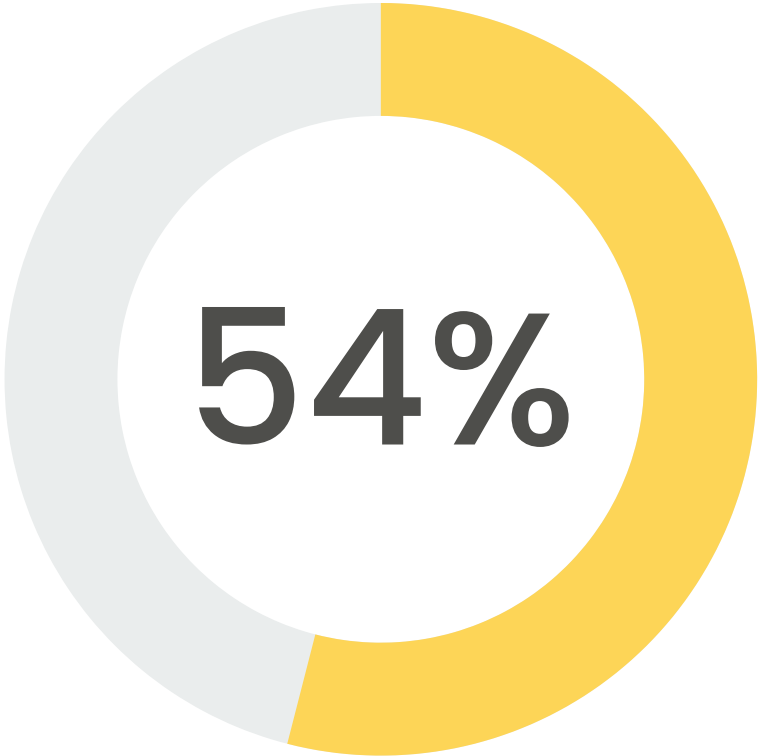
What has had significant negative impact on business activity levels in 2021?



Did your organisation tender for projects in 2021?



Of projects tendered for in 2021, approximately what percentage were successful?



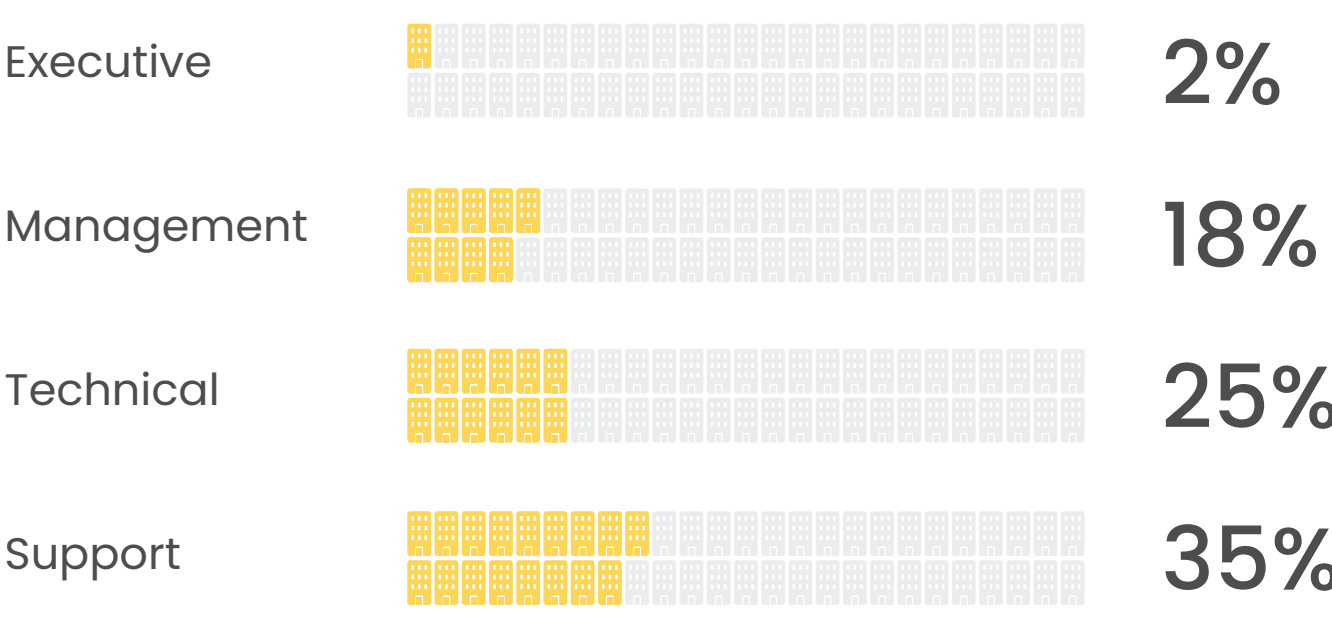
Tender success rates in 2021 were the highest they have been since 2017

# Human resources & talent

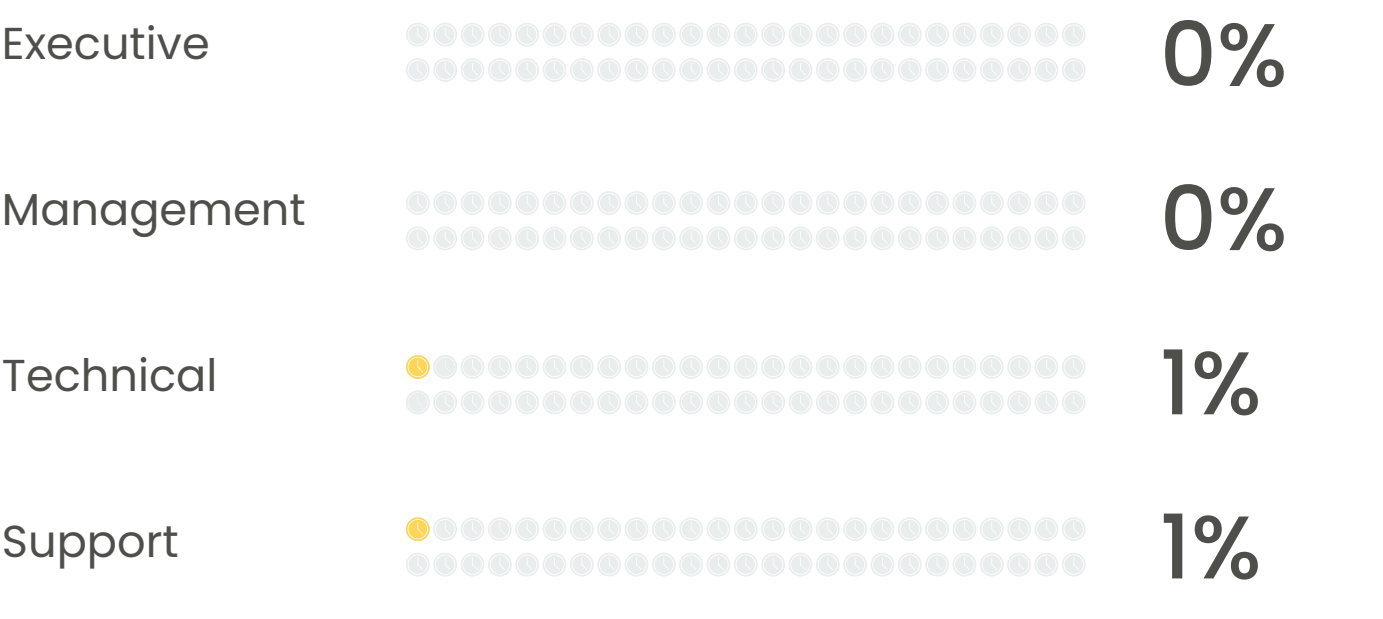
Approximately what percentage of your staff are female?



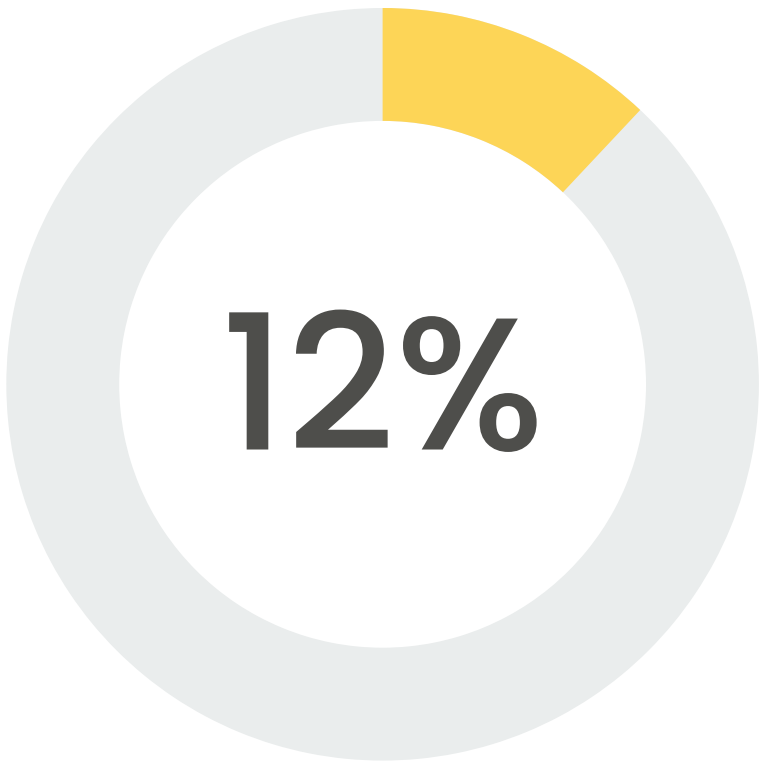
Approximately what percentage of your staff are employed on a part-time basis?



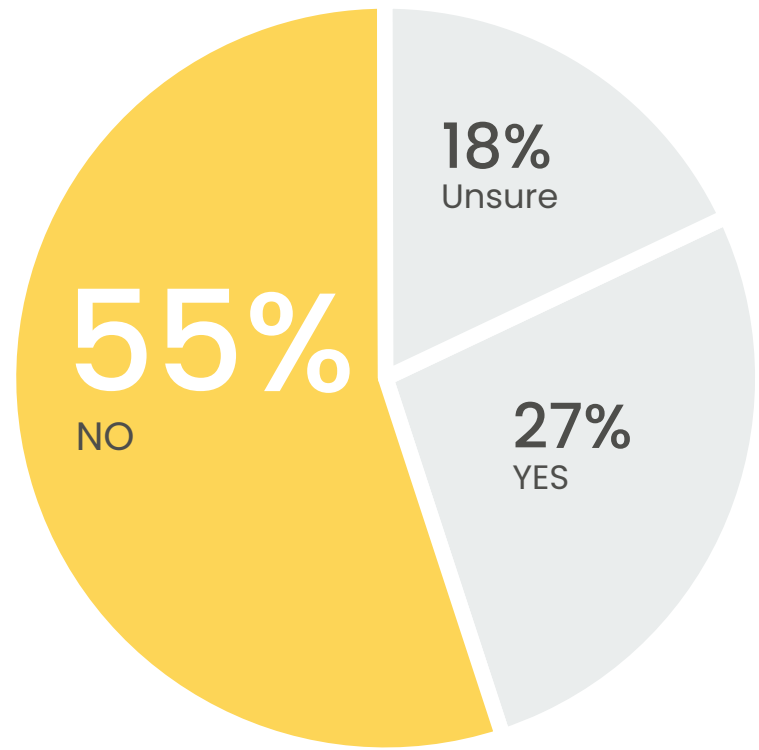
Approximately what percentage of your staff are employed on a contract/temporary basis?



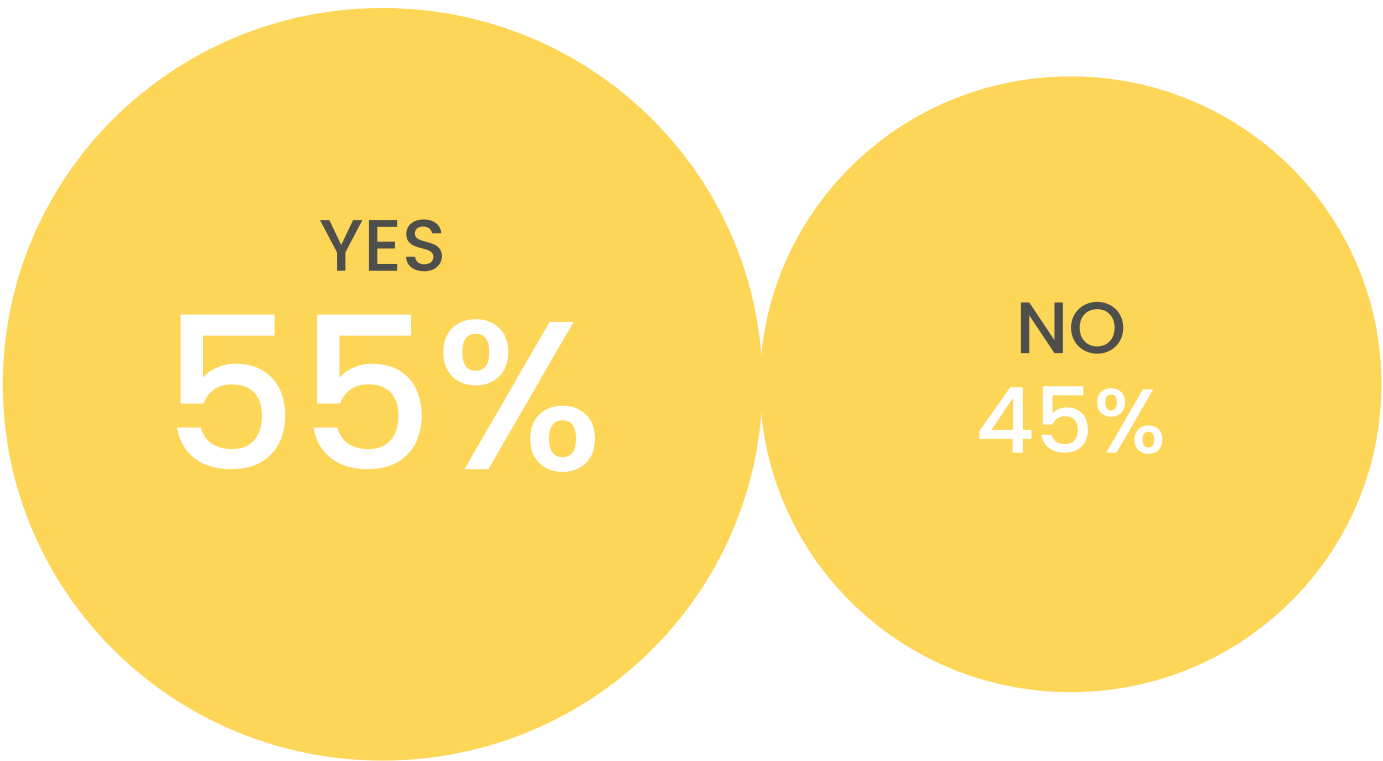
Approximately what percentage of staff employed are support staff?



Do you think skills shortages are likely to impact the effective operation of your organisation in 2022?

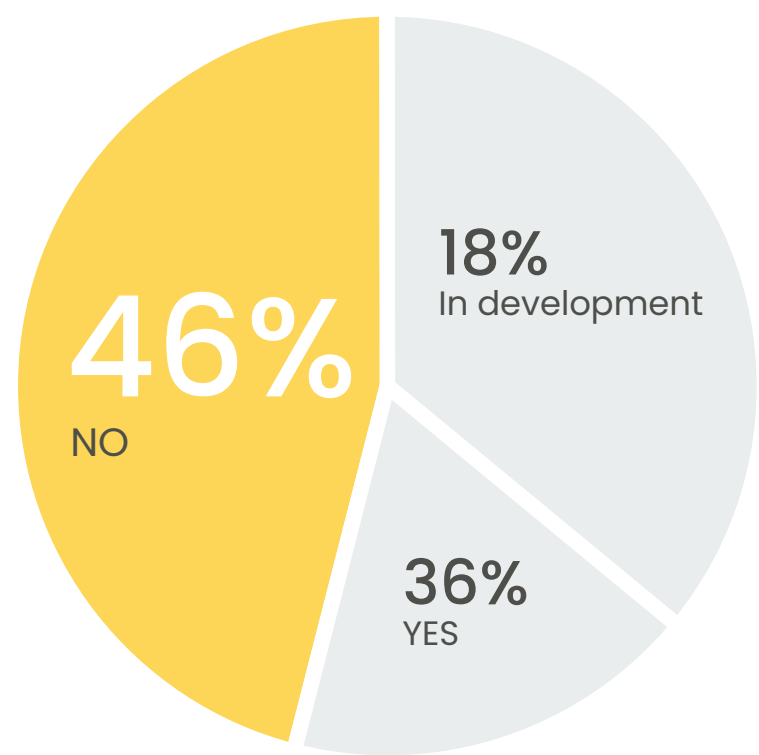


Do you currently have the talent required to deliver your organisation's objectives in 2022?

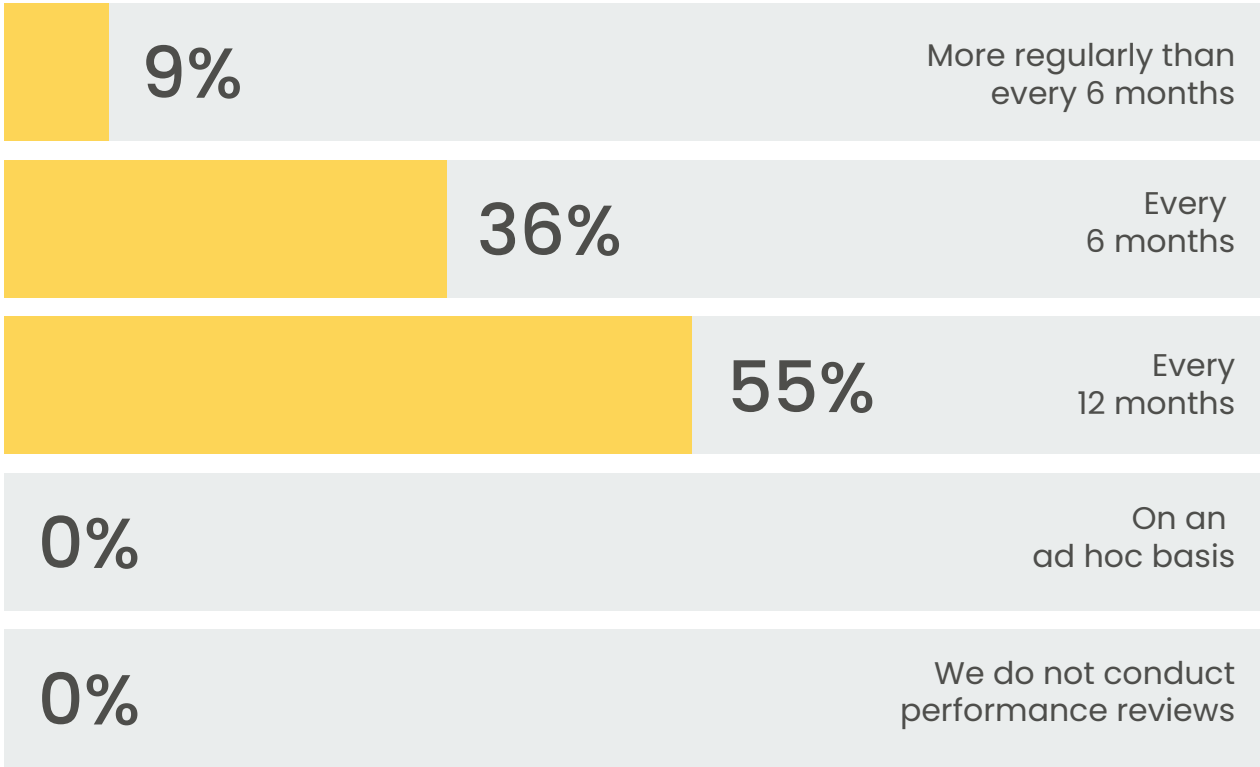




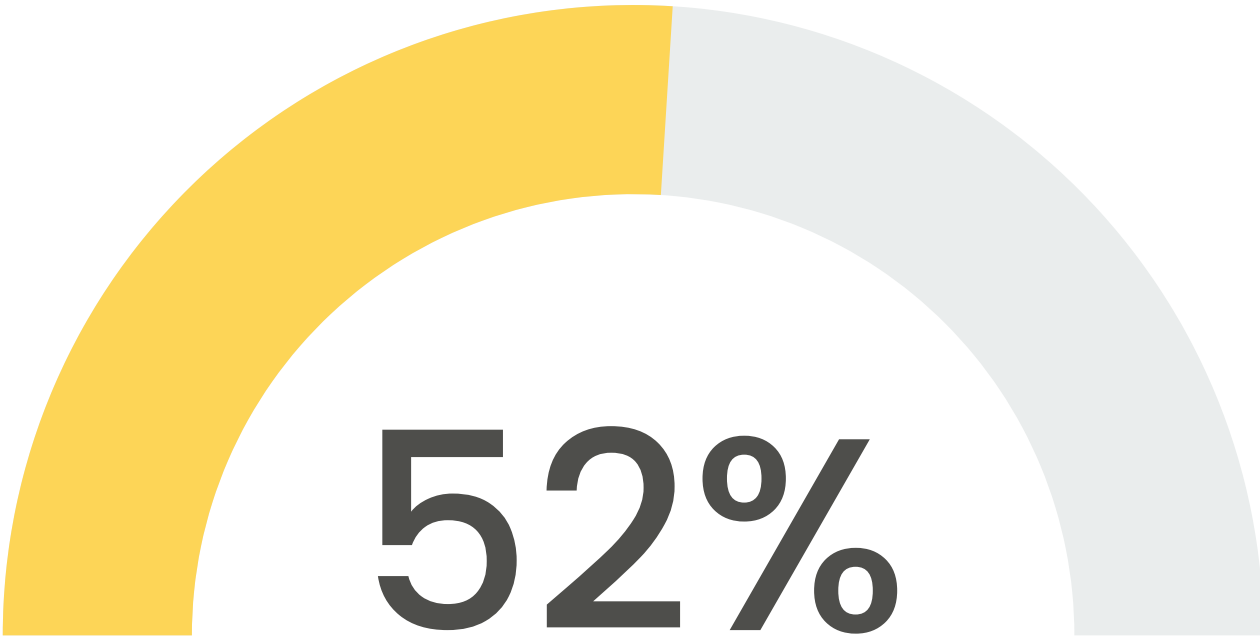
To your knowledge, does your organisation have a diversity and inclusion policy?



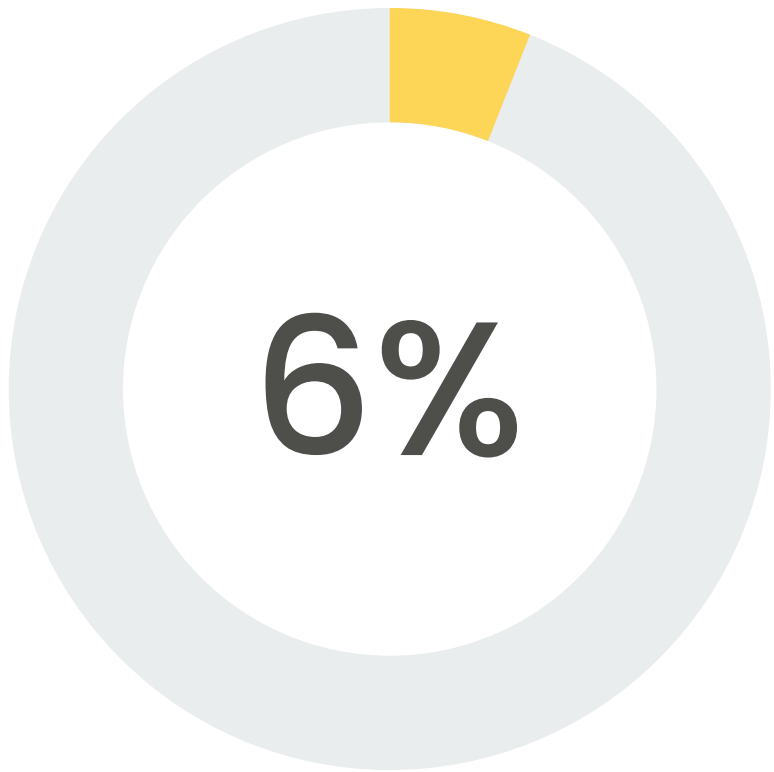
How often do you conduct performance reviews?



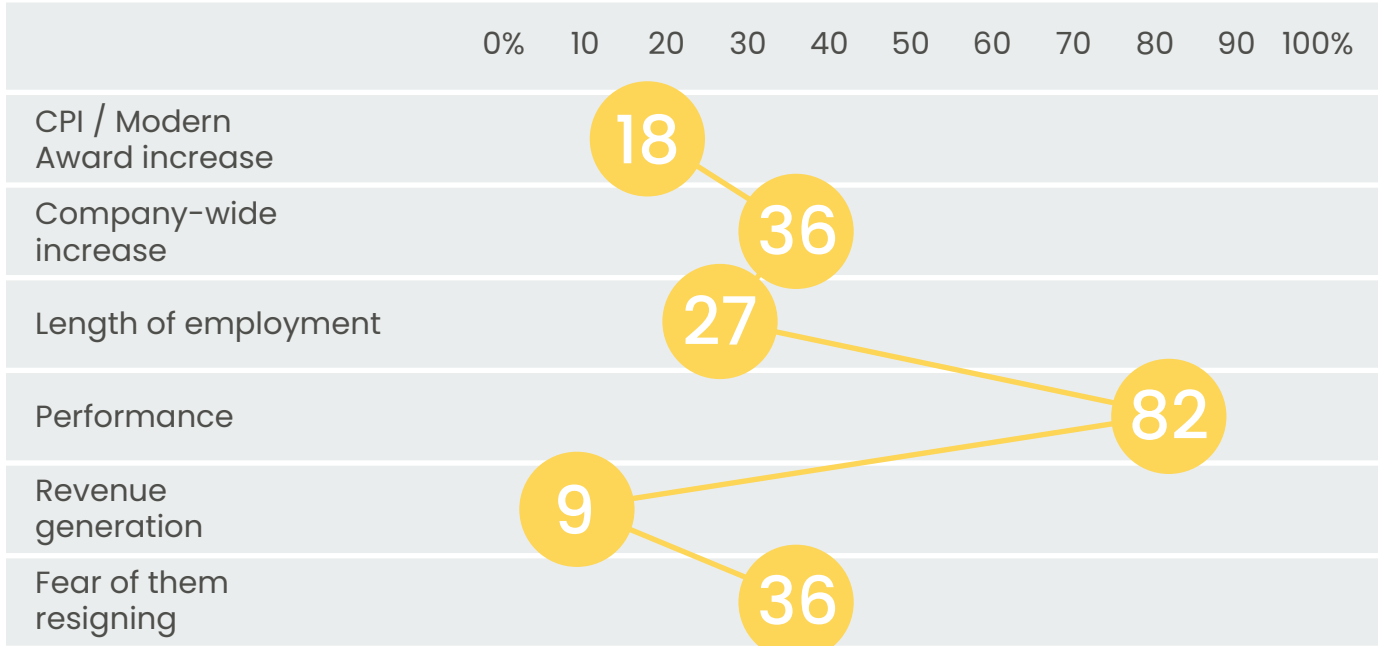
Approximately what percentage of revenue is spent on wages?



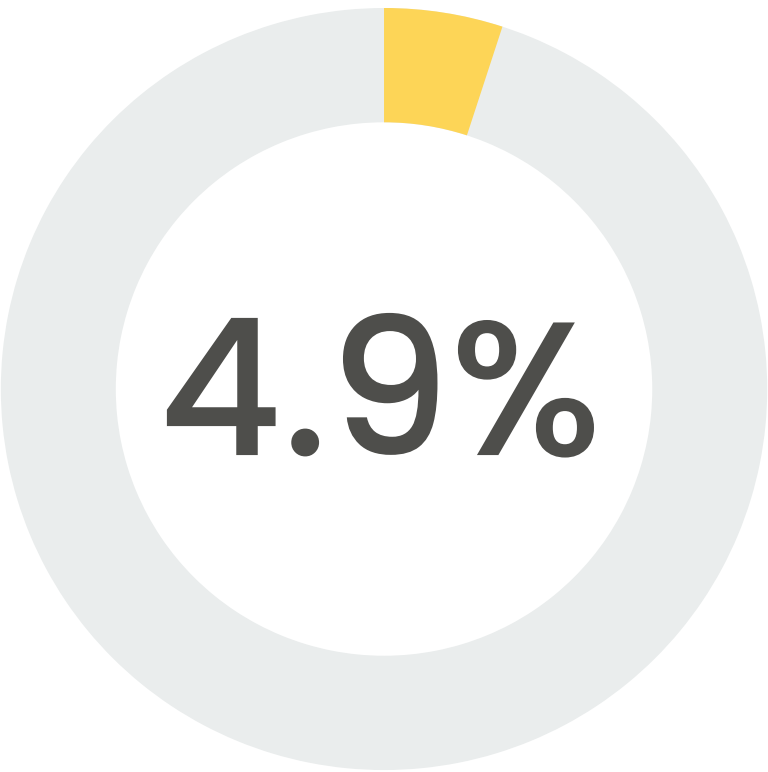
In your last round of reviews, what was the average percentage salary increase?



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

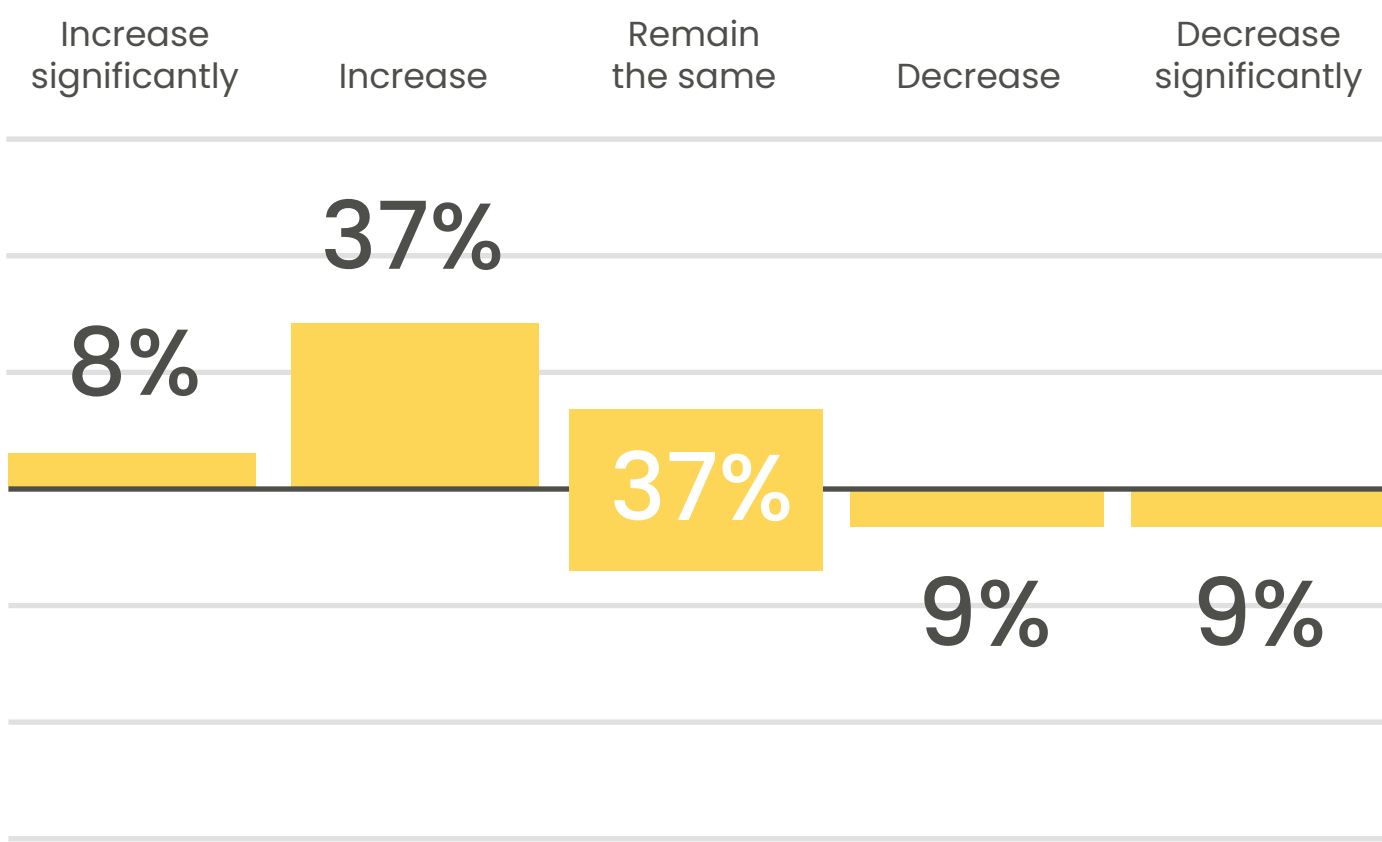


In your next round of reviews, what do you expect to increase salaries by?

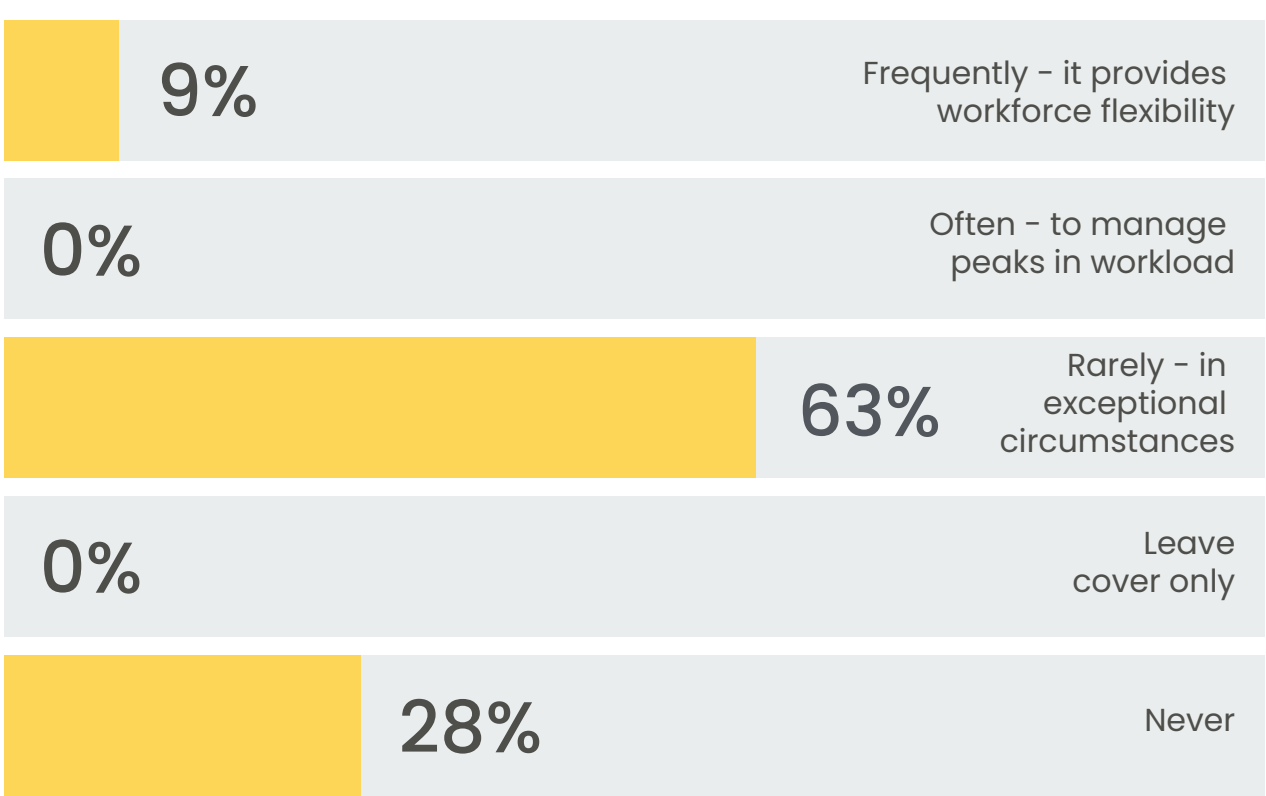


# Recruitment & retention

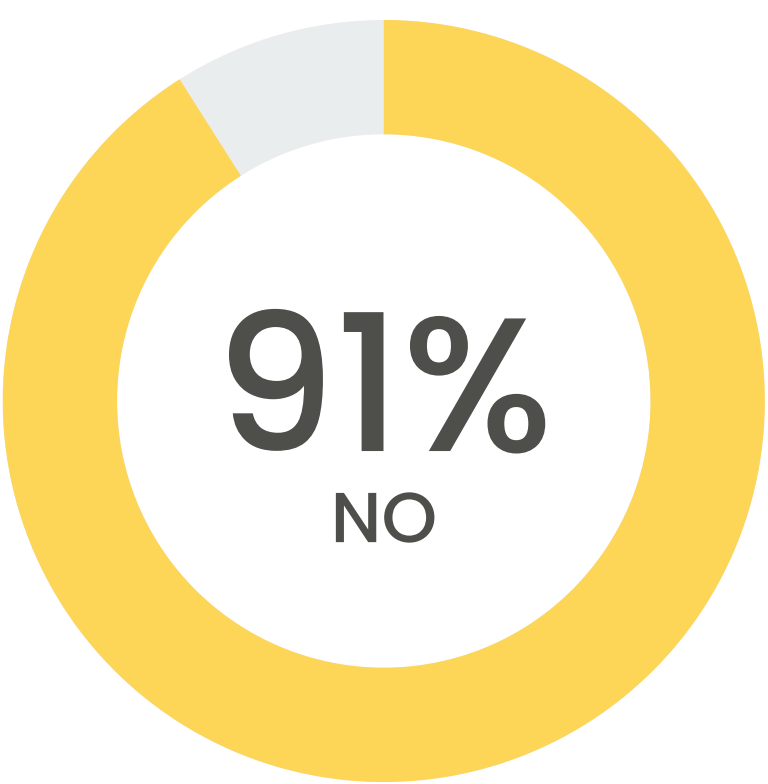
In 2021, did staff numbers within your organisation:



How often do you employ temporary/contract staff?



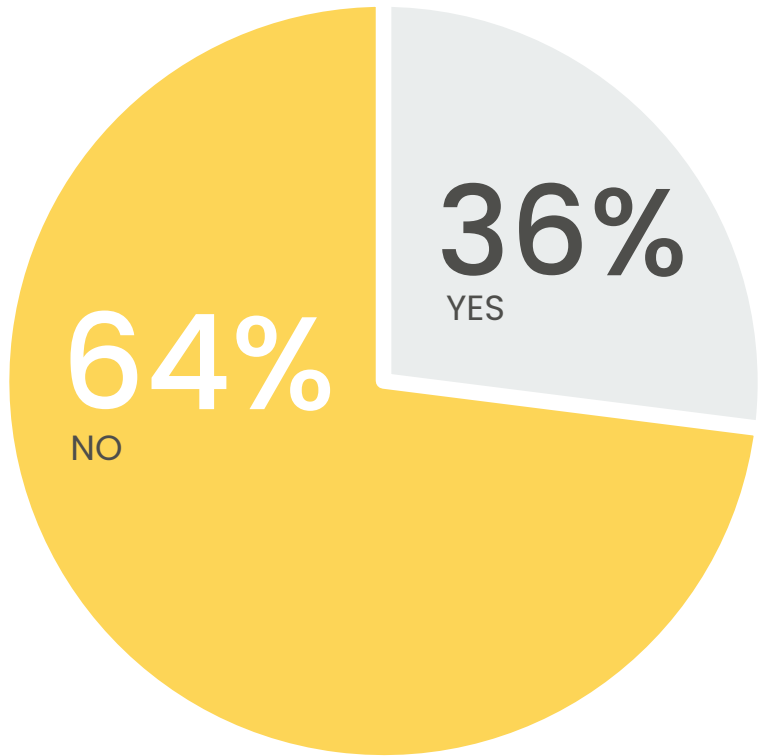
Has this increased during the COVID-19 pandemic?



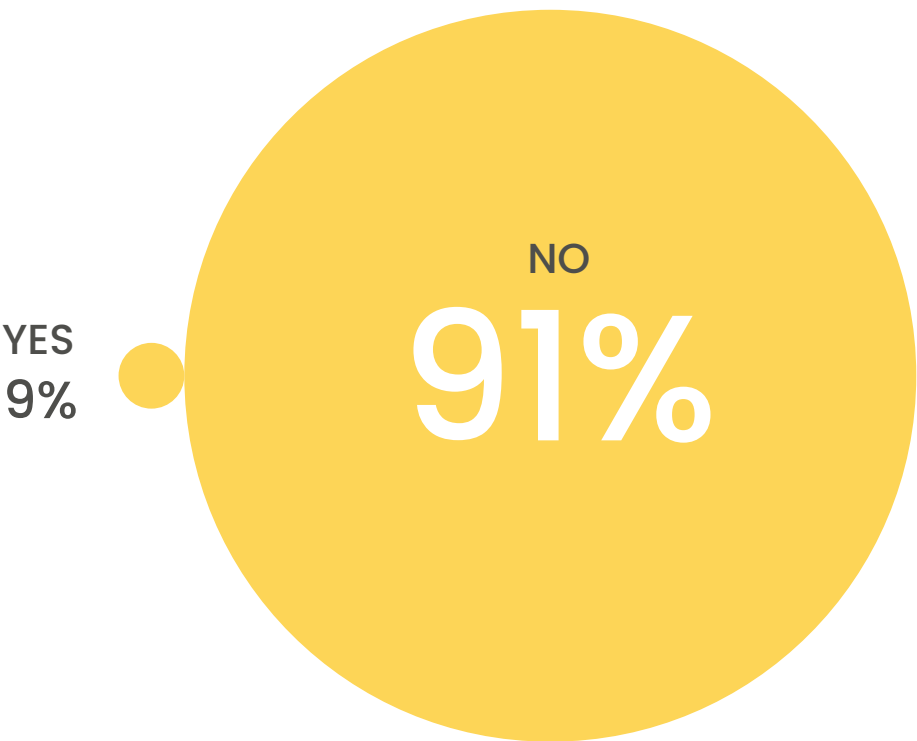
Does your company have a talent acquisition team or professional?



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

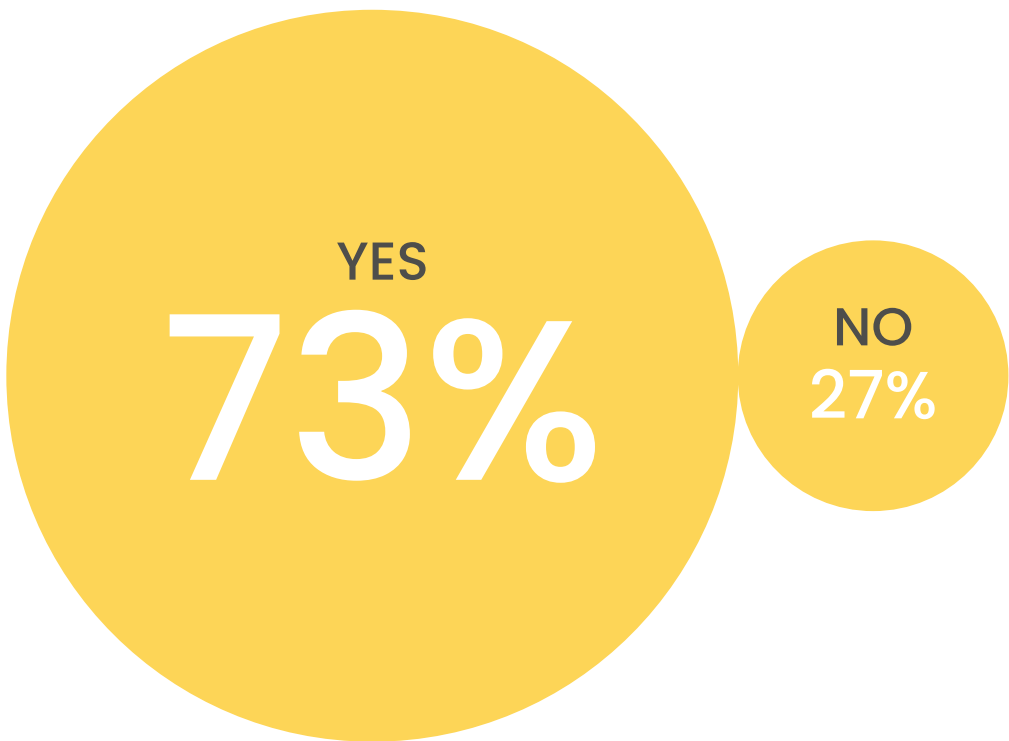


Did you provide visa sponsorship to any new employees in 2021?

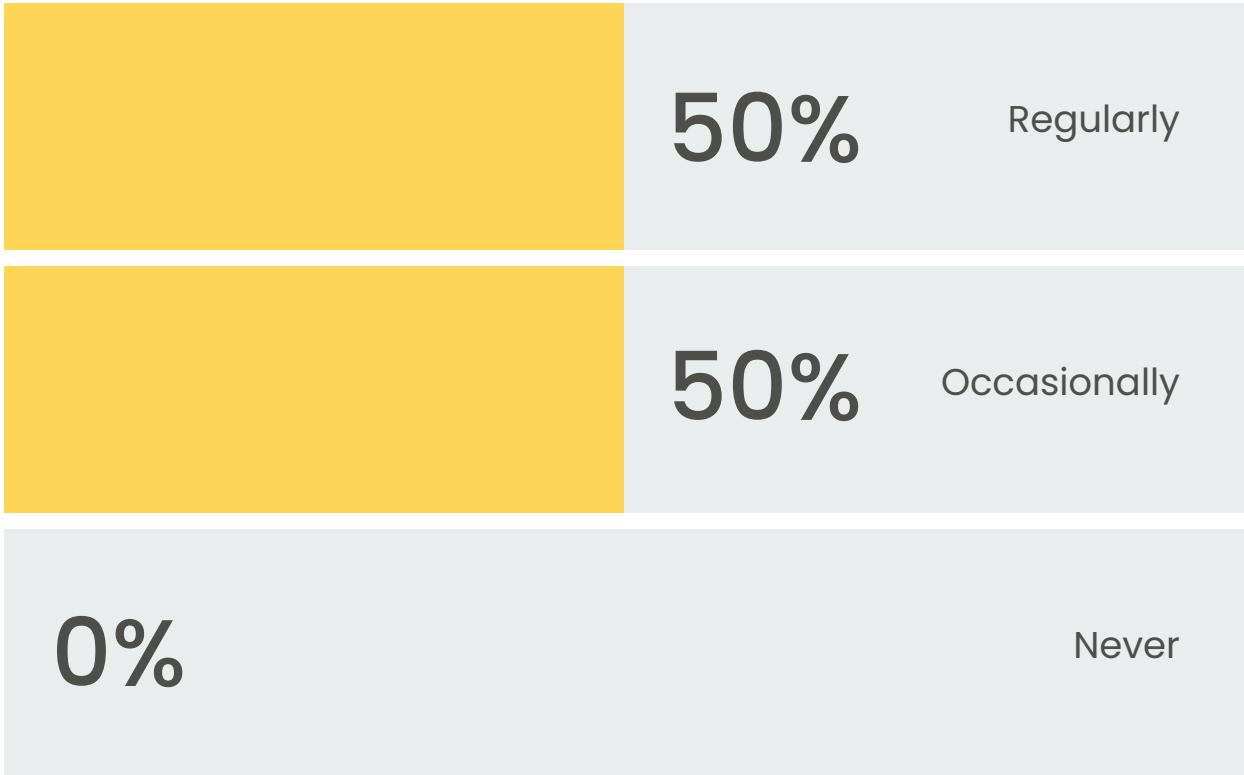




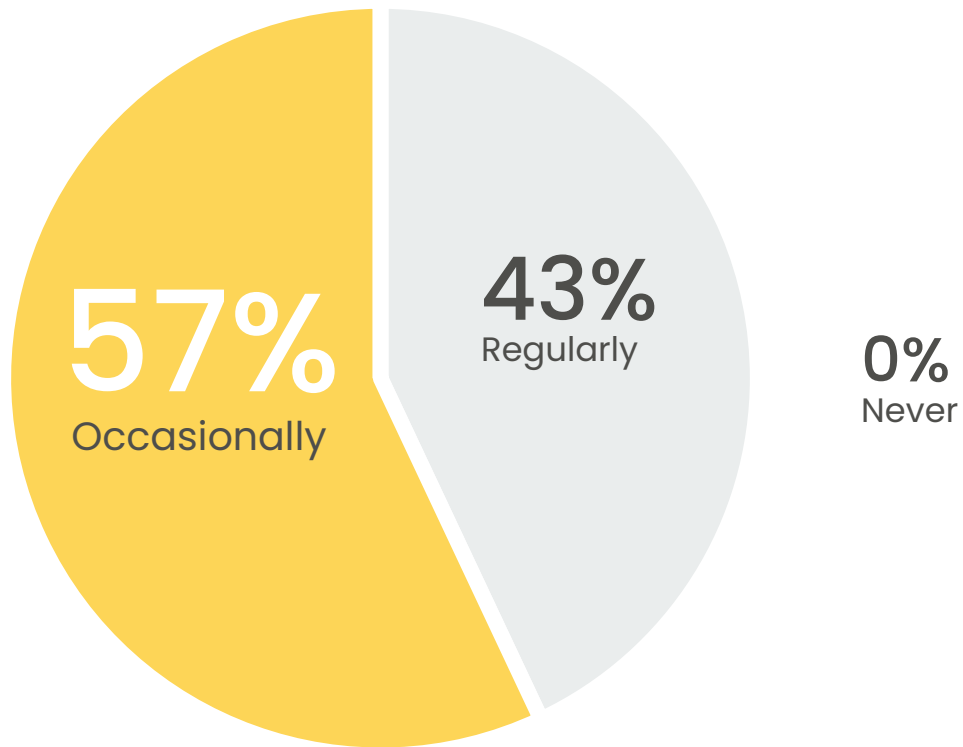
Have you recruited any graduates in 2021?



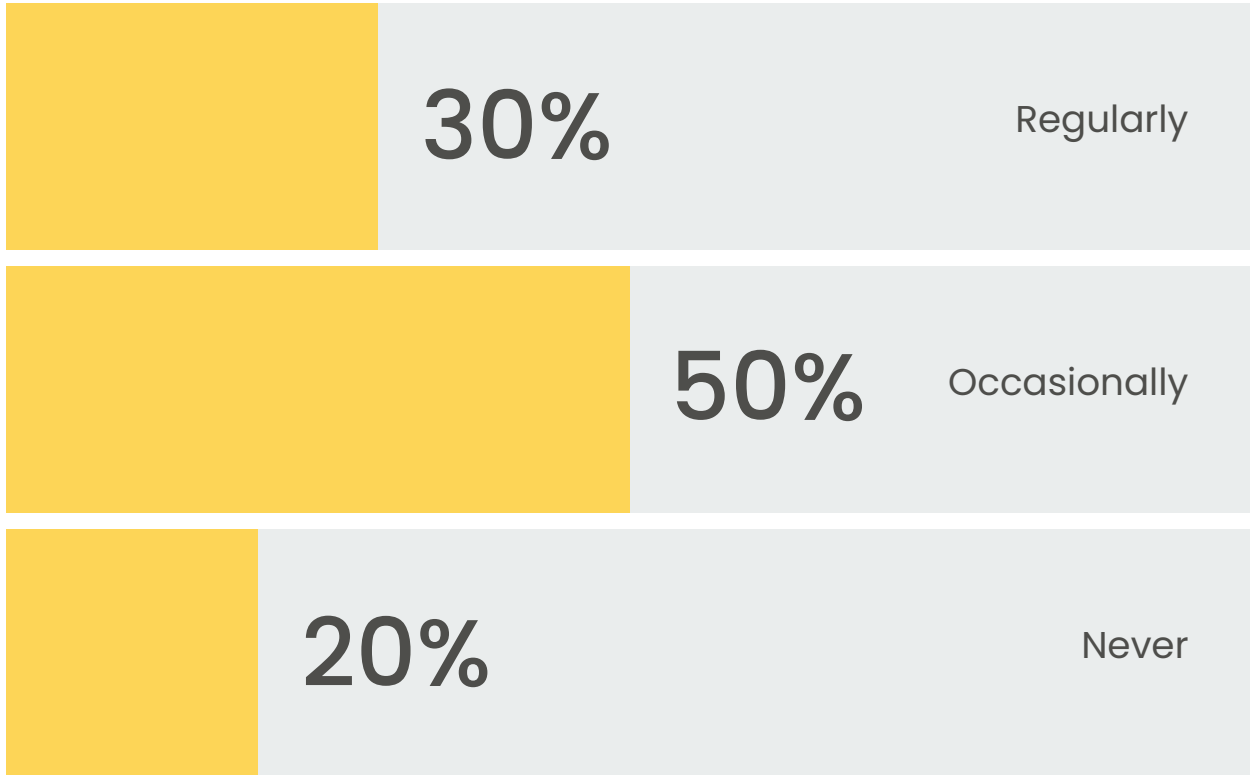
If you hired in 2021, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?



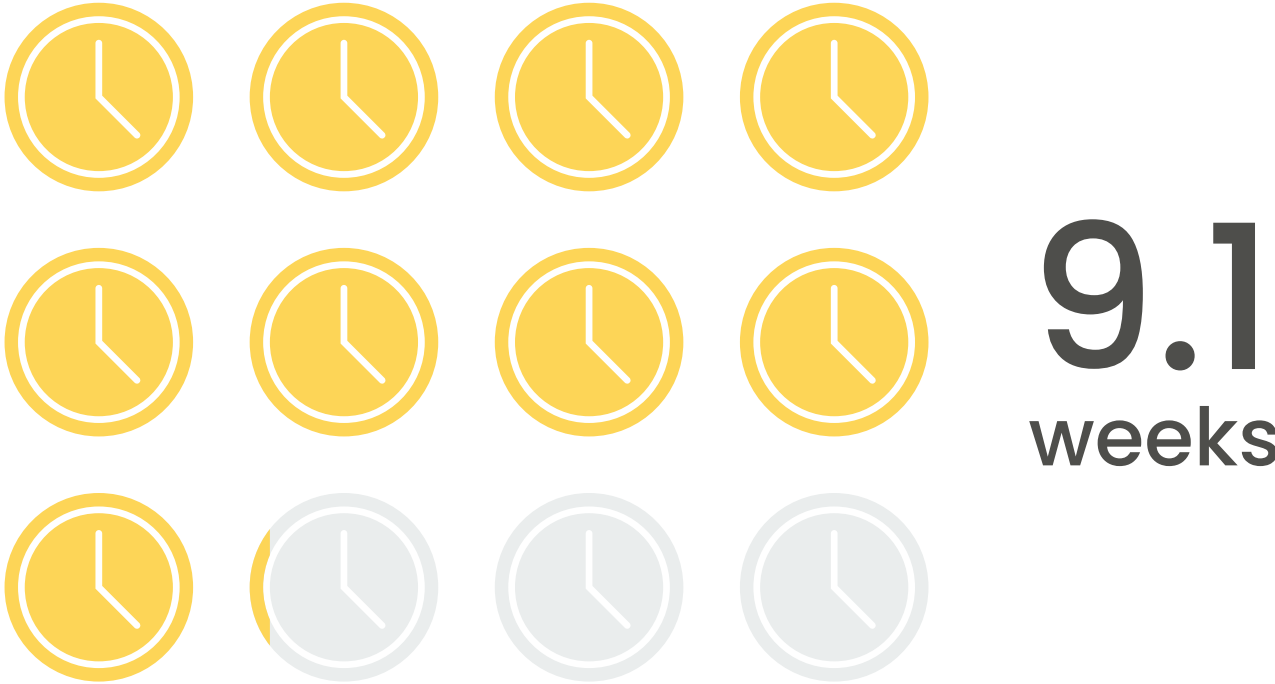
If you hired in 2021, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?



When recruiting staff in the last year, have you had to pay higher salaries than you expected to in order to attract the right candidate?

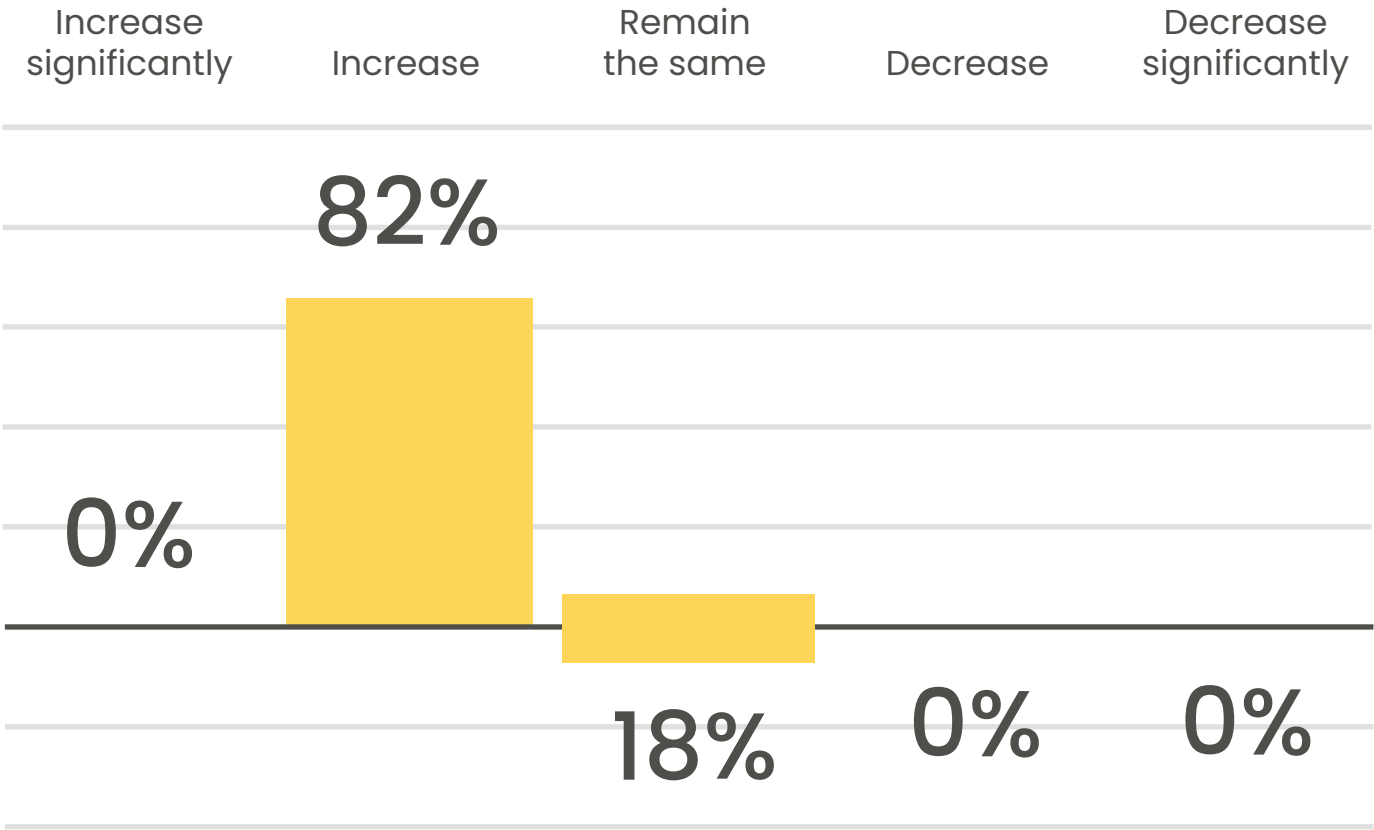


If you hired staff in 2021, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



The planning industry reported the longest “time to fill”, at 9.1 weeks, of all industries surveyed.

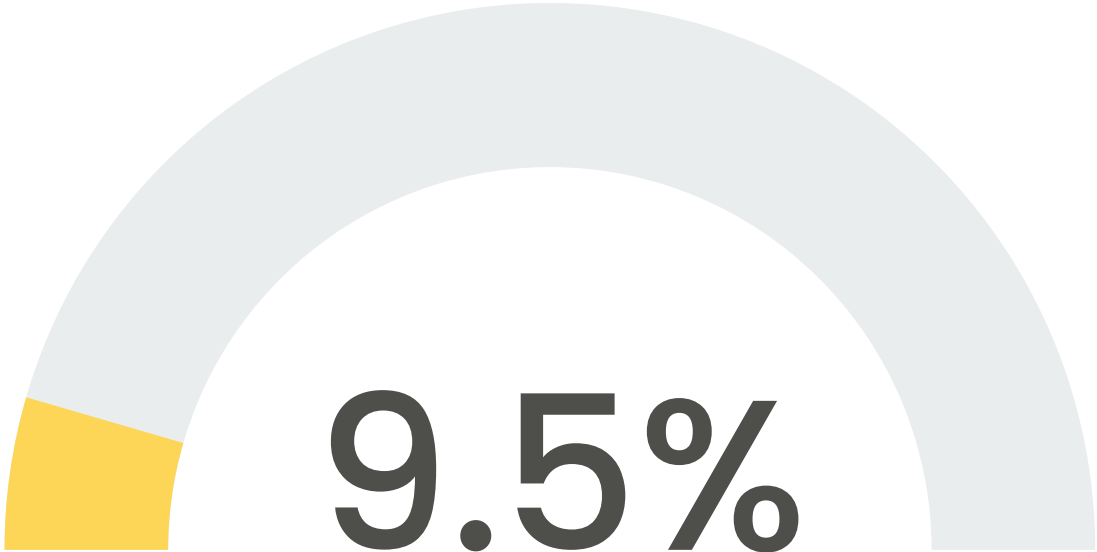
In 2022, do you expect staff numbers to:



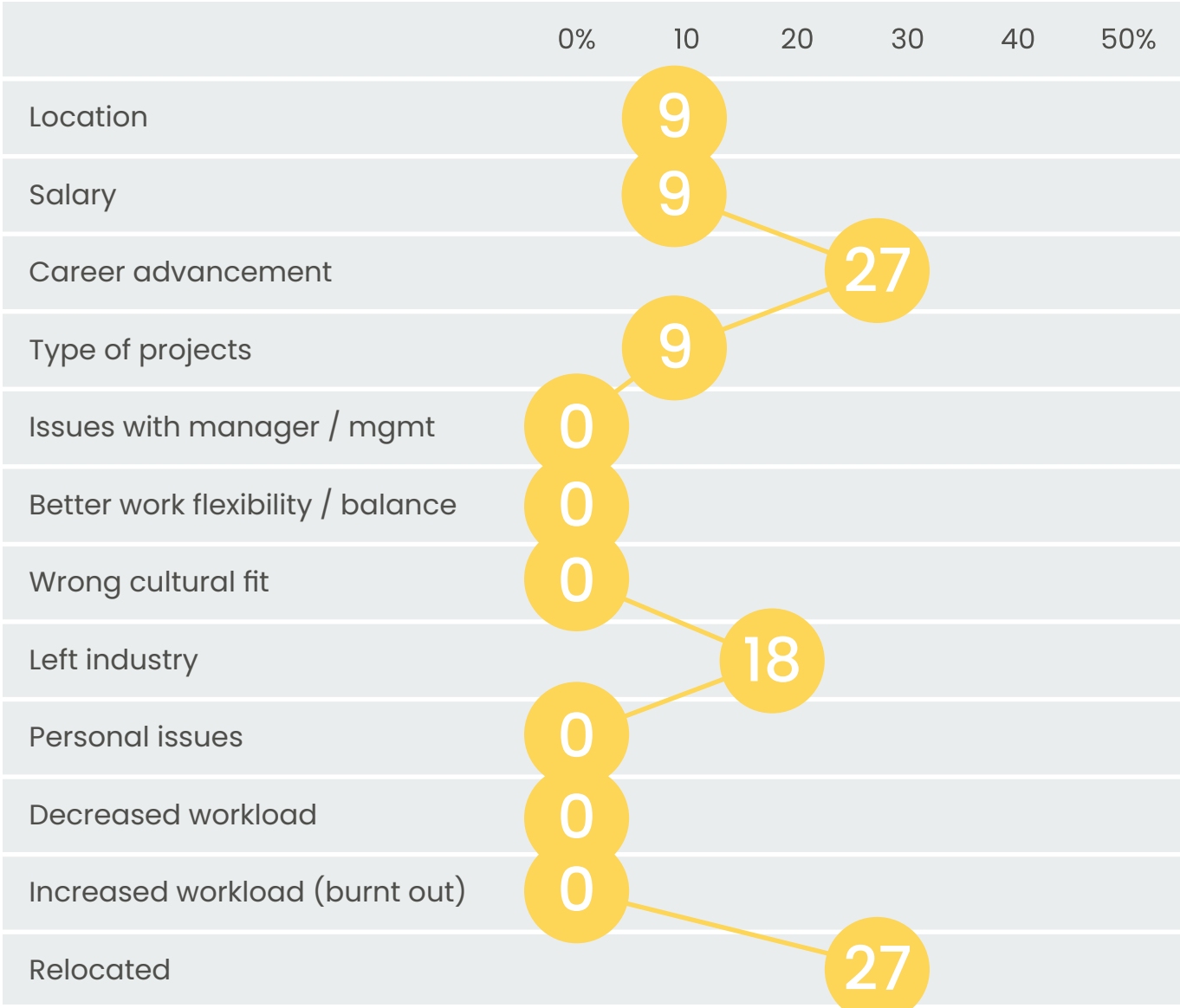
What are the most important characteristics when looking for potential employees for your organisation?

|                                 | Executive | Mgmt | Technical | Support |
|---------------------------------|-----------|------|-----------|---------|
| Communication skills            | 60%       | 55%  | 64%       | 91%     |
| Project management skills       | 20%       | 45%  | 18%       | 36%     |
| Job specific / technical skills | 40%       | 45%  | 82%       | 55%     |
| Stakeholder engagement skills   | 30%       | 27%  | 27%       | 18%     |
| Leadership skills               | 50%       | 55%  | 9%        | 0%      |
| Business development skills     | 50%       | 36%  | 18%       | 0%      |
| Cultural fit                    | 80%       | 64%  | 82%       | 91%     |
| Academic qualification          | 10%       | 9%   | 27%       | 9%      |
| Project experience              | 20%       | 18%  | 36%       | 0%      |

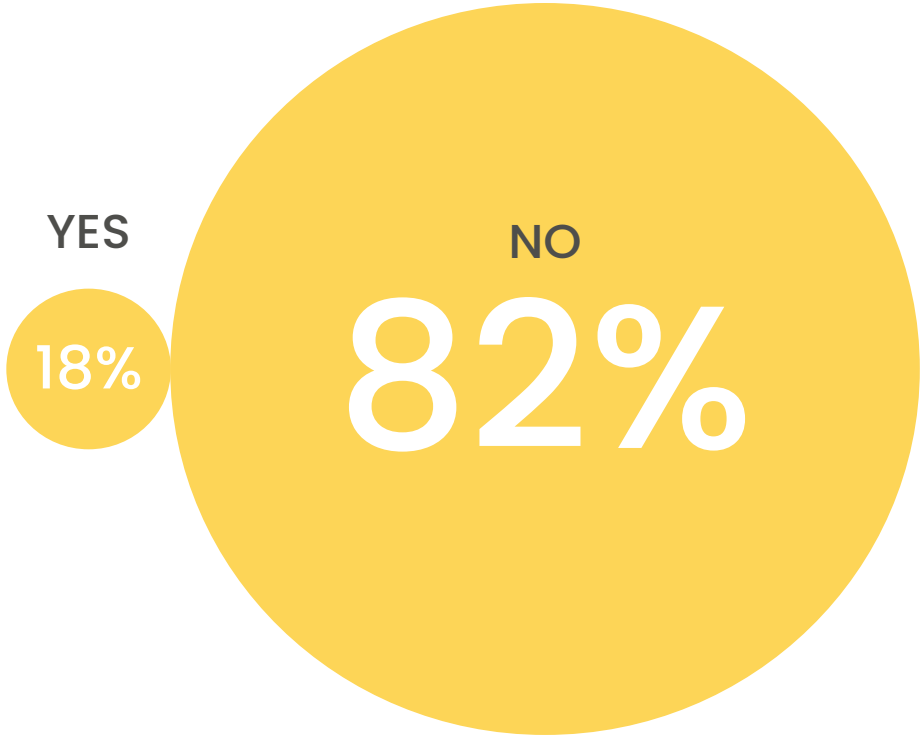
Approximately what percentage of your total permanent staff resigned from their role in 2021?



What are the most common reasons for staff resigning?



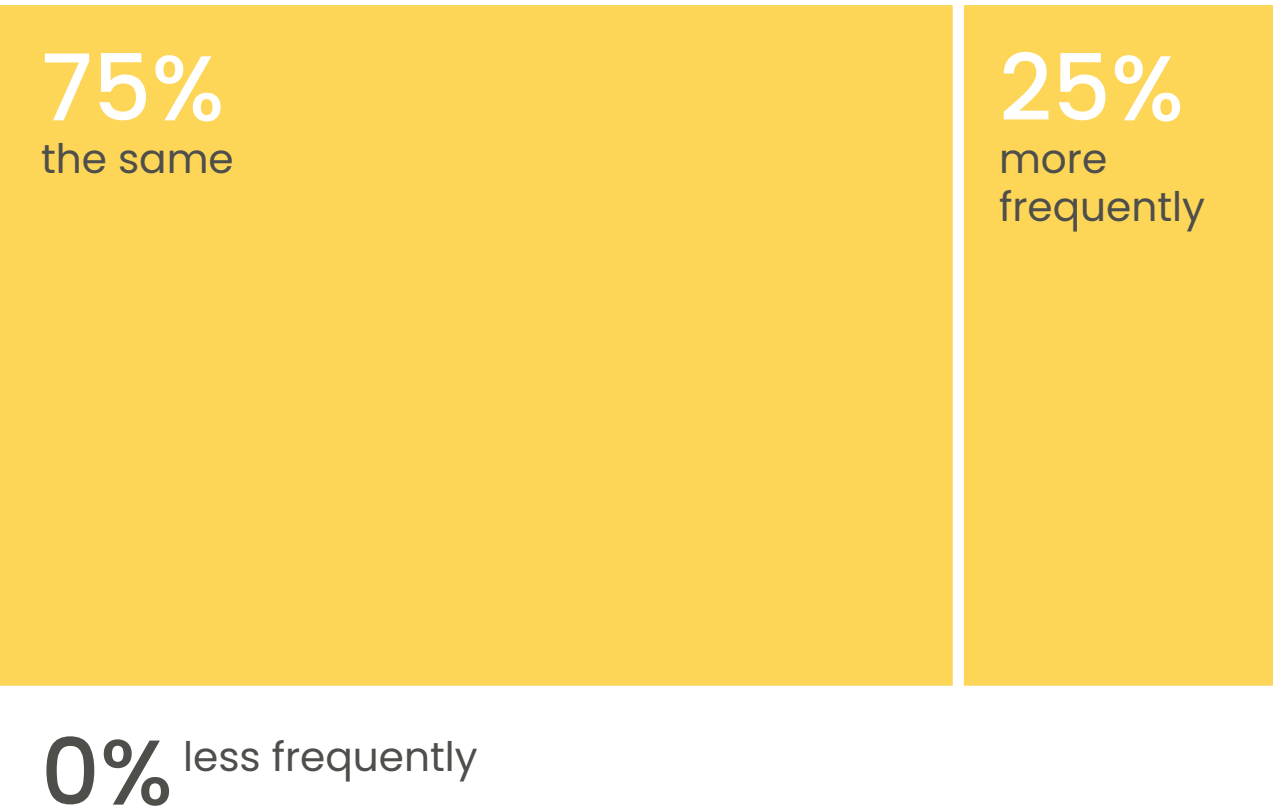
Did you counter offer any departing staff in 2021?



Of those counter offered, do they usually:

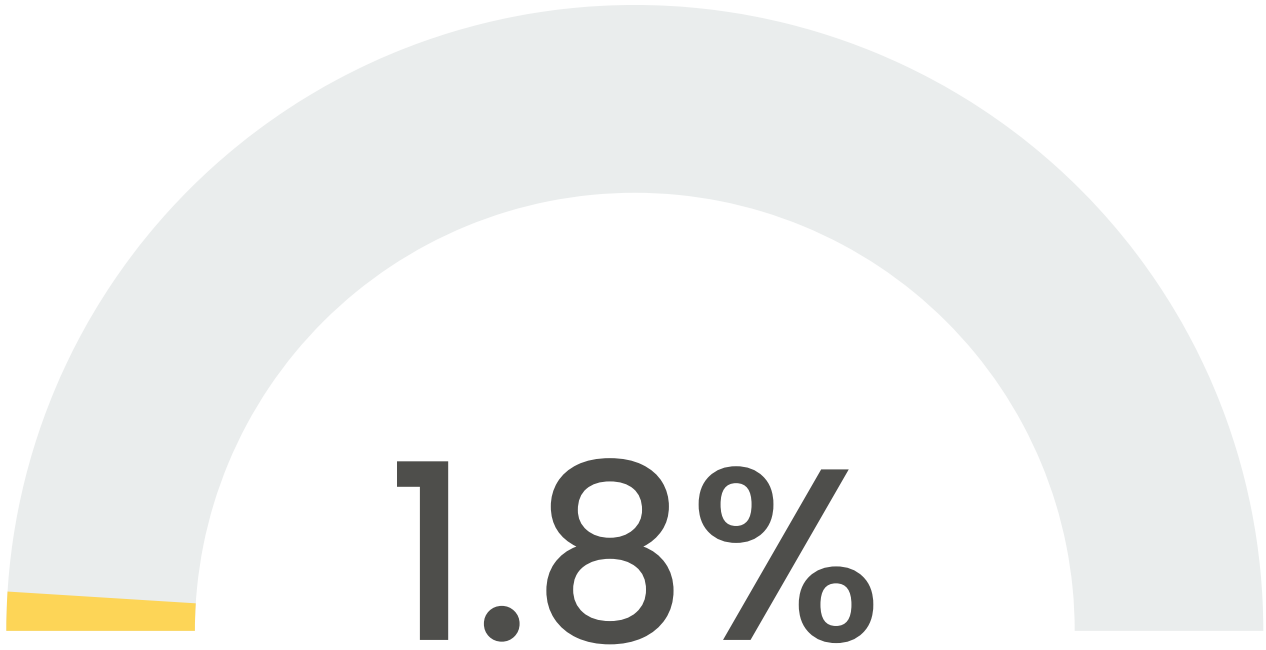
|    |       |                            |
|----|-------|----------------------------|
|    | 33.3% | Leave anyway               |
|    | 33.3% | Stay less than 6 months    |
| 0% |       | Stay between 6 & 12 months |
|    | 33.3% | Stay longer than 12 months |

Compared to previous years, in 2021 did you counter offer staff:



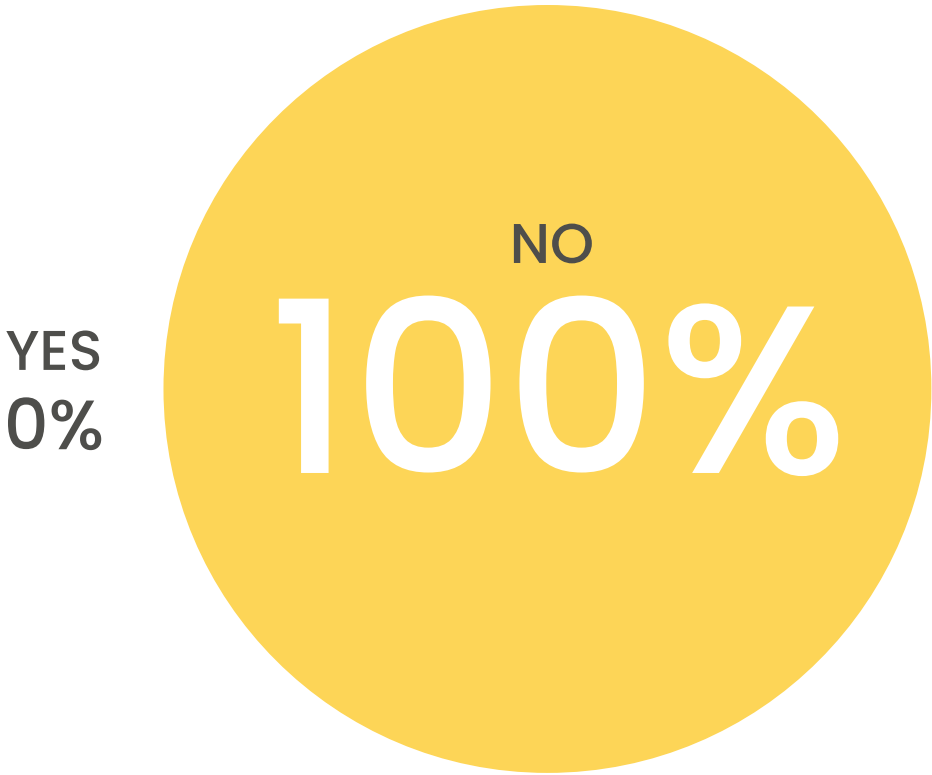


Approximately what percentage of your staff were made redundant in 2021?



# Flexibility & benefits

Do you pay overtime?



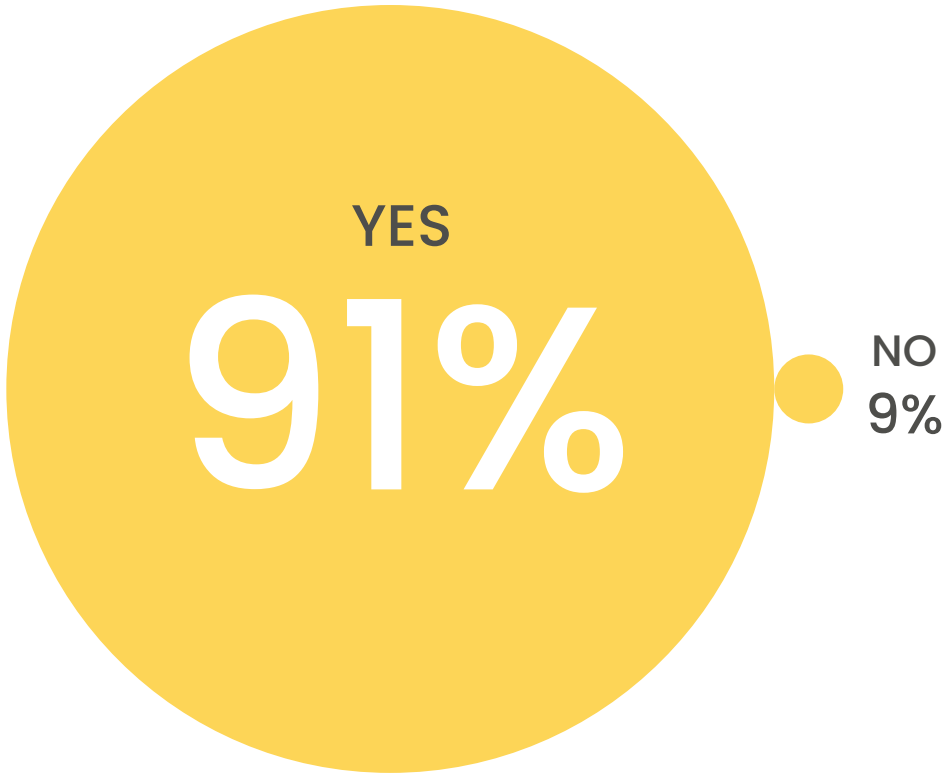
Do you offer any of the following monetary employee benefits?

|                                | Executive | Mgmt | Technical | Support |
|--------------------------------|-----------|------|-----------|---------|
| Car / car allowance            | 33%       | 11%  | 0%        | 0%      |
| Parking                        | 56%       | 33%  | 0%        | 0%      |
| Additional superannuation      | 11%       | 22%  | 25%       | 29%     |
| Insurance                      | 22%       | 11%  | 0%        | 0%      |
| Salary sacrifice               | 22%       | 33%  | 50%       | 29%     |
| Bonuses                        | 56%       | 78%  | 63%       | 43%     |
| Profit share                   | 67%       | 11%  | 13%       | 0%      |
| Financial support for study    | 0%        | 22%  | 25%       | 29%     |
| Additional paid parental leave | 11%       | 11%  | 13%       | 29%     |

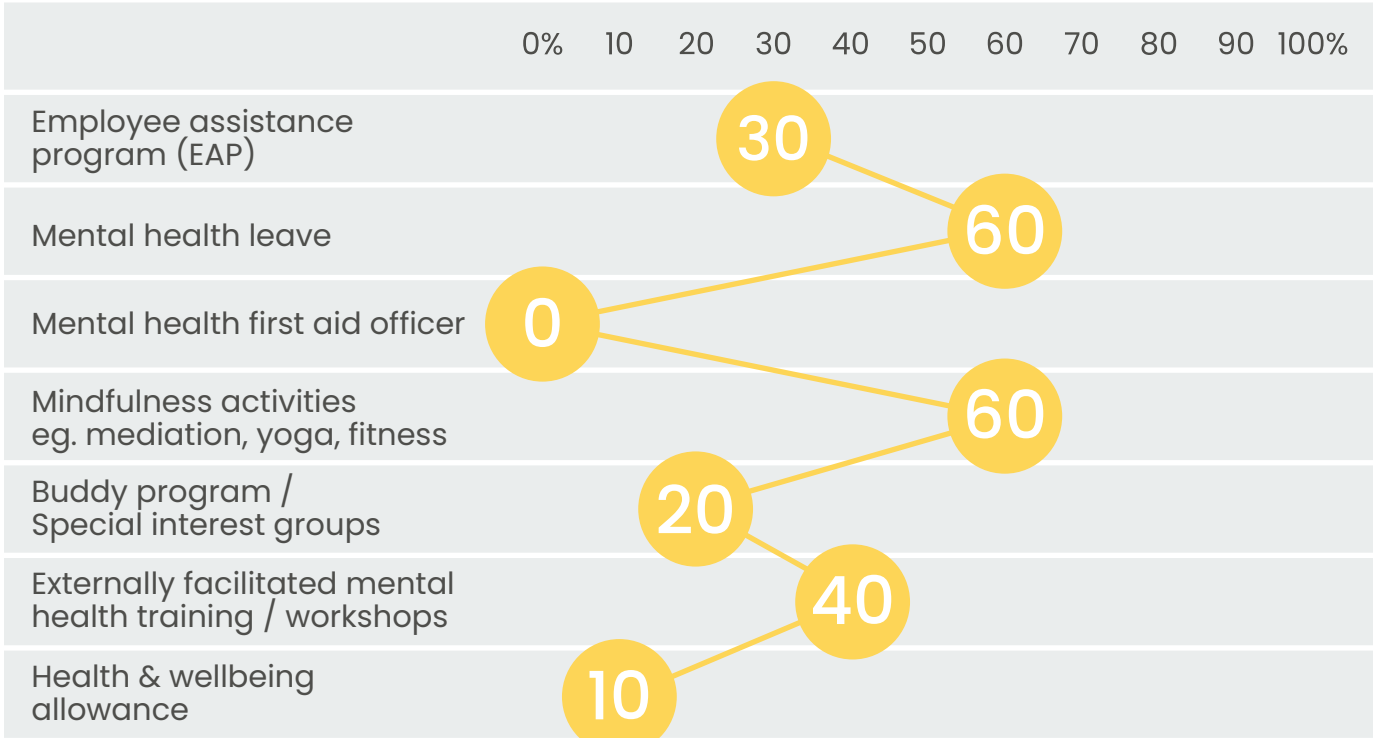
Do you offer any of the following non-monetary employee benefits?

|                                  | Executive | Mgmt | Technical | Support |
|----------------------------------|-----------|------|-----------|---------|
| Birthday day-off                 | 25%       | 25%  | 22%       | 25%     |
| Externally facilitated training  | 88%       | 88%  | 89%       | 88%     |
| Additional annual leave          | 50%       | 38%  | 22%       | 25%     |
| Paid study leave                 | 13%       | 25%  | 22%       | 25%     |
| Additional unpaid parental leave | 38%       | 38%  | 33%       | 38%     |

Do you offer any health & wellbeing initiatives?



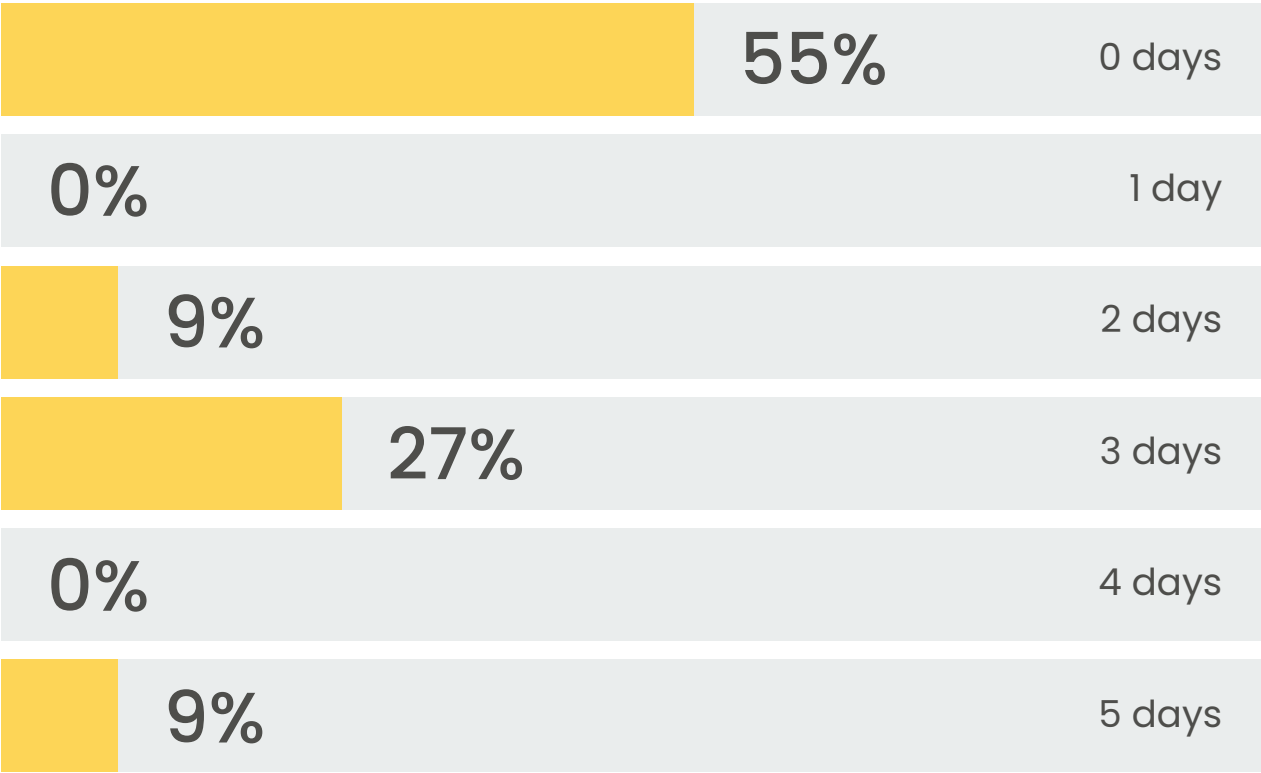
If yes, which of the following health & wellbeing initiatives have you implemented?



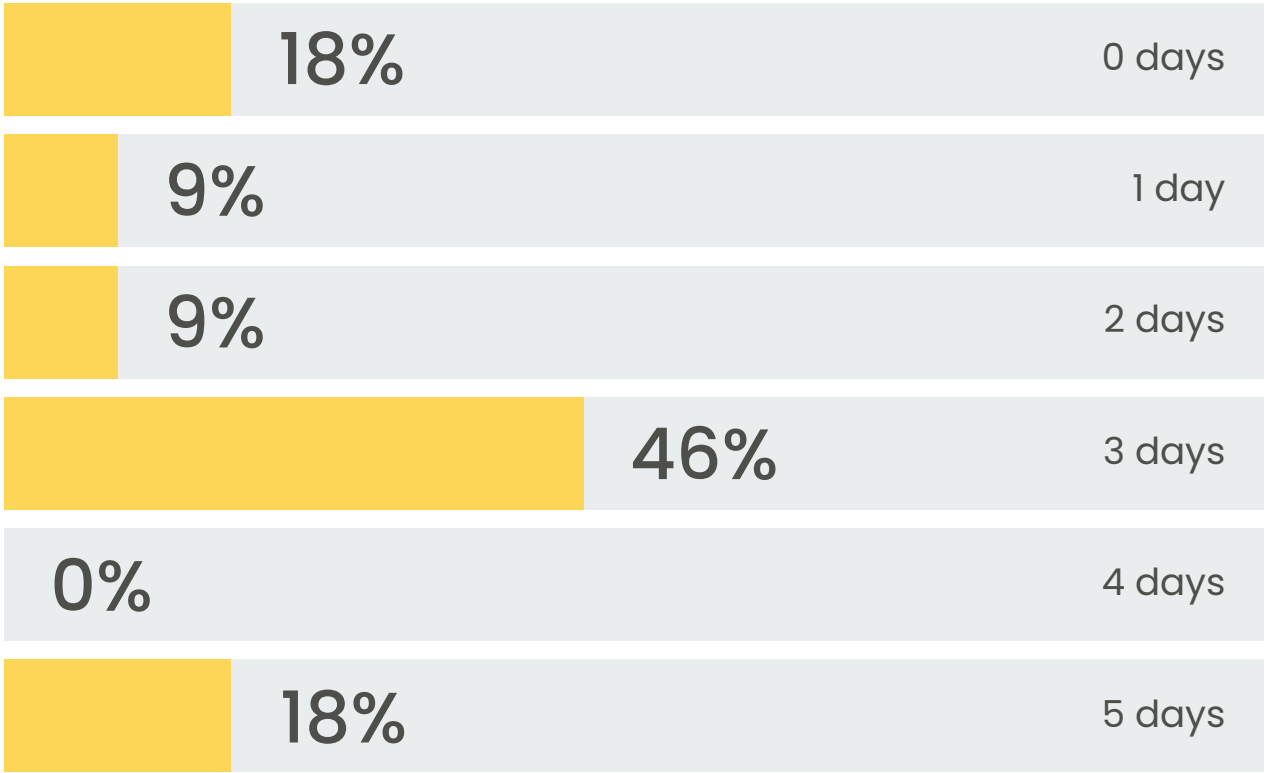
Do you offer any of the following flexible workplace practices?

|                         | Executive | Mgmt | Technical | Support |
|-------------------------|-----------|------|-----------|---------|
| Flexible work hours     | 90%       | 91%  | 100%      | 90%     |
| Work from home          | 100%      | 100% | 100%      | 100%    |
| Compressed working week | 10%       | 9%   | 10%       | 10%     |
| Part-time hours         | 50%       | 64%  | 60%       | 60%     |
| Job sharing             | 0%        | 0%   | 10%       | 10%     |
| Career breaks           | 20%       | 27%  | 30%       | 30%     |

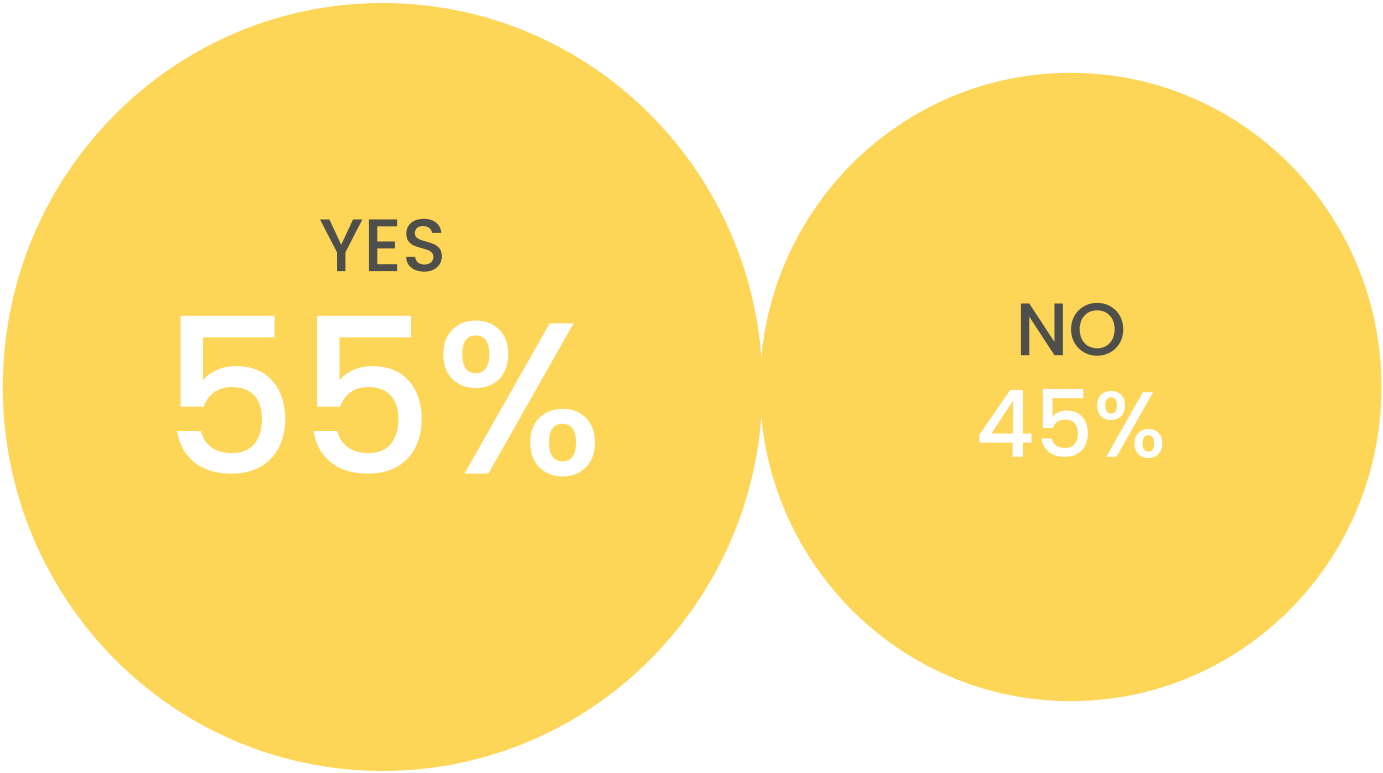
How many days per week are you requiring staff to work in the office currently?



Looking forward, how many days per week will you require staff to work in the office?



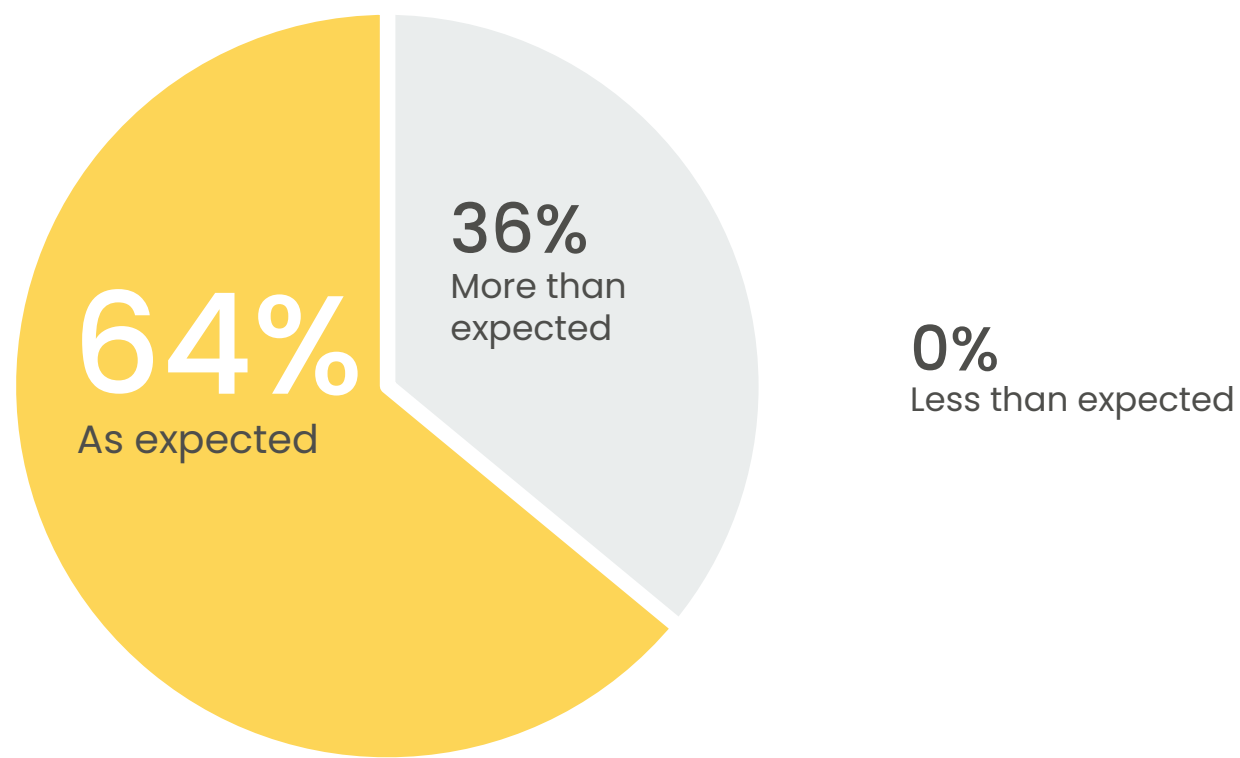
If you are offering a hybrid model (1-4 days in the office), are there specific days that staff need to work in the office?



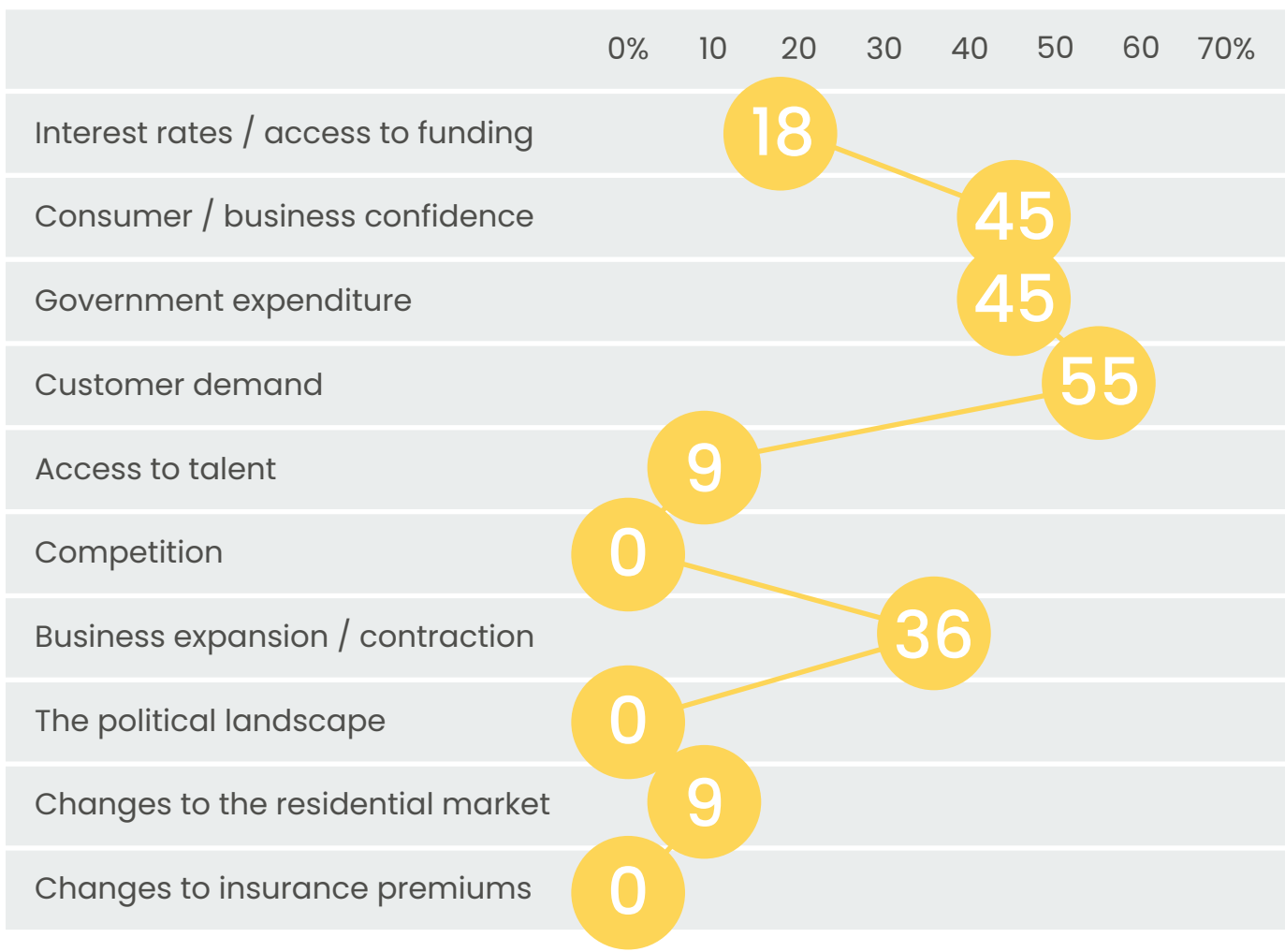
Yes — We specify particular days.  
No — We are flexible with the days.

# The future

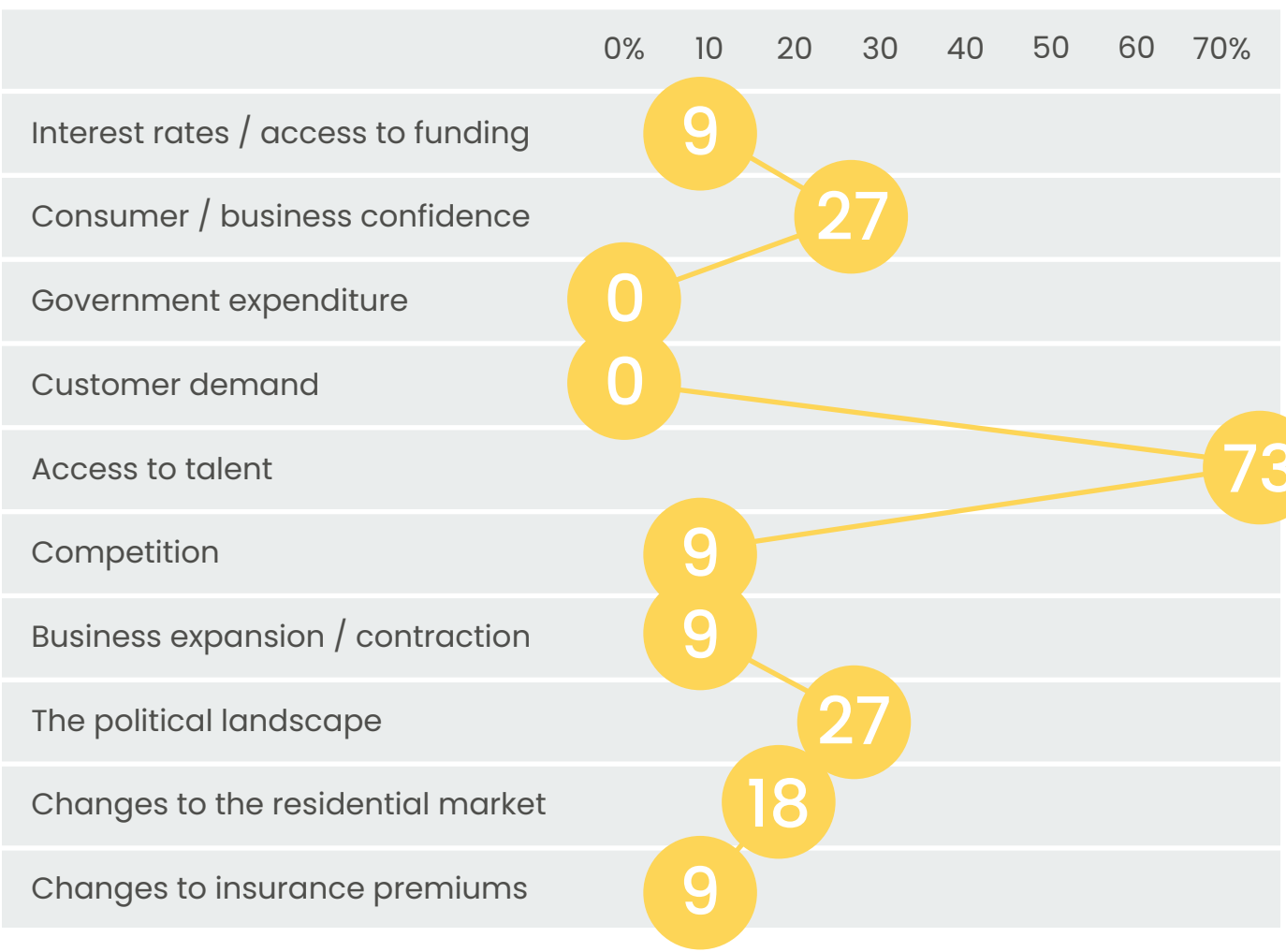
Is your project pipeline (unconfirmed or on hold projects), for this time of the year:



What do you predict will have the biggest positive impact on business levels in 2022?

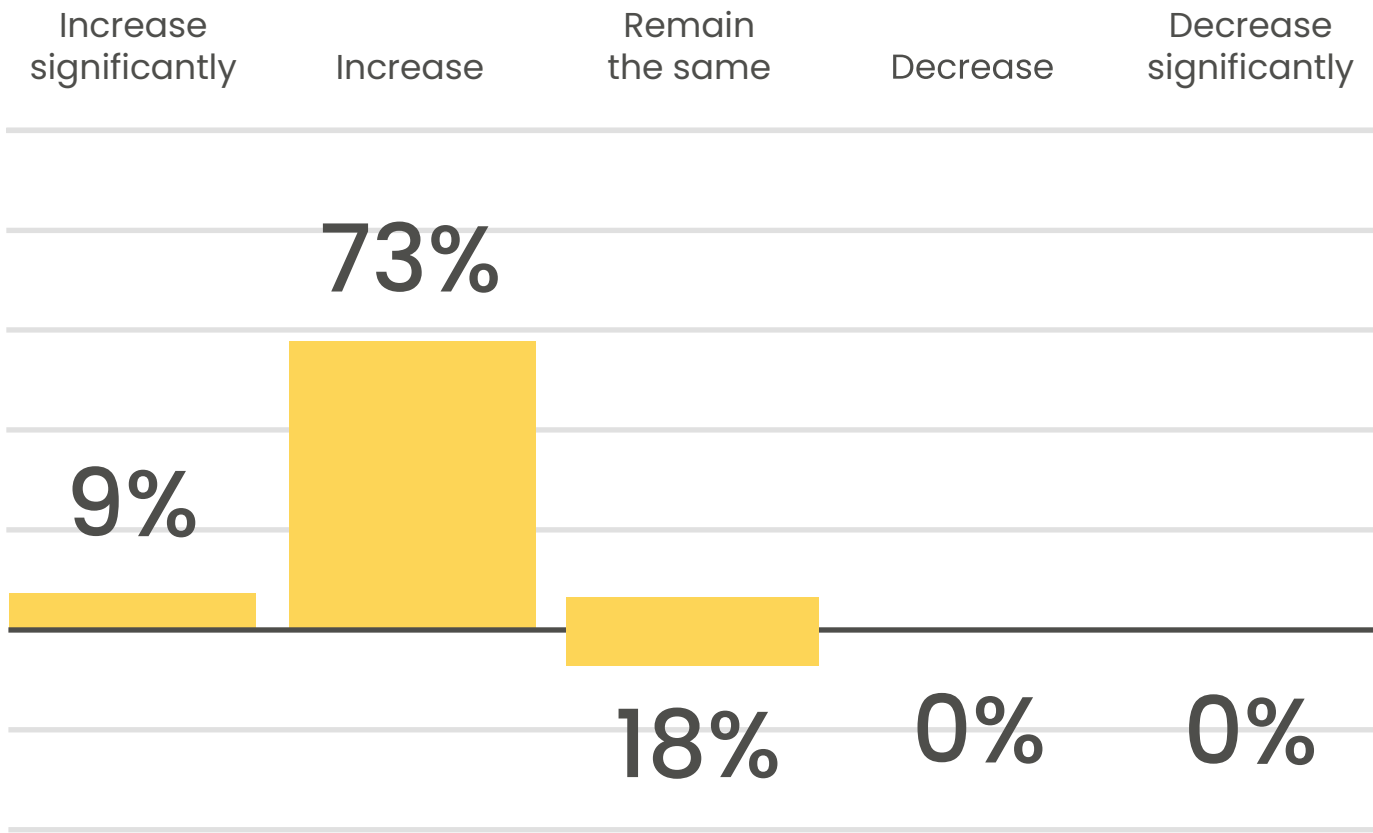


What do you predict will have the biggest negative impact on business levels in 2022?

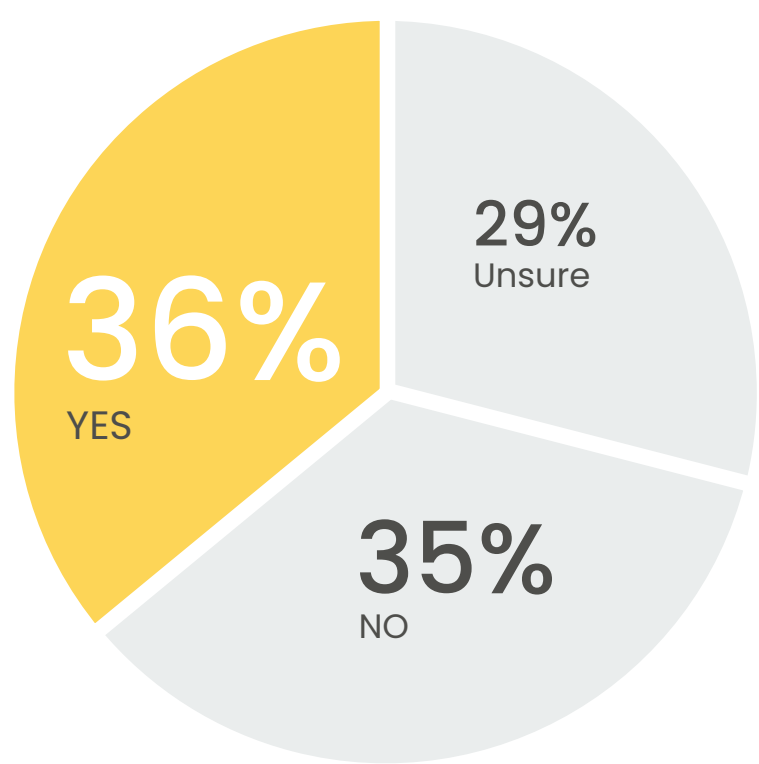




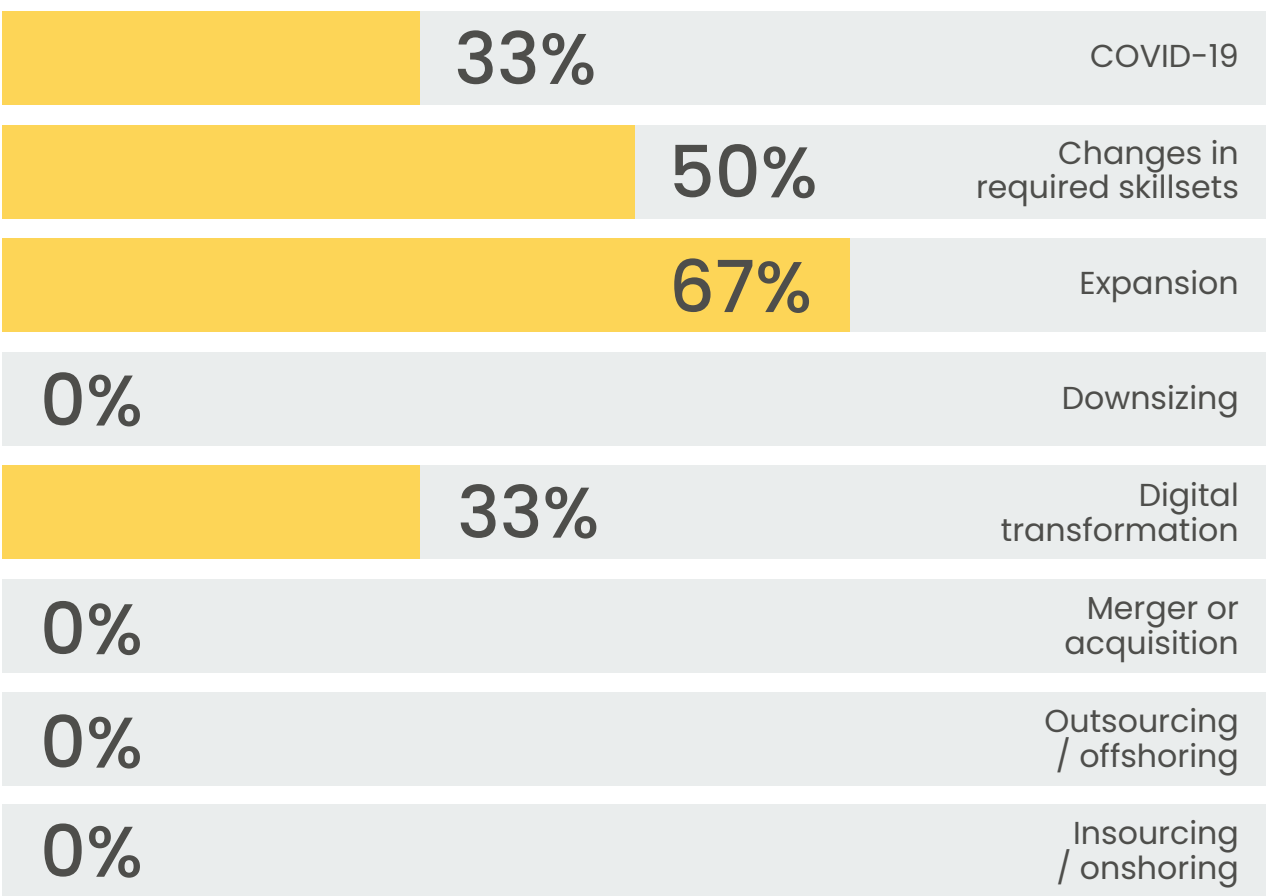
Compared to 2021, do you expect business activity in 2022 to:



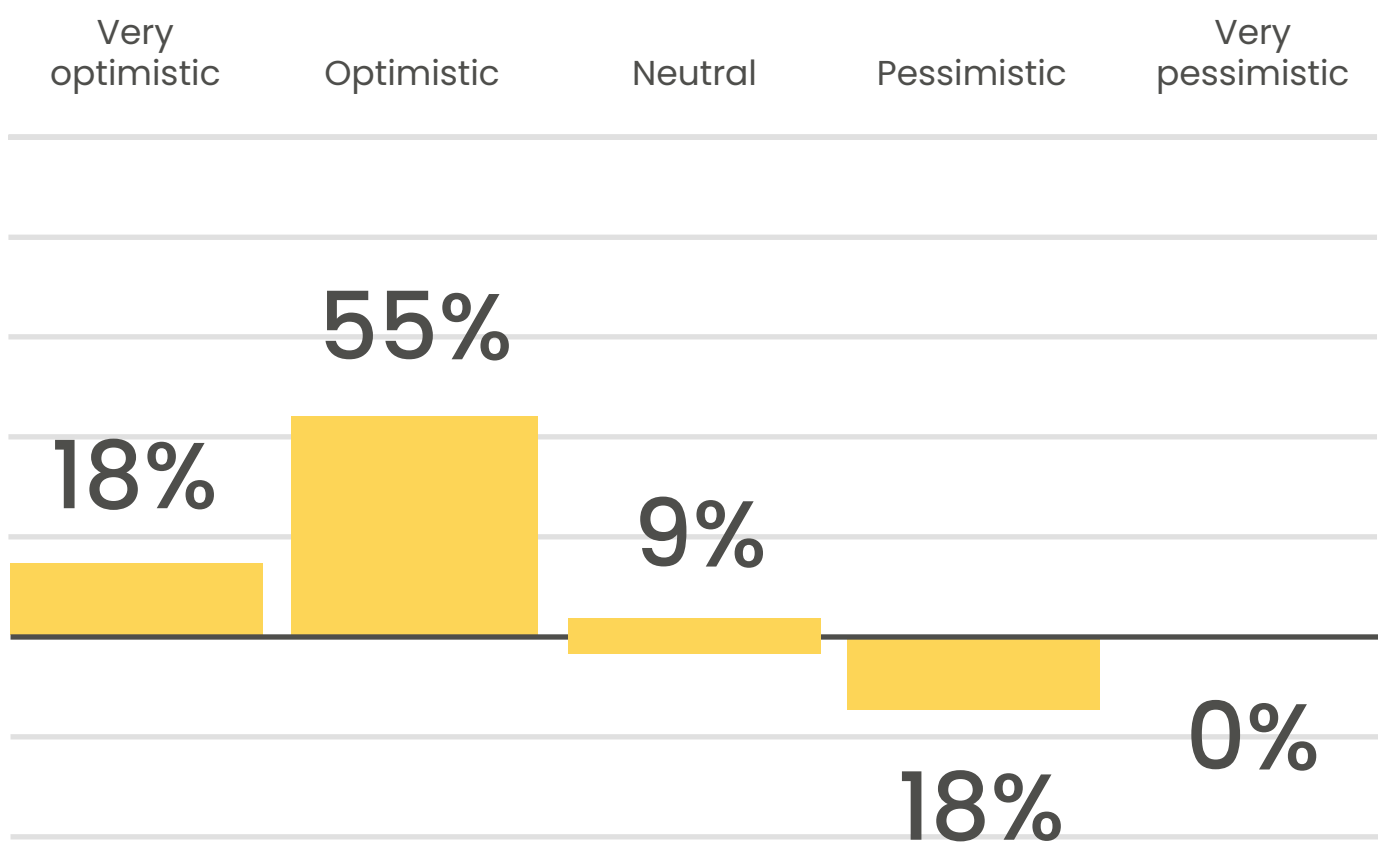
Are you currently, or do you plan to restructure your organisation in 2022 to keep up with changing business needs?



If yes, what are the main drivers of the restructure?



How optimistic are you about market conditions over the next 3 years?





# PLANNING

## Salary Levels & Tables

Urban Planner  
Urban Designer



PLANNING

# Salary levels

## Planning

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

# Salary tables

## Urban Planner

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$51,000  | \$57,000  | \$64,000  |
| LEVEL 2 | \$57,000  | \$65,000  | \$69,000  |
| LEVEL 3 | \$63,000  | \$71,000  | \$77,000  |
| LEVEL 4 | \$72,500  | \$82,500  | \$87,500  |
| LEVEL 5 | \$92,500  | \$107,500 | \$122,500 |
| LEVEL 6 | \$115,000 | \$135,000 | \$155,000 |
| LEVEL 7 | \$155,000 | \$185,000 | \$205,000 |

## Urban Designer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$53,000  | \$62,000  | \$66,000  |
| LEVEL 2 | \$62,000  | \$69,000  | \$72,000  |
| LEVEL 3 | \$69,000  | \$73,000  | \$77,000  |
| LEVEL 4 | \$82,500  | \$87,500  | \$95,000  |
| LEVEL 5 | \$102,500 | \$105,000 | \$115,000 |
| LEVEL 6 | \$115,000 | \$135,000 | \$155,000 |
| LEVEL 7 | \$155,000 | \$165,000 | \$215,000 |

All salaries listed in the 2022 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.





# ARCHITECTURE

Industry Facts



ARCHITECTURE

# INTRODUCTION

Despite the false openings and extended lockdowns, 2021 was coloured as a year of resilience for the industry and saw a strong bounce back from some of the lows in 2020. While 16% of firms saw a decrease in business activity in 2021, 60% saw an increase in activity, up from only 9% in 2020.

While COVID-19 was reported as the most significant impediment in 2021, pleasingly 42% of firms saw full recovery in 2021, while a further 26% expect recovery to be completed in 2022. While the pandemic negatively impacted businesses, it also prompted firms to explore how they could provide more flexibility for employees, as well as new ways to communicate with them.

Creative ways to attract and engage staff is front of mind for firms in 2022, as competing on salary may soon reach a point of unsustainability. Eighty-nine per cent of firms reported having to pay higher salaries than anticipated to secure staff in 2021 and salaries as a percentage of total revenue reaching 56% in 2021 – it's highest one year jump in the past decade.

The Architecture & Design industry is positive about the future, with 61% of firms expecting business activity to increase in 2022, and more broadly, 77% reporting that they are optimistic about market conditions over the next three years.

**With 86% of practices planning a return to 3 or more days in the office, navigating this presents one of the greatest challenges for practices this year.**



**Ben Mitchell**

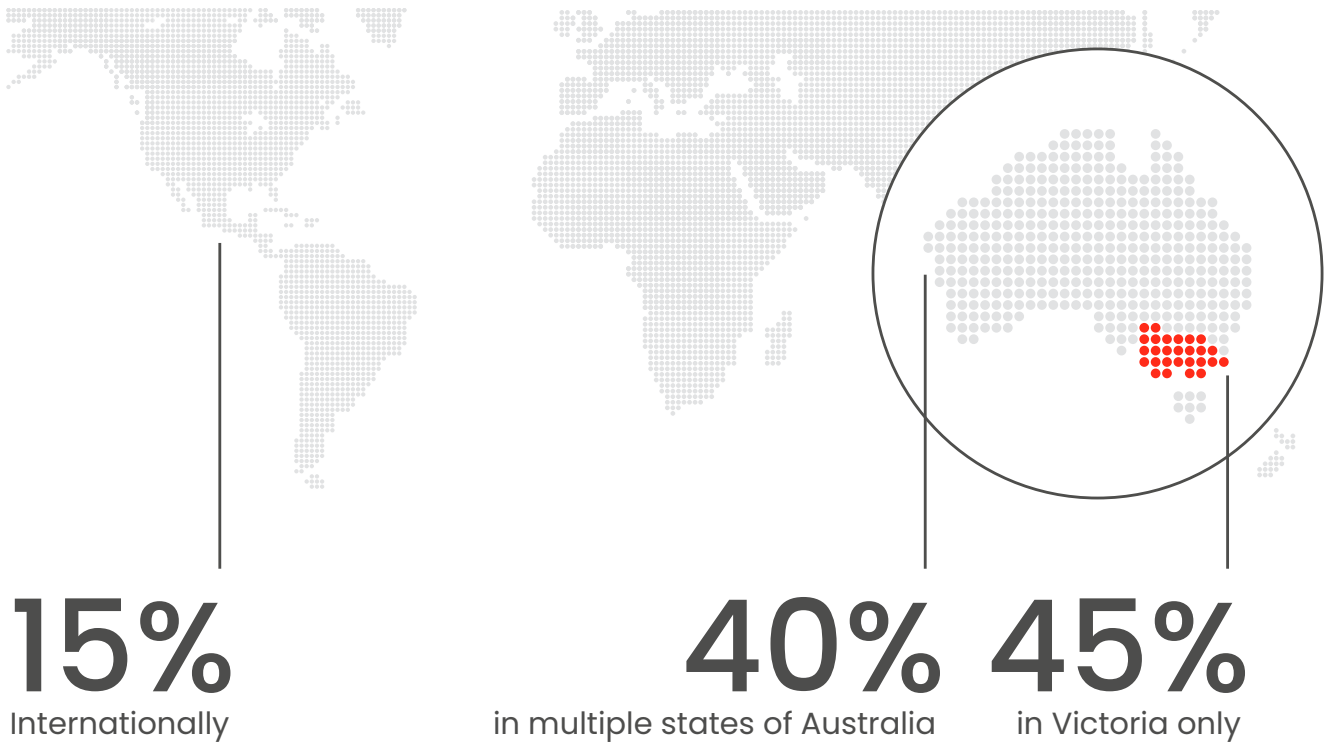
Manager  
Architecture & Design

0434 486 400

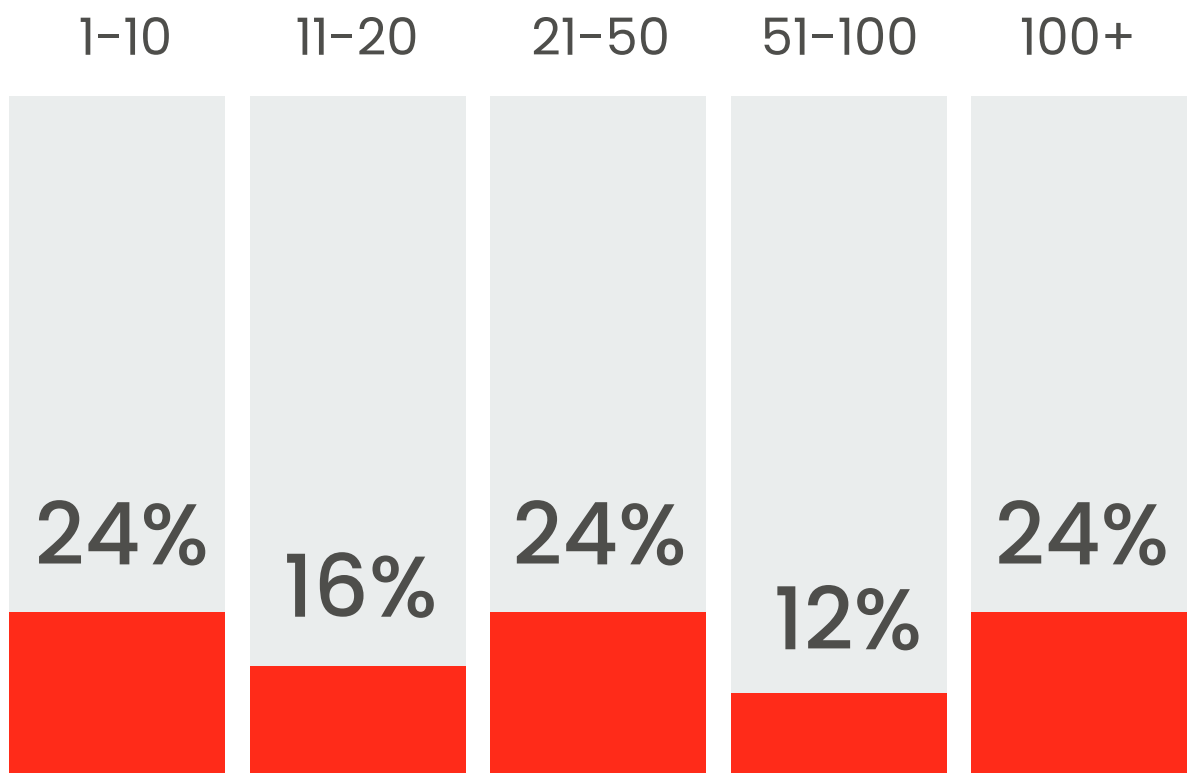
[b.mitchell@aspectpersonnel.com.au](mailto:b.mitchell@aspectpersonnel.com.au)

# Company demographics

Where does your organisation operate?

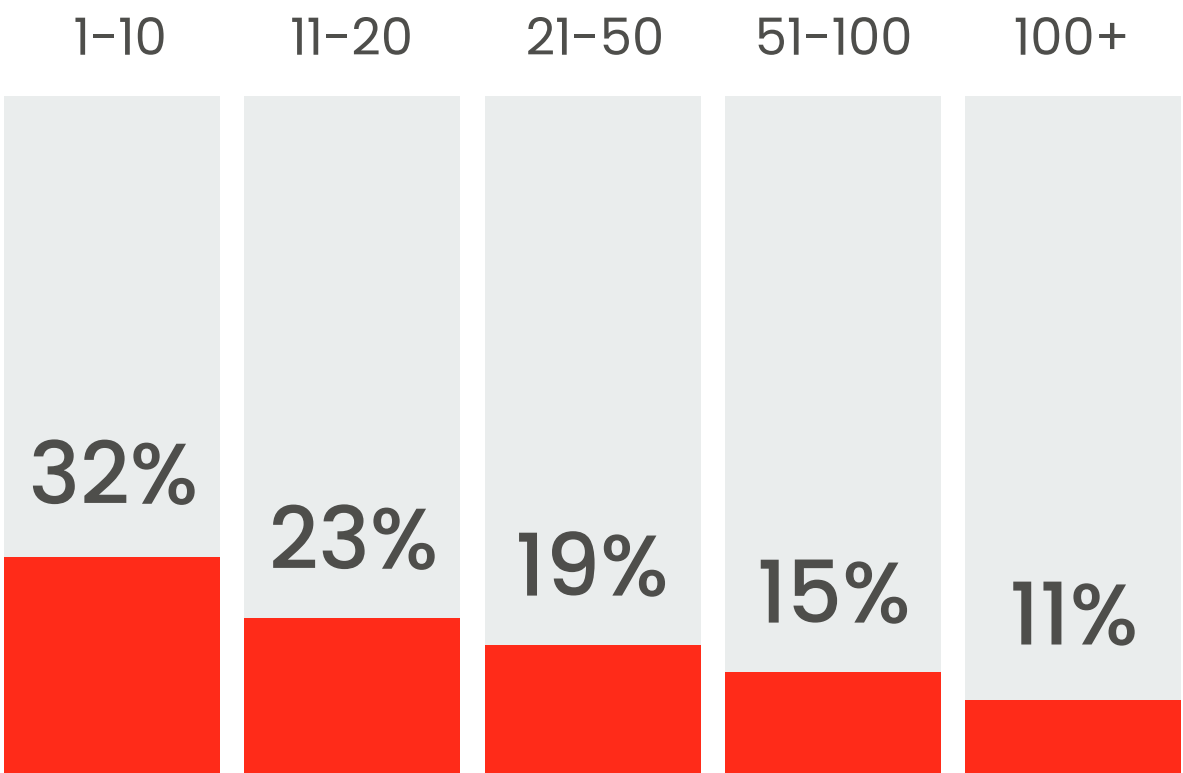


How many people does your organisation employ?



The average company size of the organisations surveyed was 92 employees.

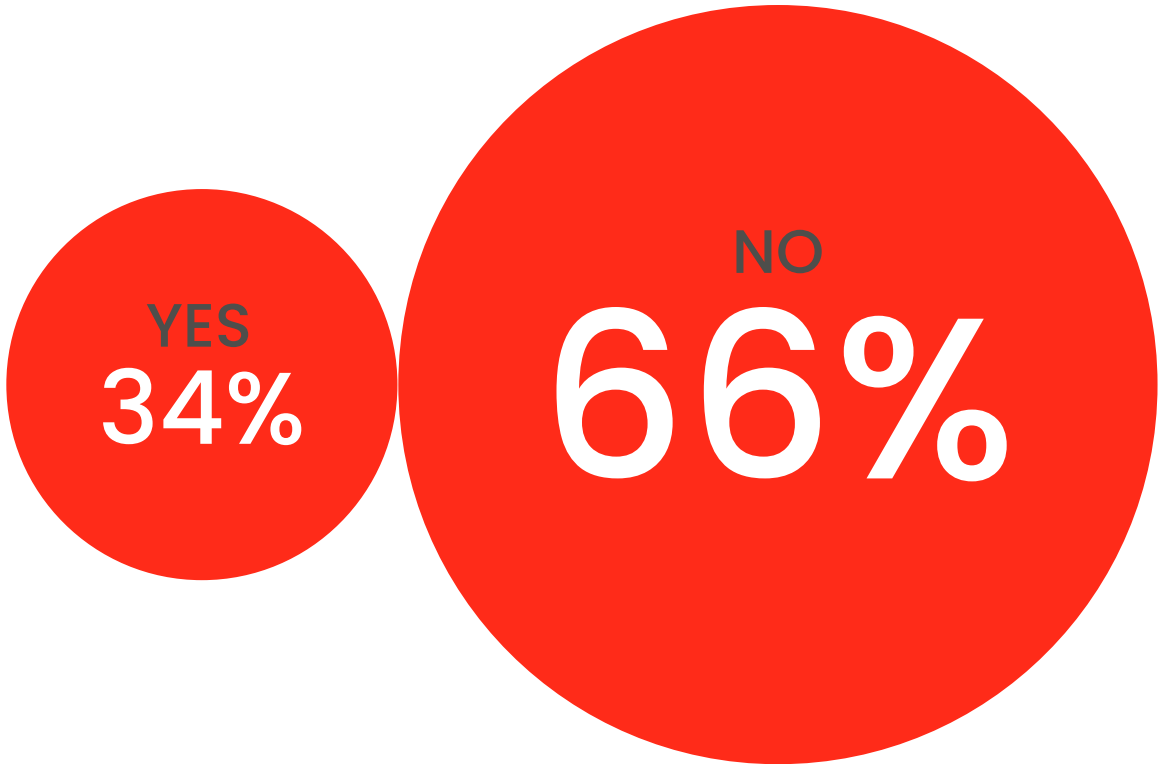
How many people does your organisation employ in Victoria?



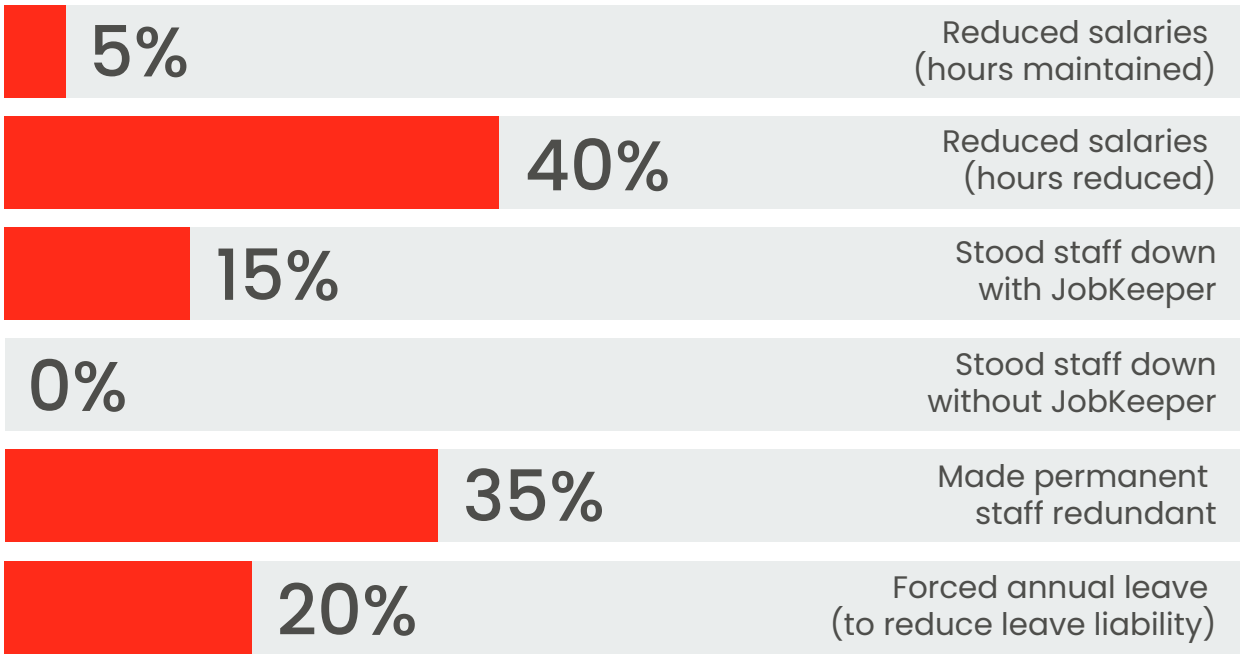
The average number of Victorian-based employees was 40.

# COVID-19 impact

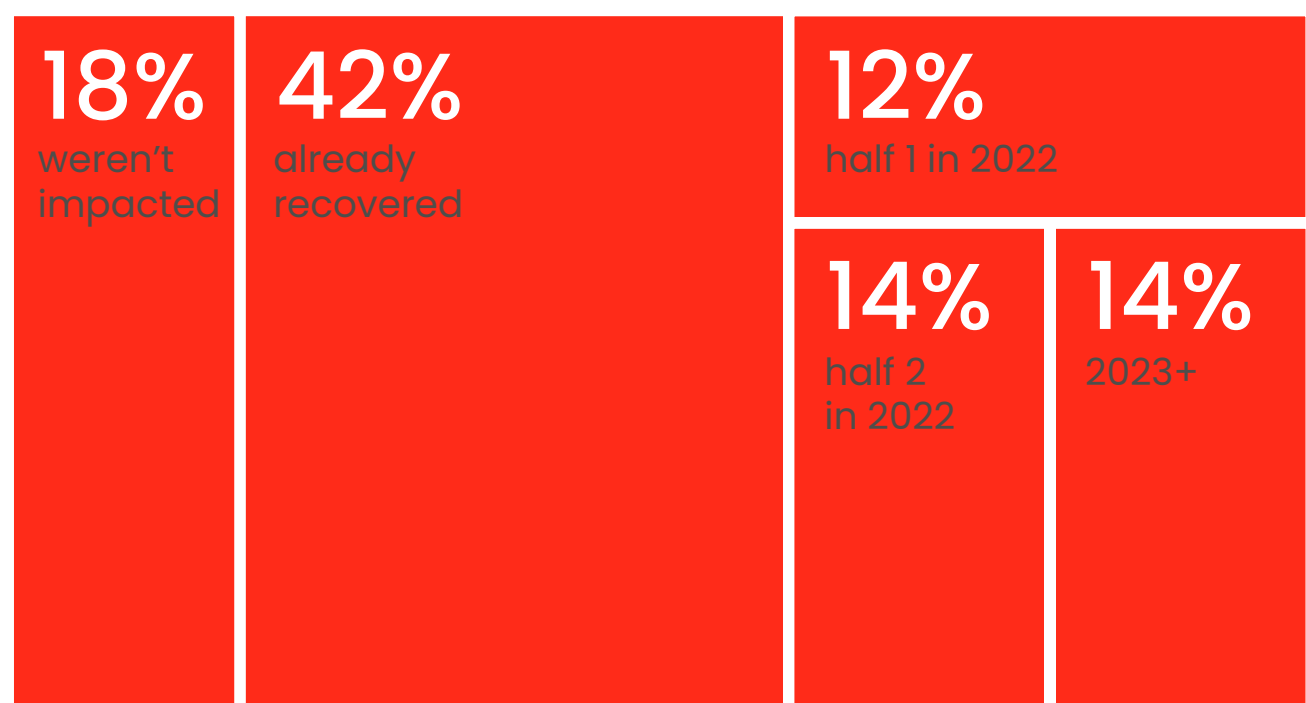
In 2021, did you implement any labour cost management strategies in response to COVID-19?



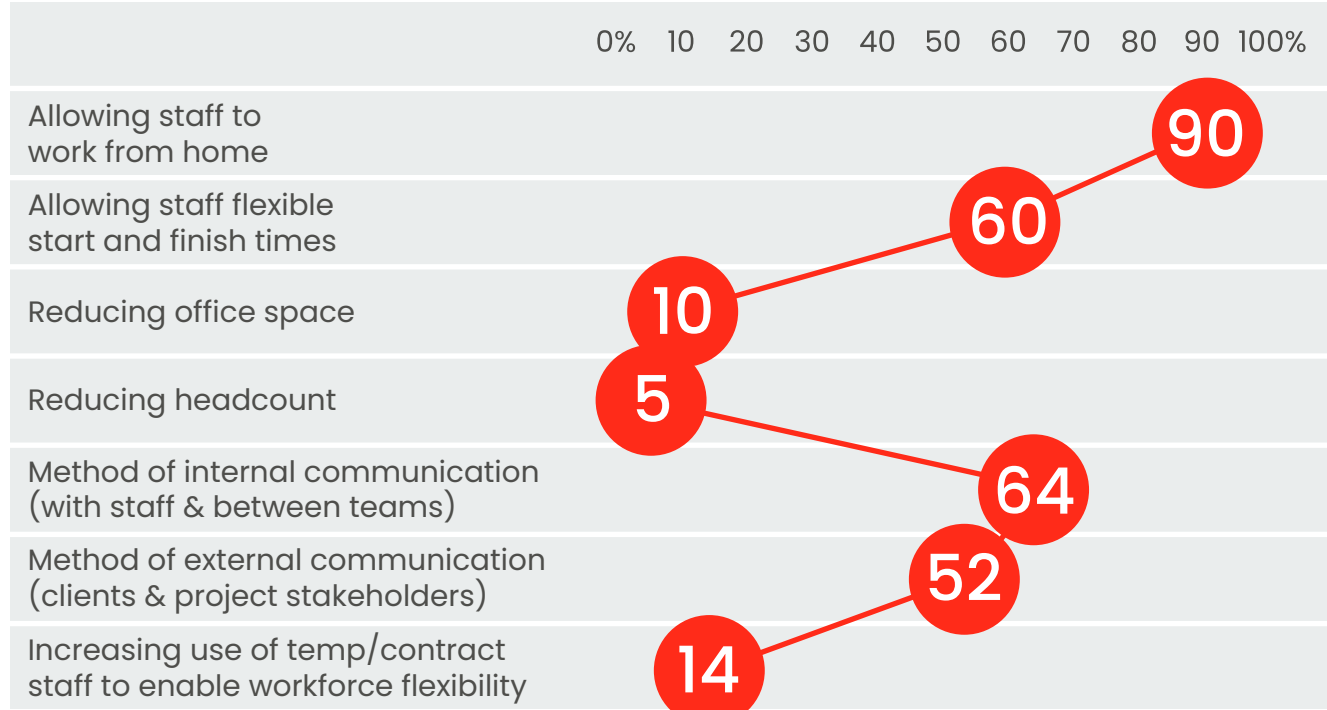
What labour cost management strategies did you implement?



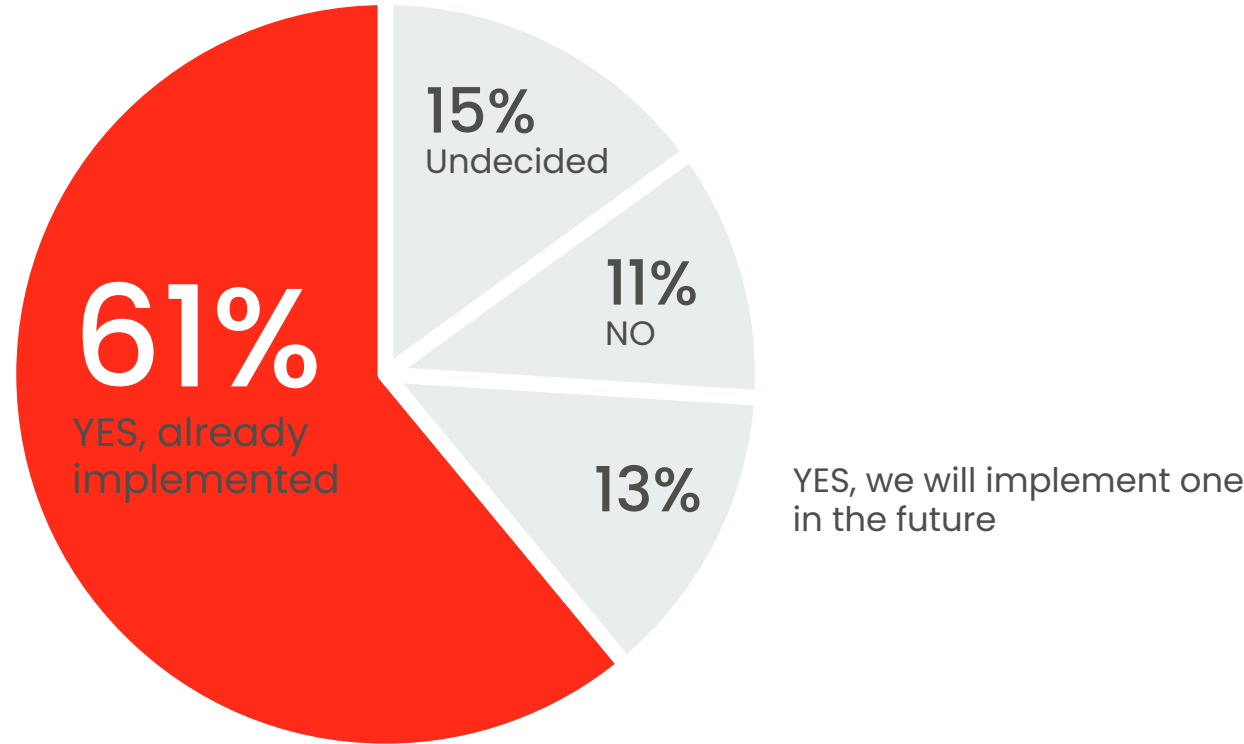
How quickly do you predict your business will recover from the impact of COVID-19?



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



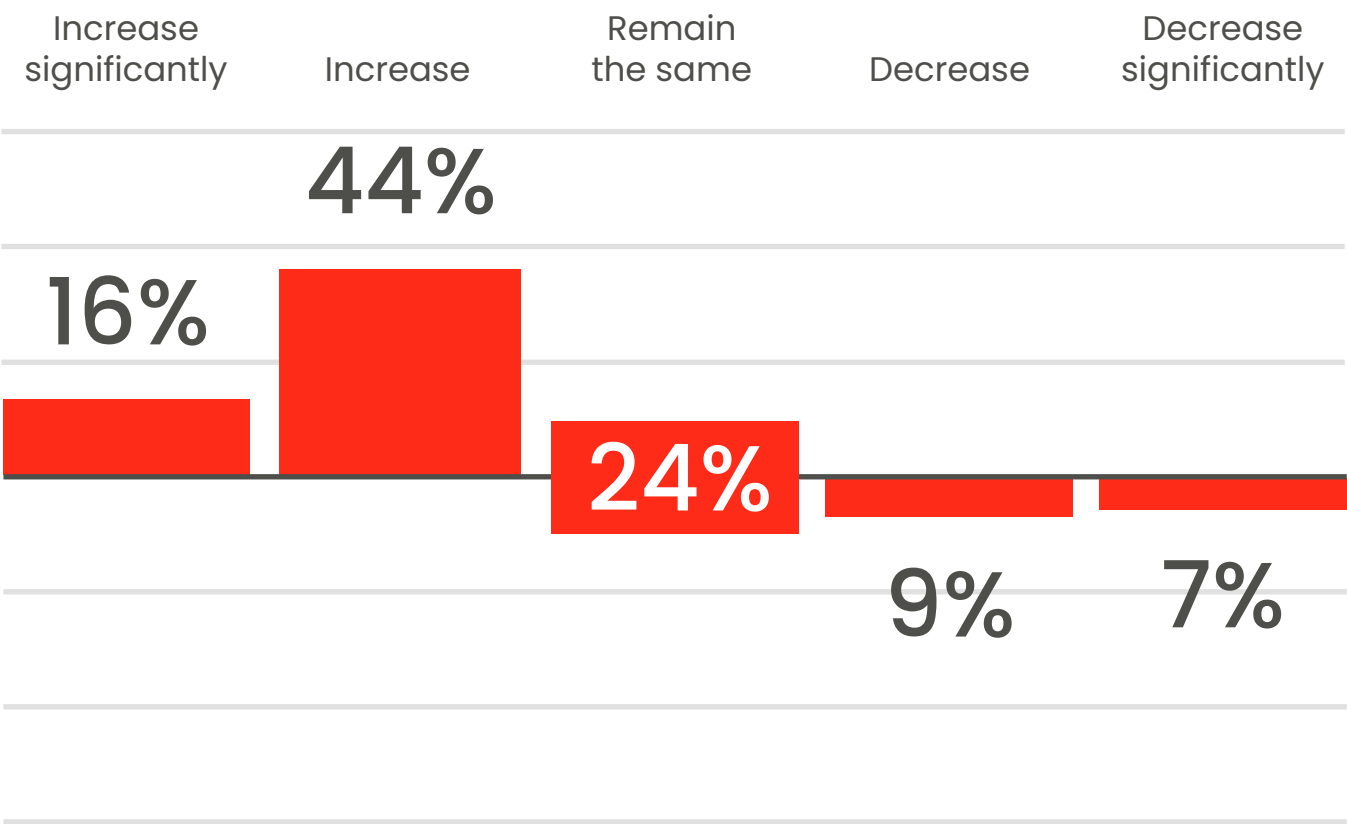
Will your organisation implement a mandatory COVID-19 vaccination policy?



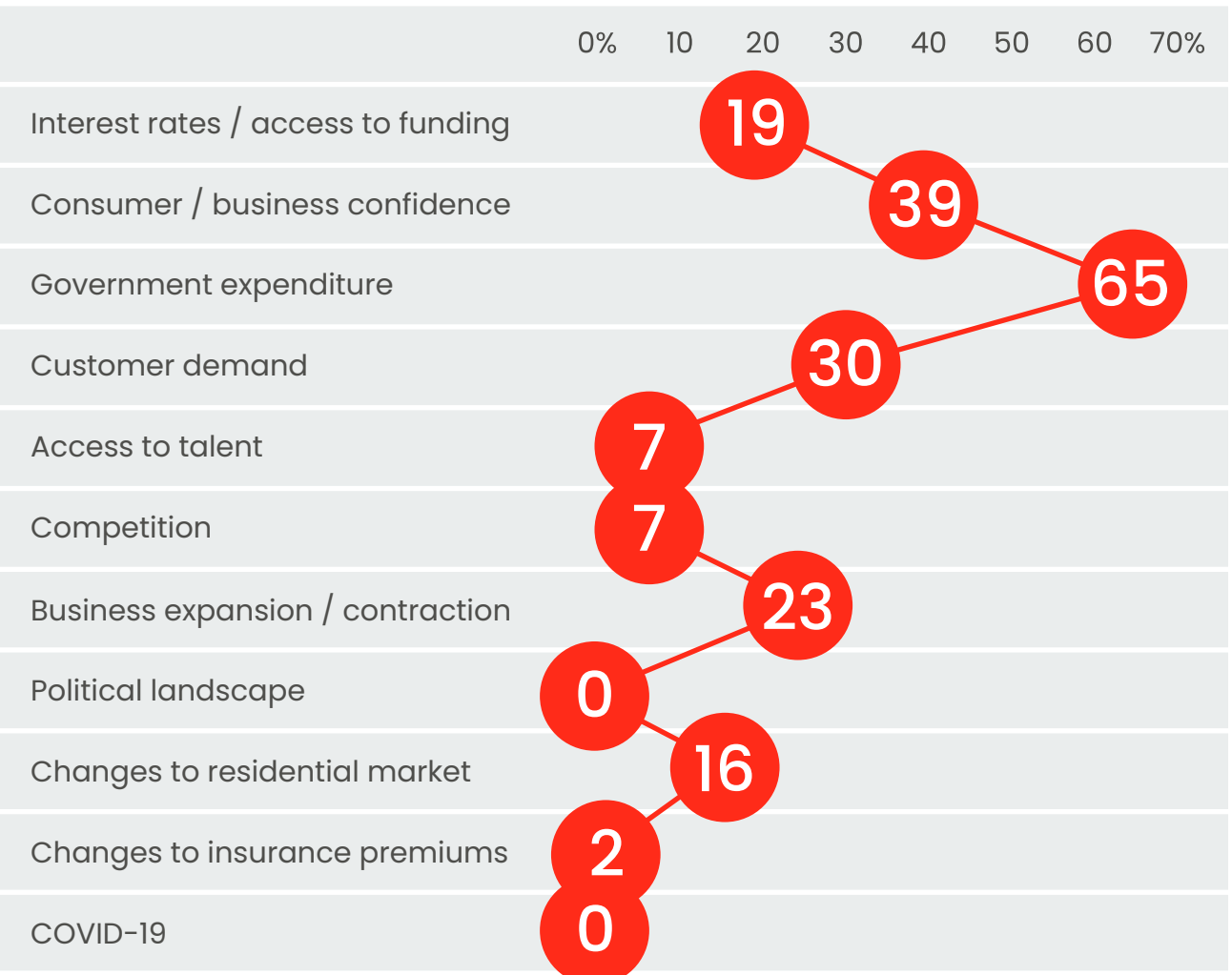


# Business activity

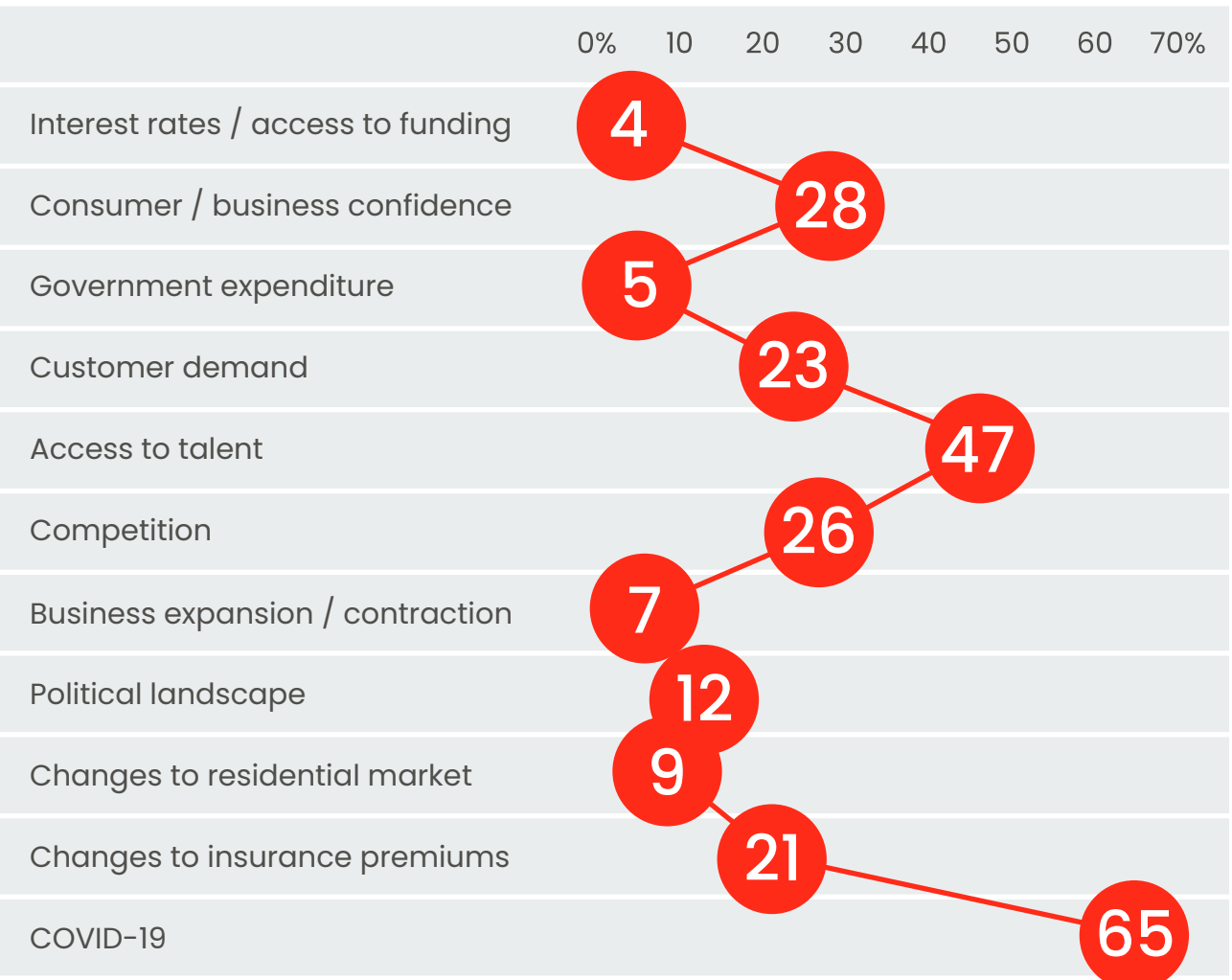
Compared to 2020, did business activity in 2021:



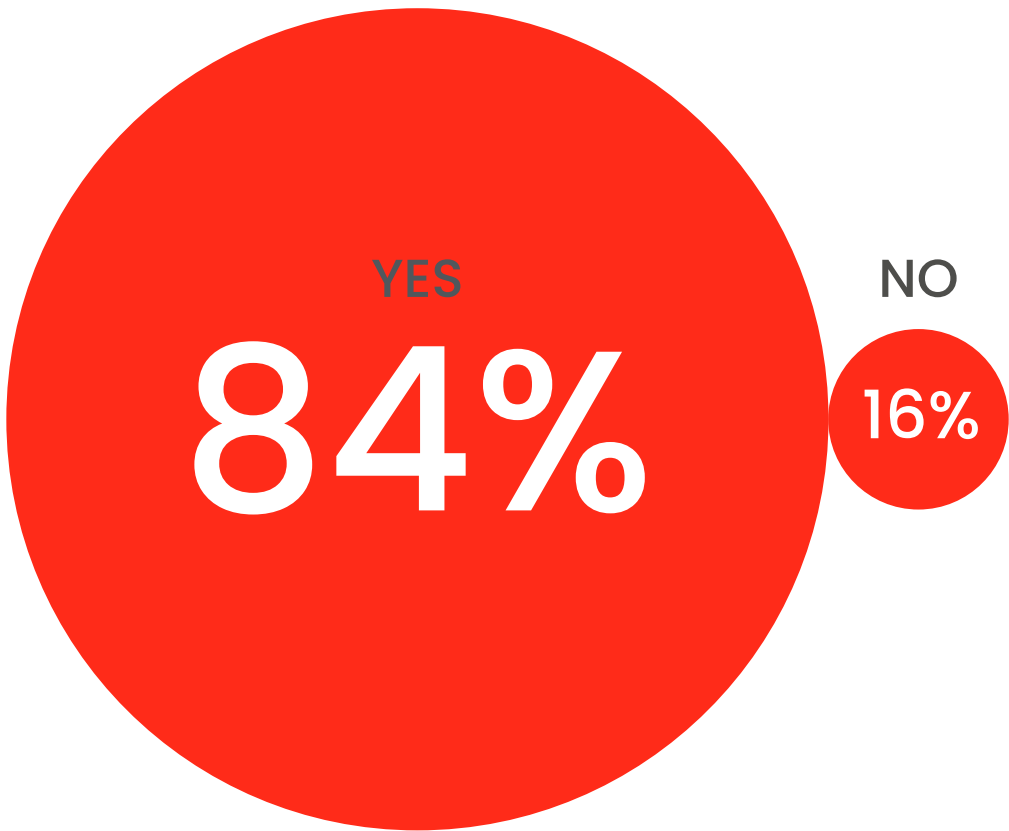
What has had significant positive impact on business activity levels in 2021?



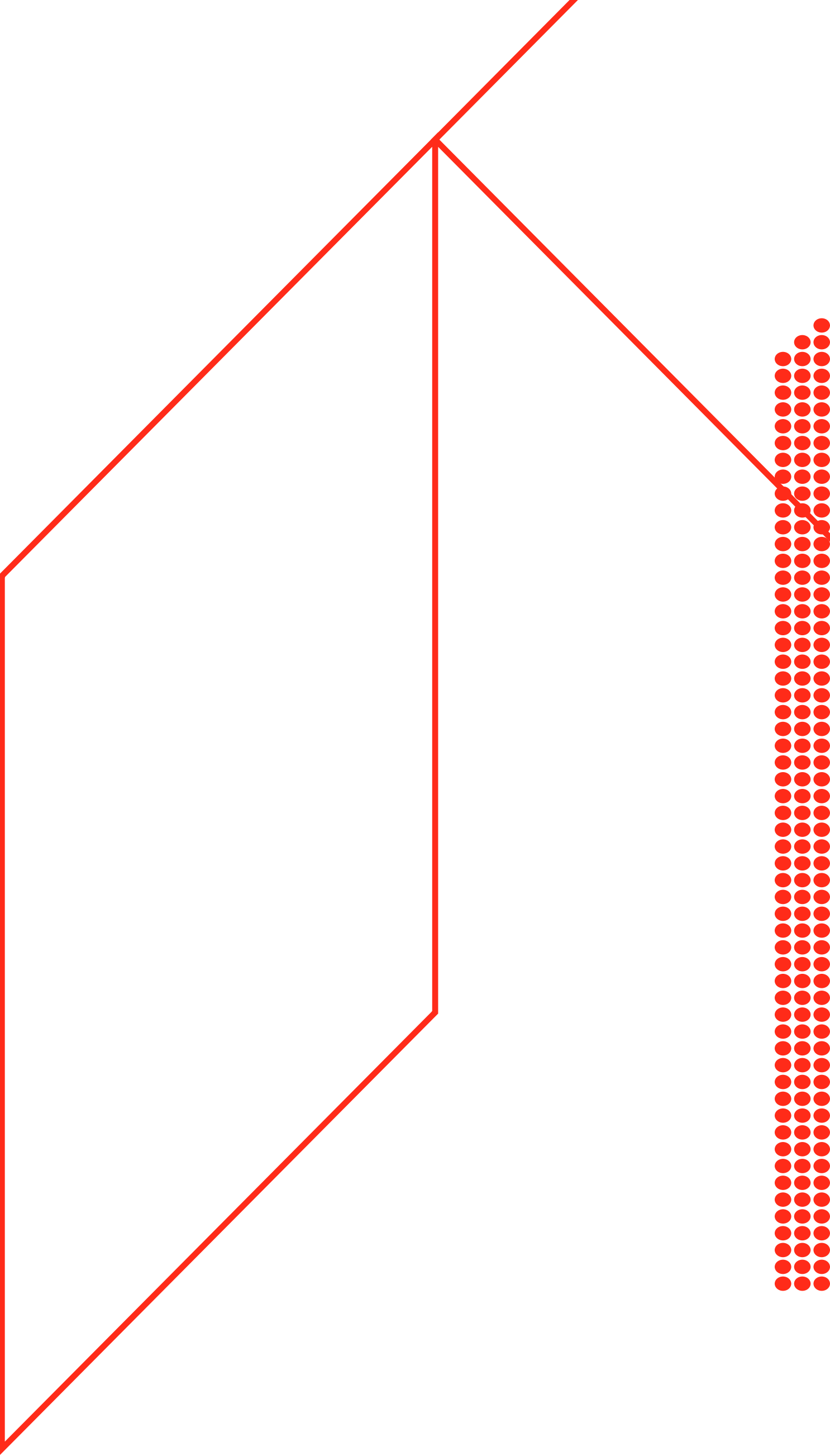
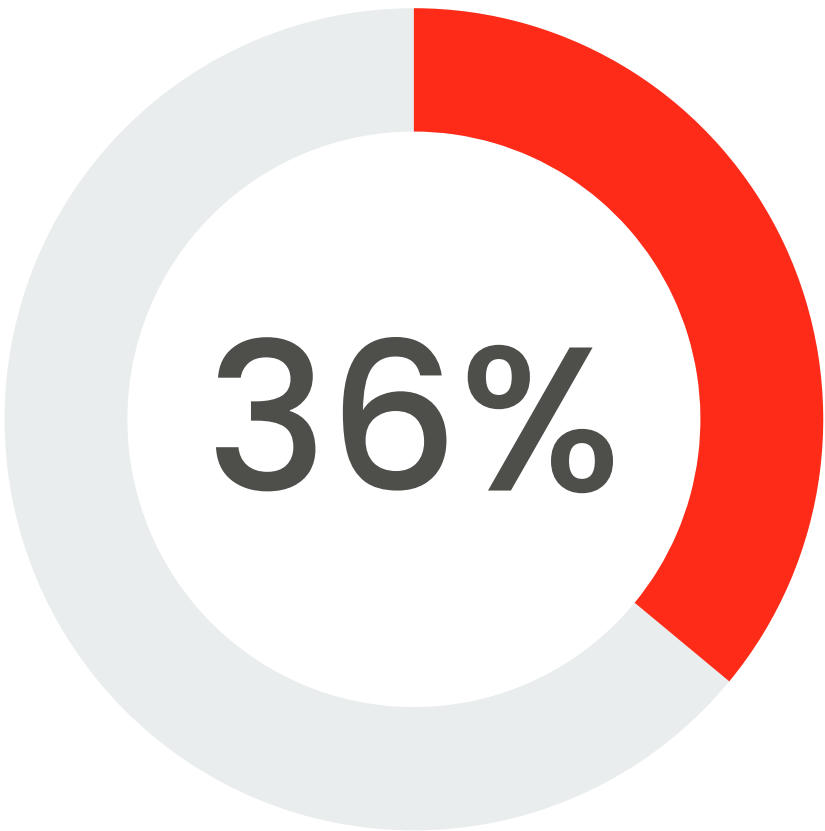
What has had significant negative impact on business activity levels in 2021?



Did your organisation tender for projects in 2021?

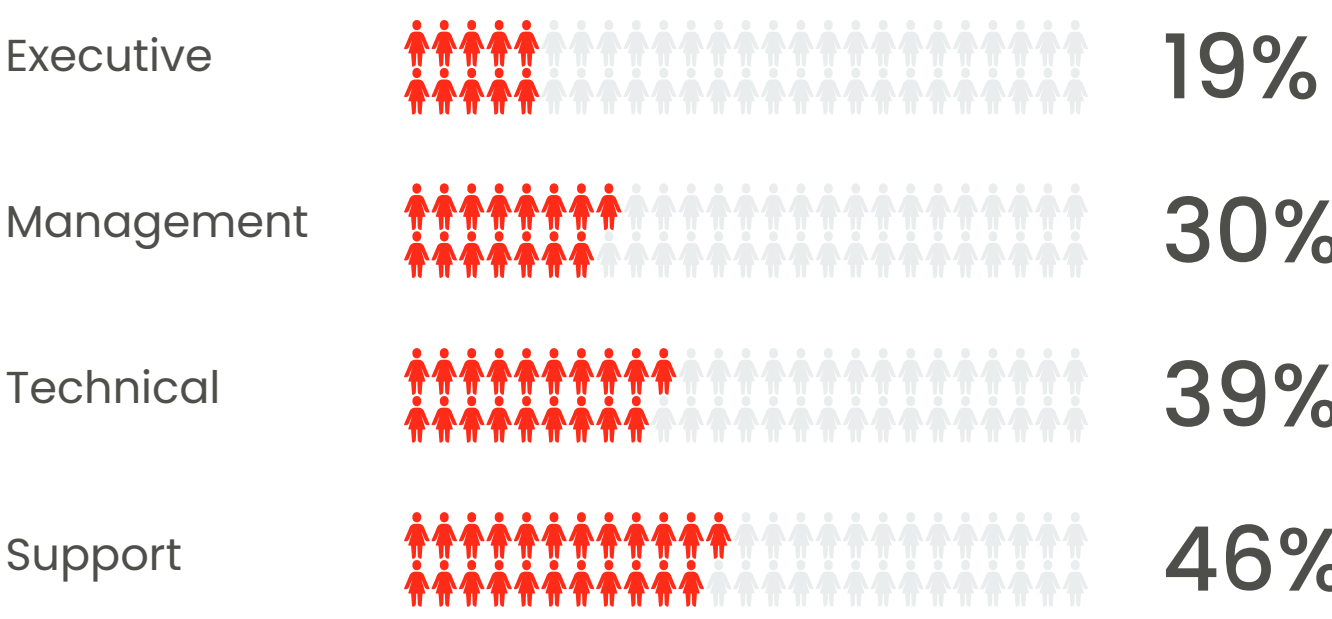


Of projects tendered for in 2021, approximately what percentage were successful?

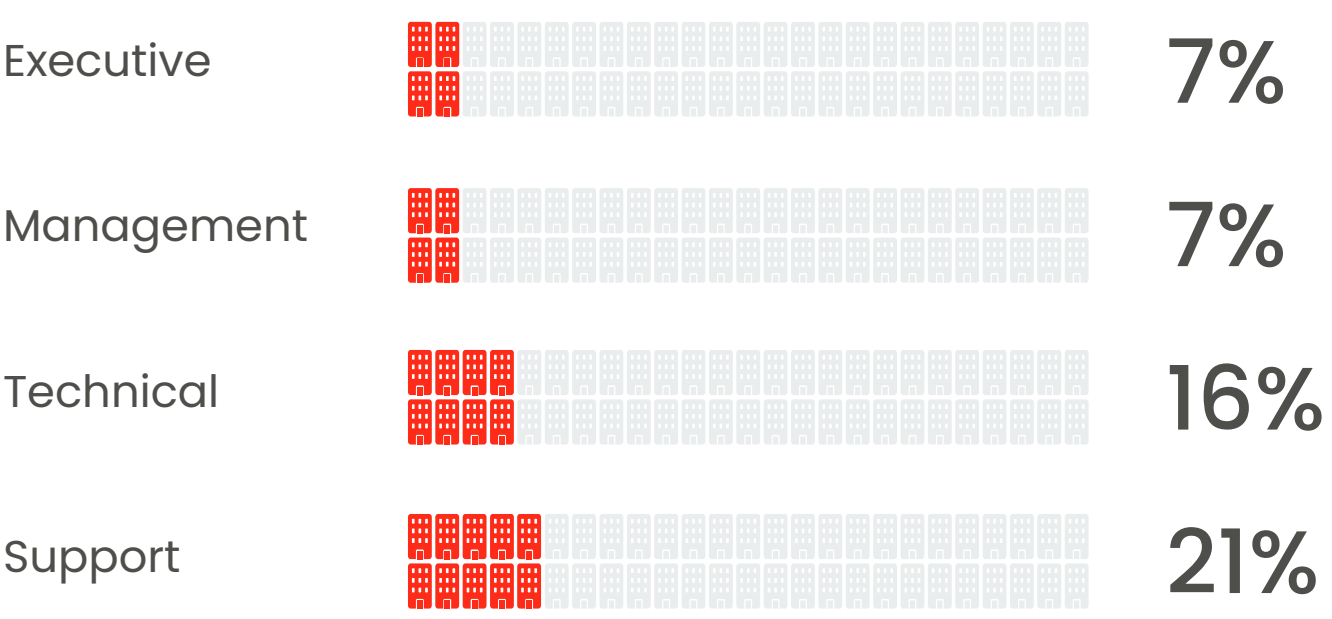


# Human resources & talent

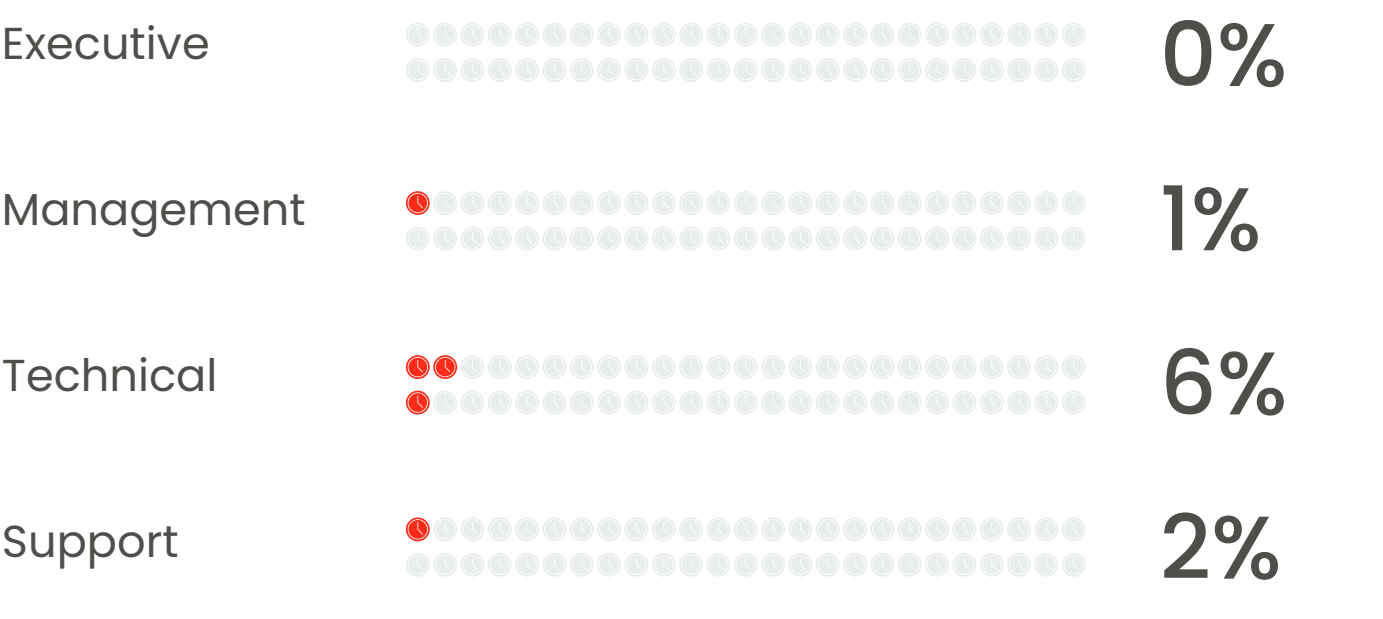
Approximately what percentage of your staff are female?



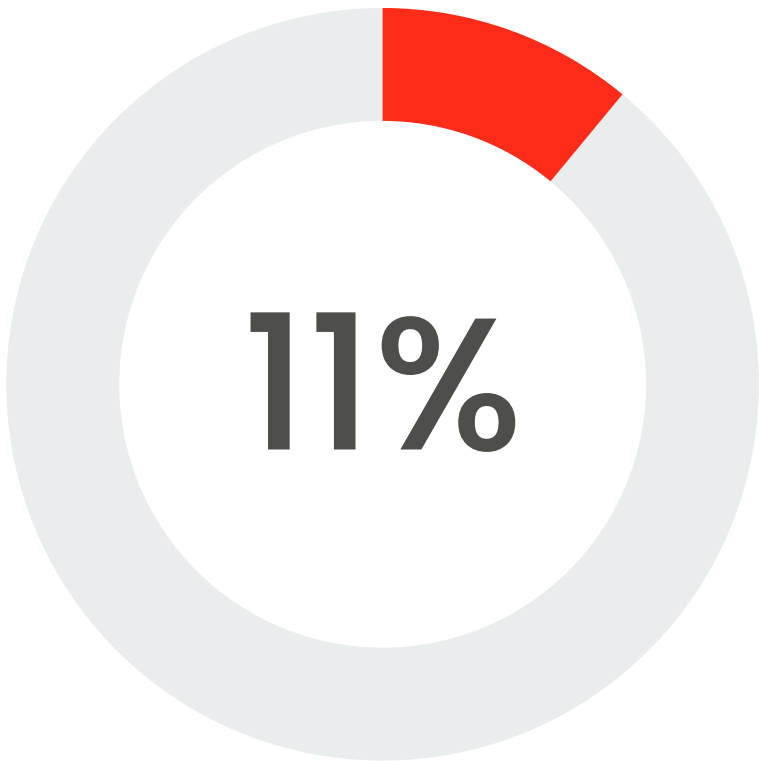
Approximately what percentage of your staff are employed on a part-time basis?



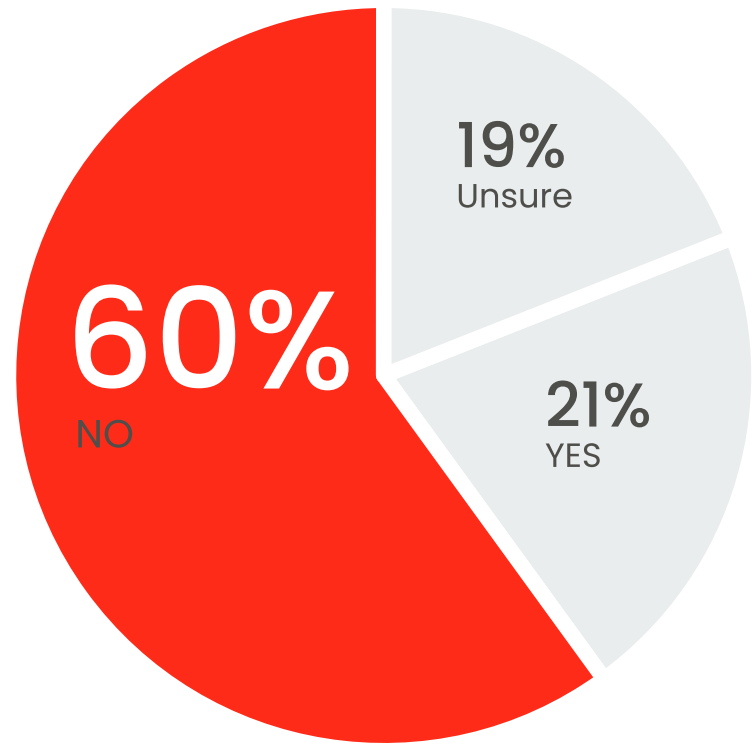
Approximately what percentage of your staff are employed on a contract/temporary basis?



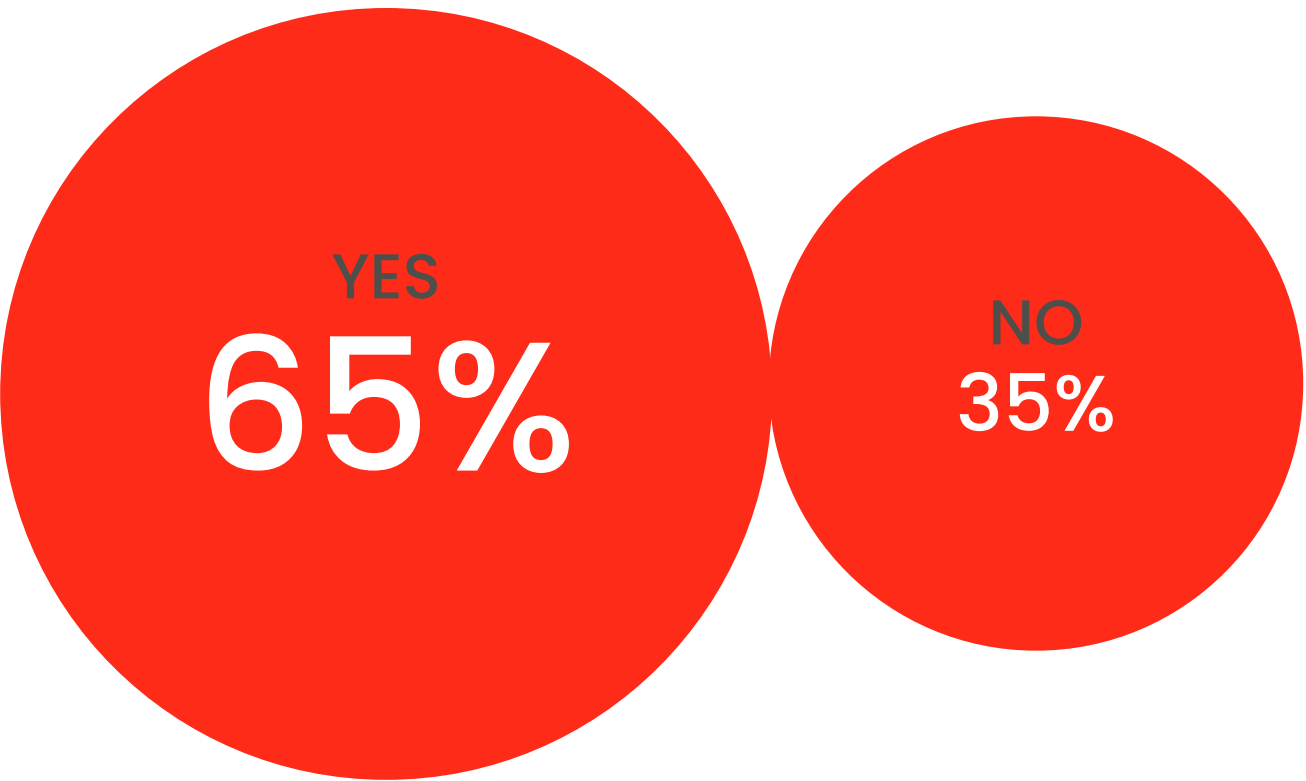
Approximately what percentage of staff employed are support staff?



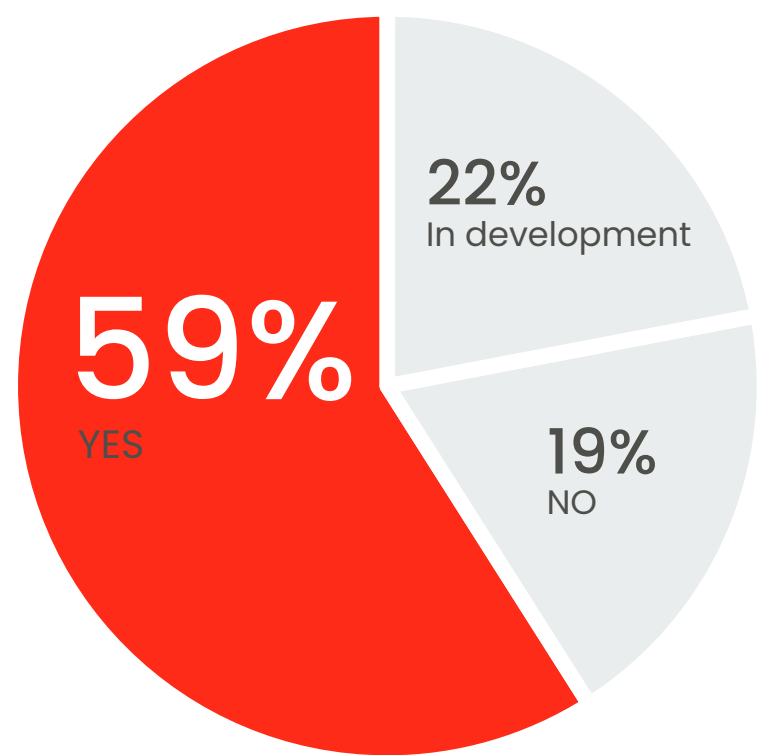
Do you think skills shortages are likely to impact the effective operation of your organisation in 2022?



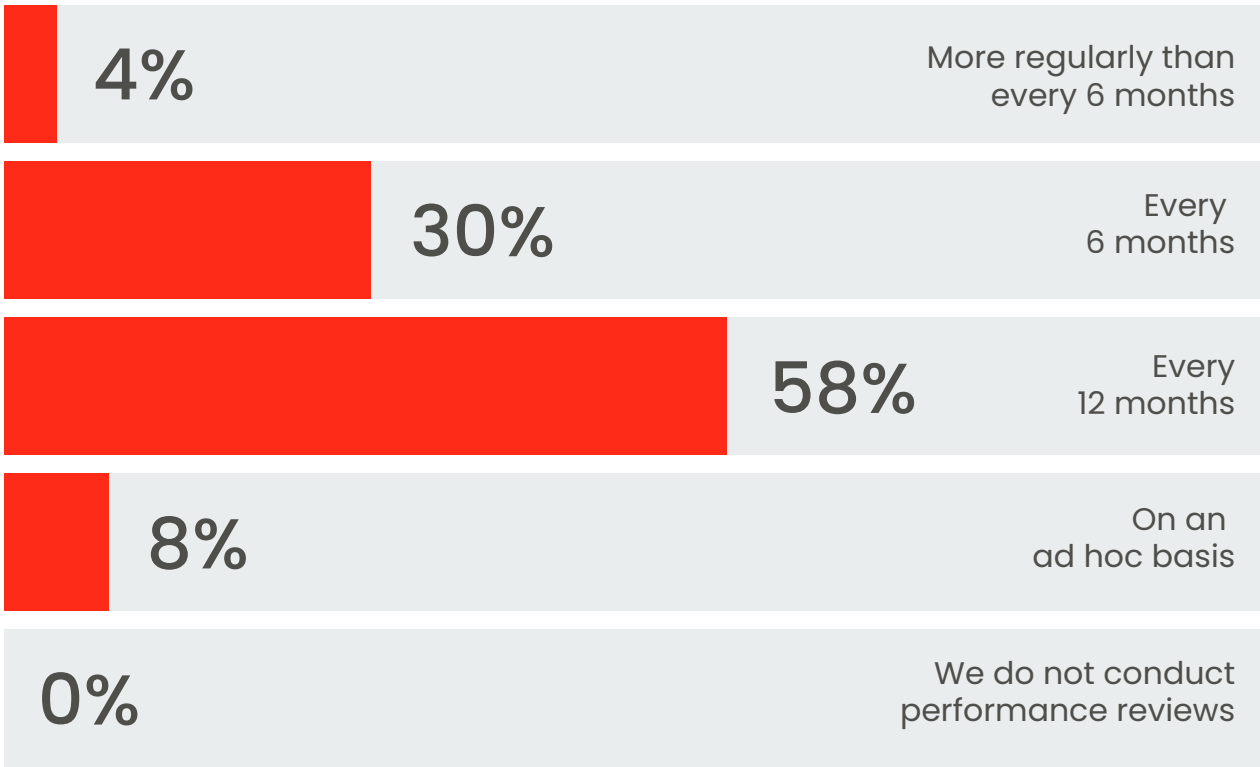
Do you currently have the talent required to deliver your organisation’s objectives in 2022?



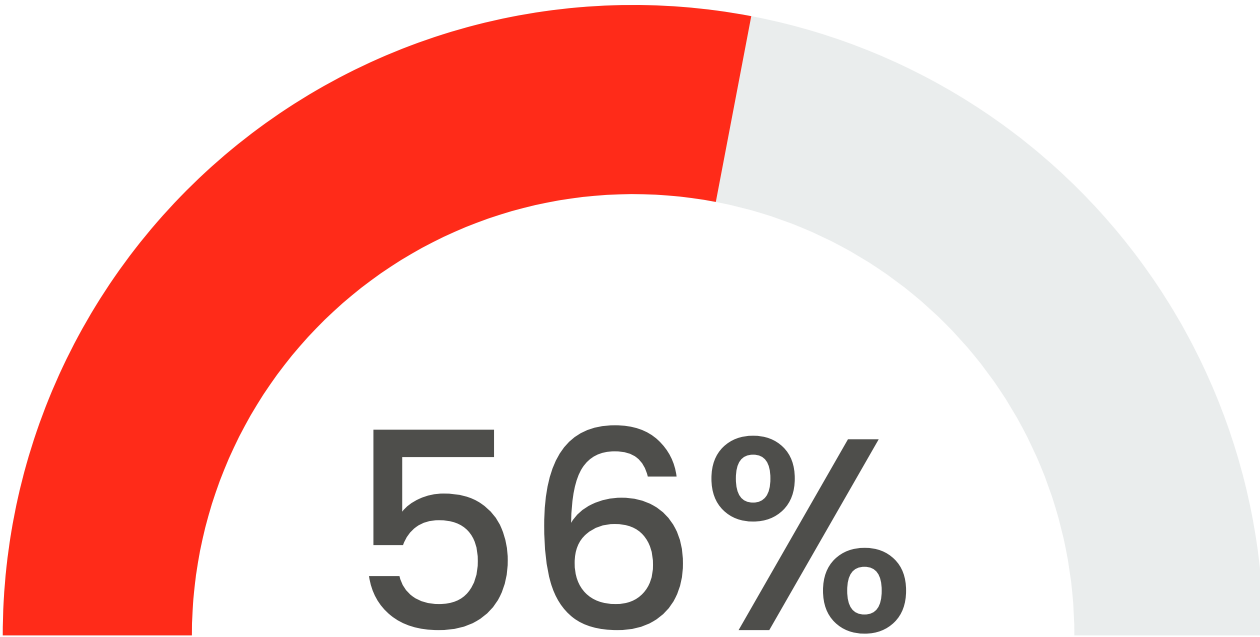
To your knowledge, does your organisation have a diversity and inclusion policy?



How often do you conduct performance reviews?

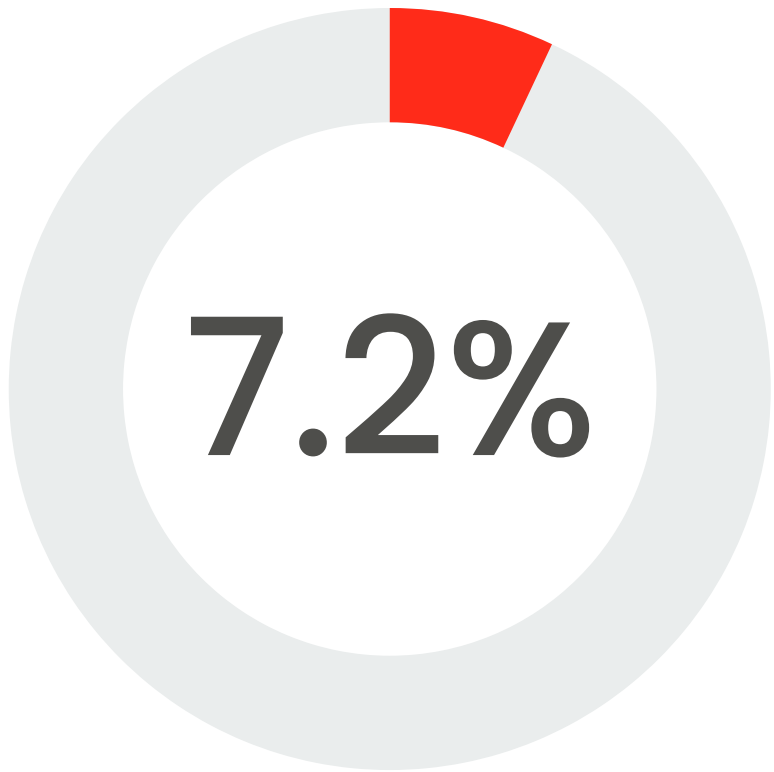


Approximately what percentage of revenue is spent on wages?

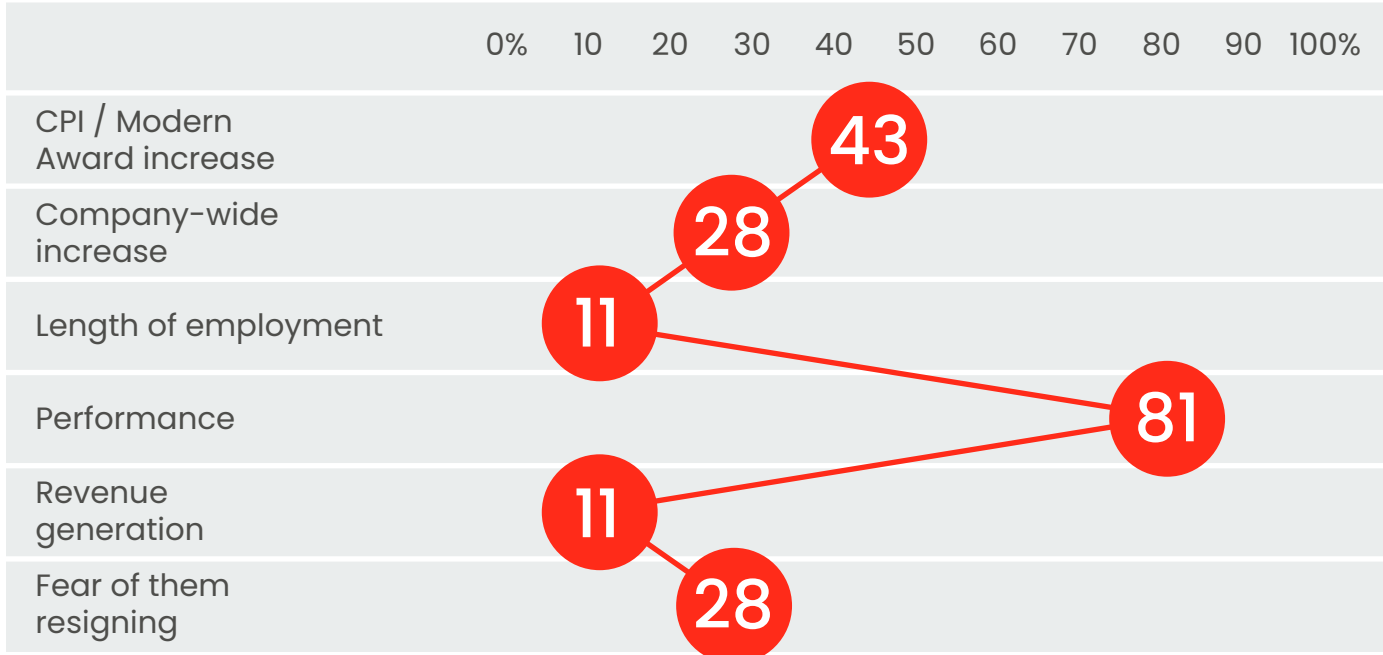




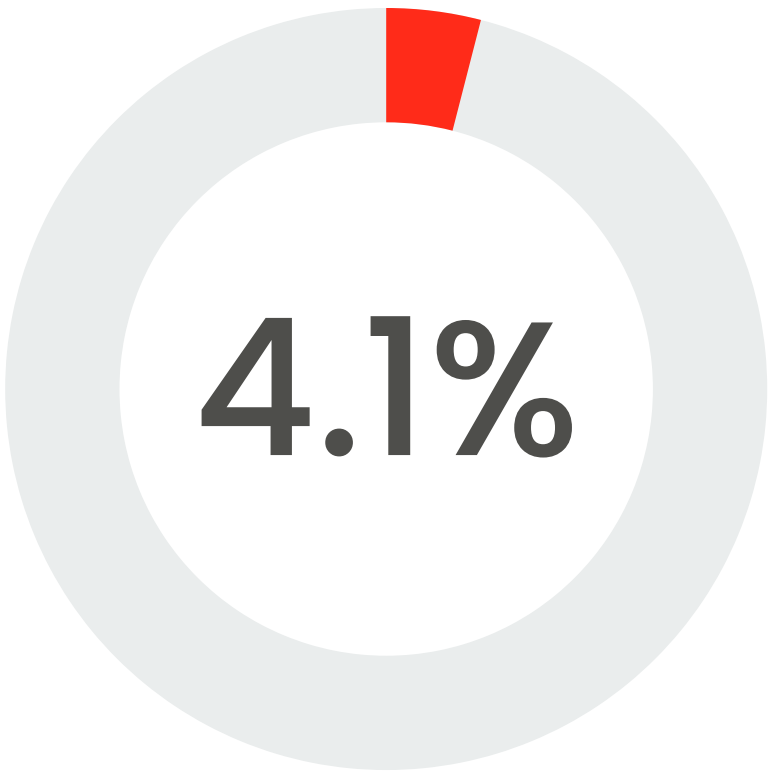
In your last round of reviews, what was the average percentage salary increase?



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

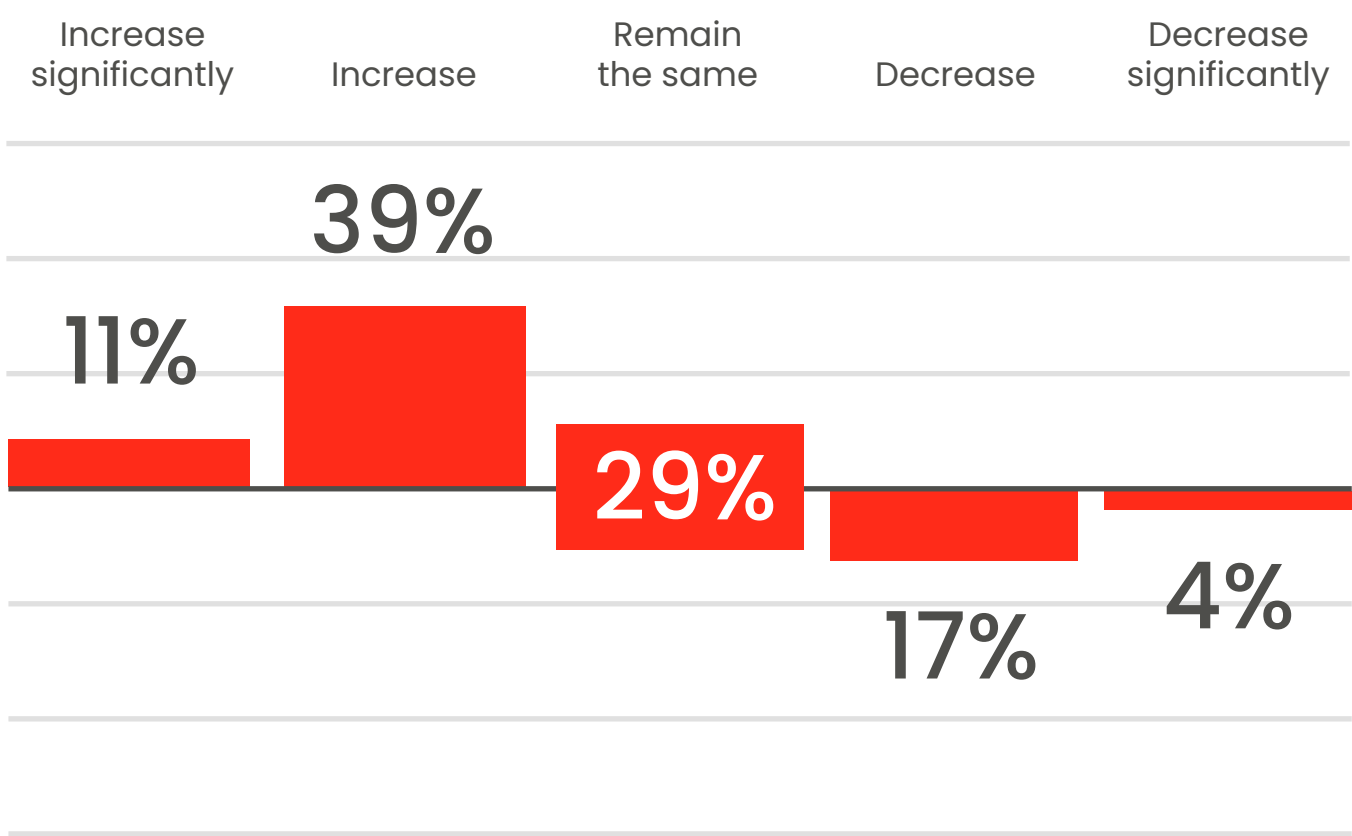


In your next round of reviews, what do you expect to increase salaries by?

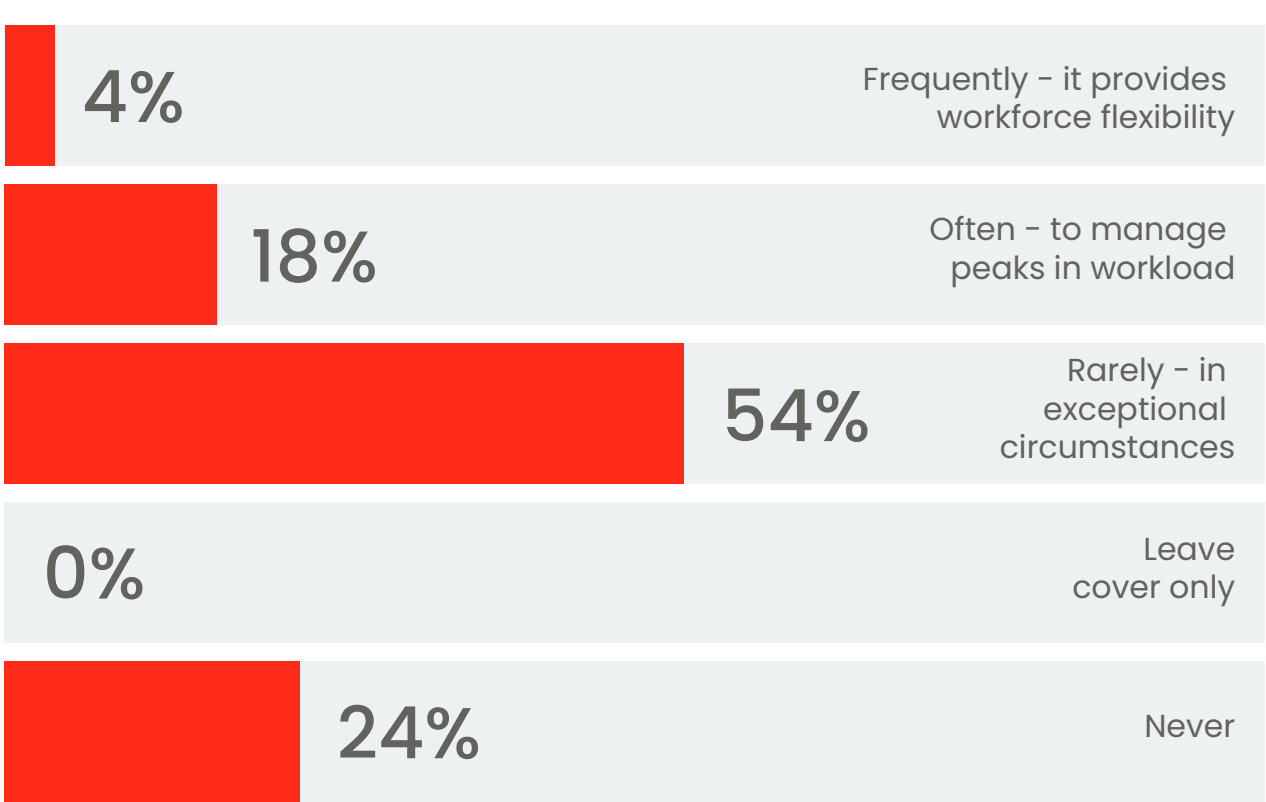


# Recruitment & retention

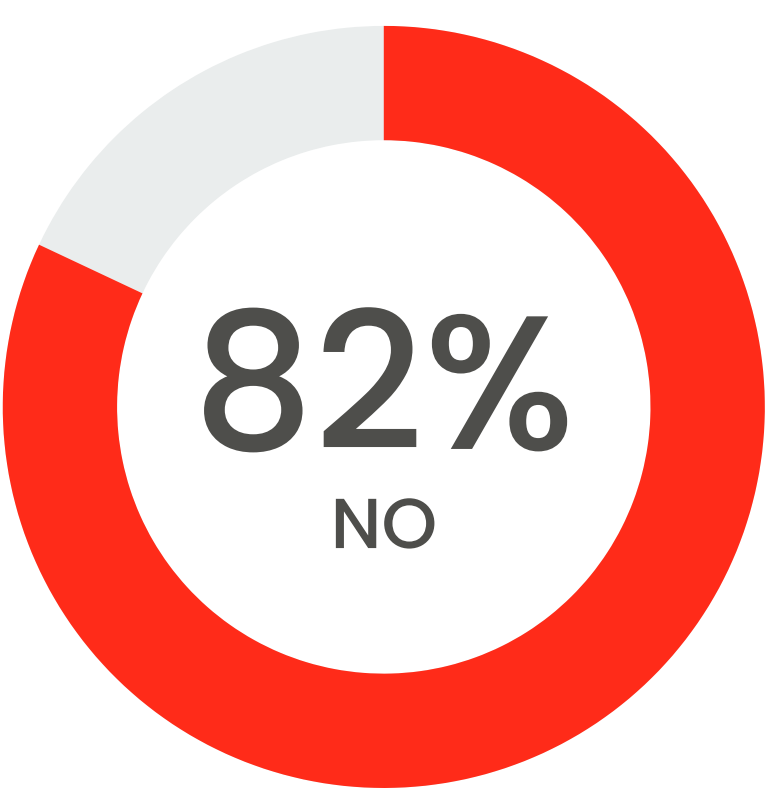
In 2021, did staff numbers within your organisation:



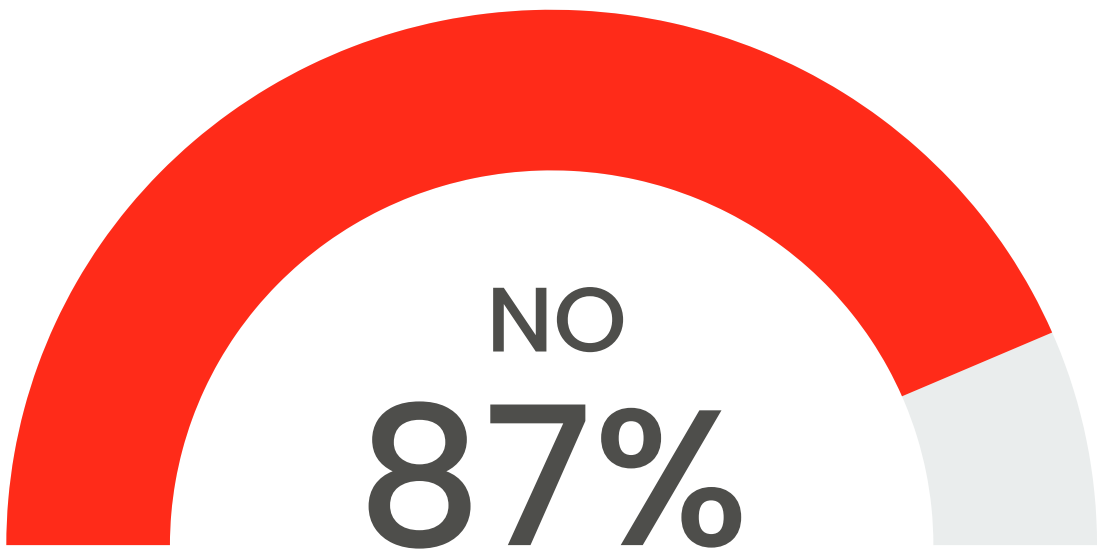
How often do you employ temporary/contract staff?



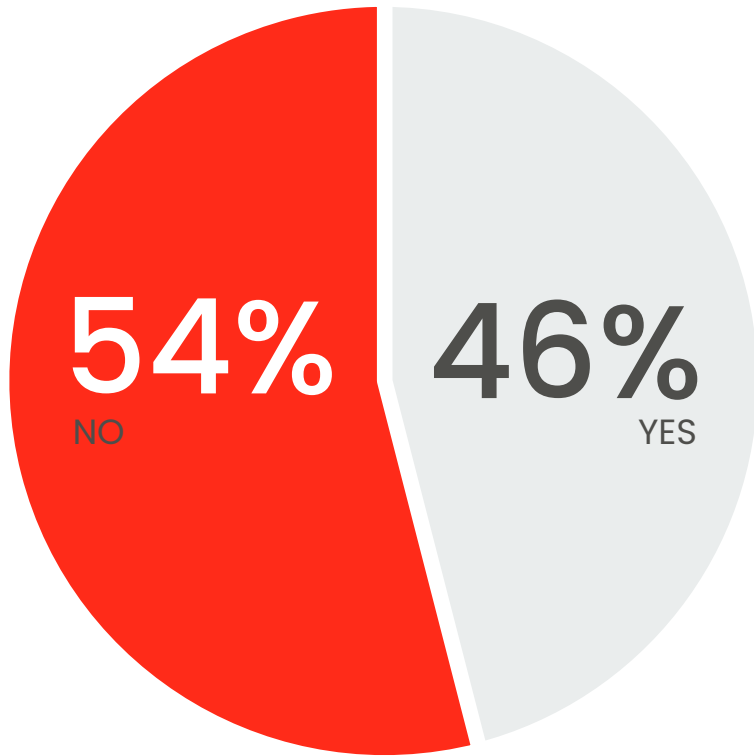
Has this increased during the COVID-19 pandemic?



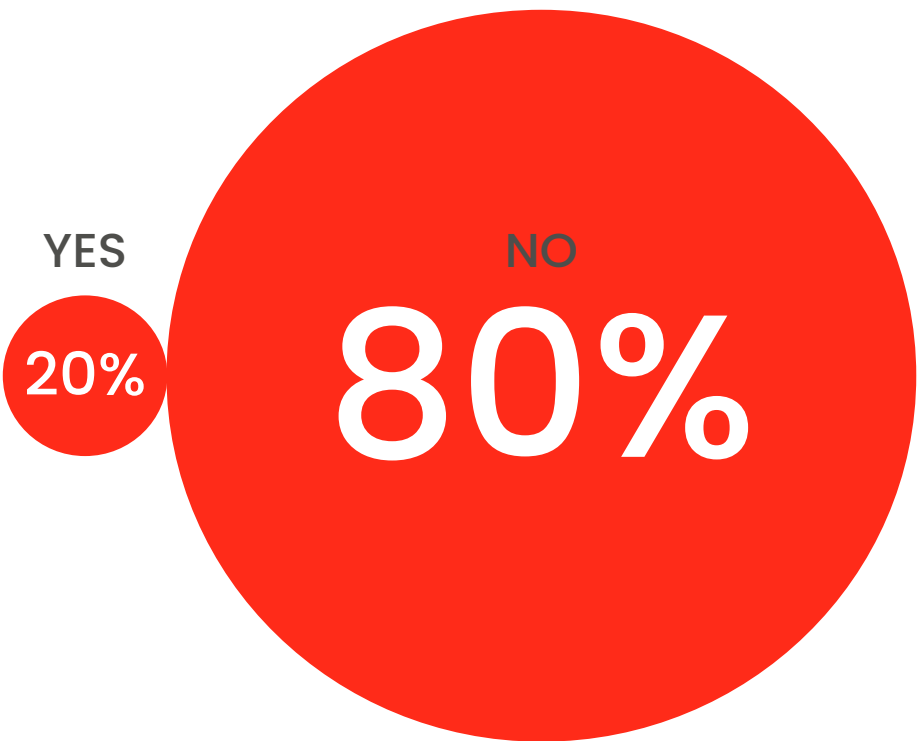
Does your company have a talent acquisition team or professional?



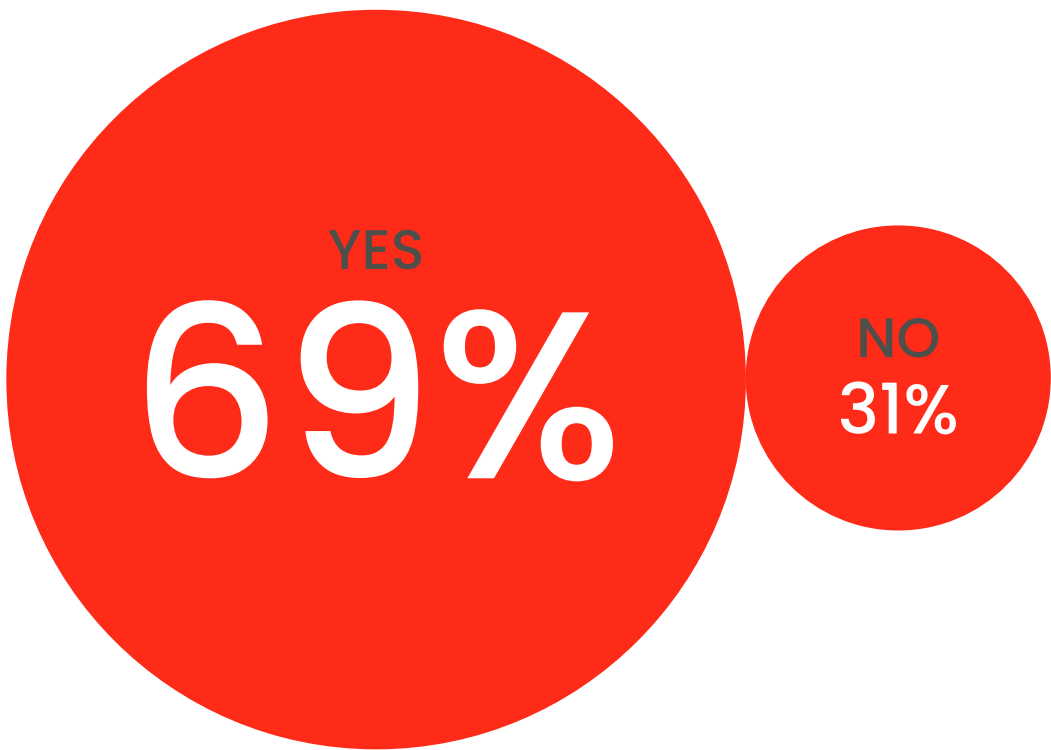
Are you currently pre-approved to provide visa sponsorship to employees?



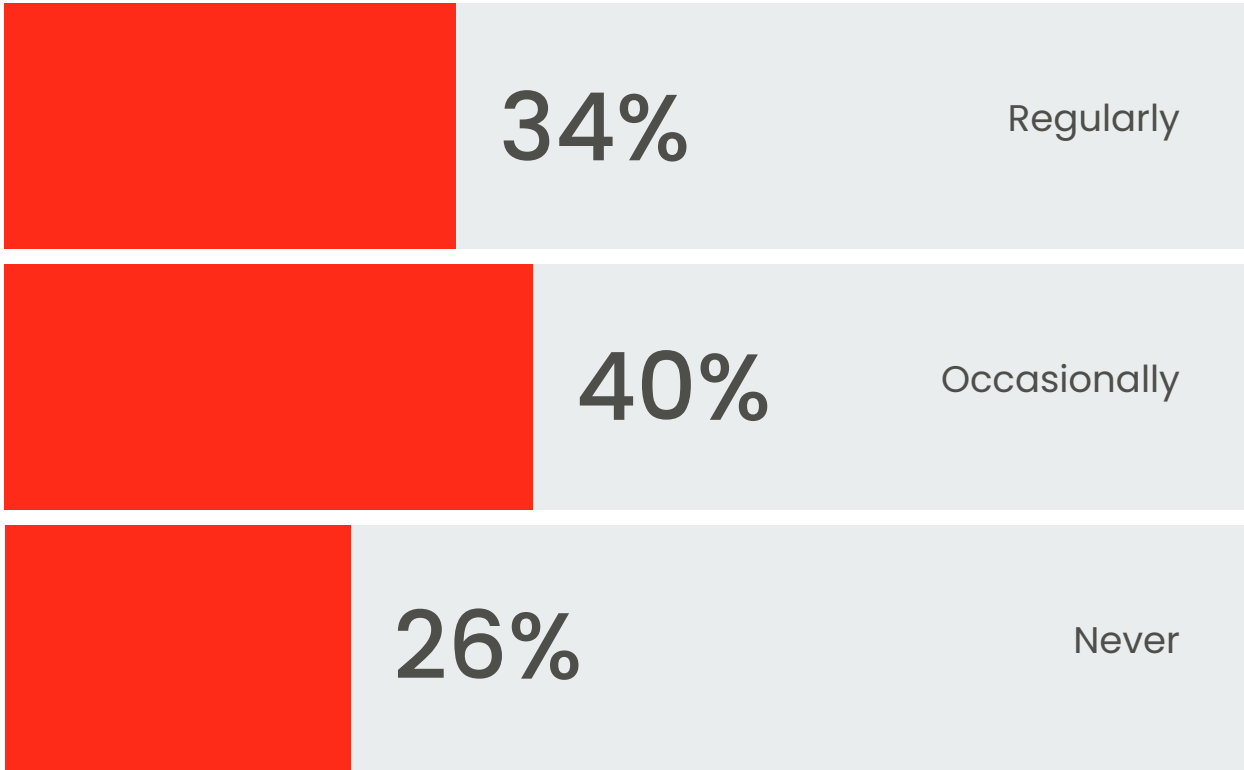
Did you provide visa sponsorship to any new employees in 2021?



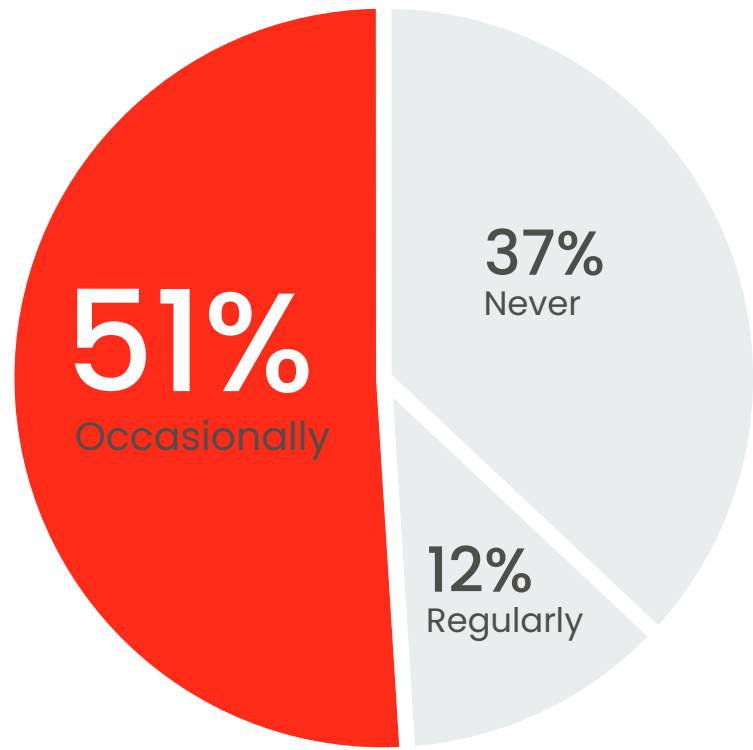
Have you recruited any graduates in 2021?



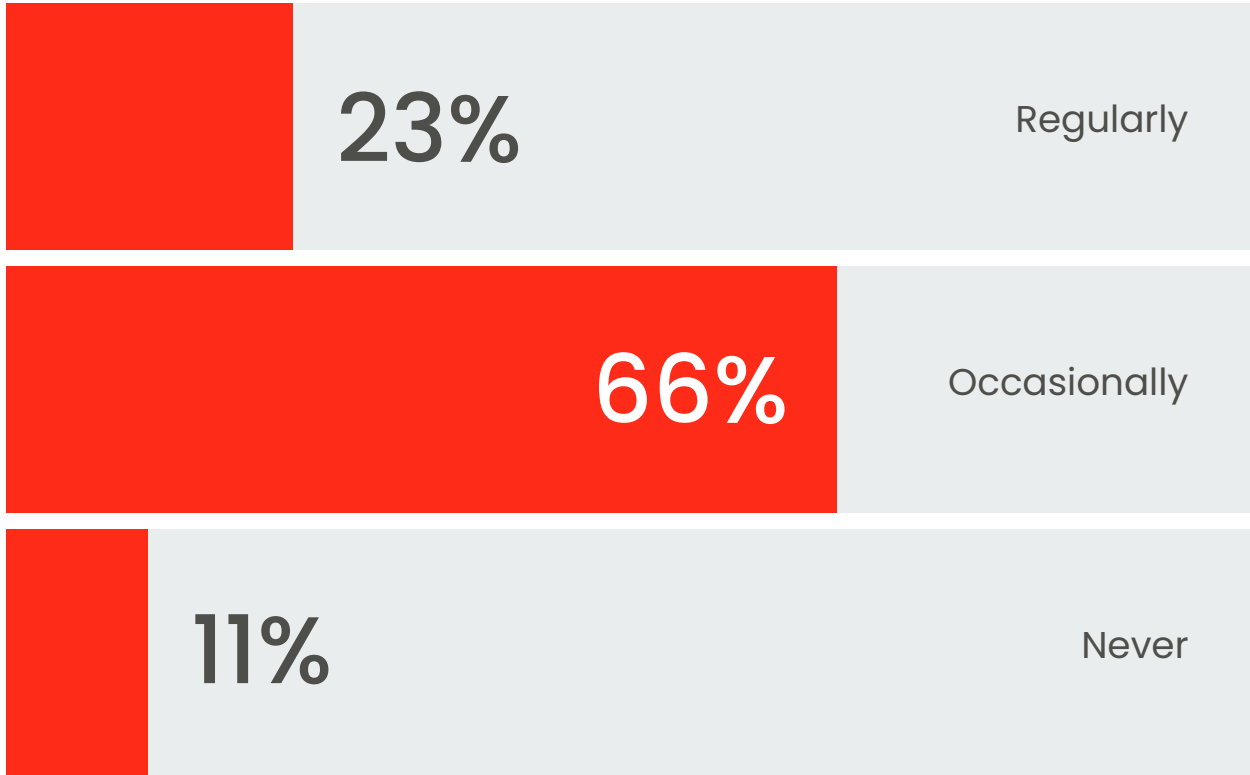
If you hired in 2021, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?



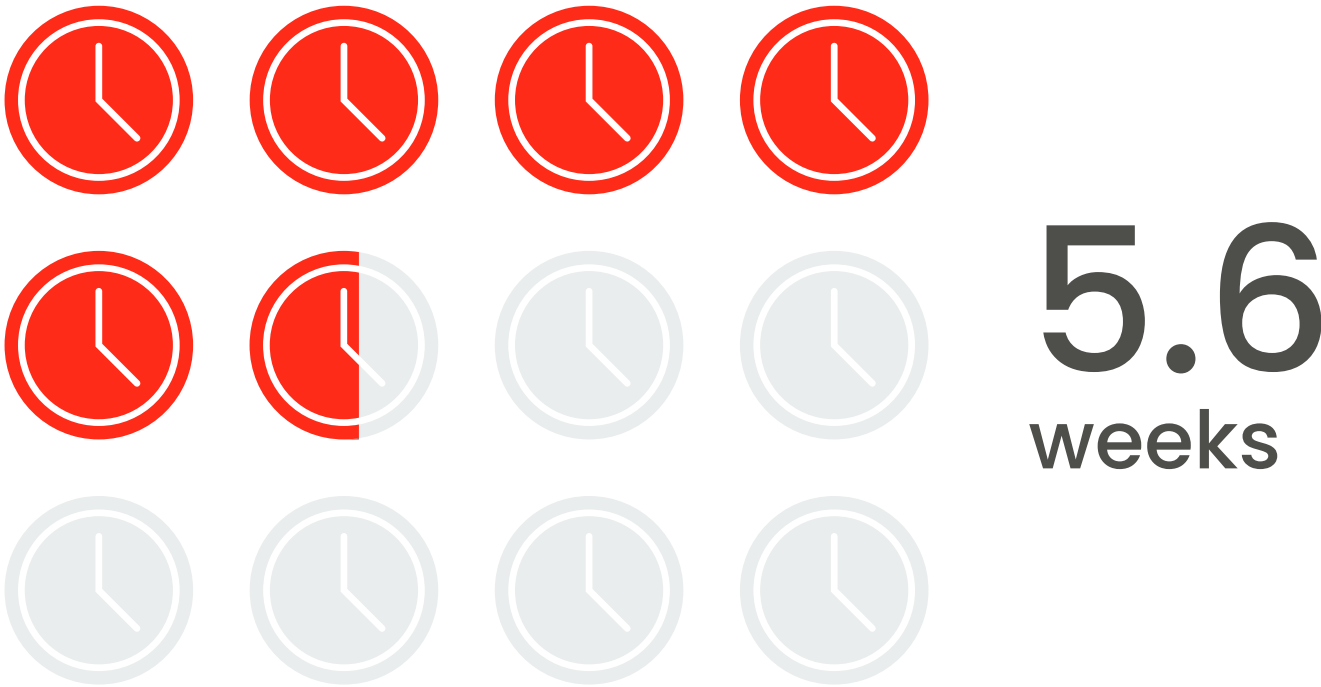
If you hired in 2021, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?



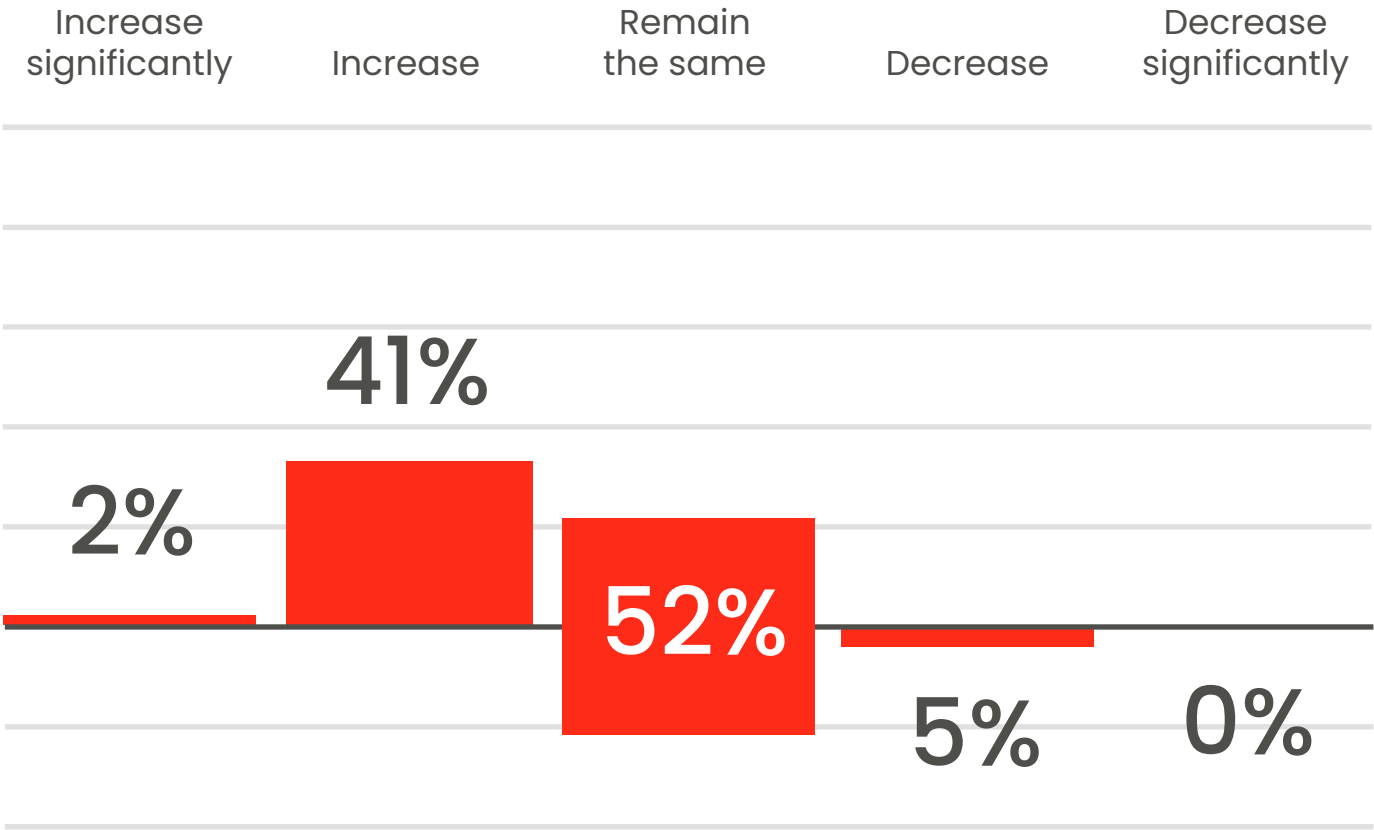
When recruiting staff in the last year, have you had to pay higher salaries than you expected to in order to attract the right candidate?



If you hired staff in 2021, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



In 2022, do you expect staff numbers to:

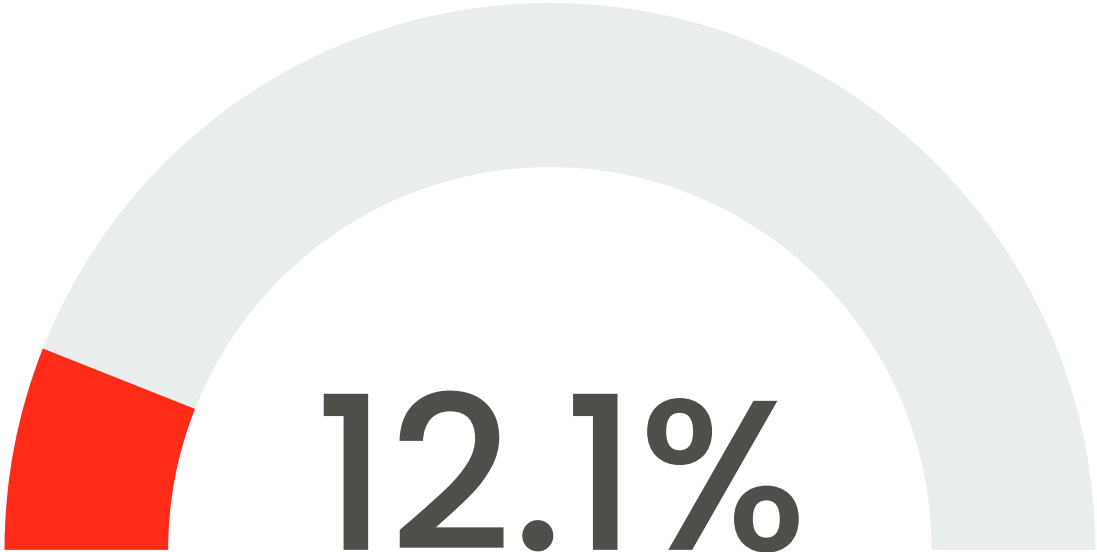




### What are the most important characteristics when looking for potential employees for your organisation?

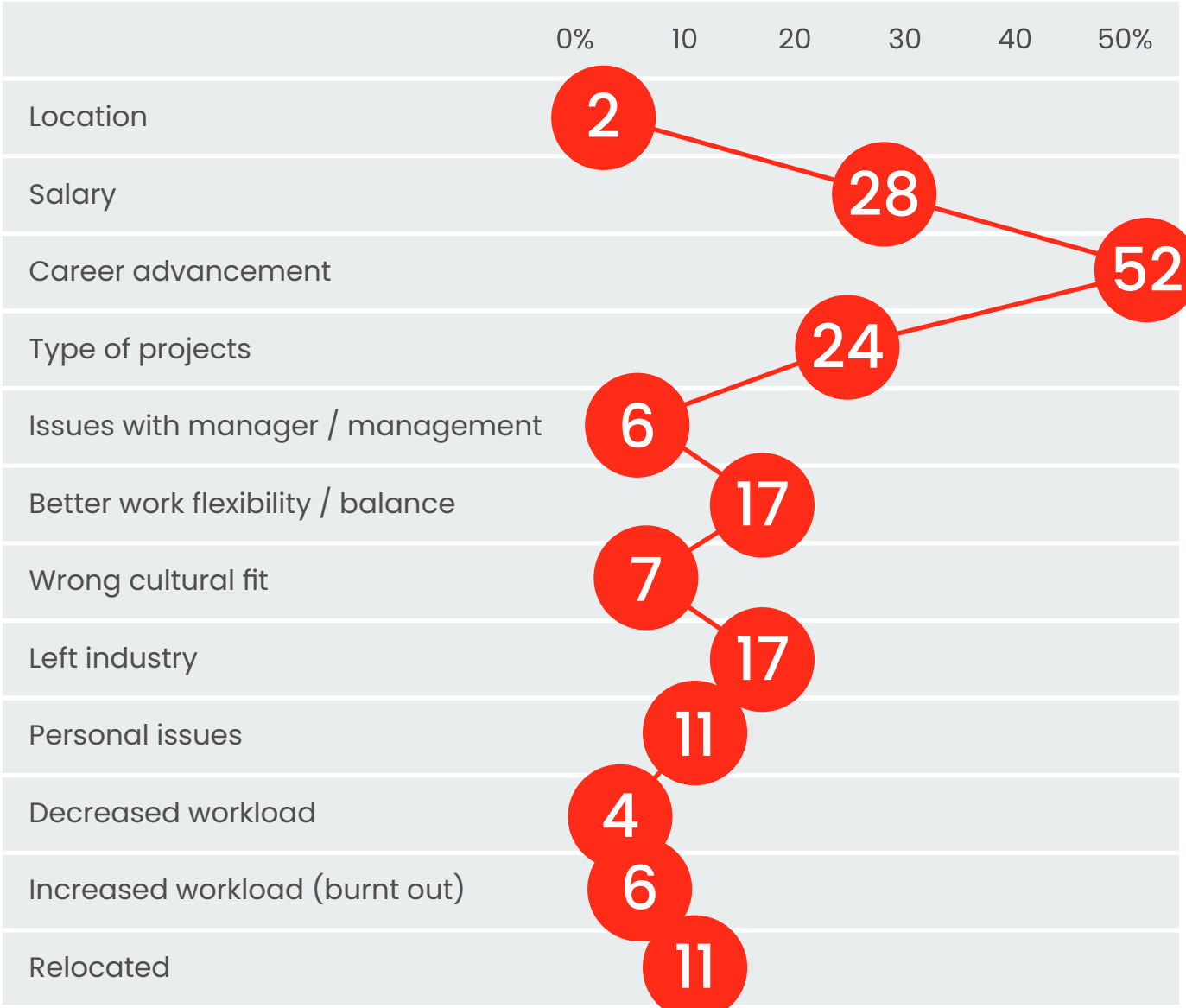
|                                 | Executive | Mgmt | Technical | Support |
|---------------------------------|-----------|------|-----------|---------|
| Communication skills            | 54%       | 51%  | 40%       | 70%     |
| Project management skills       | 30%       | 47%  | 25%       | 16%     |
| Job specific / technical skills | 33%       | 42%  | 87%       | 80%     |
| Stakeholder engagement skills   | 37%       | 24%  | 13%       | 11%     |
| Leadership skills               | 78%       | 67%  | 6%        | 2%      |
| Business development skills     | 63%       | 27%  | 2%        | 9%      |
| Cultural fit                    | 54%       | 60%  | 72%       | 75%     |
| Academic qualification          | 15%       | 13%  | 25%       | 14%     |
| Project experience              | 26%       | 38%  | 64%       | 20%     |

### Approximately what percentage of your total permanent staff resigned from their role in 2021?

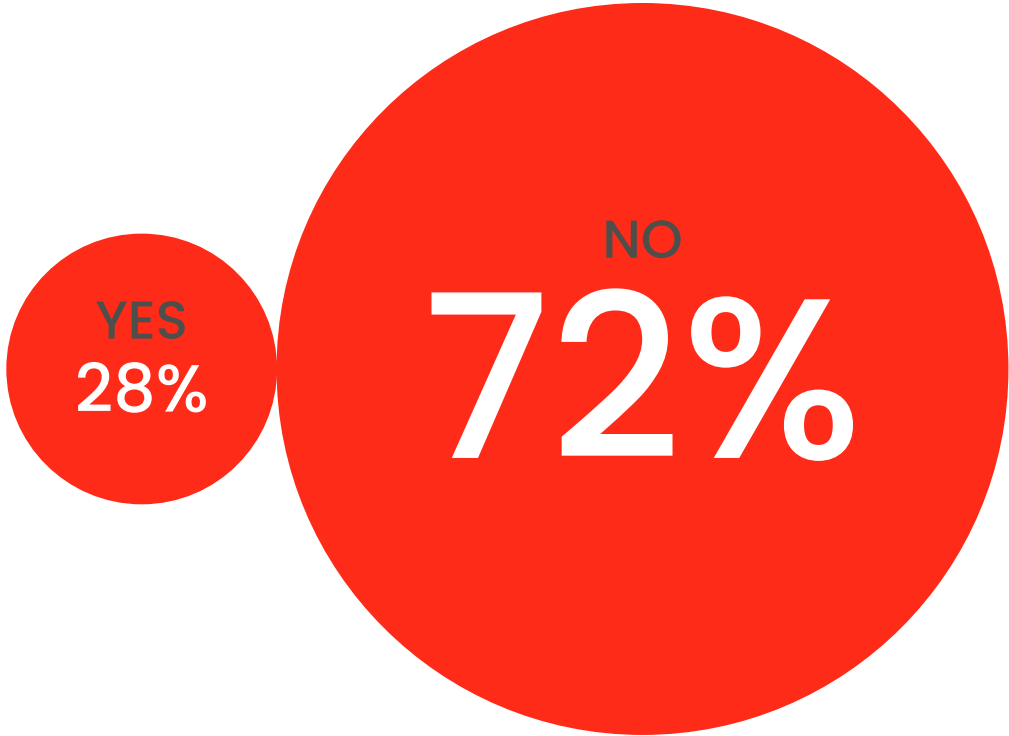


At 12.1%, 2021 marks the highest level of employee turnover in the 10 years that PACE has been reporting.

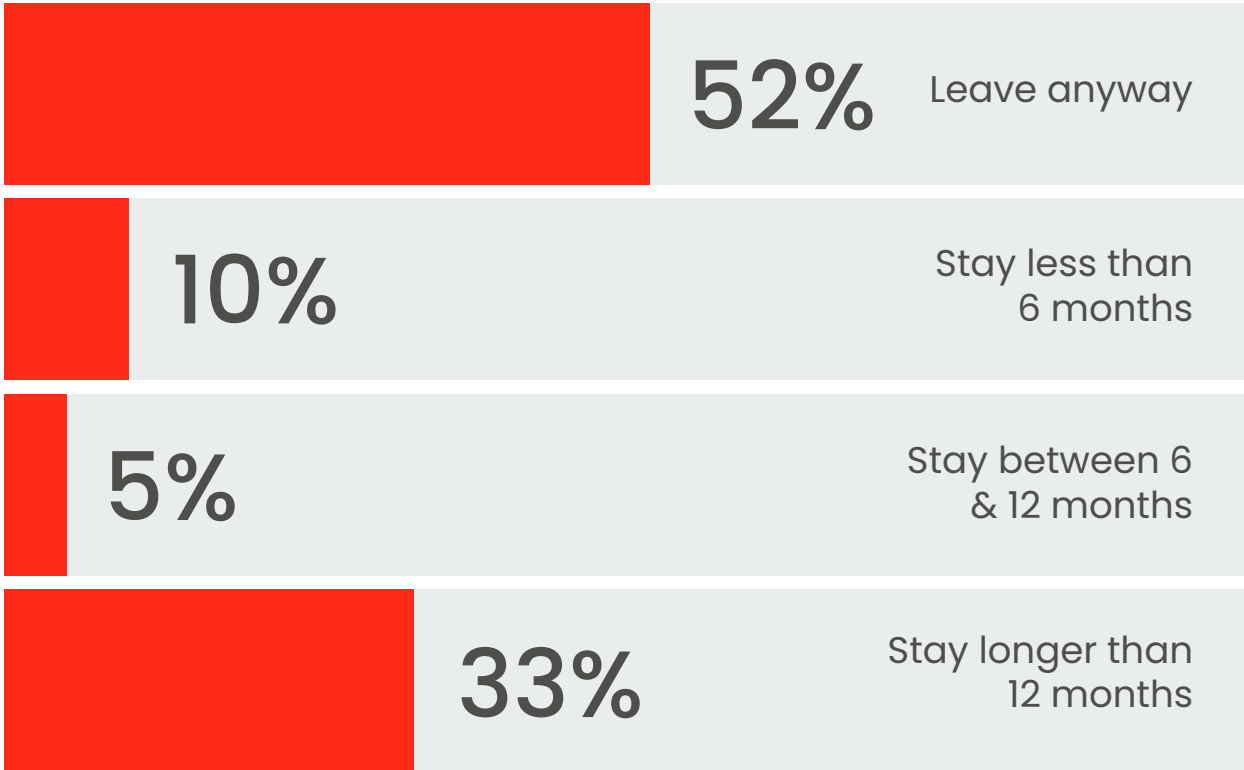
### What are the most common reasons for staff resigning?



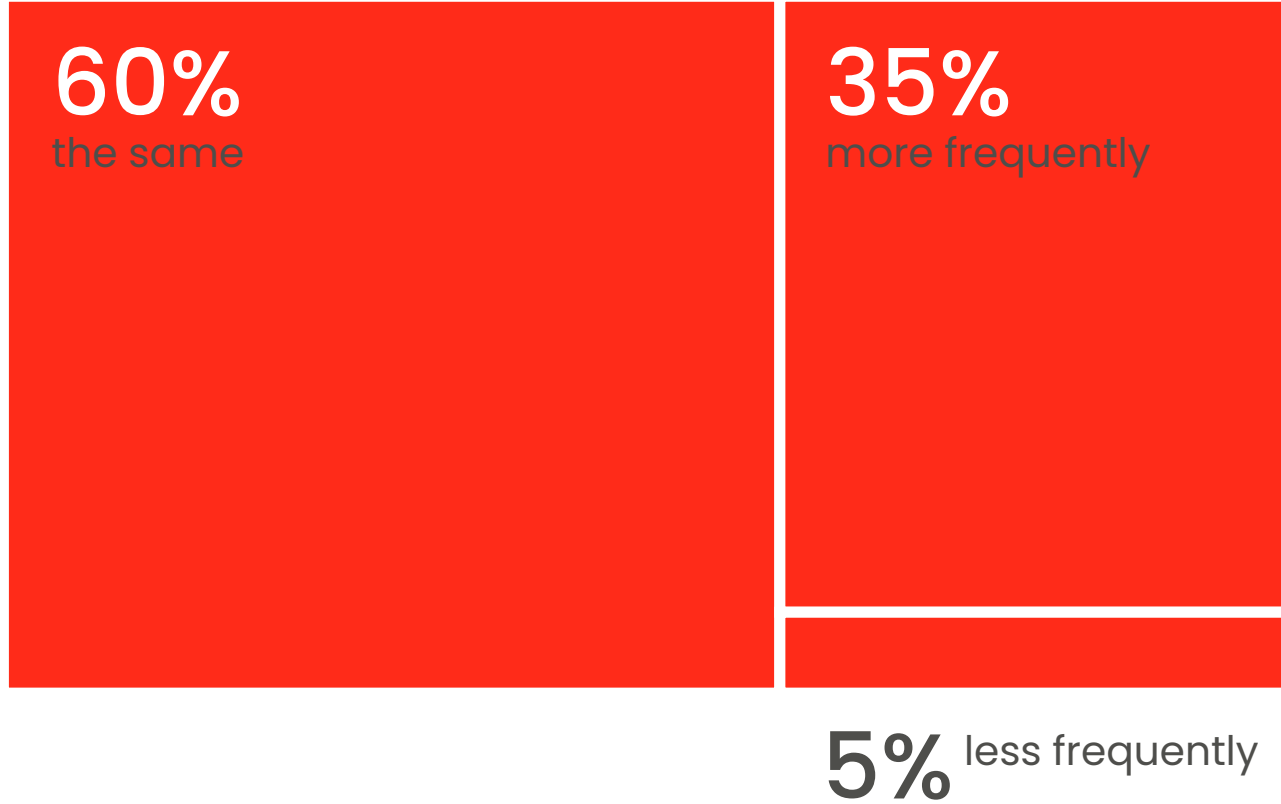
Did you counter offer any departing staff in 2021?



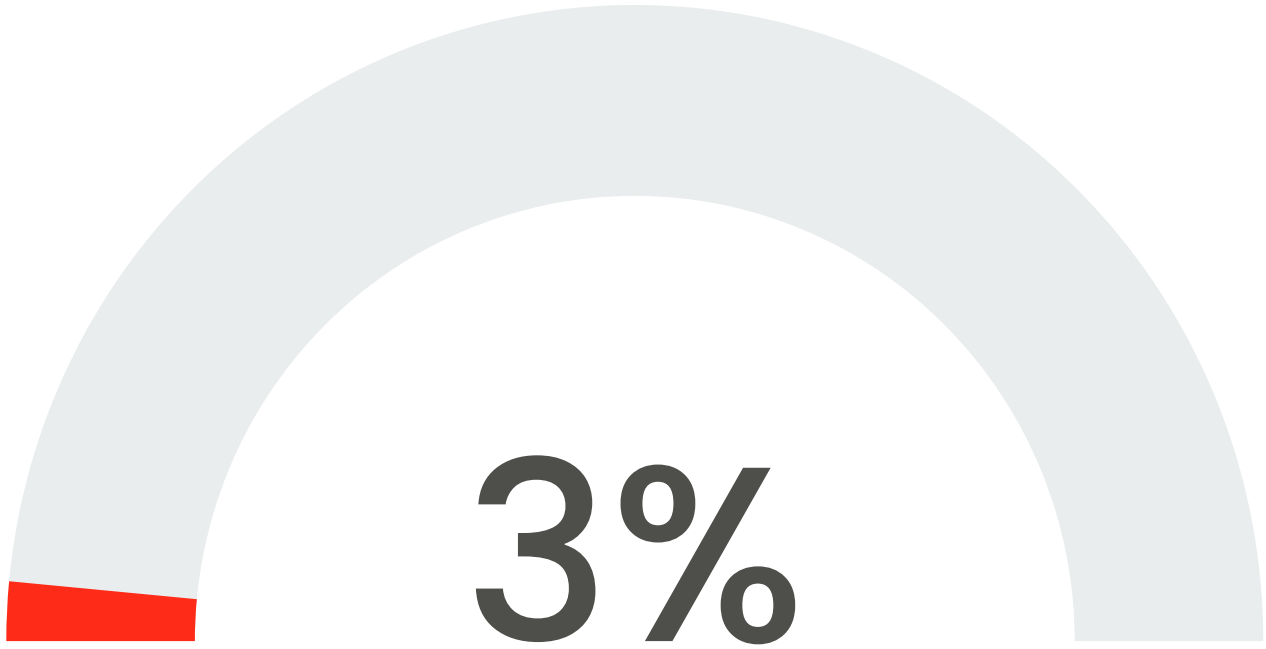
Of those counter offered, do they usually:



Compared to previous years, in 2021 did you counter offer staff:

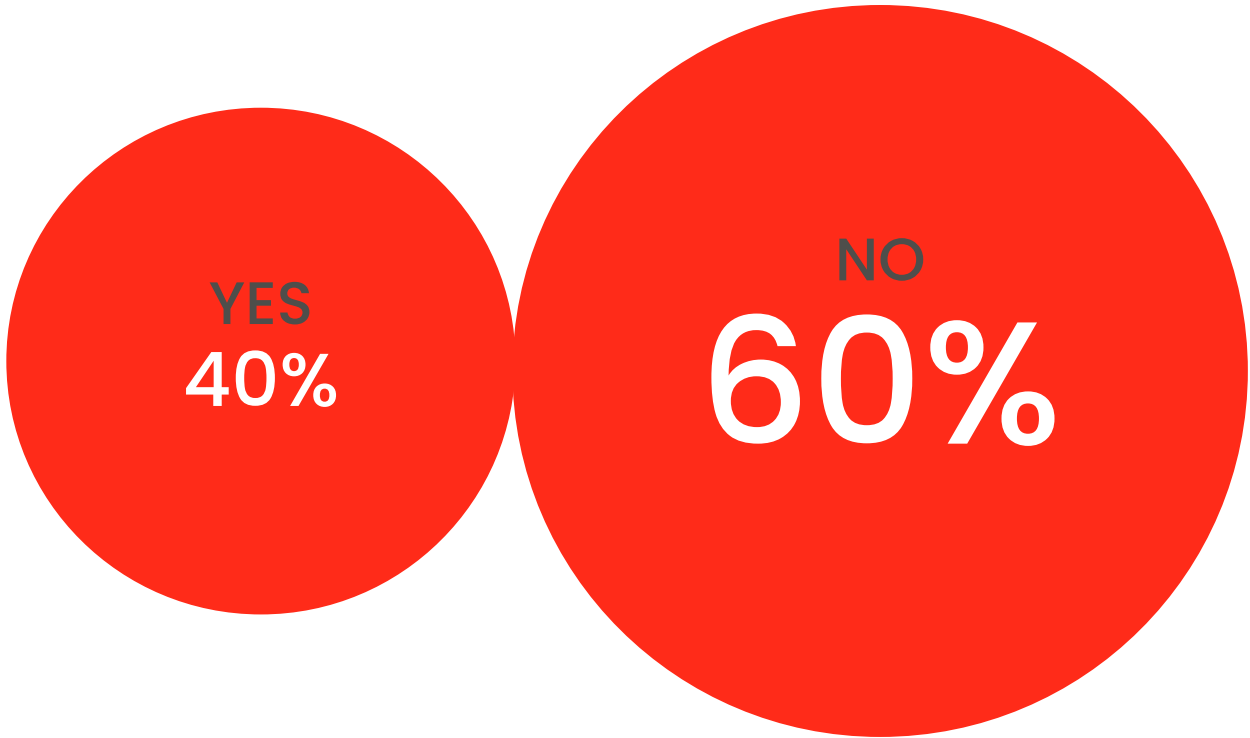


Approximately what percentage of your staff were made redundant in 2021?

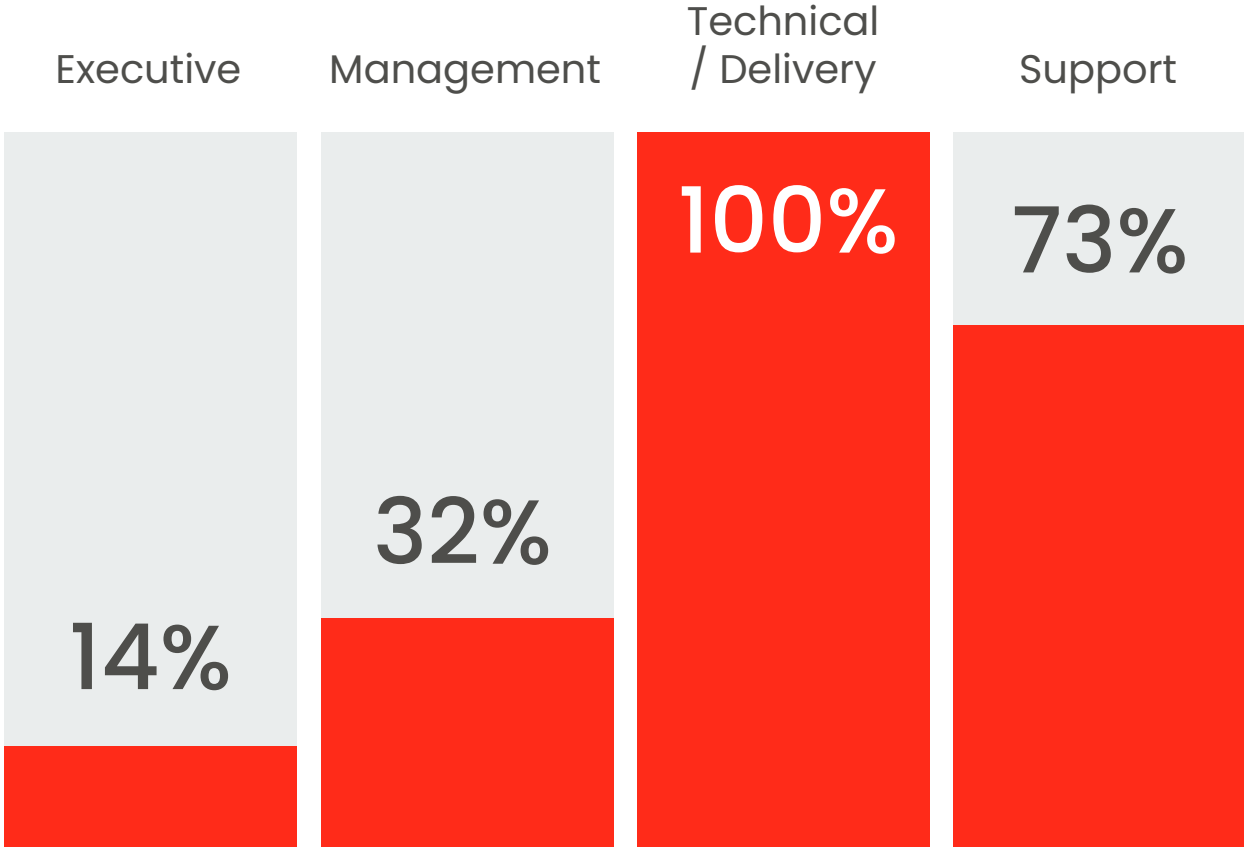


# Flexibility & benefits

Do you pay overtime?



If yes, what categories of employees do you pay overtime to?



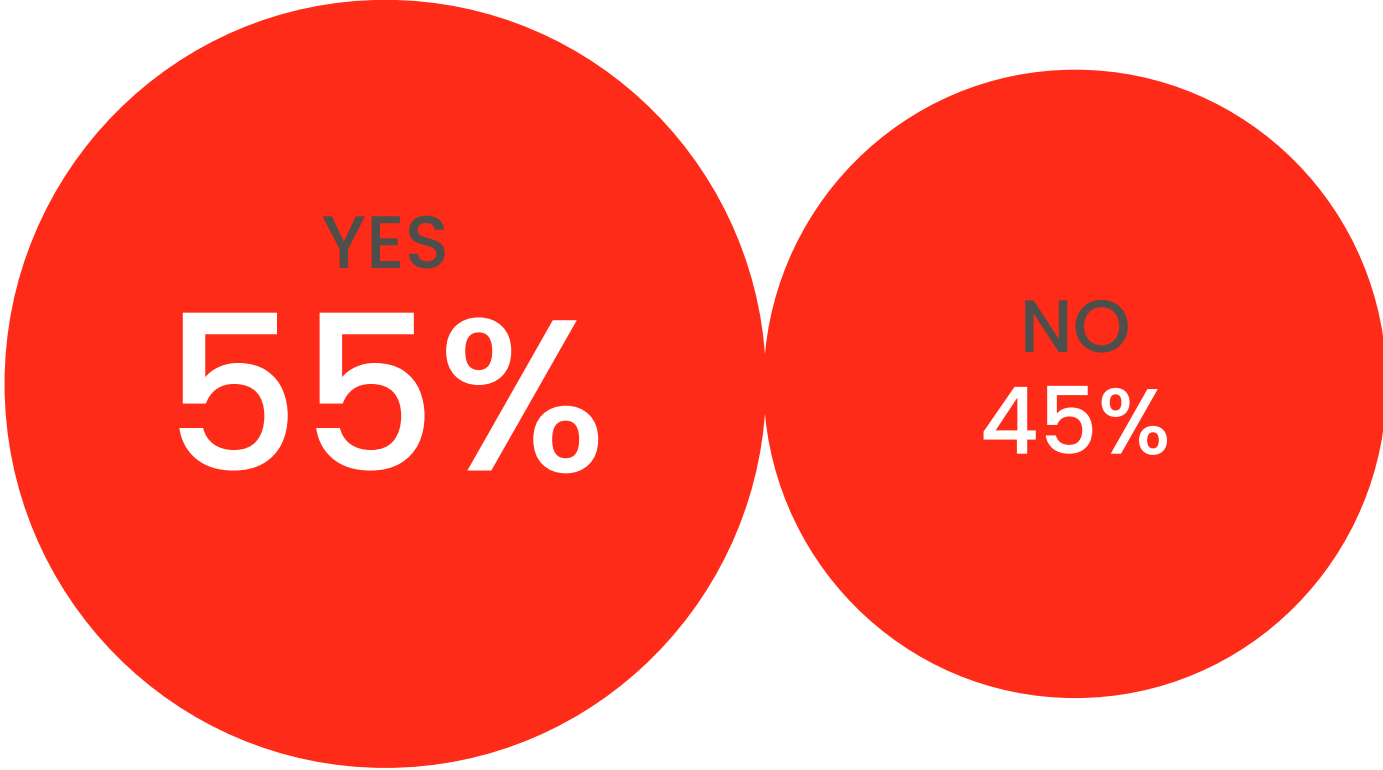
Do you offer any of the following monetary employee benefits?

|                                | Executive | Mgmt | Technical | Support |
|--------------------------------|-----------|------|-----------|---------|
| Car / car allowance            | 36%       | 17%  | 3%        | 4%      |
| Parking                        | 62%       | 37%  | 17%       | 11%     |
| Additional superannuation      | 18%       | 3%   | 3%        | 4%      |
| Insurance                      | 38%       | 20%  | 17%       | 15%     |
| Salary sacrifice               | 49%       | 46%  | 47%       | 52%     |
| Bonuses                        | 51%       | 54%  | 53%       | 52%     |
| Profit share                   | 74%       | 23%  | 6%        | 4%      |
| Financial support for study    | 18%       | 26%  | 42%       | 33%     |
| Additional paid parental leave | 36%       | 43%  | 42%       | 56%     |

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

|                                  | Executive | Mgmt | Technical | Support |
|----------------------------------|-----------|------|-----------|---------|
| Birthday day-off                 | 8%        | 10%  | 12%       | 12%     |
| Externally facilitated training  | 74%       | 77%  | 77%       | 76%     |
| Additional annual leave          | 51%       | 36%  | 30%       | 21%     |
| Paid study leave                 | 36%       | 41%  | 47%       | 35%     |
| Additional unpaid parental leave | 62%       | 62%  | 60%       | 62%     |

Do you offer any health & wellbeing initiatives?



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

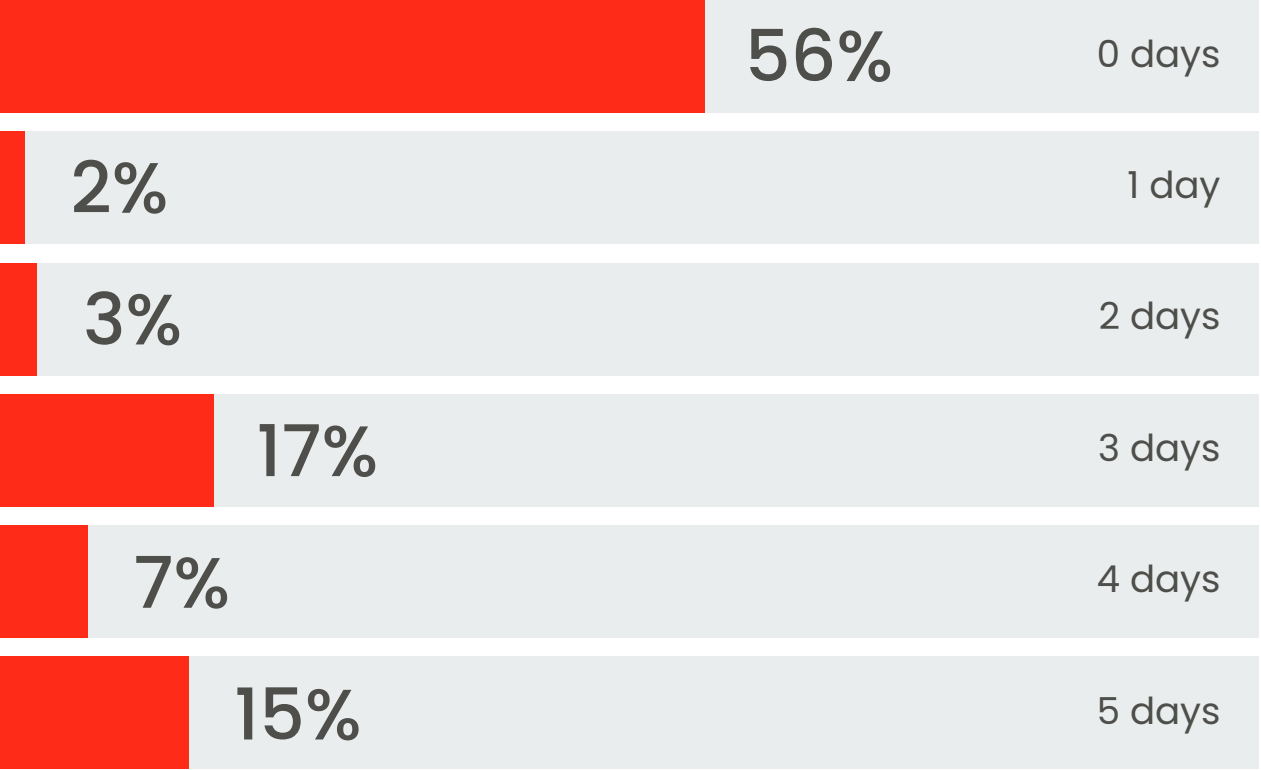




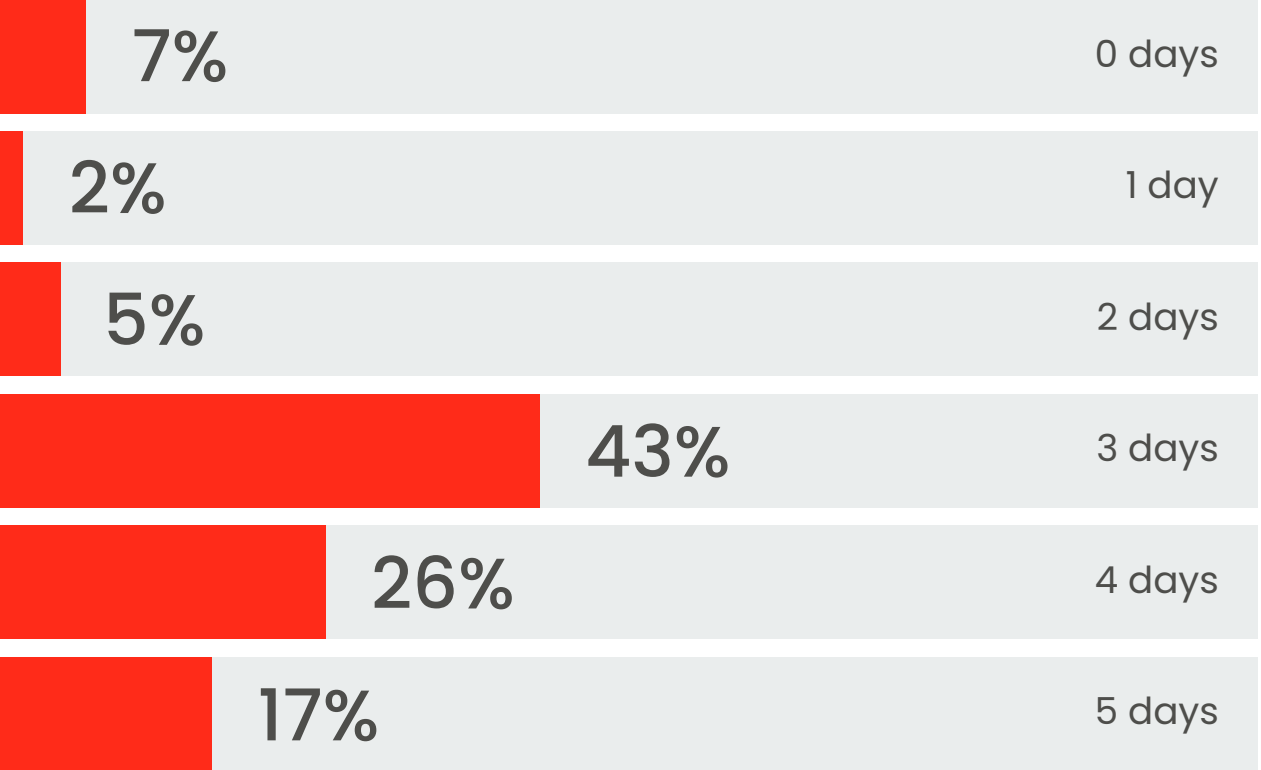
Do you offer any of the following flexible workplace practices?

|                         | Executive | Mgmt | Technical | Support |
|-------------------------|-----------|------|-----------|---------|
| Flexible work hours     | 90%       | 85%  | 82%       | 87%     |
| Work from home          | 90%       | 96%  | 90%       | 90%     |
| Compressed working week | 26%       | 28%  | 28%       | 28%     |
| Part-time hours         | 36%       | 46%  | 60%       | 74%     |
| Job sharing             | 10%       | 13%  | 12%       | 26%     |
| Career breaks           | 22%       | 24%  | 24%       | 26%     |

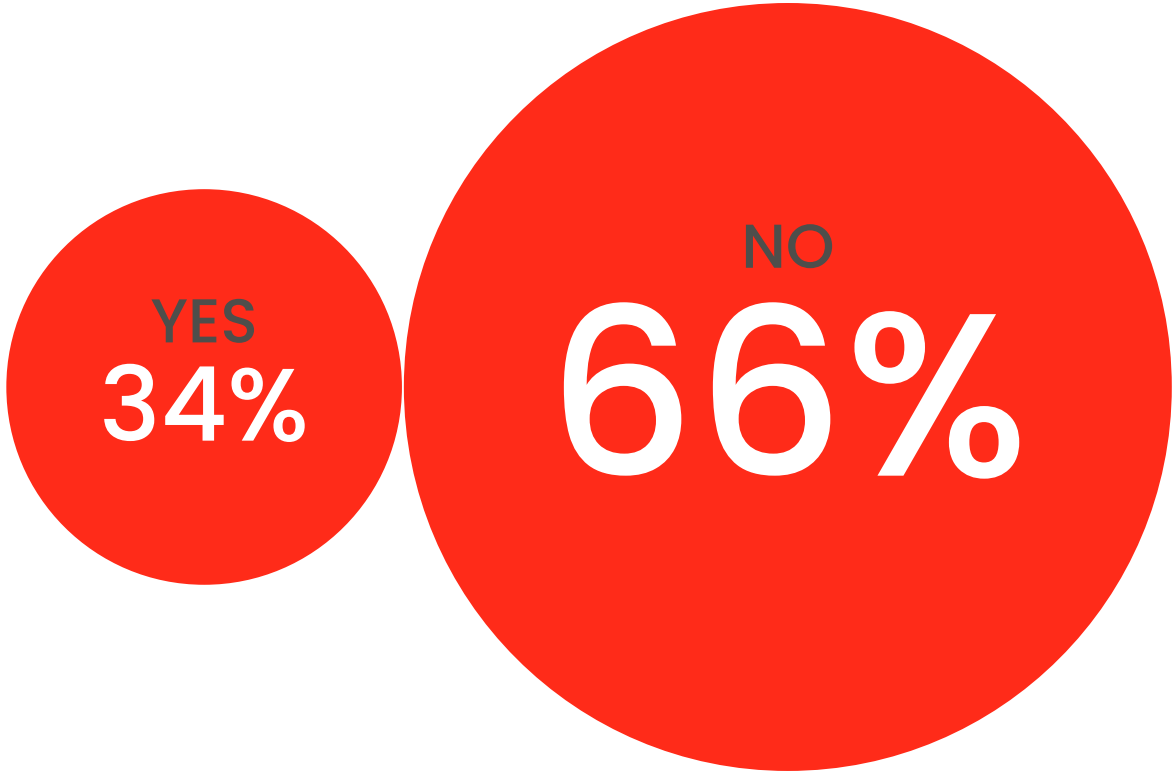
How many days per week are you requiring staff to work in the office currently?



Looking forward, how many days per week will you require staff to work in the office?

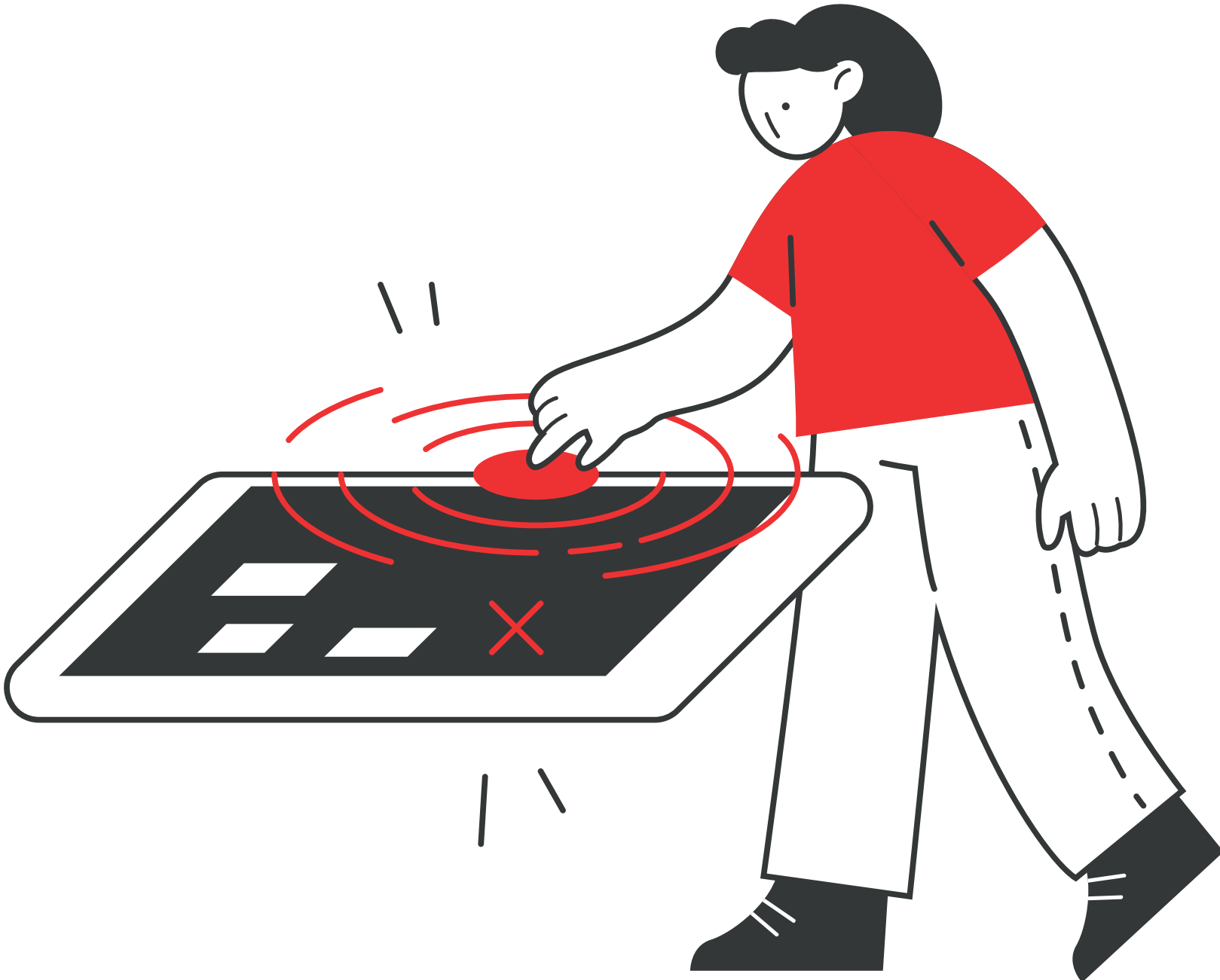


If you are offering a hybrid model (1-4 days in the office), are there specific days that staff need to work in the office?



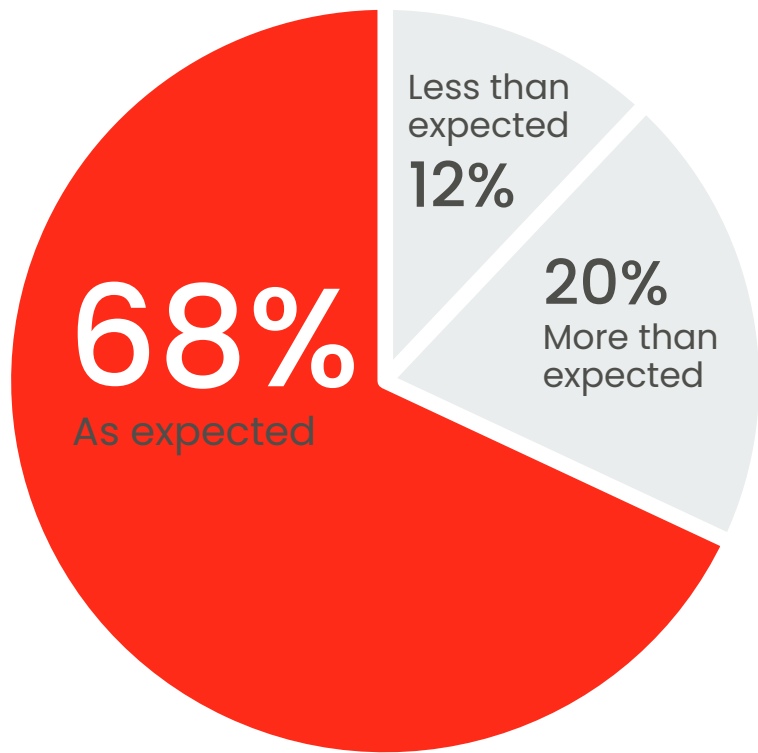
Yes — We specify particular days.  
No — We are flexible with the days.

Only 55% of the design industry are offering health and well-being initiatives to staff, the lowest out of all industries surveyed.

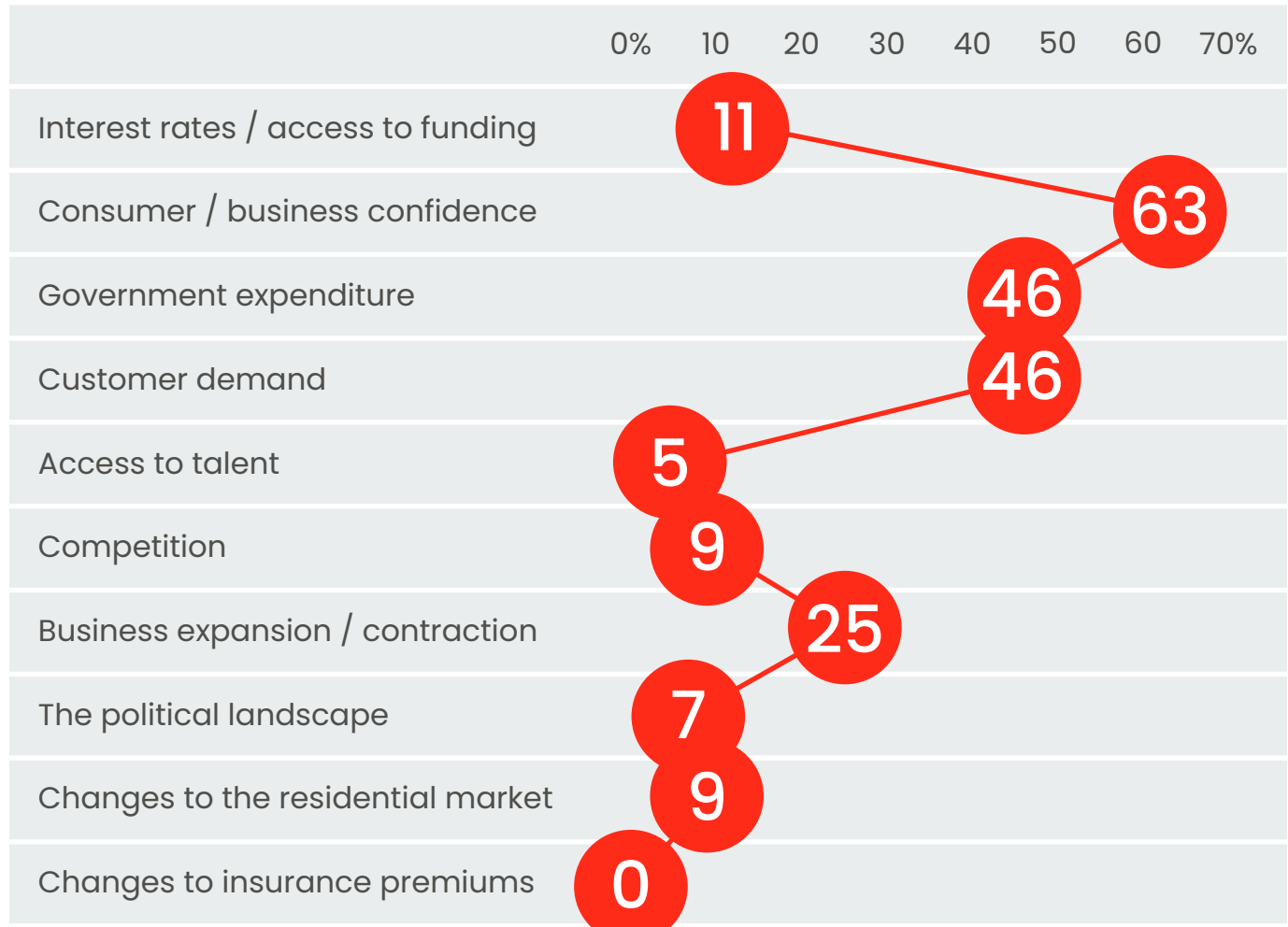


# The future

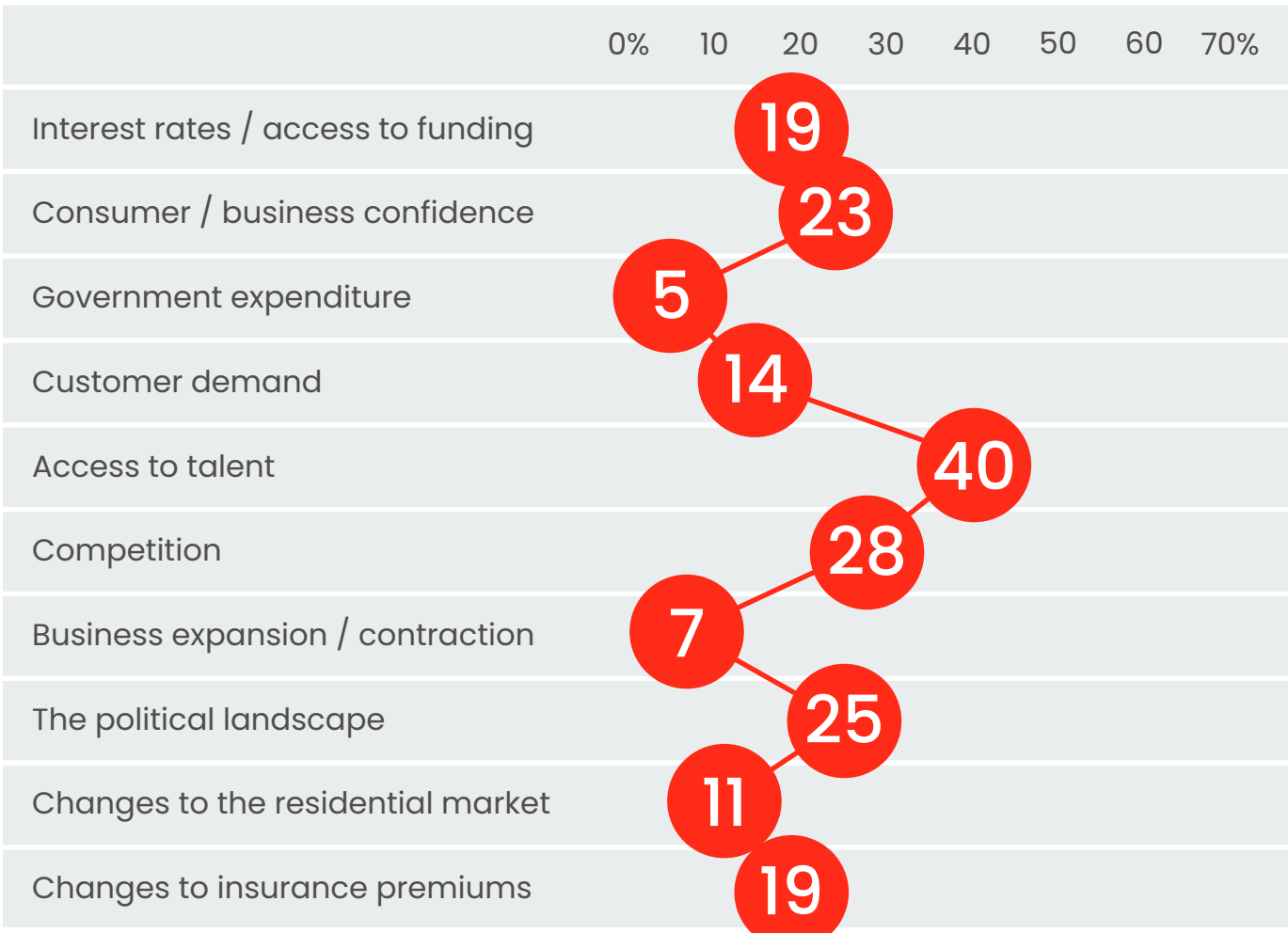
Is your project pipeline (unconfirmed or on hold projects), for this time of the year:



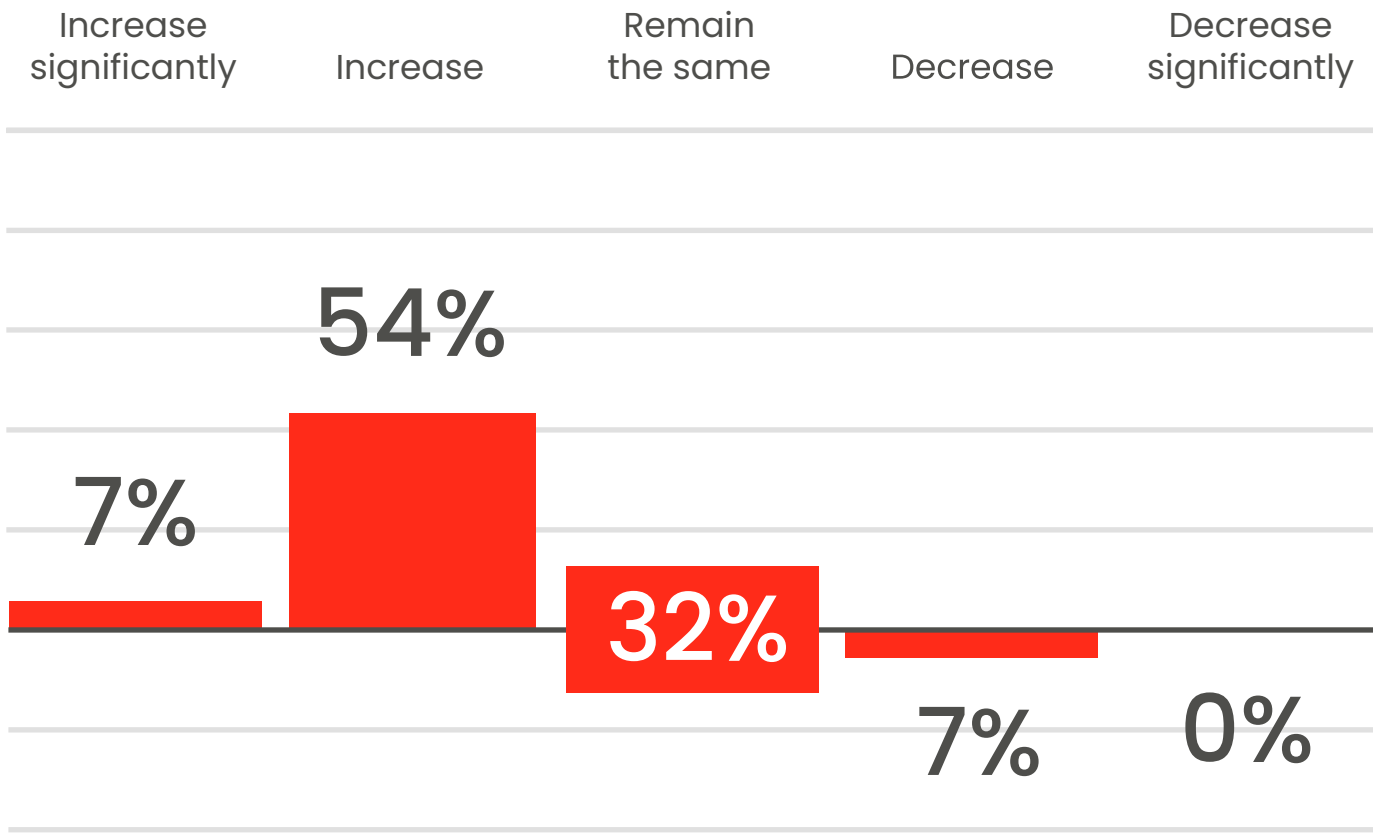
What do you predict will have the biggest positive impact on business levels in 2022?



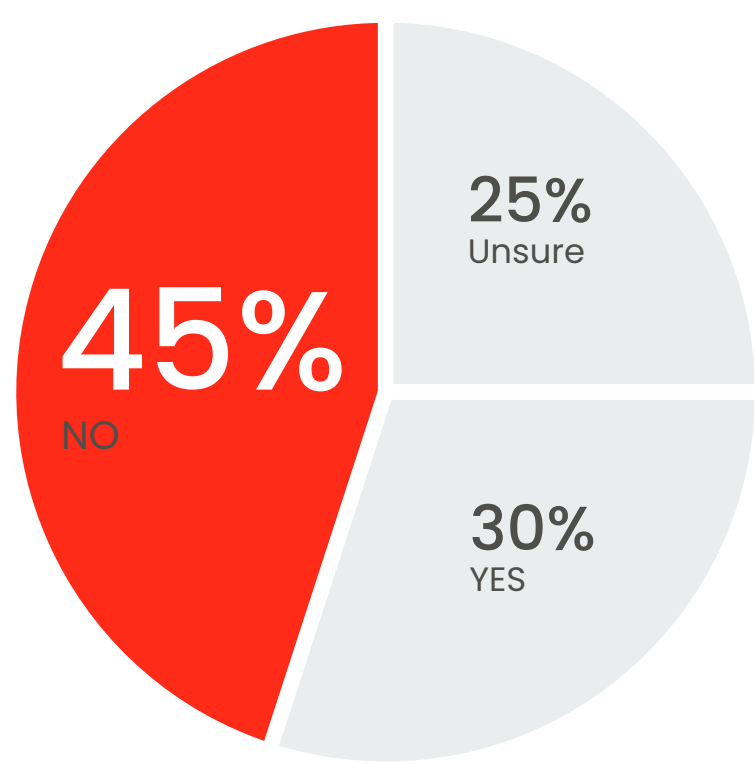
What do you predict will have the biggest negative impact on business levels in 2022?



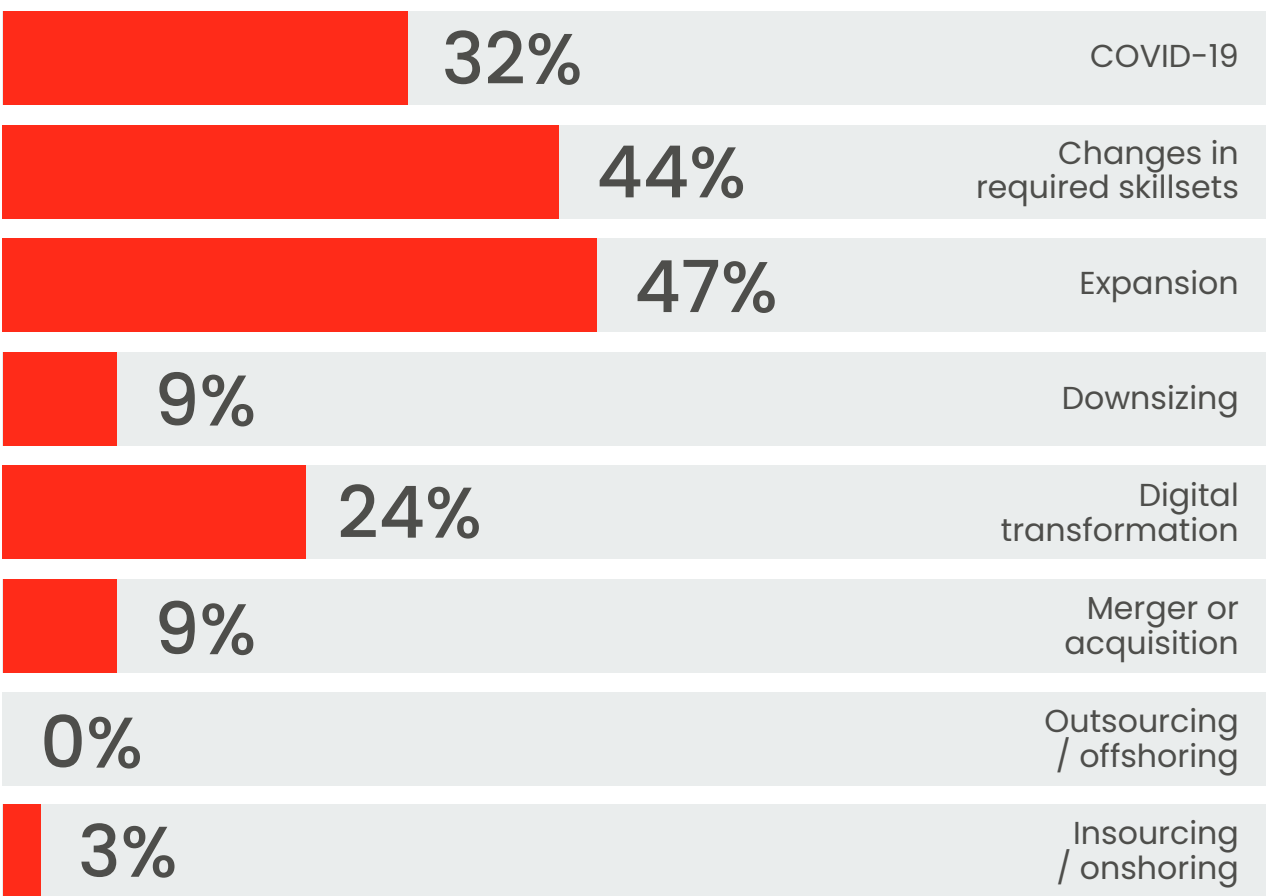
Compared to 2021, do you expect business activity in 2022 to:



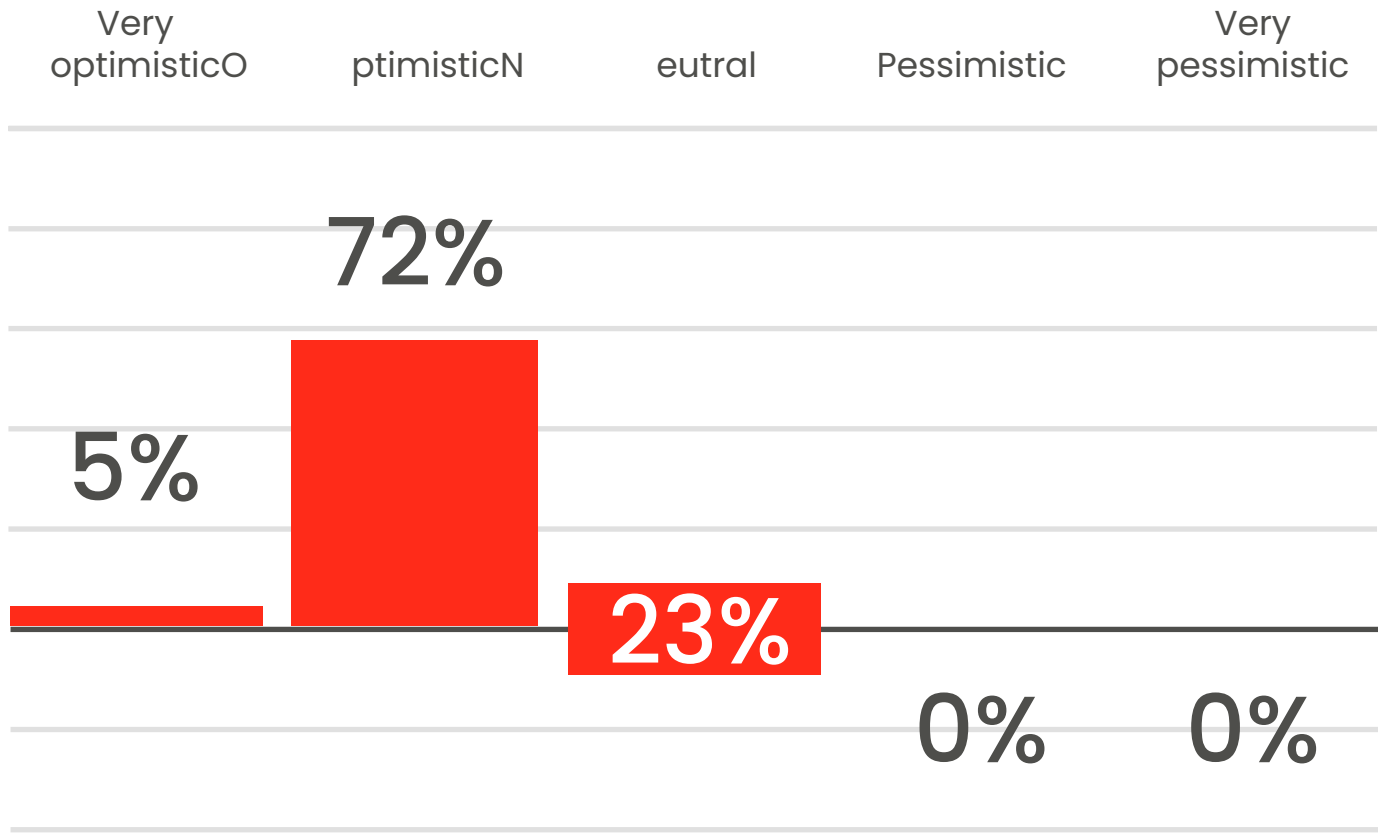
Are you currently, or do you plan to restructure your organisation in 2022 to keep up with changing business needs?



If yes, what are the main drivers of the restructure?



How optimistic are you about market conditions over the next 3 years?



The Design industry is the most optimistic, of all industries surveyed, about the next three years.





# ARCHITECTURE

## Salary Levels & Tables

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



ARCHITECTURE



# Salary levels

## Architecture

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



# Salary tables

## Architect/Architect Assistant

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$50,000  | \$55,000  | \$61,000  |
| LEVEL 2 | \$60,000  | \$65,000  | \$71,000  |
| LEVEL 3 | \$72,500  | \$75,000  | \$80,000  |
| LEVEL 4 | \$82,500  | \$90,000  | \$97,500  |
| LEVEL 5 | \$95,000  | \$105,000 | \$115,000 |
| LEVEL 6 | \$110,000 | \$125,000 | \$140,000 |
| LEVEL 7 | \$140,000 | \$175,000 | \$220,000 |

## Interior Designer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$51,000  | \$55,000  | \$60,000  |
| LEVEL 2 | \$60,000  | \$63,000  | \$66,000  |
| LEVEL 3 | \$67,500  | \$72,500  | \$77,500  |
| LEVEL 4 | \$77,500  | \$87,500  | \$95,000  |
| LEVEL 5 | \$95,000  | \$105,000 | \$115,000 |
| LEVEL 6 | \$105,000 | \$125,000 | \$145,000 |
| LEVEL 7 | \$135,000 | \$155,000 | \$220,000 |

All salaries listed in the 2022 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 | \$53,000  | \$57,000  | \$63,000  |
| LEVEL 2 | \$59,000  | \$63,000  | \$71,000  |
| LEVEL 3 | \$70,000  | \$80,000  | \$85,000  |
| LEVEL 4 | \$82,500  | \$92,500  | \$97,500  |
| LEVEL 5 | \$105,000 | \$105,000 | \$115,000 |
| LEVEL 6 | \$115,000 | \$125,000 | \$135,000 |
| LEVEL 7 | \$140,000 | \$155,000 | \$190,000 |

Urban Designer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$53,000  | \$62,000  | \$66,000  |
| LEVEL 2 | \$62,000  | \$69,000  | \$72,000  |
| LEVEL 3 | \$69,000  | \$73,000  | \$77,000  |
| LEVEL 4 | \$82,500  | \$87,500  | \$95,000  |
| LEVEL 5 | \$102,500 | \$105,000 | \$115,000 |
| LEVEL 6 | \$115,000 | \$135,000 | \$155,000 |
| LEVEL 7 | \$155,000 | \$165,000 | \$215,000 |

All salaries listed in the 2022 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.



# Salary levels

## Architecture Documentation

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



# Salary tables

## Architectural Documenter

|         | LOW      | AVERAGE   | HIGH      |
|---------|----------|-----------|-----------|
| LEVEL 1 | \$43,000 | \$47,000  | \$55,000  |
| LEVEL 2 | \$54,000 | \$61,000  | \$64,000  |
| LEVEL 3 | \$62,500 | \$72,500  | \$77,500  |
| LEVEL 4 | \$77,500 | \$87,500  | \$97,500  |
| LEVEL 5 | \$95,000 | \$112,500 | \$122,500 |
| LEVEL 6 | \$95,000 | \$122,500 | \$152,500 |

## Interior Documenter

|         | LOW      | AVERAGE  | HIGH      |
|---------|----------|----------|-----------|
| LEVEL 1 | \$44,000 | \$49,000 | \$58,000  |
| LEVEL 2 | \$51,000 | \$61,000 | \$65,000  |
| LEVEL 3 | \$60,000 | \$70,000 | \$75,000  |
| LEVEL 4 | \$65,000 | \$82,500 | \$105,000 |
| LEVEL 5 | \$70,000 | \$92,500 | \$117,500 |

All salaries listed in the 2022 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.



# Salary levels & table

## 3D Visualiser

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

All salaries listed in the 2022 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.

## 3D Visualiser

|         | LOW      | AVERAGE   | HIGH      |
|---------|----------|-----------|-----------|
| LEVEL 1 | \$55,000 | \$62,500  | \$70,000  |
| LEVEL 2 | \$72,500 | \$85,000  | \$90,000  |
| LEVEL 3 | \$82,500 | \$112,500 | \$122,500 |



# Salary tables

## BIM Manager

|  | LOW       | AVERAGE   | HIGH      |
|--|-----------|-----------|-----------|
|  | \$102,500 | \$112,500 | \$127,500 |

## Practice Manager

|  | LOW       | AVERAGE   | HIGH      |
|--|-----------|-----------|-----------|
|  | \$100,000 | \$105,000 | \$130,000 |

All salaries listed in the 2022 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



CONSTRUCTION

# INTRODUCTION

Out of all industries surveyed, Construction has been most significantly impacted by COVID-19 in 2021. Continued lockdowns in Victoria led 79% of responding firms to implement labour cost management strategies to navigate the continuing impact of COVID-19. A third of construction firms anticipate full recovery by the end of 2022, while 27% don't expect to recover until 2023.

Attracting talent remains a key challenge for the construction industry. Ninety-two per cent of responding firms reported having difficulty in sourcing technical professionals, while 75% needed to pay higher salaries than anticipated to secure new teammates.

At the time of completing the survey, only 29% of firms felt they had the talent they require to deliver organisational objectives in 2022, with 79% of builders anticipating growing headcount in the year ahead. With 78% of firms expecting business activity to increase in 2022, we fully expect competition for talent to further intensify.

While the past two years have been challenging for many builders, 2022 looks to be a turning of a corner, with 71% of responding firms optimistic, (or very) optimistic, about market conditions over the next three years. We look forward to seeing this come to fruition in the 2023 PACE Survey.

**A huge step forward for the industry is seeing 73% of businesses allowing working from home and 63% giving flexibility with working hours.**



**Tom Skevington**

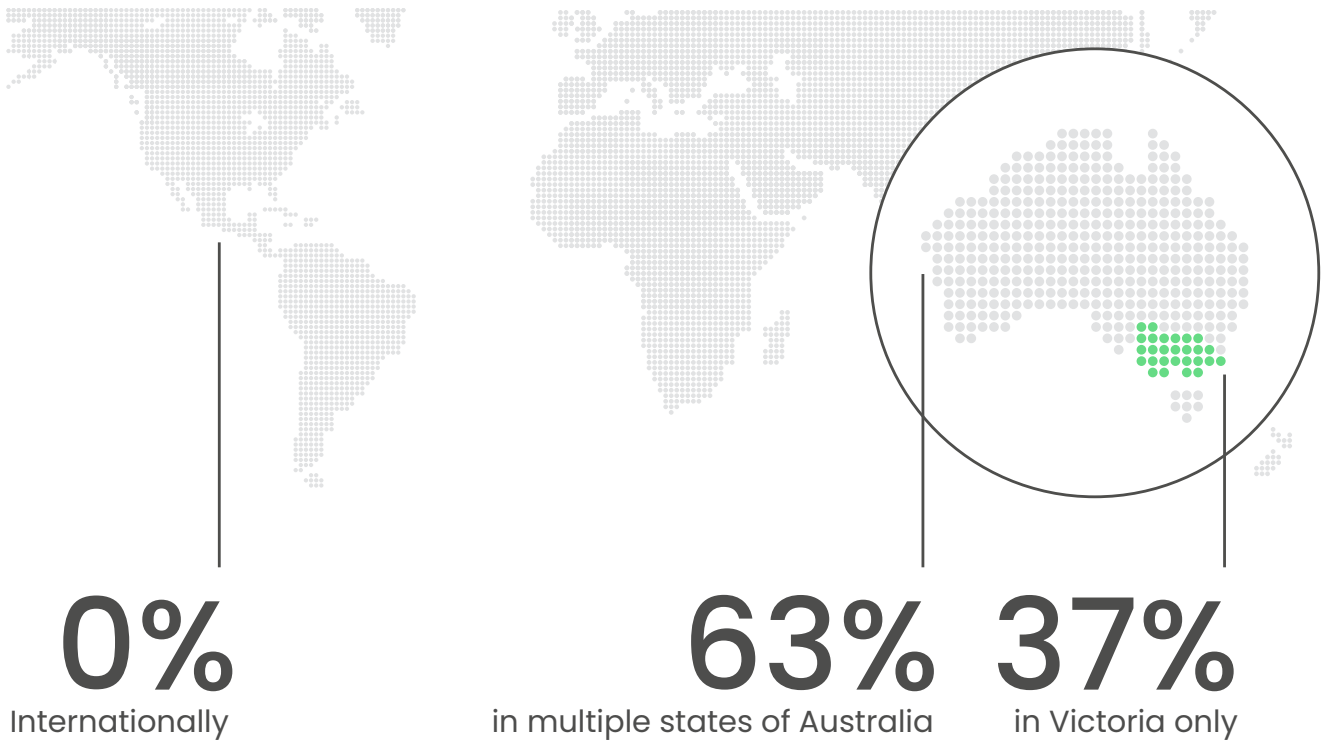
**Manager  
Construction**

0435 914 485

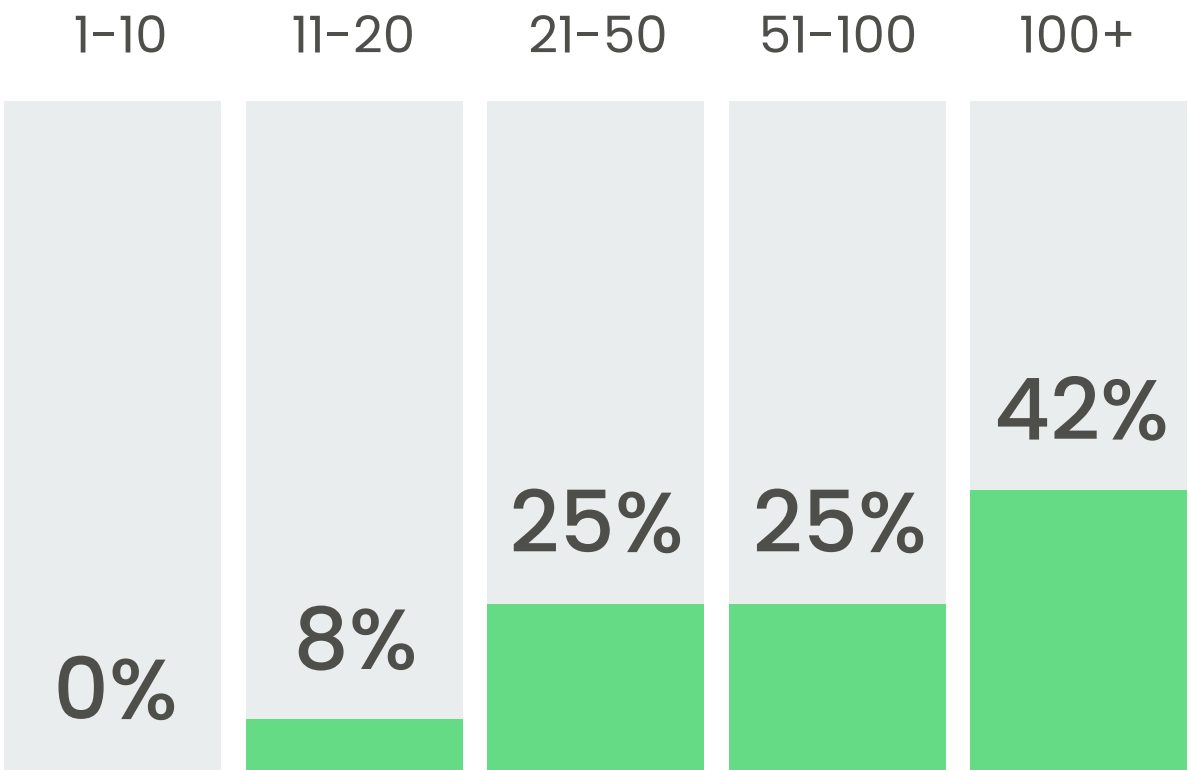
[t.skevington@aspectpersonnel.com.au](mailto:t.skevington@aspectpersonnel.com.au)

# Company demographics

Where does your organisation operate?

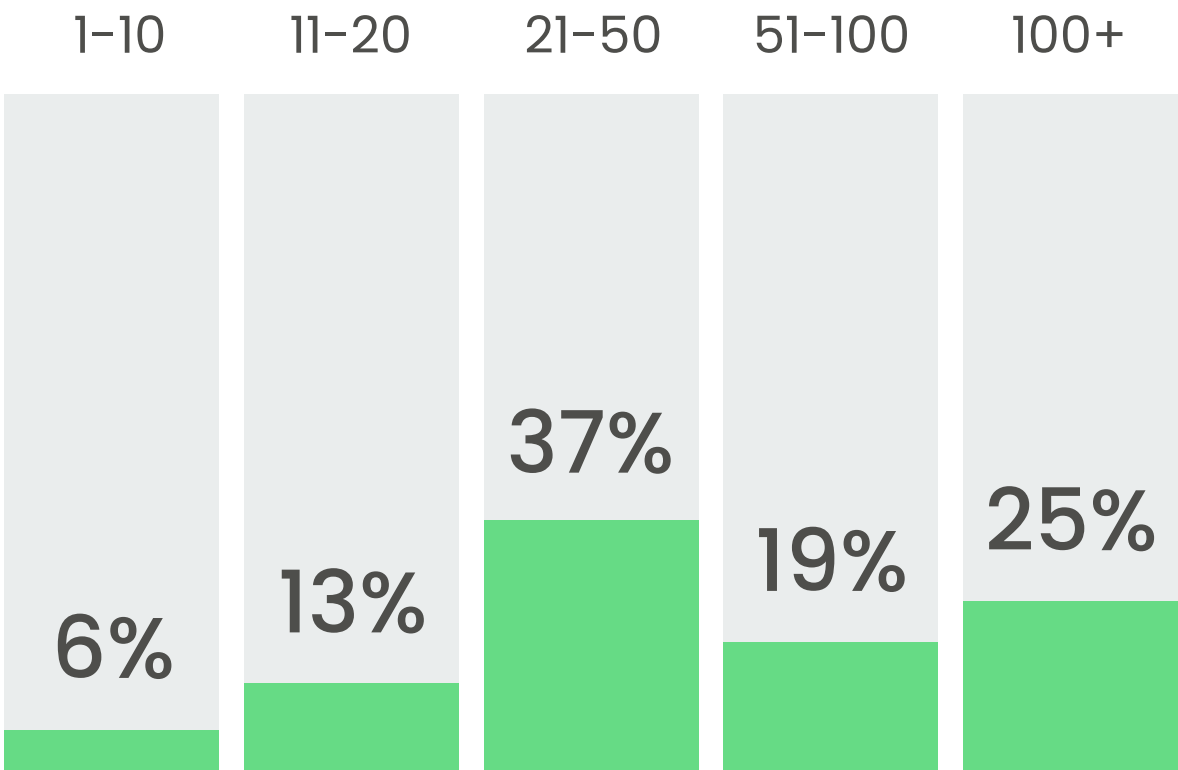


How many people does your organisation employ?



The average company size of the organisations surveyed was 127 employees.

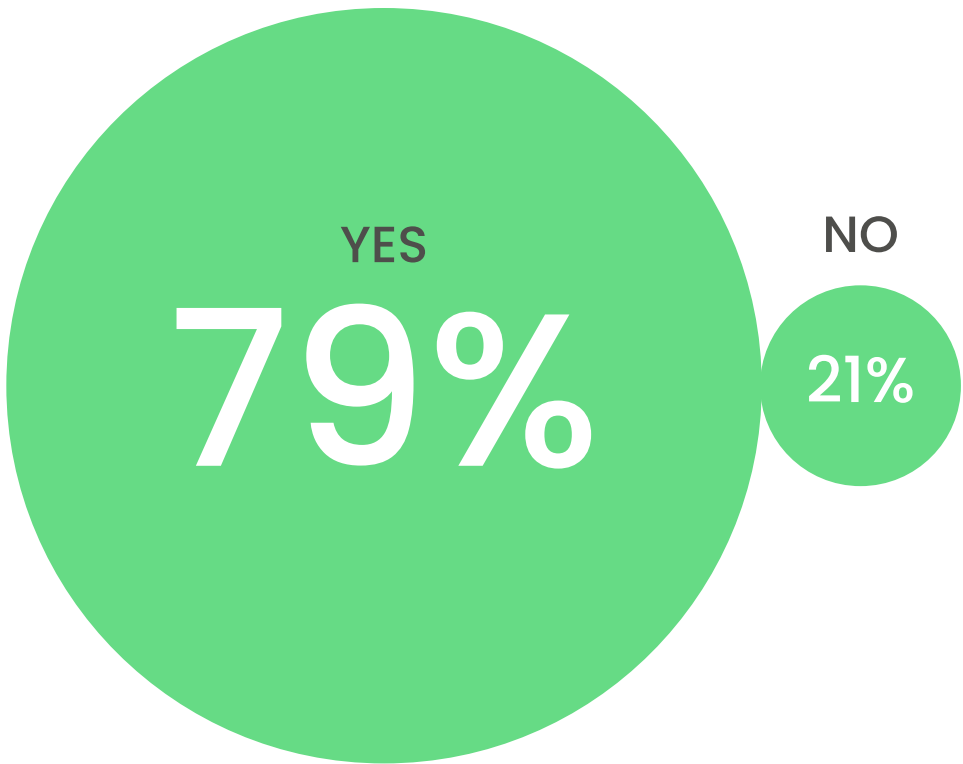
How many people does your organisation employ in Victoria?



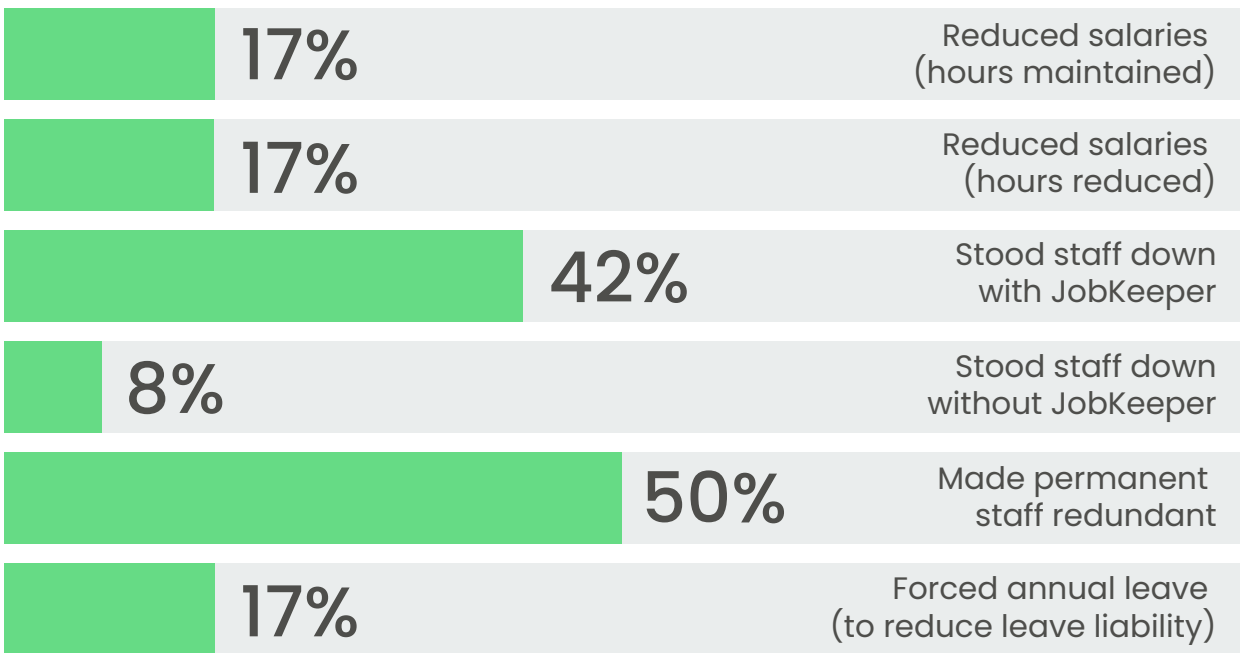
The average number of Victorian-based employees was 63.

# COVID-19 impact

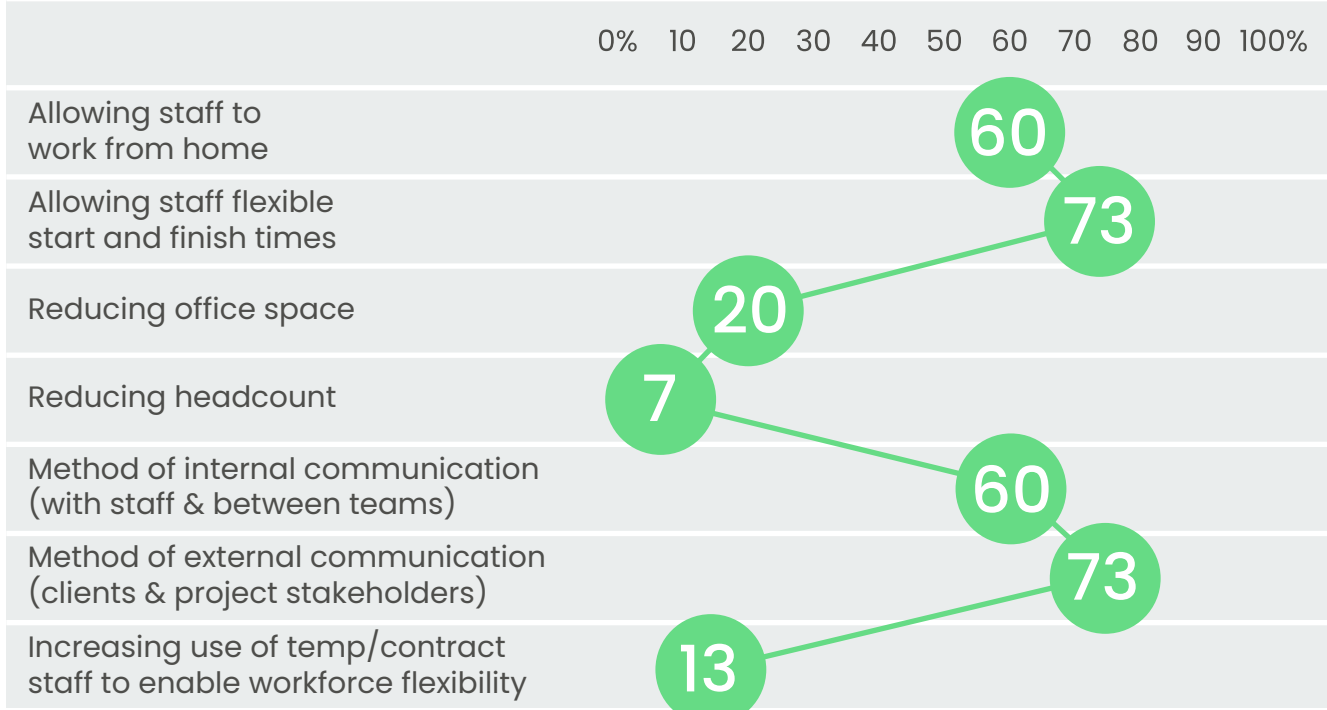
In 2021, did you implement any labour cost management strategies in response to COVID-19?



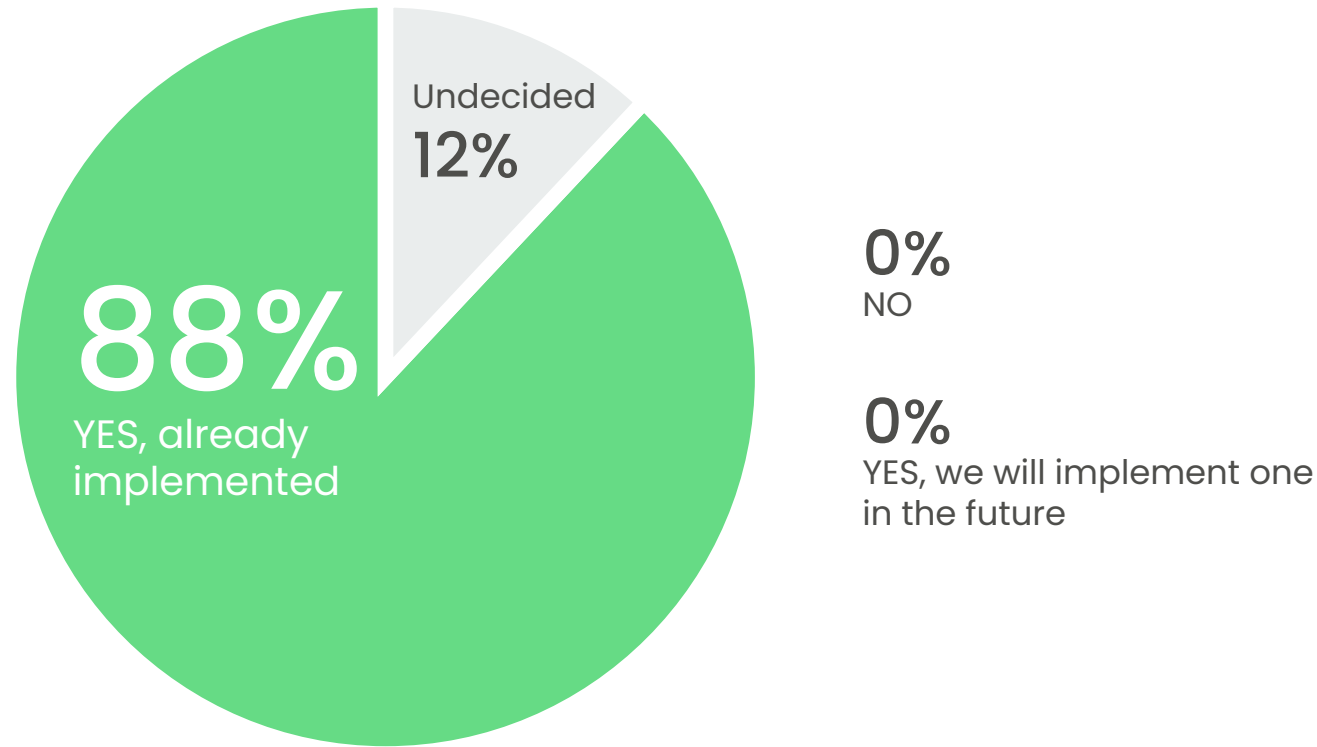
What labour cost management strategies did you implement?



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



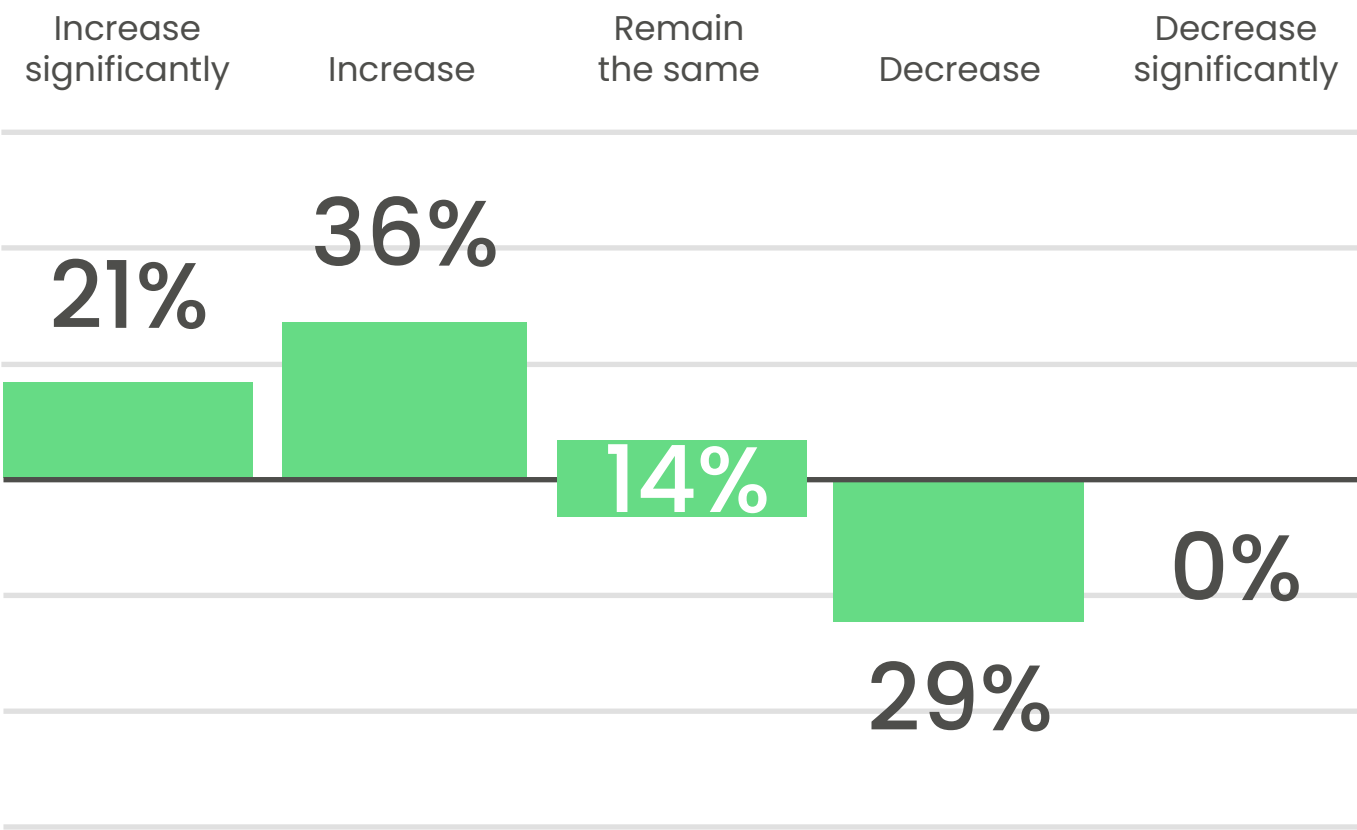
Will your organisation implement a mandatory COVID-19 vaccination policy?



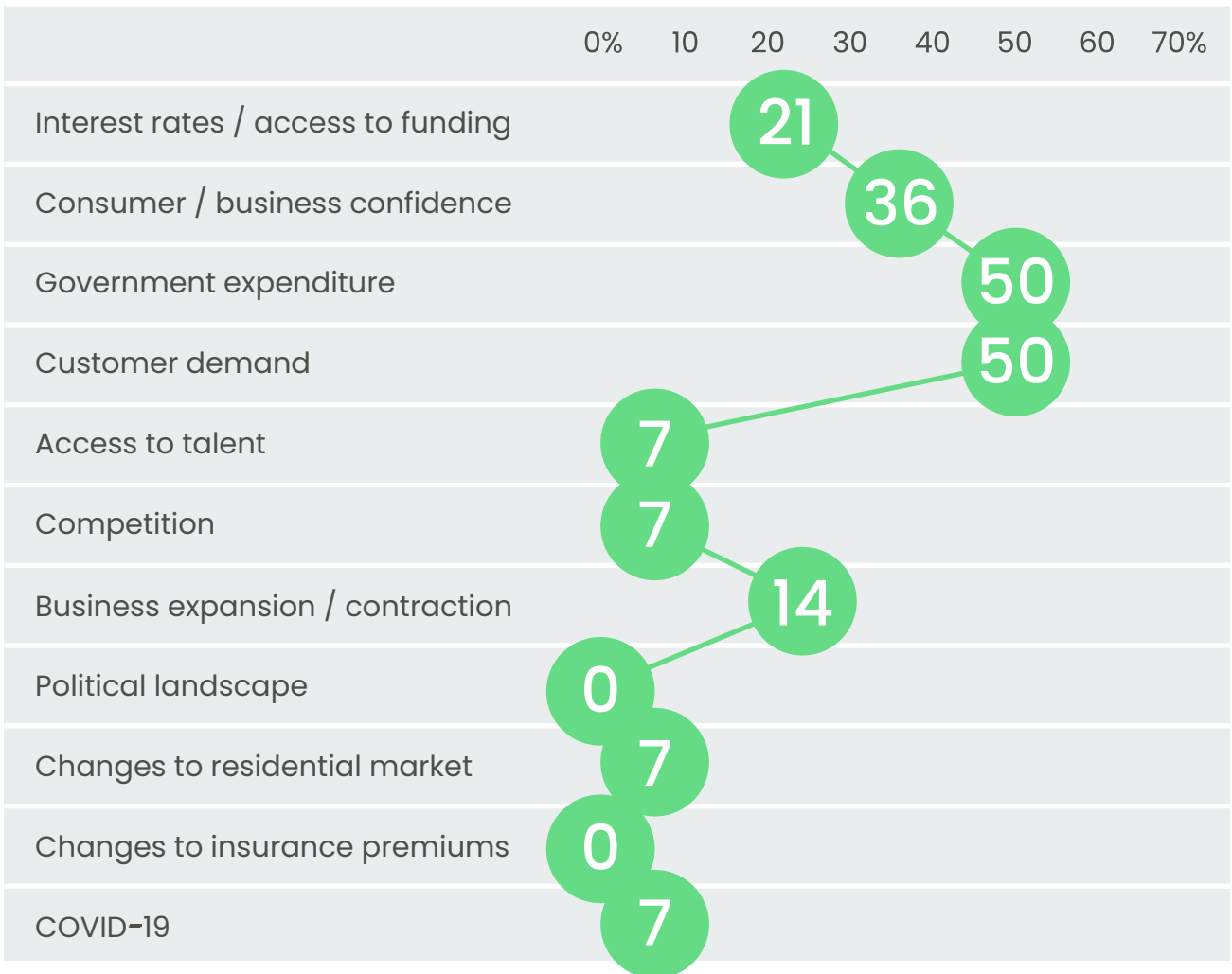


# Business activity

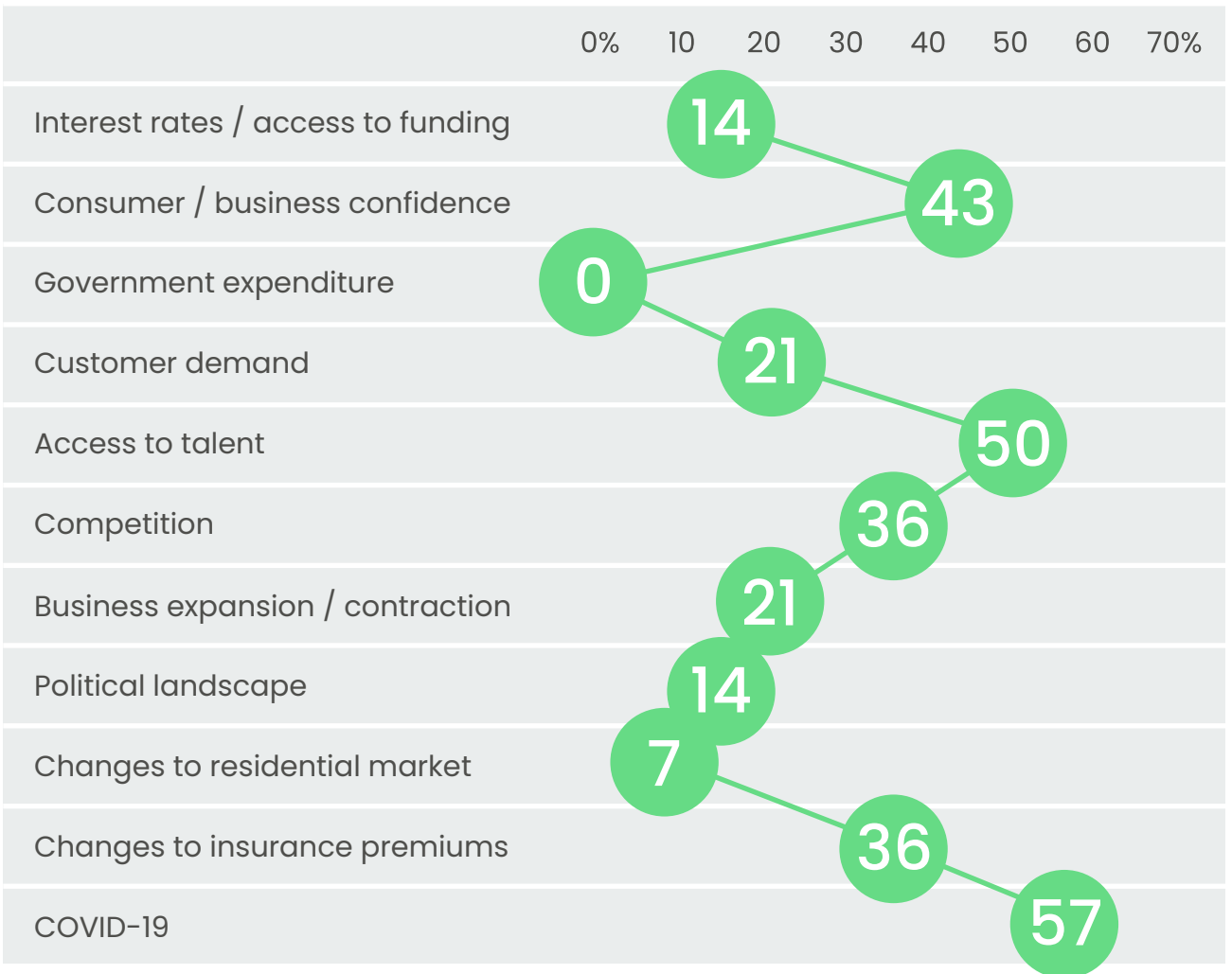
Compared to 2020, did business activity in 2021:



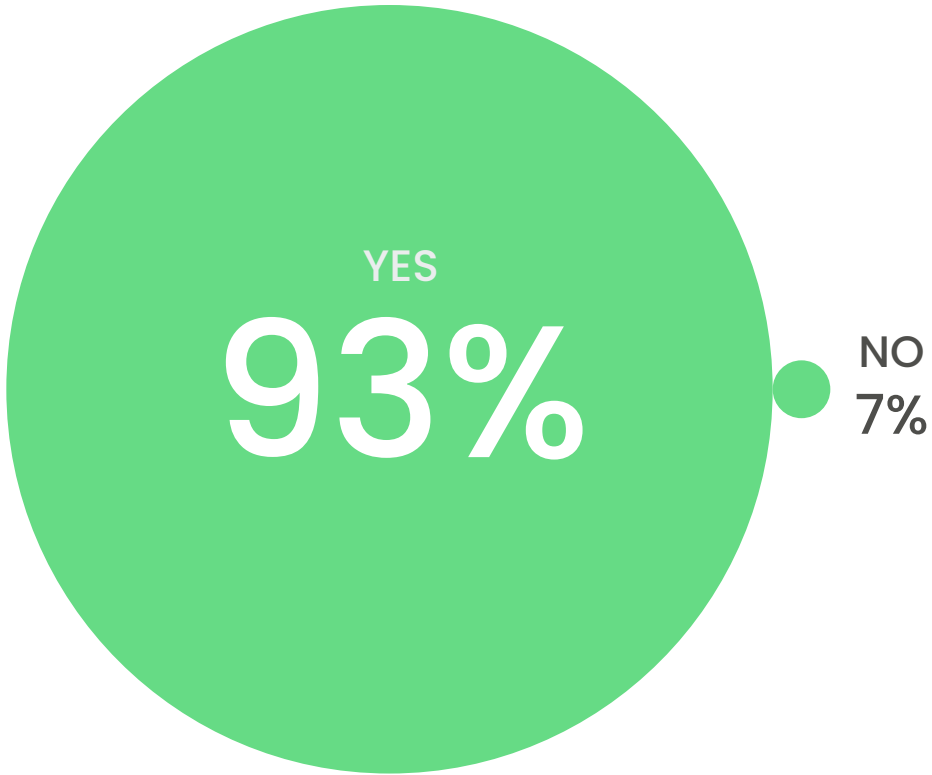
What has had significant positive impact on business activity levels in 2021?



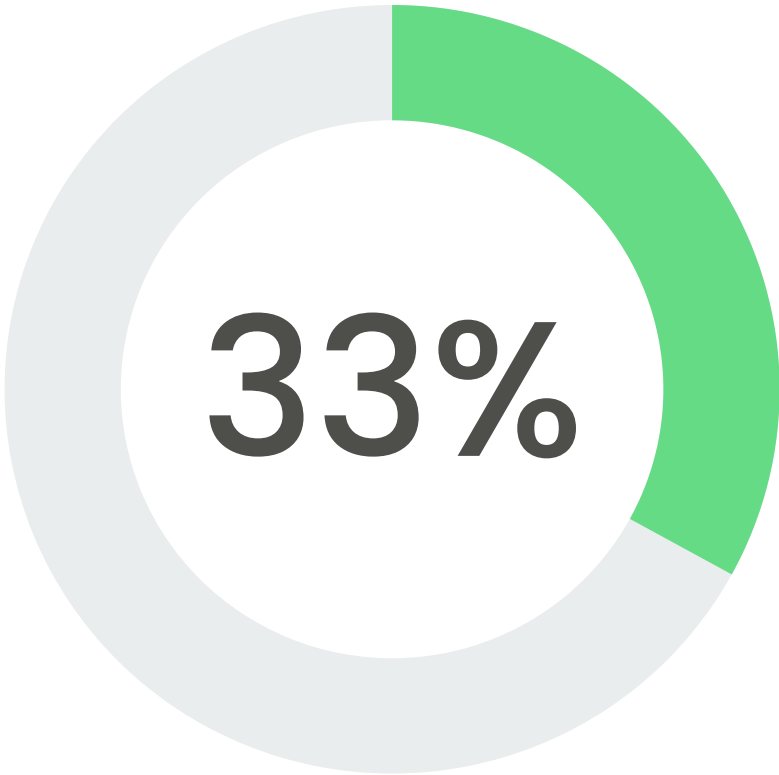
What has had significant negative impact on business activity levels in 2021?



Did your organisation tender for projects in 2021?



Of projects tendered for in 2021, approximately what percentage were successful?



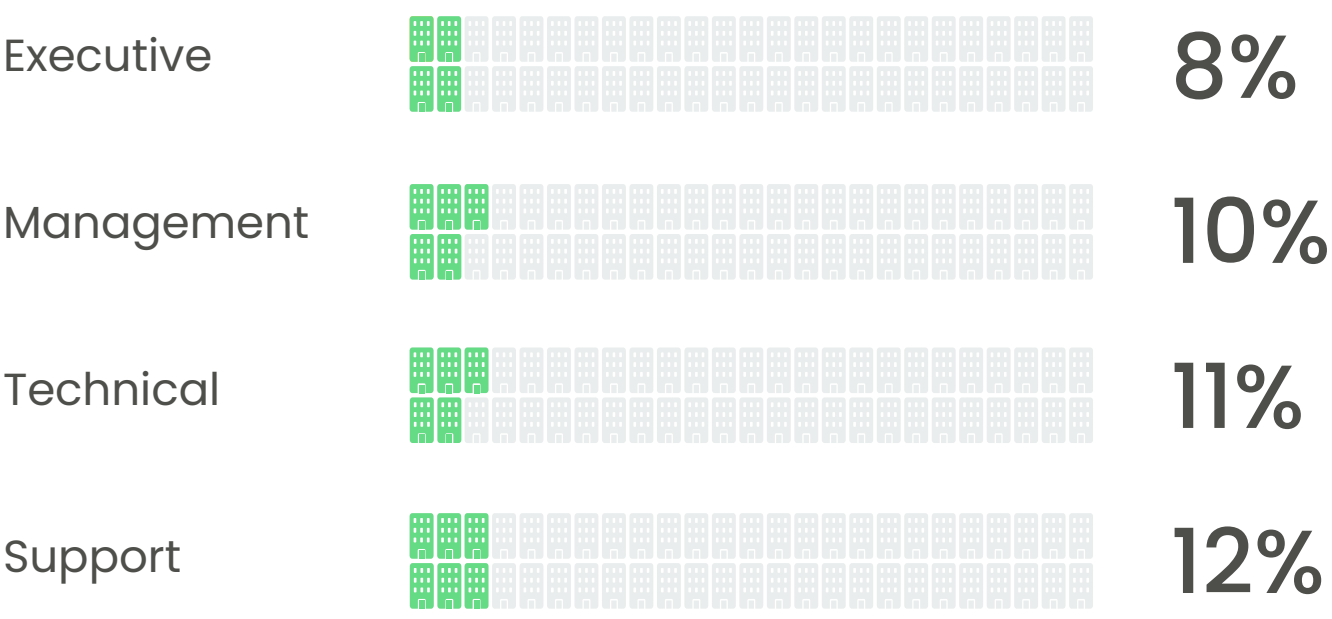
While the percentage of construction firms that tendered for projects in 2021 remained the same as 2020, tender success rates increased by 50%.

# Human resources & talent

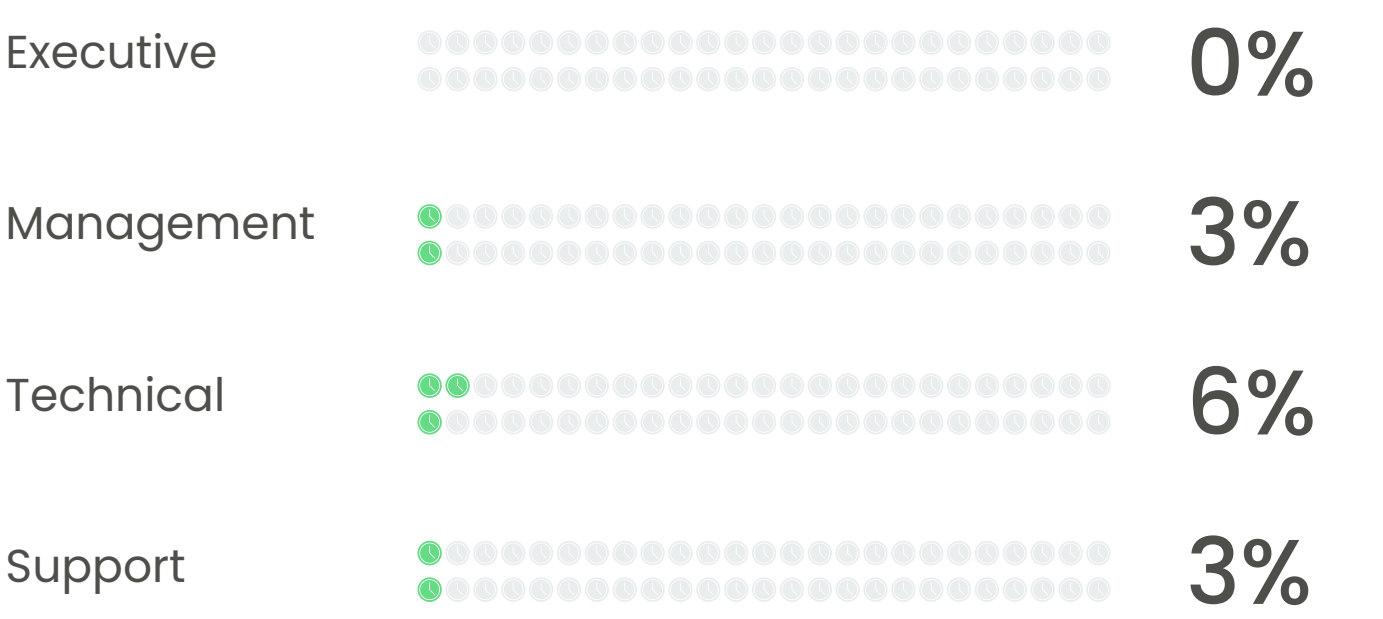
Approximately what percentage of your staff are female?



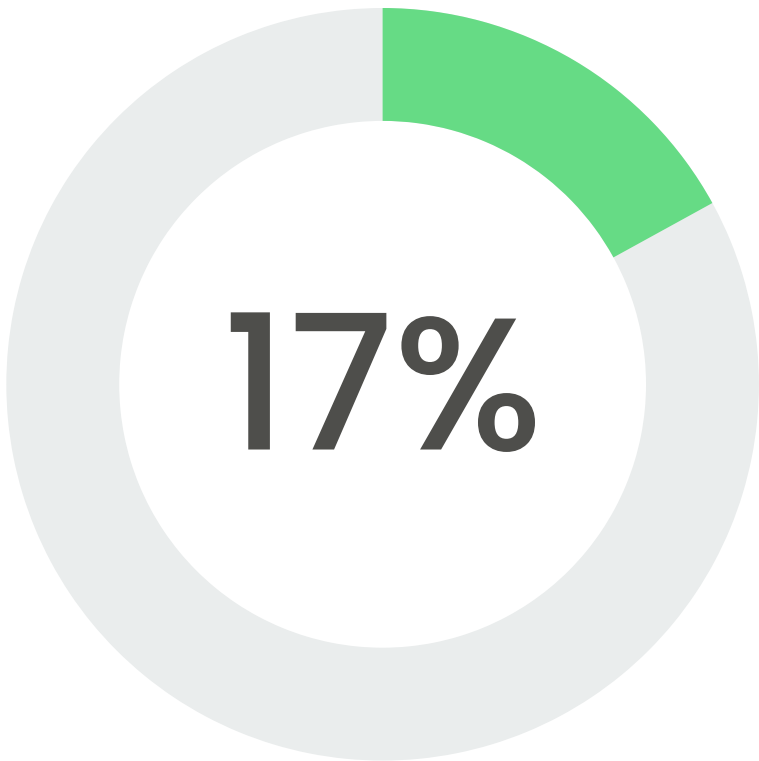
Approximately what percentage of your staff are employed on a part-time basis?



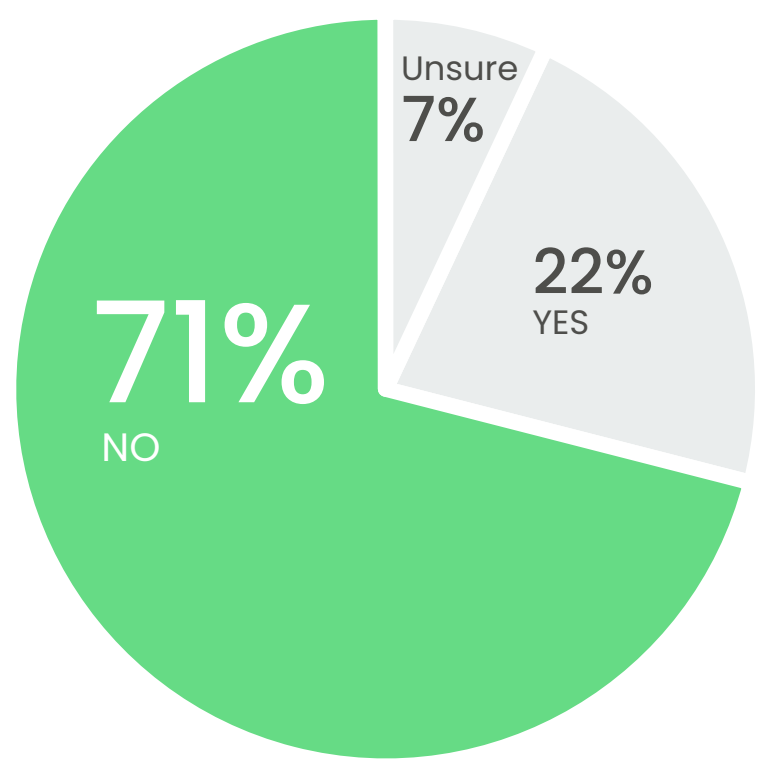
Approximately what percentage of your staff are employed on a contract/temporary basis?



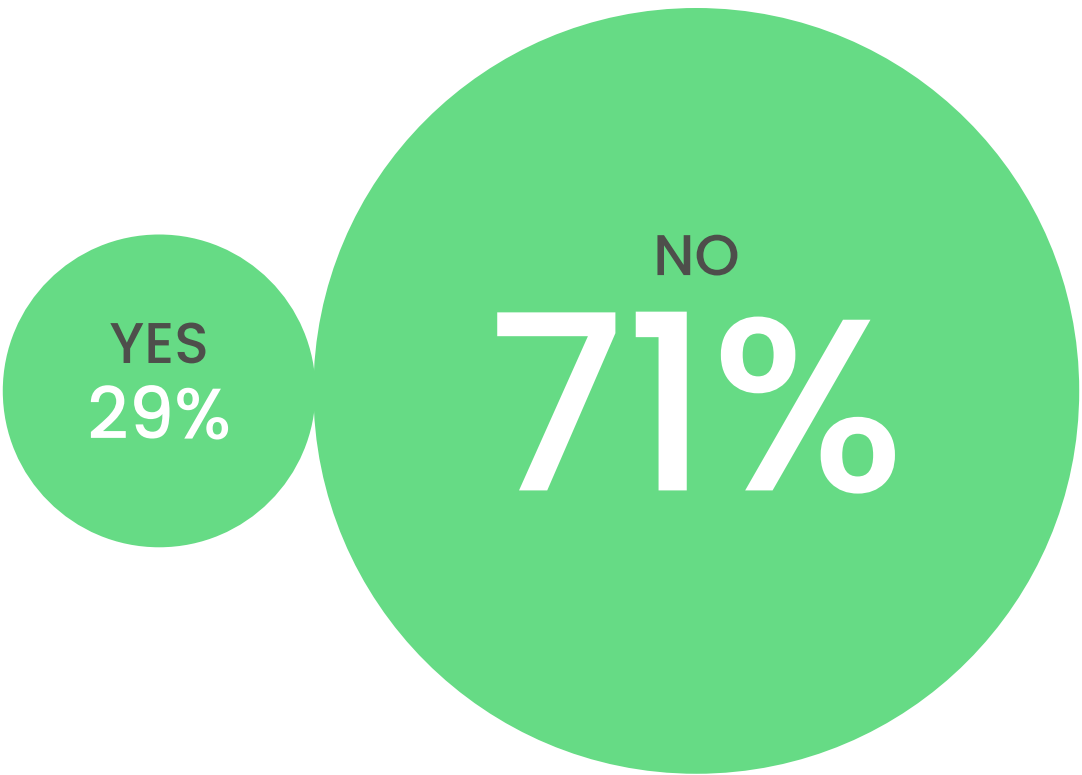
Approximately what percentage of staff employed are support staff?



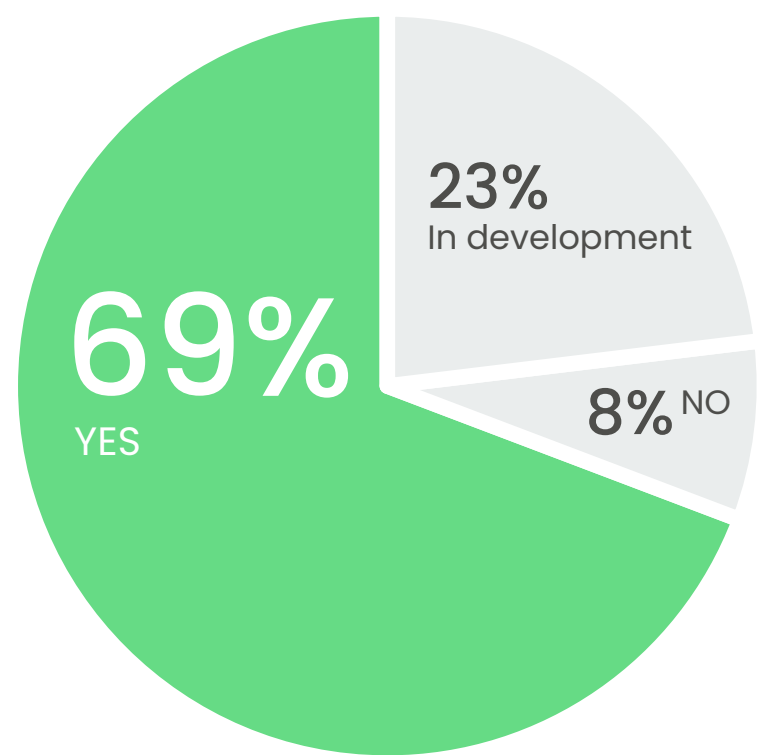
Do you think skills shortages are likely to impact the effective operation of your organisation in 2022?



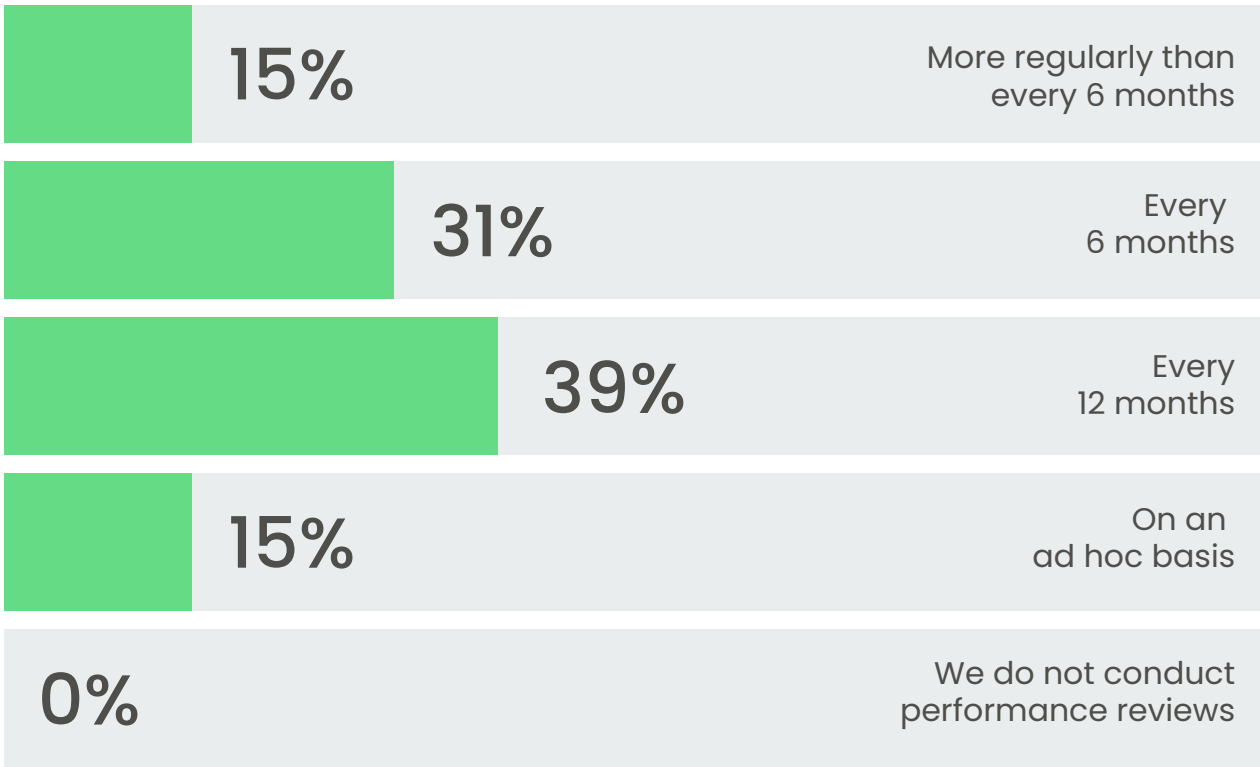
Do you currently have the talent required to deliver your organisation’s objectives in 2022?



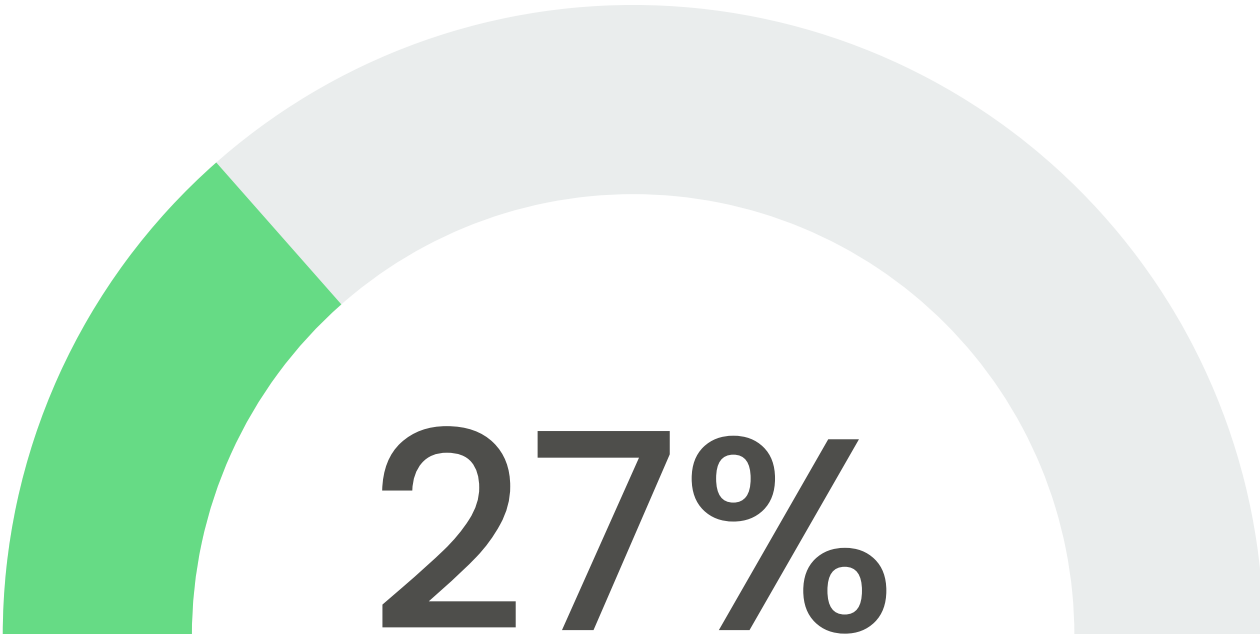
To your knowledge, does your organisation have a diversity and inclusion policy?



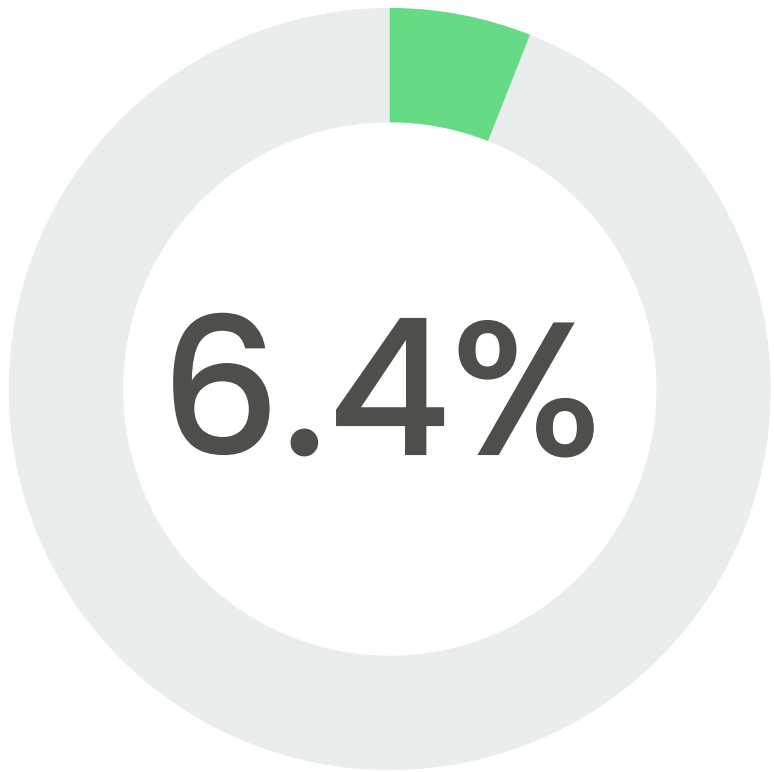
How often do you conduct performance reviews?



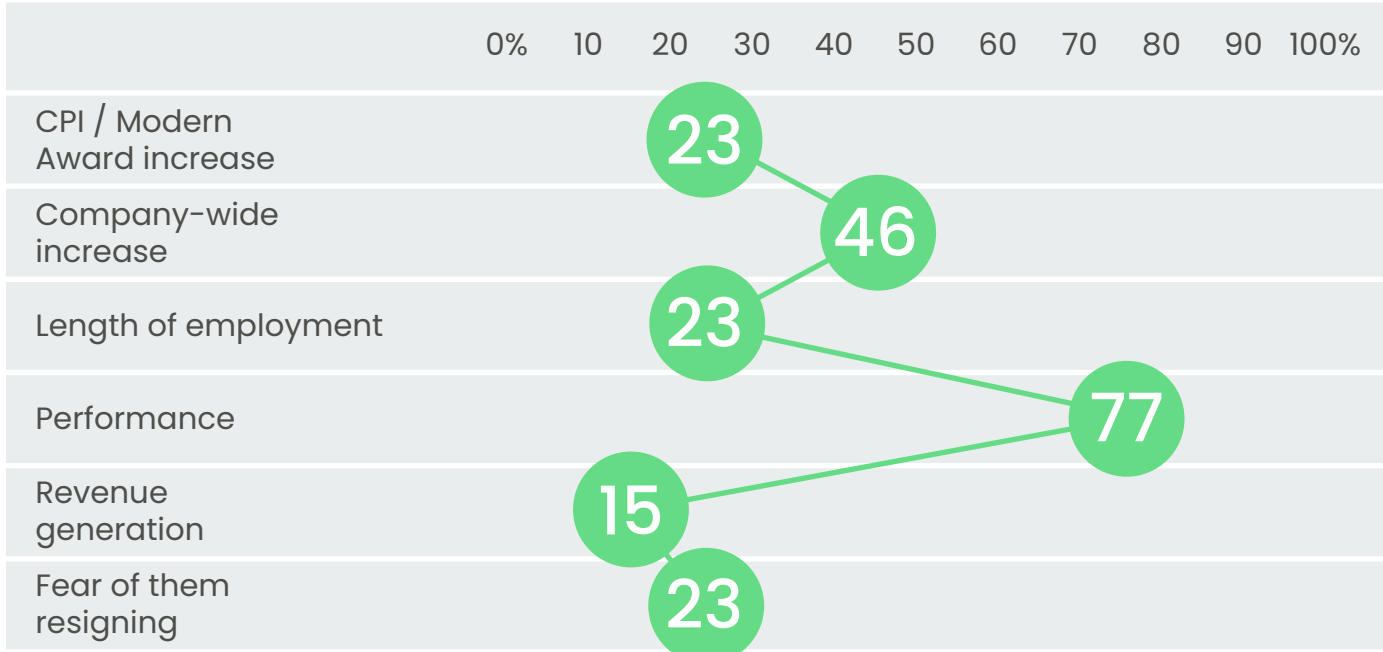
Approximately what percentage of revenue is spent on wages?



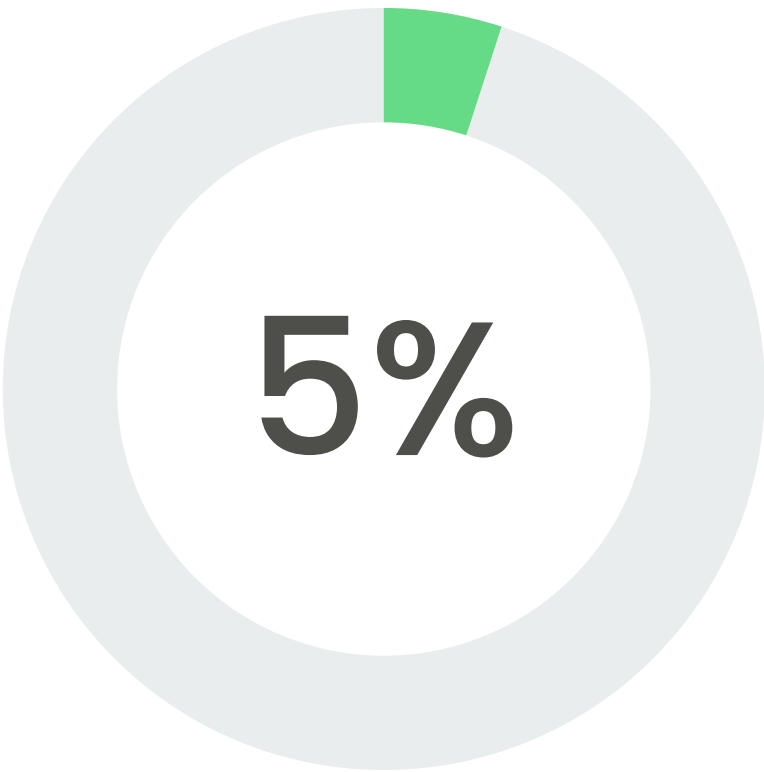
In your last round of reviews, what was the average percentage salary increase?



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



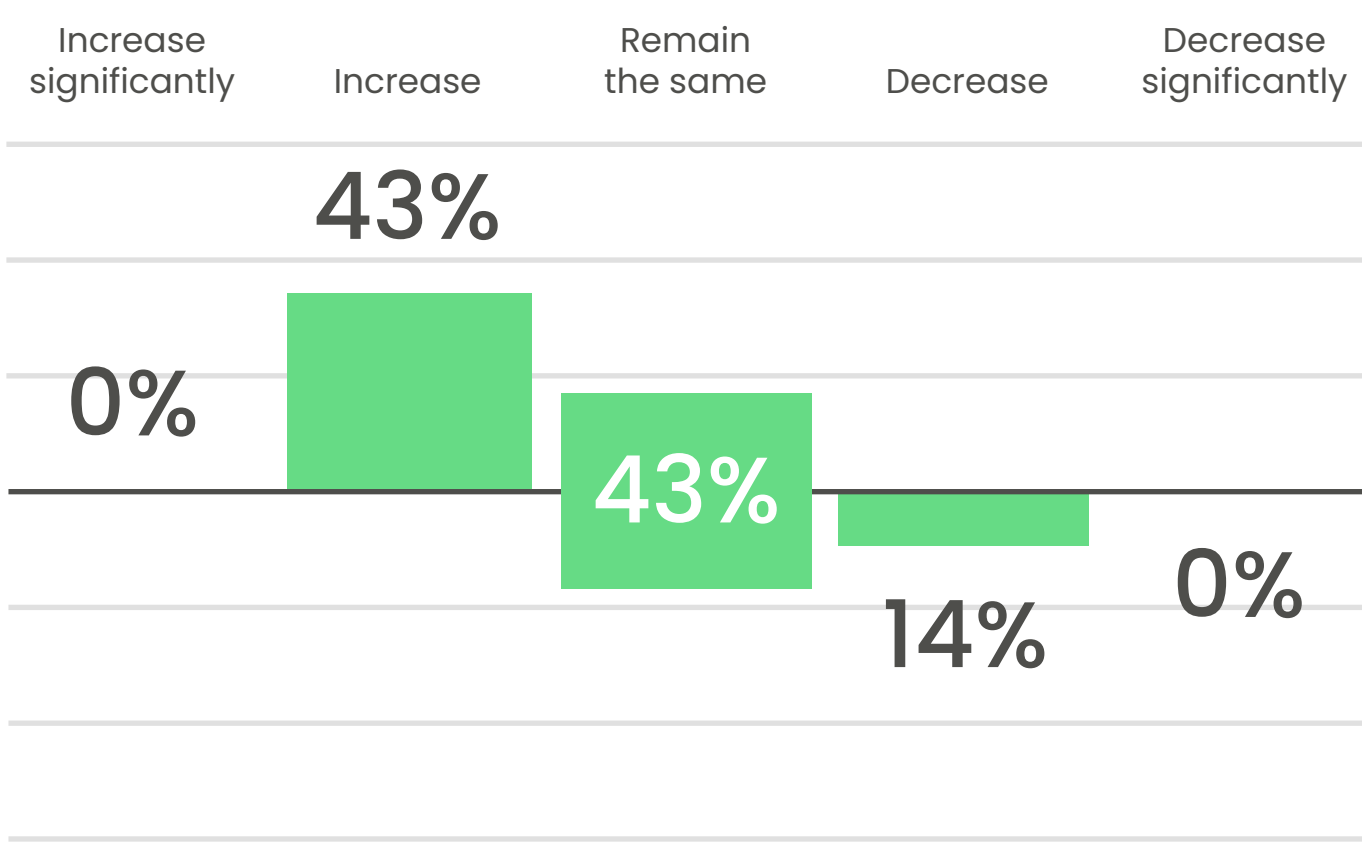
In your next round of reviews, what do you expect to increase salaries by?



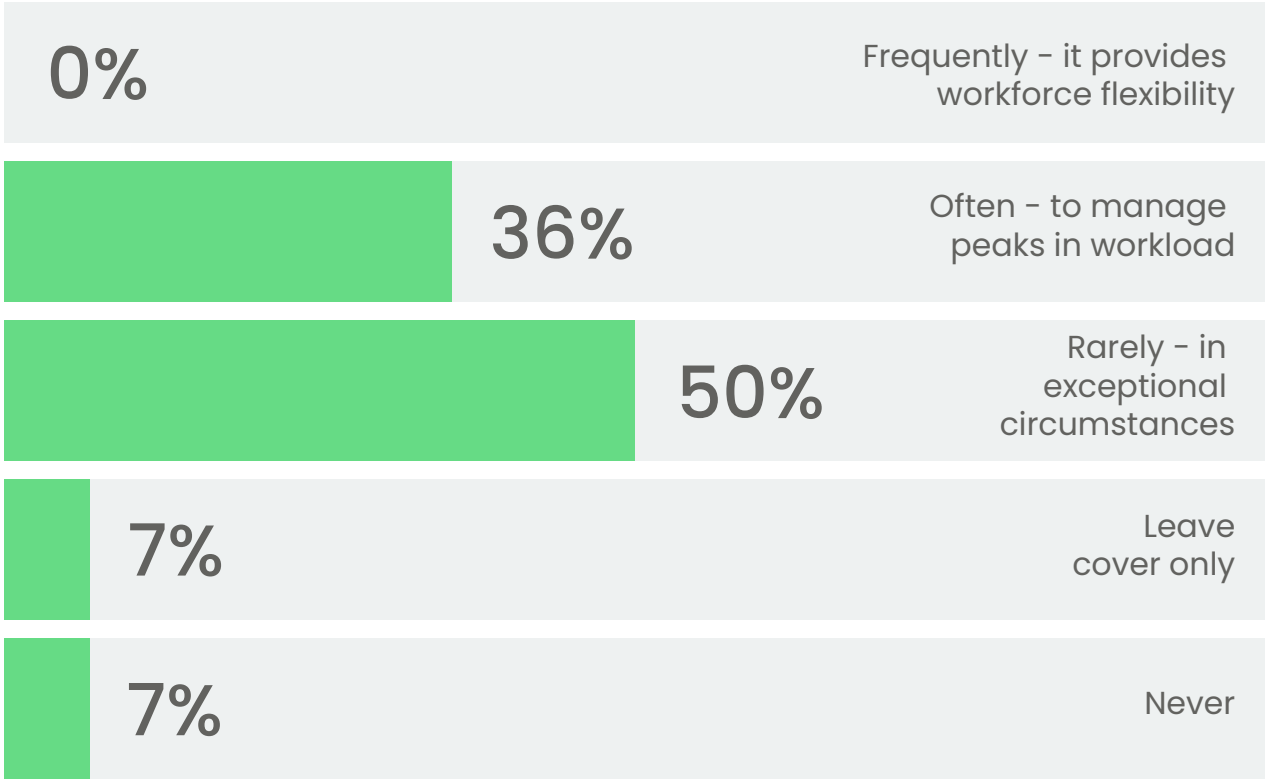


# Recruitment & retention

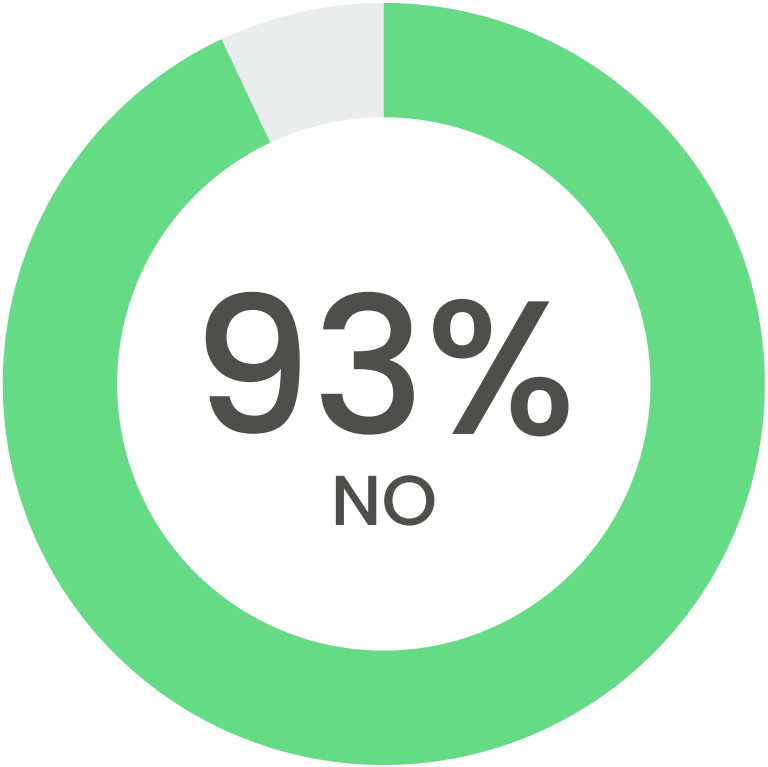
In 2021, did staff numbers within your organisation:



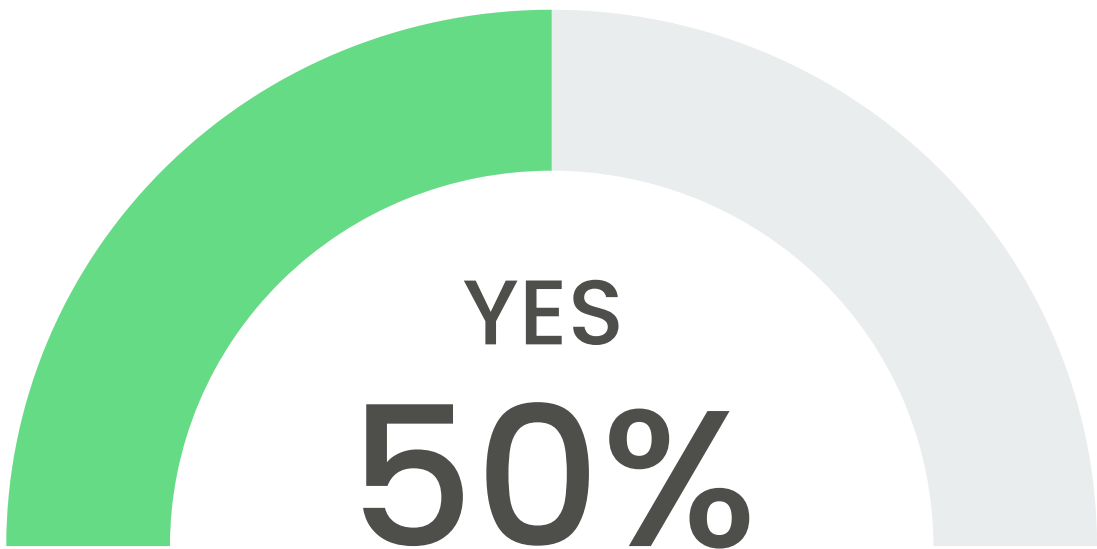
How often do you employ temporary/contract staff?



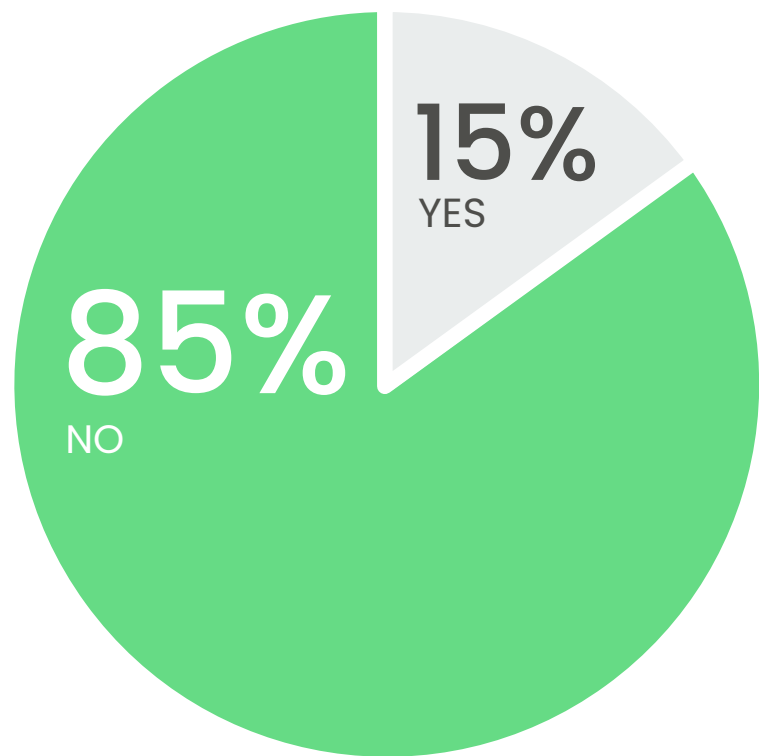
Has this increased during the COVID-19 pandemic?



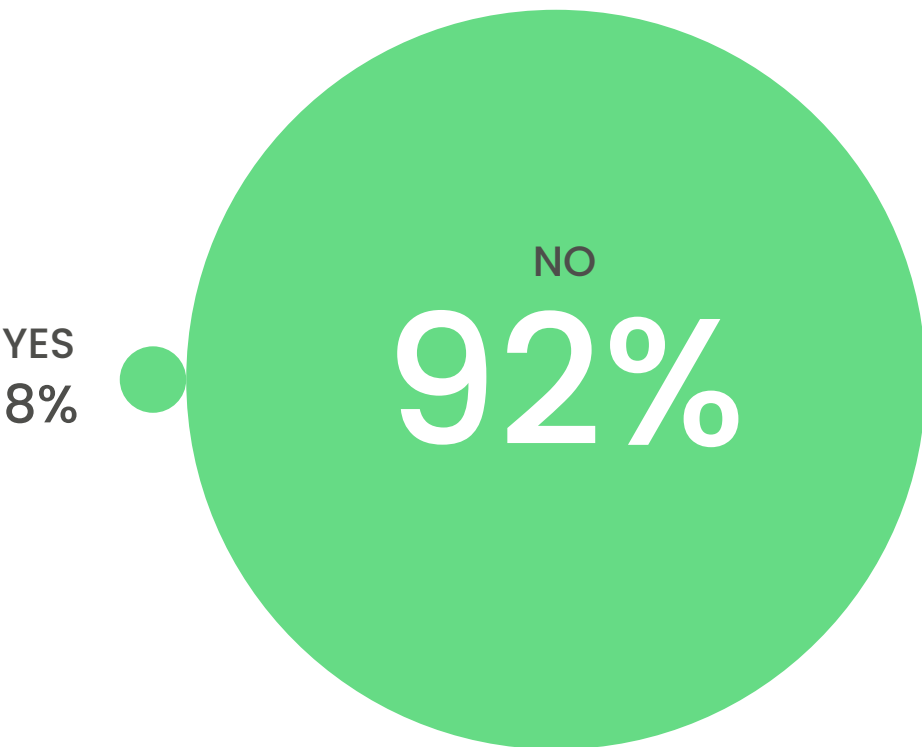
Does your company have a talent acquisition team or professional?



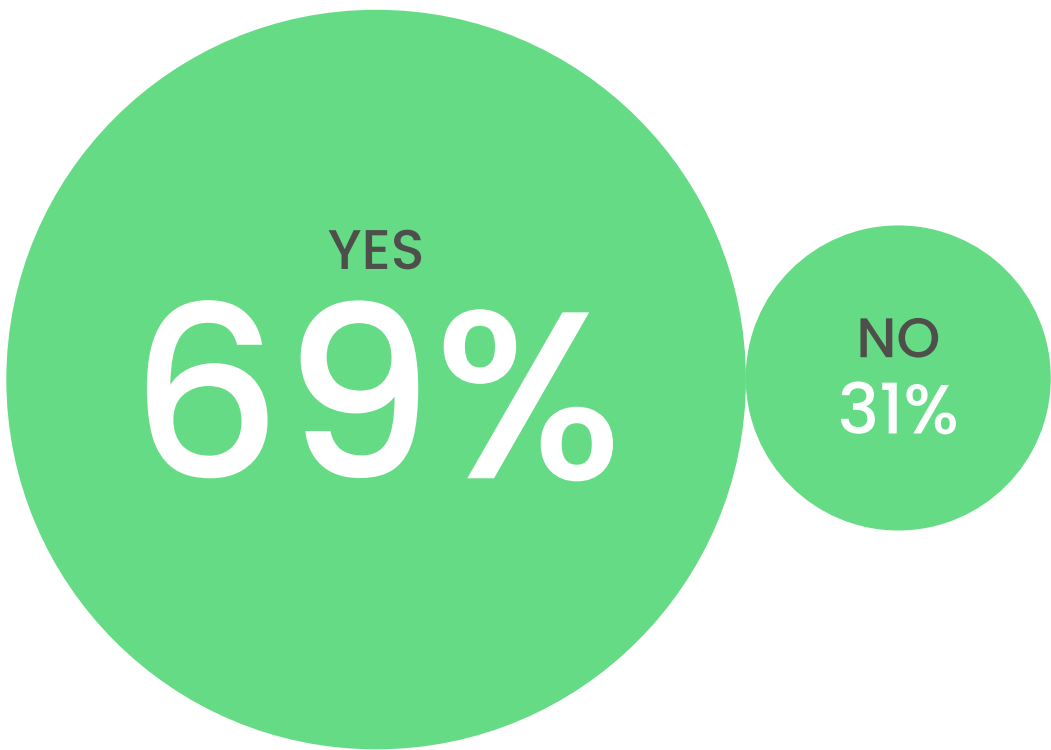
Are you currently pre-approved to provide visa sponsorship to employees?



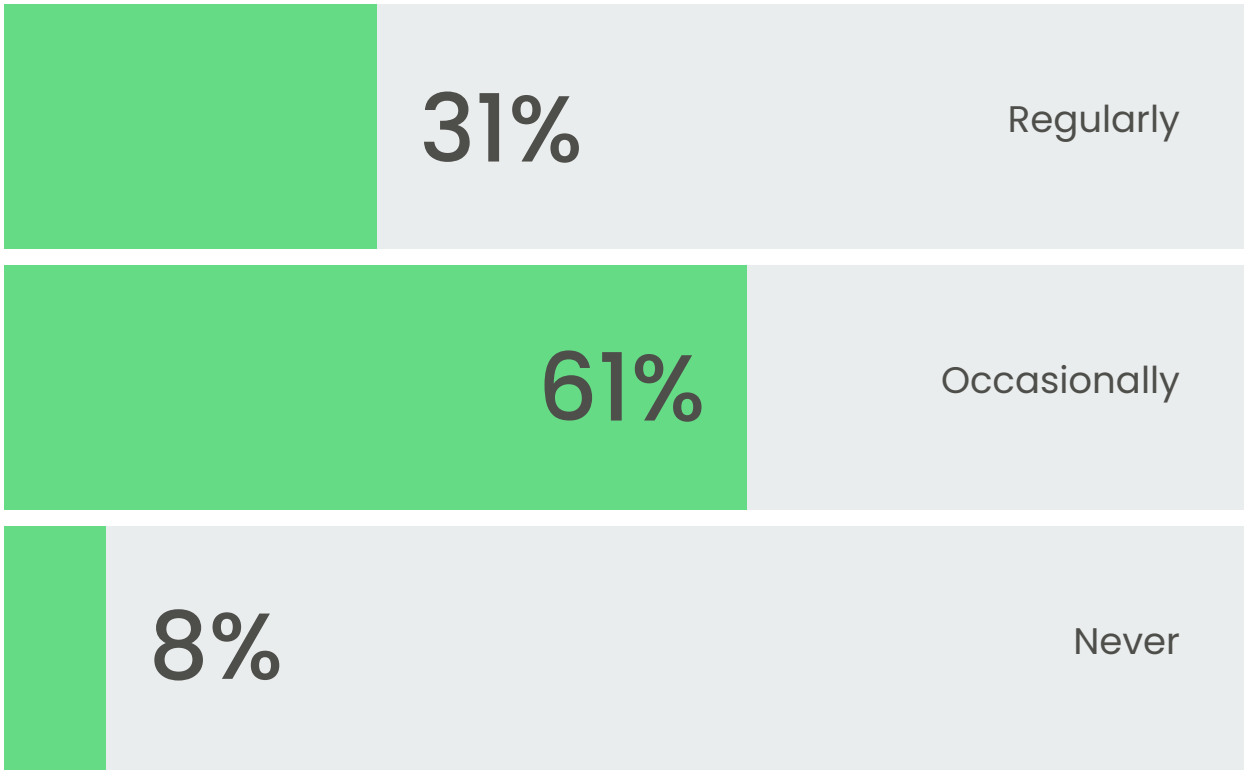
Did you provide visa sponsorship to any new employees in 2021?



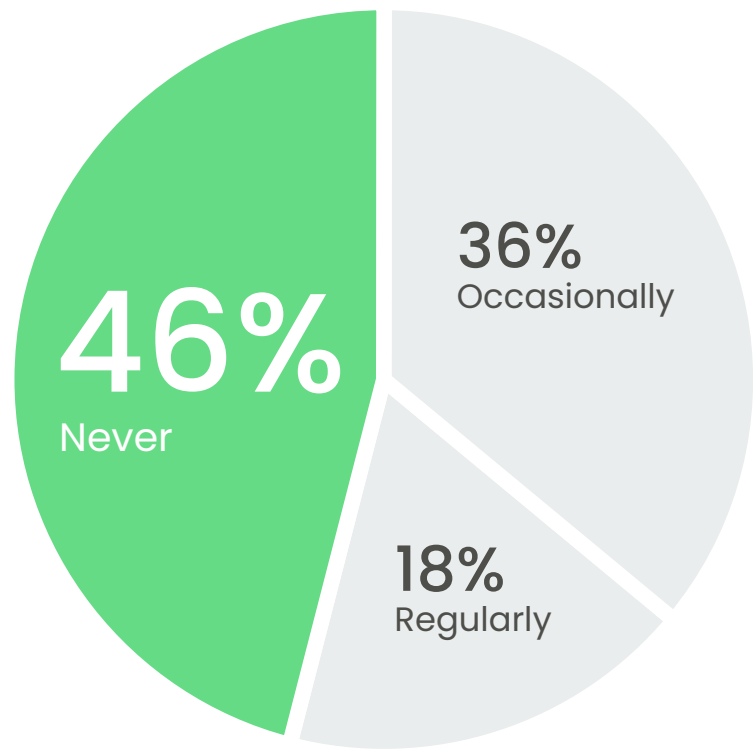
Have you recruited any graduates in 2021?



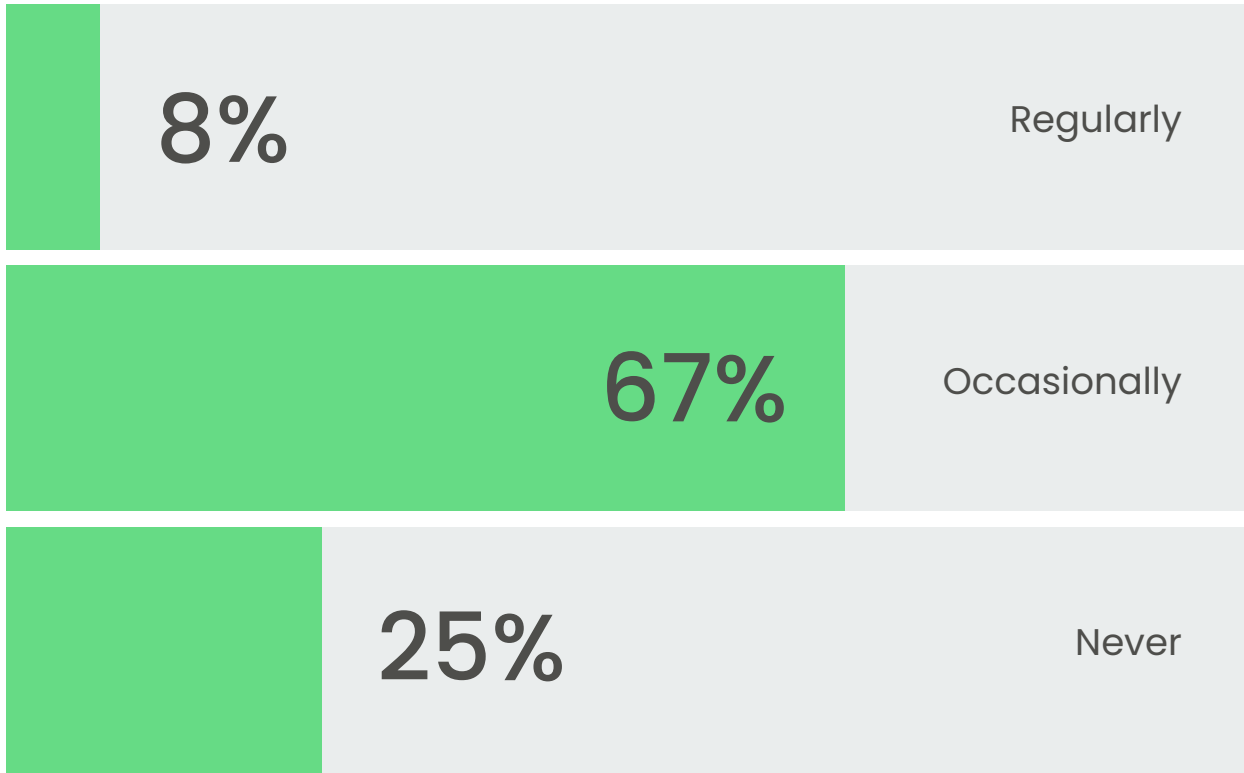
If you hired in 2021, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?



If you hired in 2021, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?



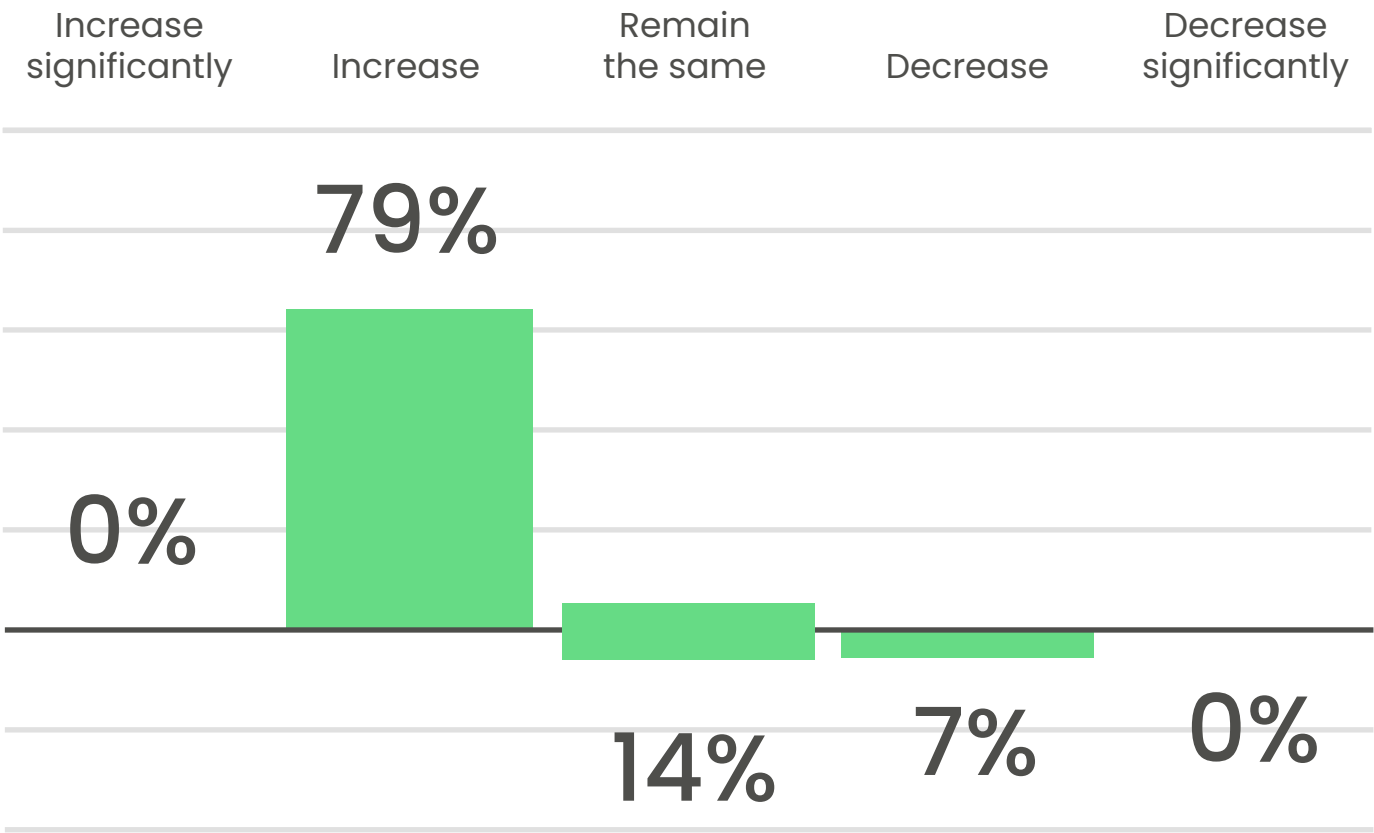
When recruiting staff in the last year, have you had to pay higher salaries than you expected to in order to attract the right candidate?



If you hired staff in 2021, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



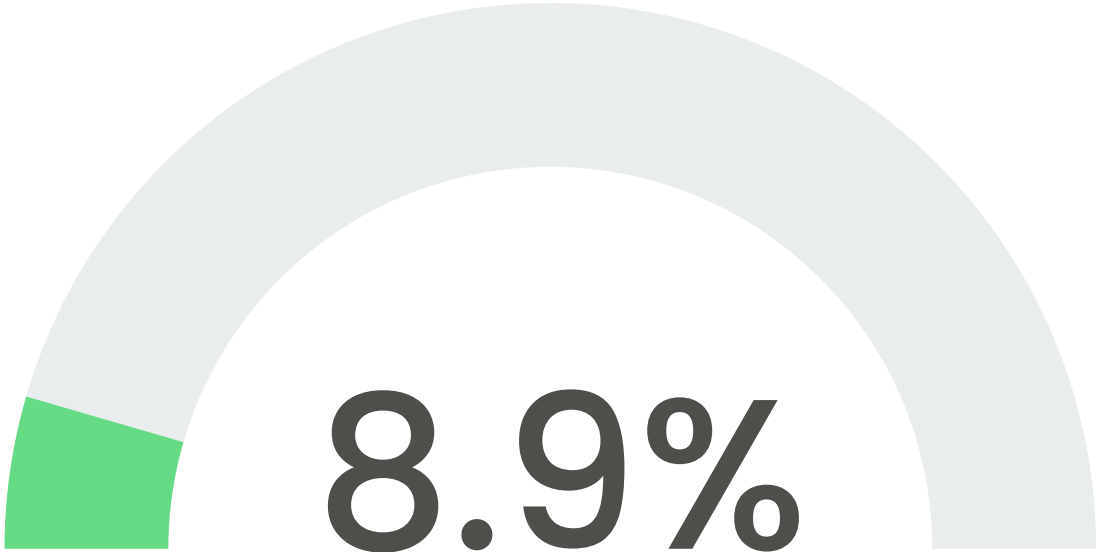
In 2022, do you expect staff numbers to:



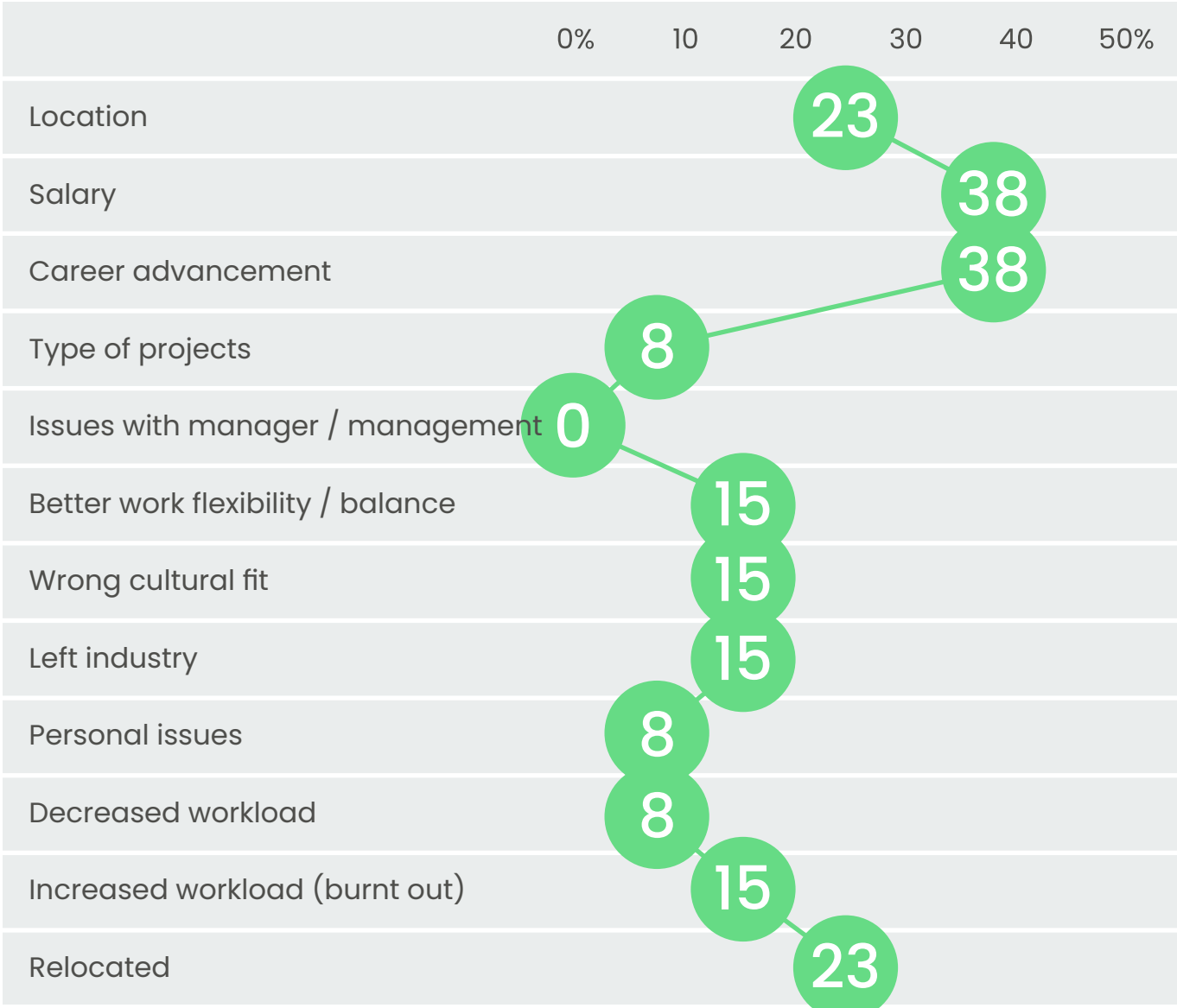
What are the most important characteristics when looking for potential employees for your organisation?

|                                 | Executive | Mgmt | Technical | Support |
|---------------------------------|-----------|------|-----------|---------|
| Communication skills            | 77%       | 85%  | 46%       | 85%     |
| Project management skills       | 23%       | 46%  | 54%       | 15%     |
| Job specific / technical skills | 31%       | 46%  | 77%       | 92%     |
| Stakeholder engagement skills   | 69%       | 46%  | 31%       | 31%     |
| Leadership skills               | 46%       | 46%  | 23%       | 8%      |
| Business development skills     | 62%       | 23%  | 0%        | 0%      |
| Cultural fit                    | 69%       | 85%  | 92%       | 92%     |
| Academic qualification          | 23%       | 23%  | 8%        | 8%      |
| Project experience              | 23%       | 54%  | 62%       | 15%     |

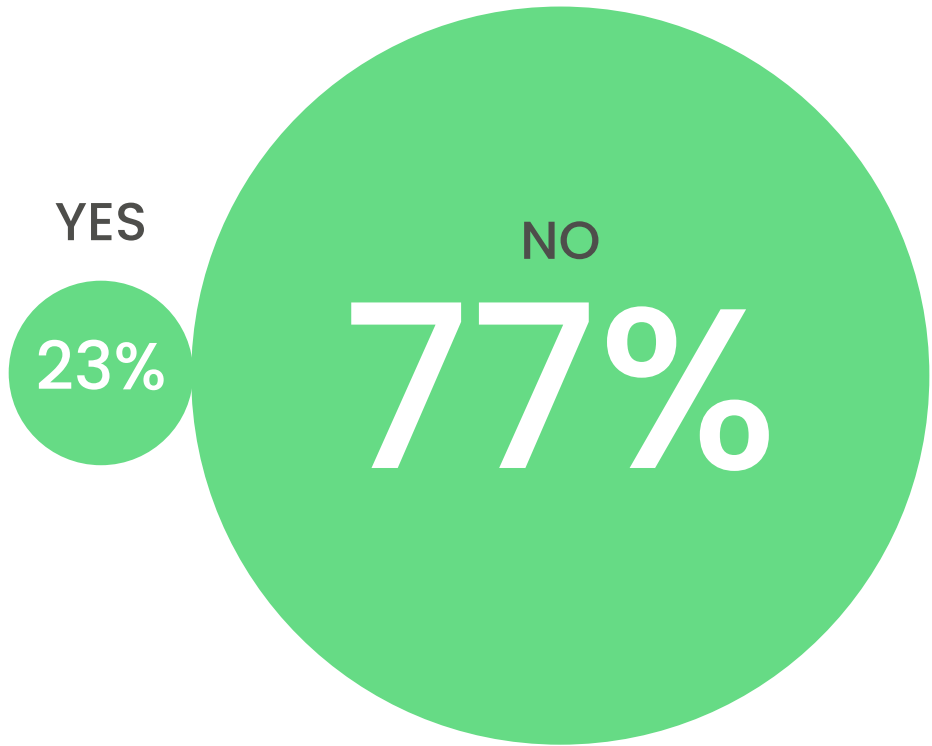
Approximately what percentage of your total permanent staff resigned from their role in 2021?



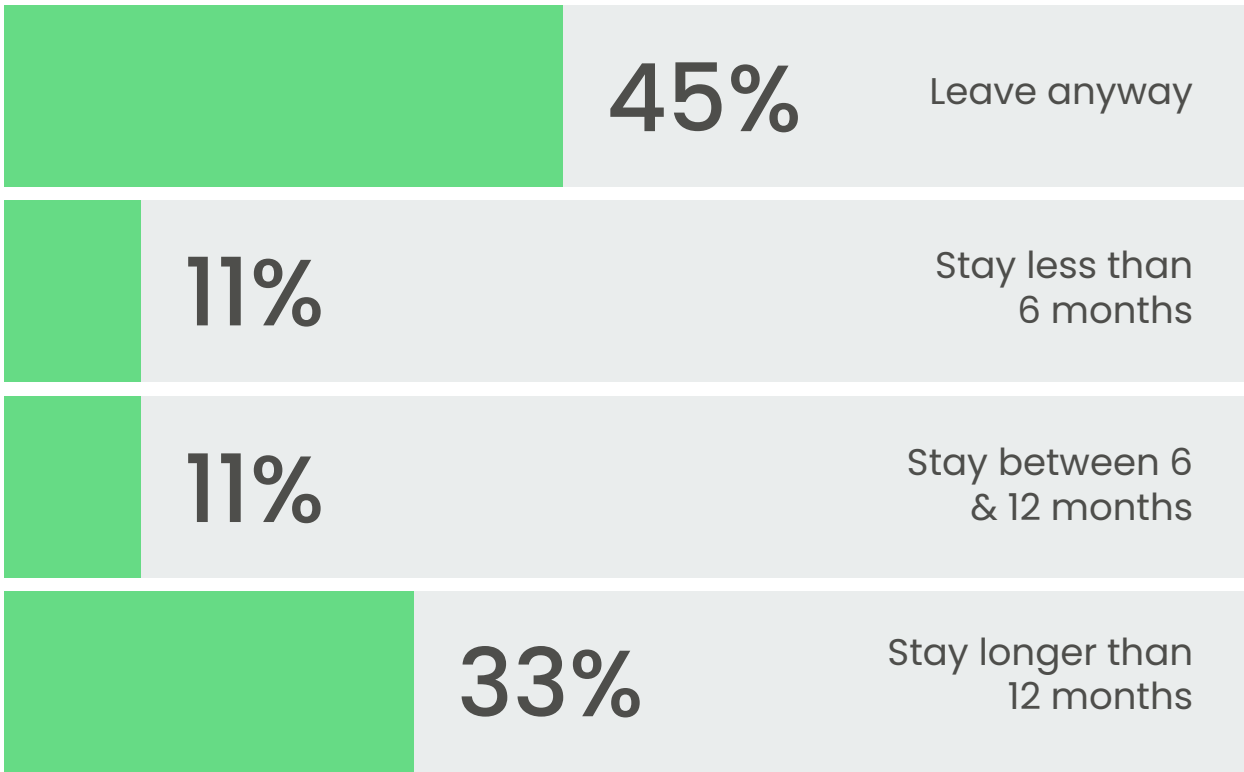
What are the most common reasons for staff resigning?



Did you counter offer any departing staff in 2021?



Of those counter offered, do they usually:

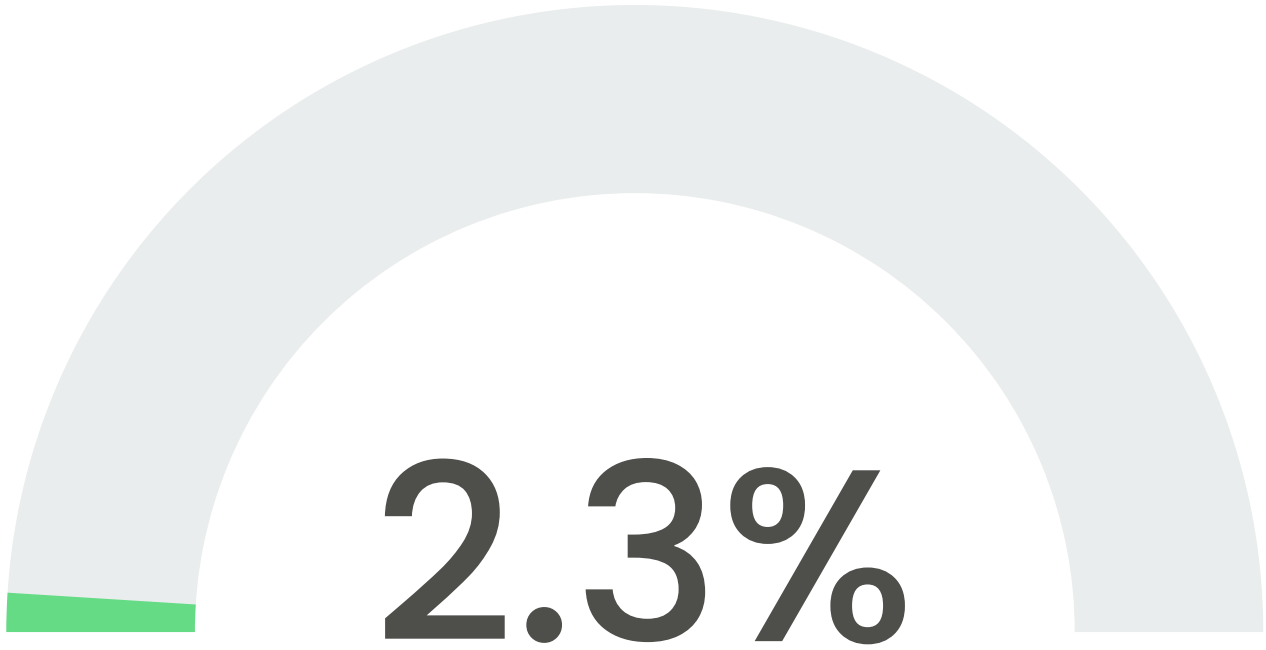


Compared to previous years, in 2021 did you counter offer staff:



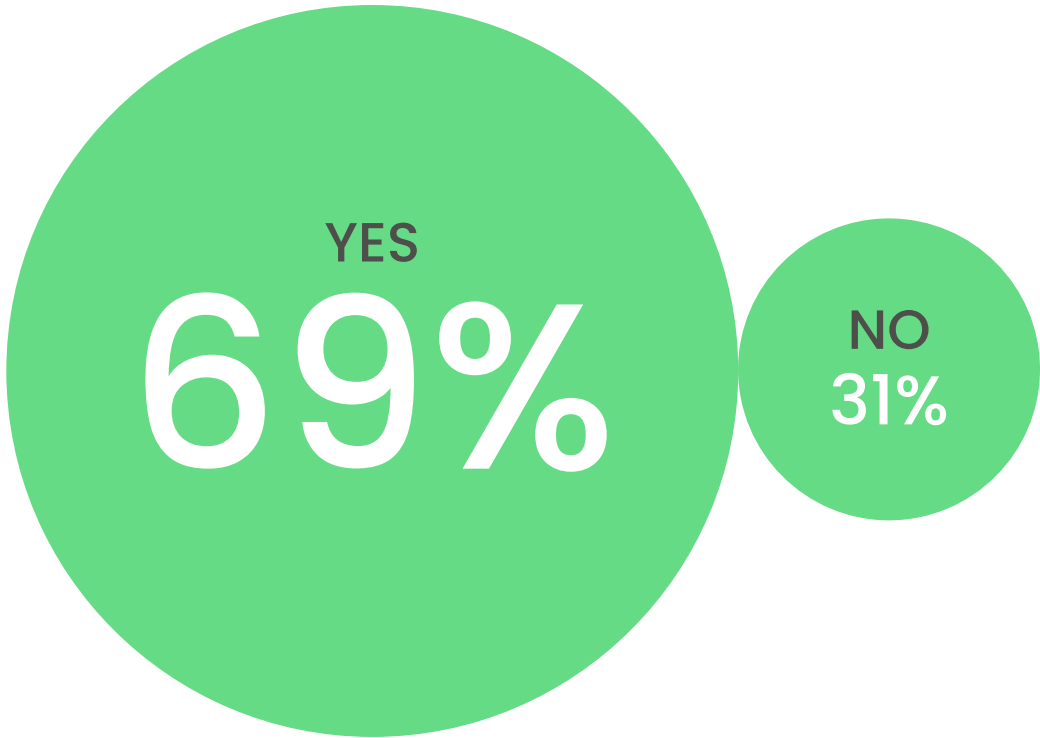


Approximately what percentage of your staff were made redundant in 2021?

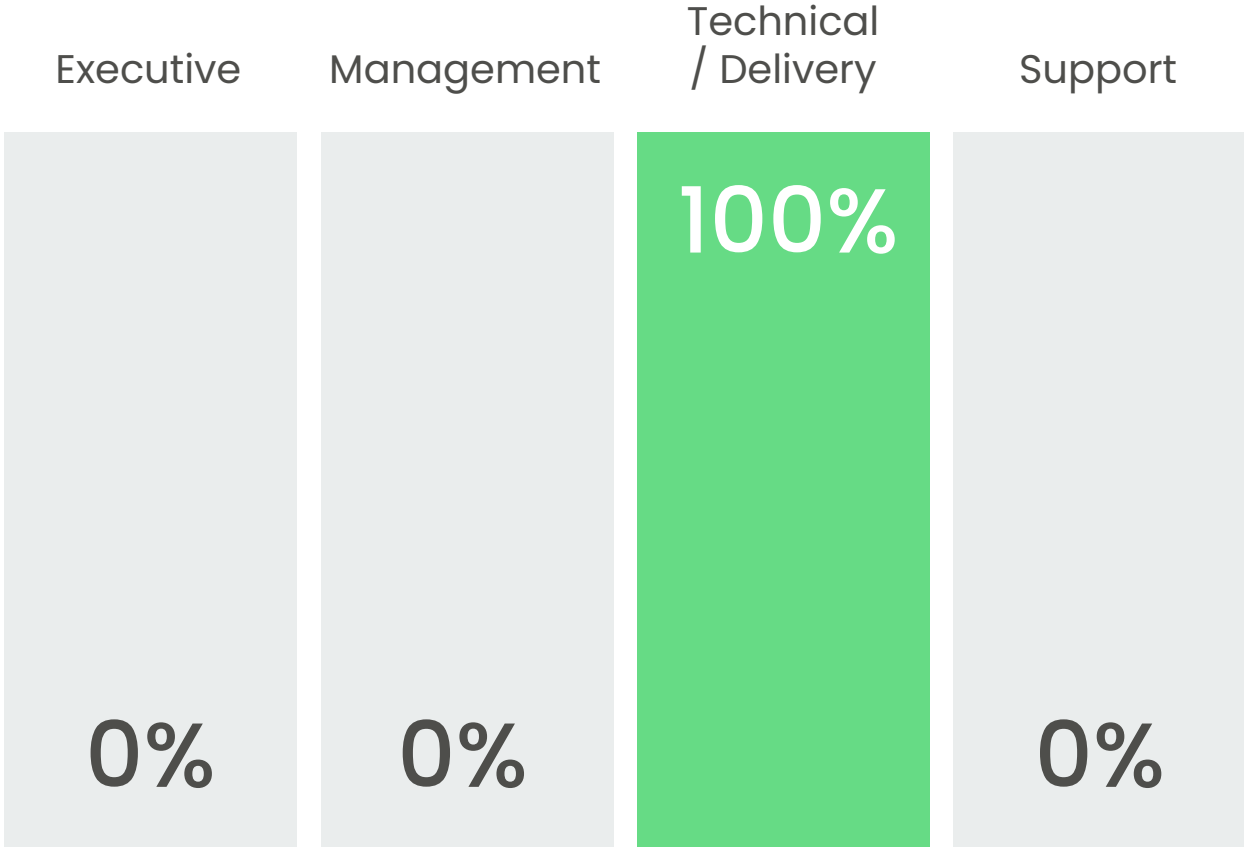


# Flexibility & benefits

Do you pay overtime?



If yes, what categories of employees do you pay overtime to?



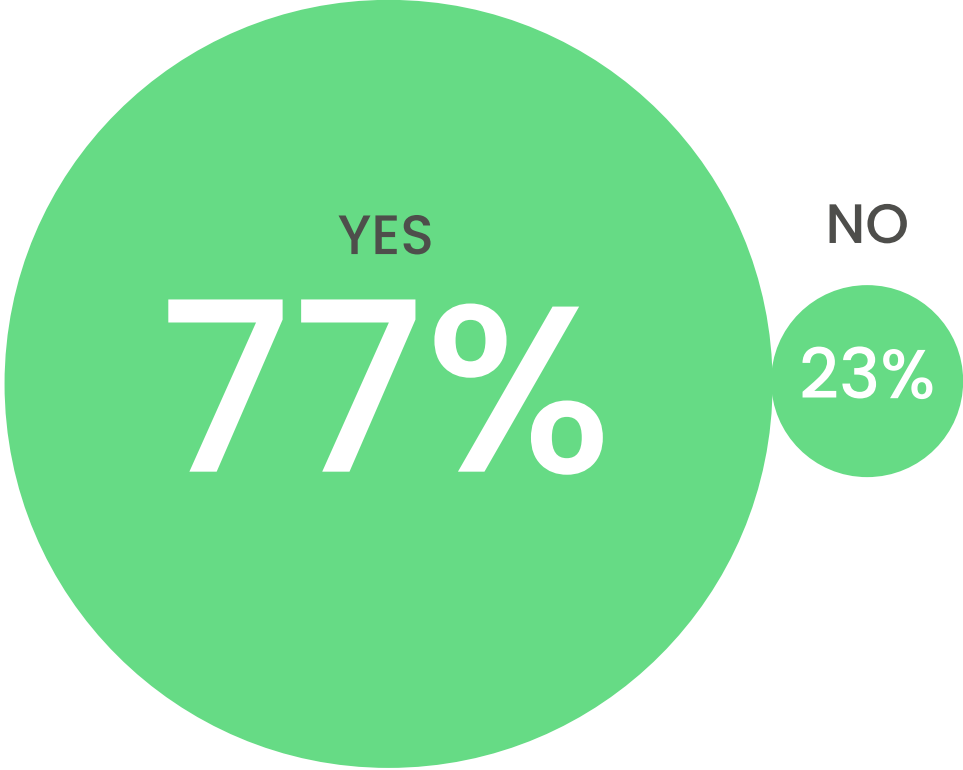
Do you offer any of the following monetary employee benefits?

|                                | Executive | Mgmt | Technical | Support |
|--------------------------------|-----------|------|-----------|---------|
| Car / car allowance            | 45%       | 45%  | 55%       | 14%     |
| Parking                        | 55%       | 36%  | 36%       | 57%     |
| Additional superannuation      | 9%        | 0%   | 0%        | 0%      |
| Insurance                      | 0%        | 9%   | 9%        | 0%      |
| Salary sacrifice               | 9%        | 18%  | 9%        | 14%     |
| Bonuses                        | 55%       | 55%  | 45%       | 43%     |
| Profit share                   | 64%       | 27%  | 0%        | 0%      |
| Financial support for study    | 9%        | 27%  | 36%       | 43%     |
| Additional paid parental leave | 18%       | 27%  | 18%       | 29%     |

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

|                                  | Executive | Mgmt | Technical | Support |
|----------------------------------|-----------|------|-----------|---------|
| Birthday day-off                 | 0%        | 0%   | 0%        | 0%      |
| Externally facilitated training  | 89%       | 89%  | 89%       | 88%     |
| Additional annual leave          | 44%       | 44%  | 33%       | 38%     |
| Paid study leave                 | 22%       | 22%  | 44%       | 38%     |
| Additional unpaid parental leave | 22%       | 22%  | 22%       | 25%     |

Do you offer any health & wellbeing initiatives?



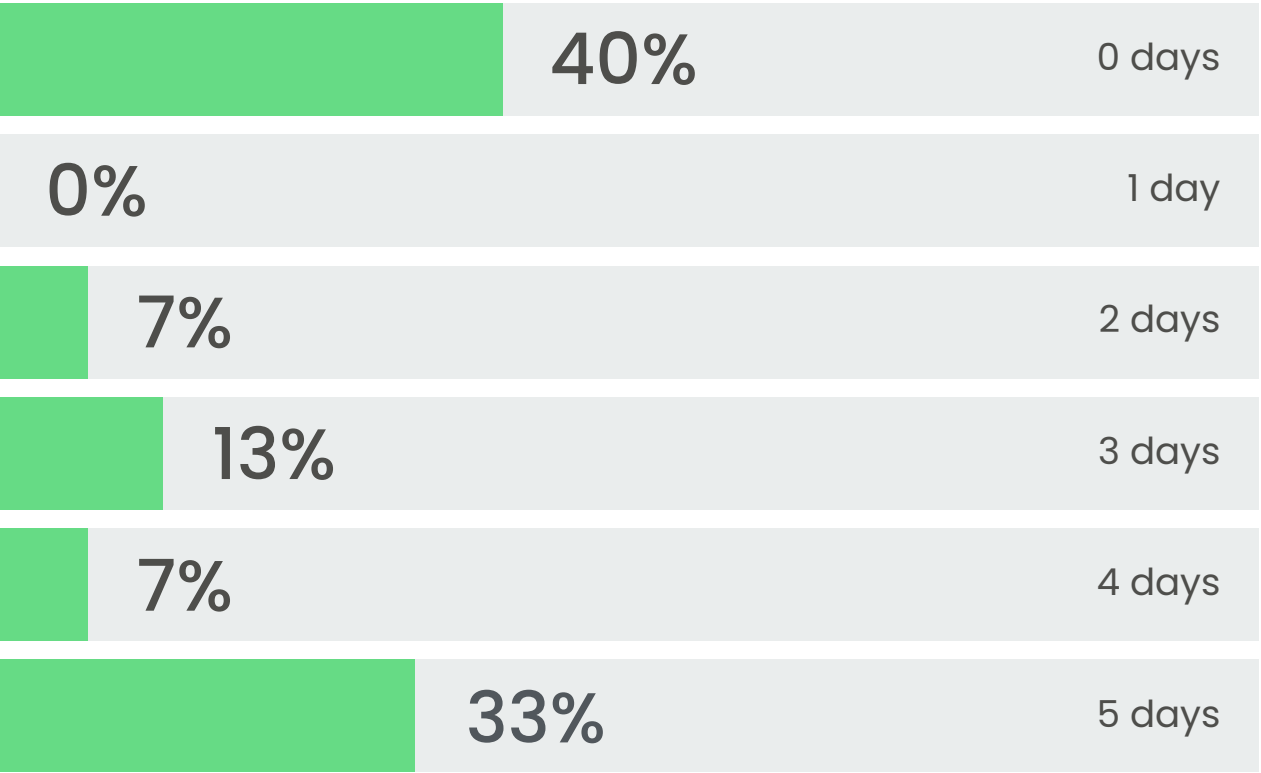
If yes, which of the following health & wellbeing initiatives have you implemented?



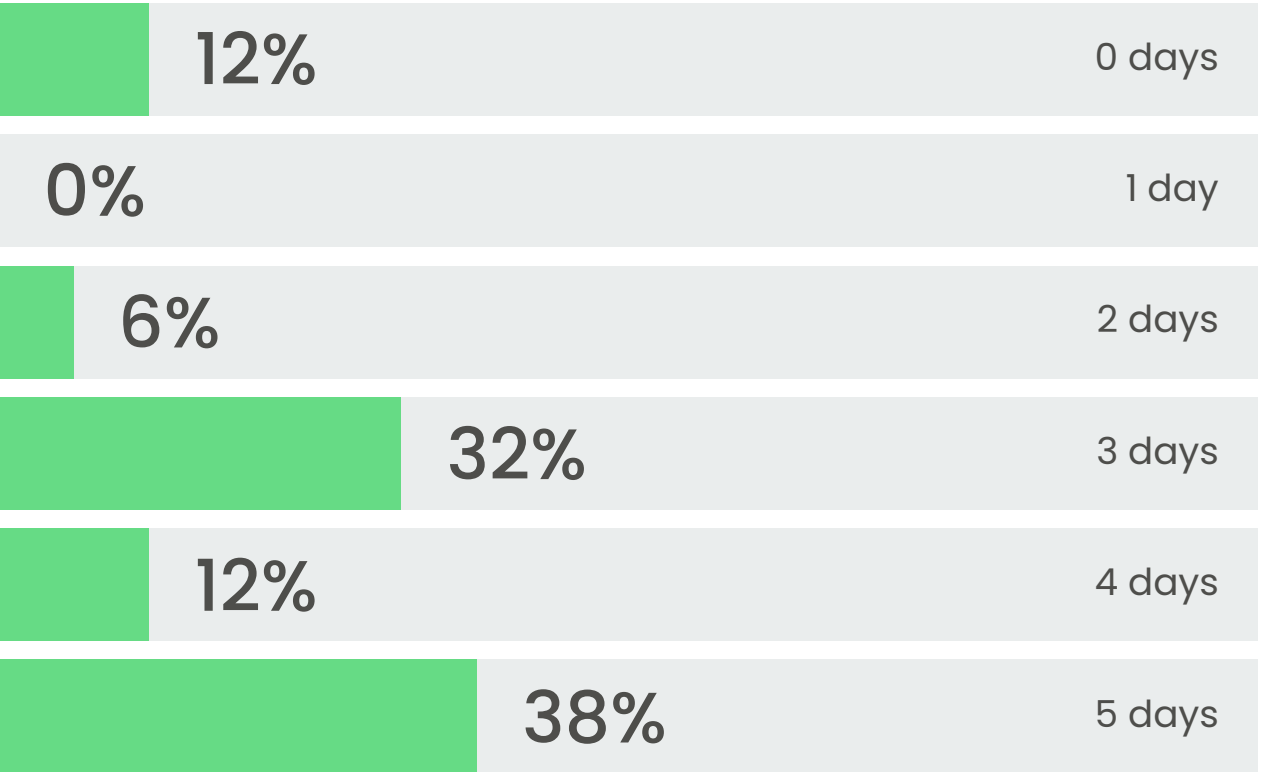
Do you offer any of the following flexible workplace practices?

|                         | Executive | Mgmt | Technical | Support |
|-------------------------|-----------|------|-----------|---------|
| Flexible work hours     | 69%       | 67%  | 55%       | 58%     |
| Work from home          | 85%       | 92%  | 91%       | 83%     |
| Compressed working week | 15%       | 25%  | 18%       | 17%     |
| Part-time hours         | 23%       | 25%  | 36%       | 42%     |
| Job sharing             | 8%        | 8%   | 9%        | 8%      |
| Career breaks           | 8%        | 8%   | 9%        | 8%      |

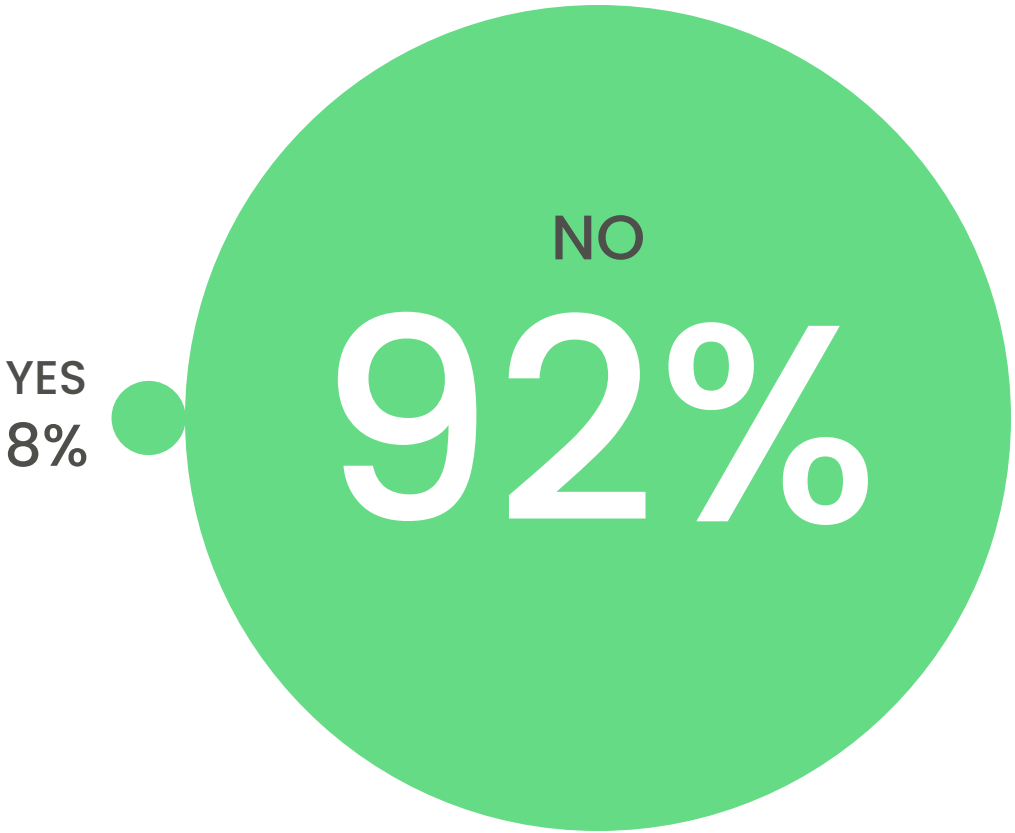
How many days per week are you requiring staff to work in the office currently?



Looking forward, how many days per week will you require staff to work in the office?



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

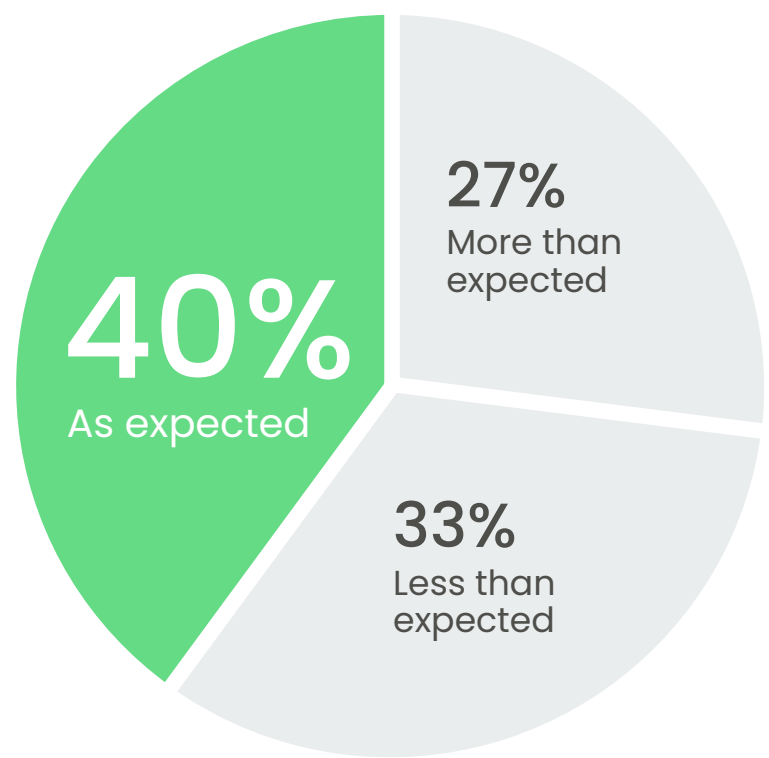


Yes — We specify particular days.  
No — We are flexible with the days.

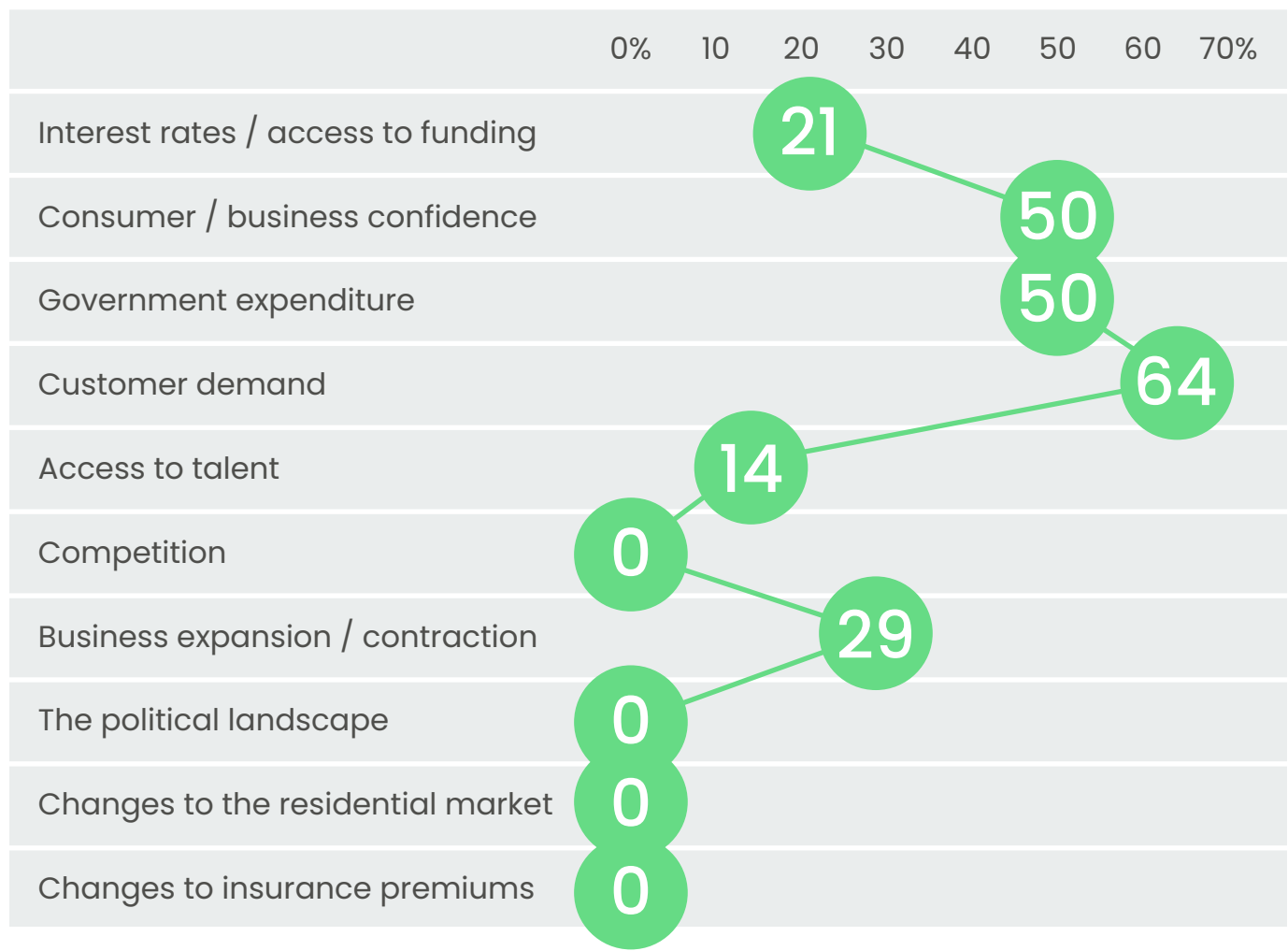


# The future

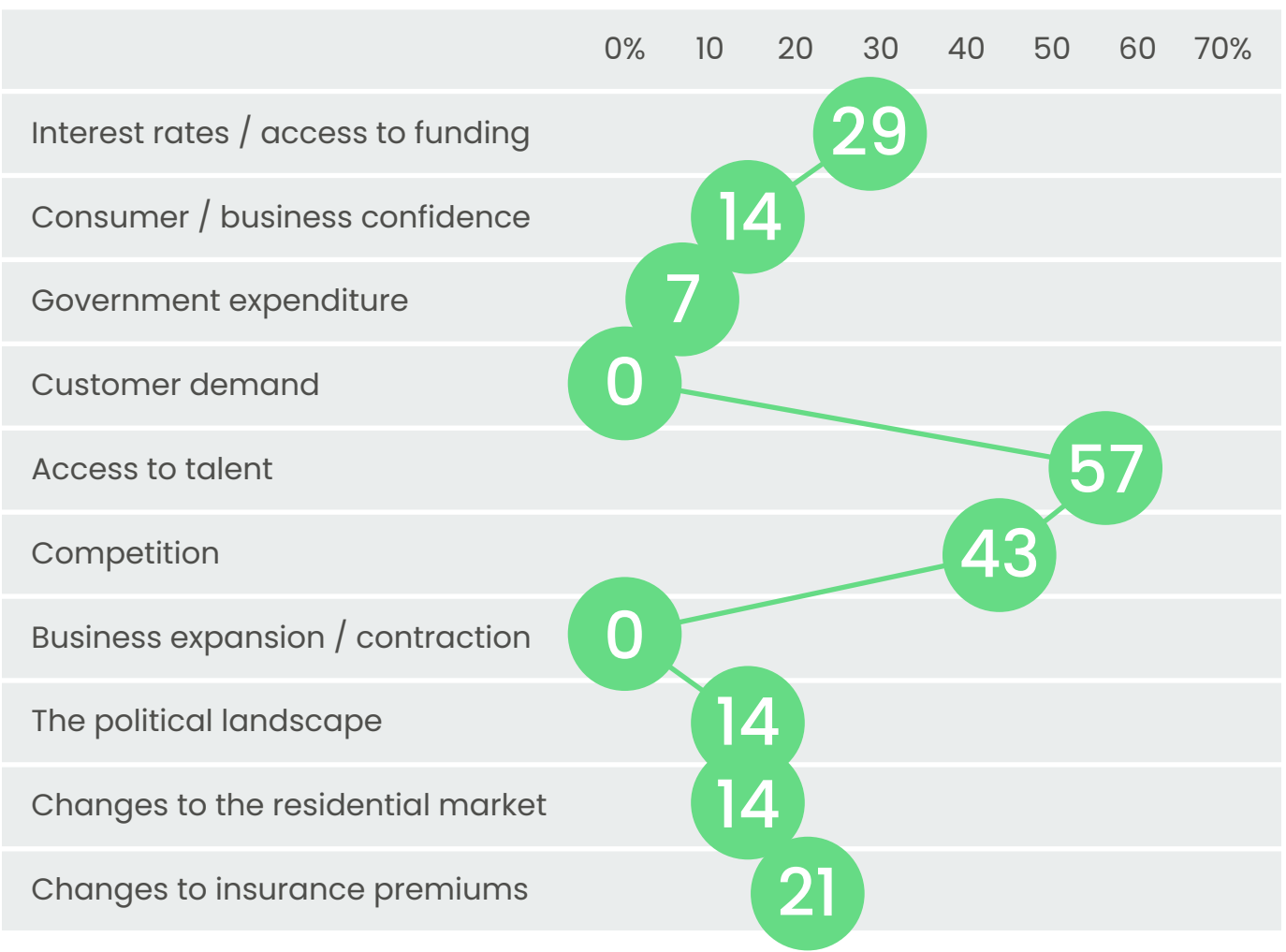
Is your project pipeline (unconfirmed or on hold projects), for this time of the year:



What do you predict will have the biggest positive impact on business levels in 2022?

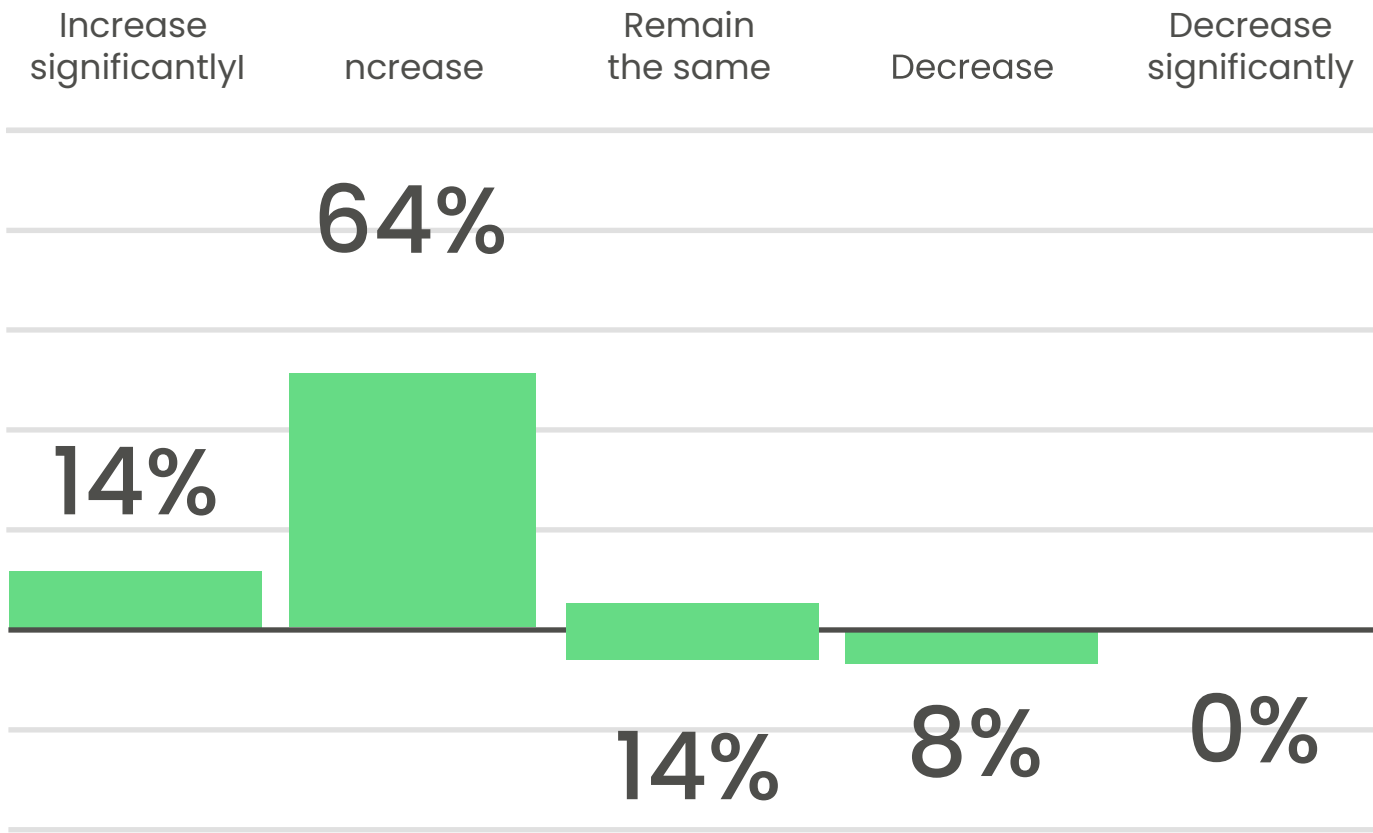


What do you predict will have the biggest negative impact on business levels in 2022?

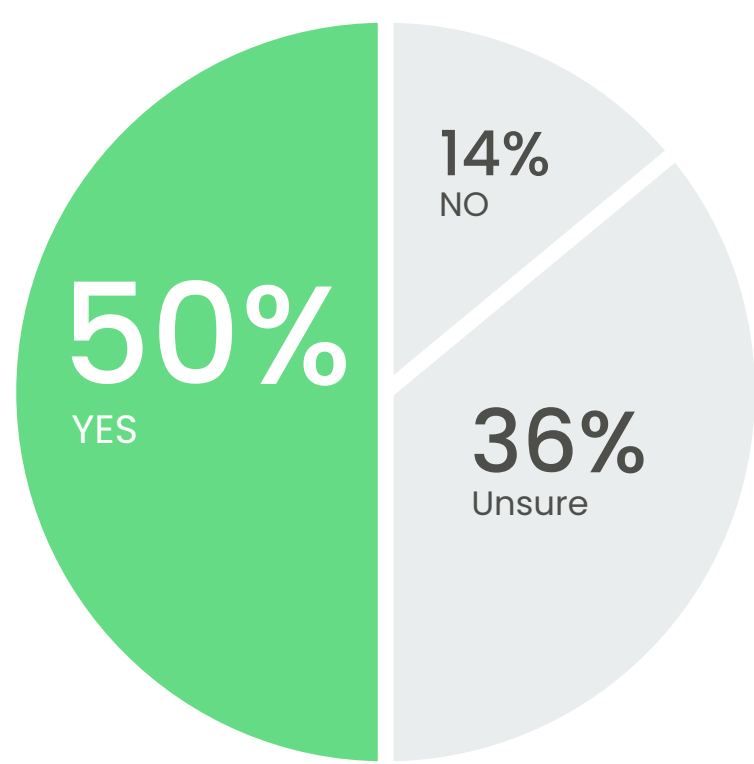




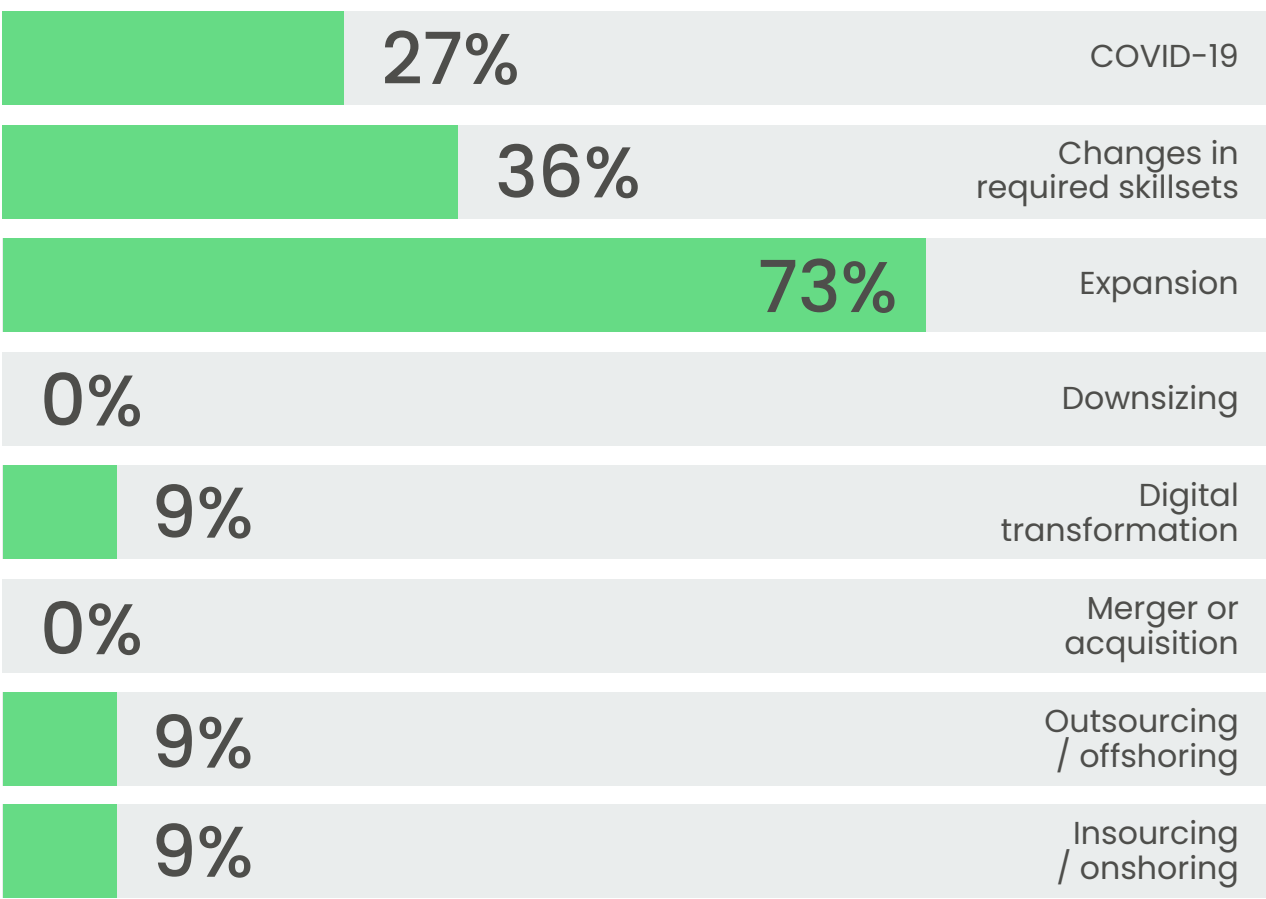
Compared to 2021, do you expect business activity in 2022 to:



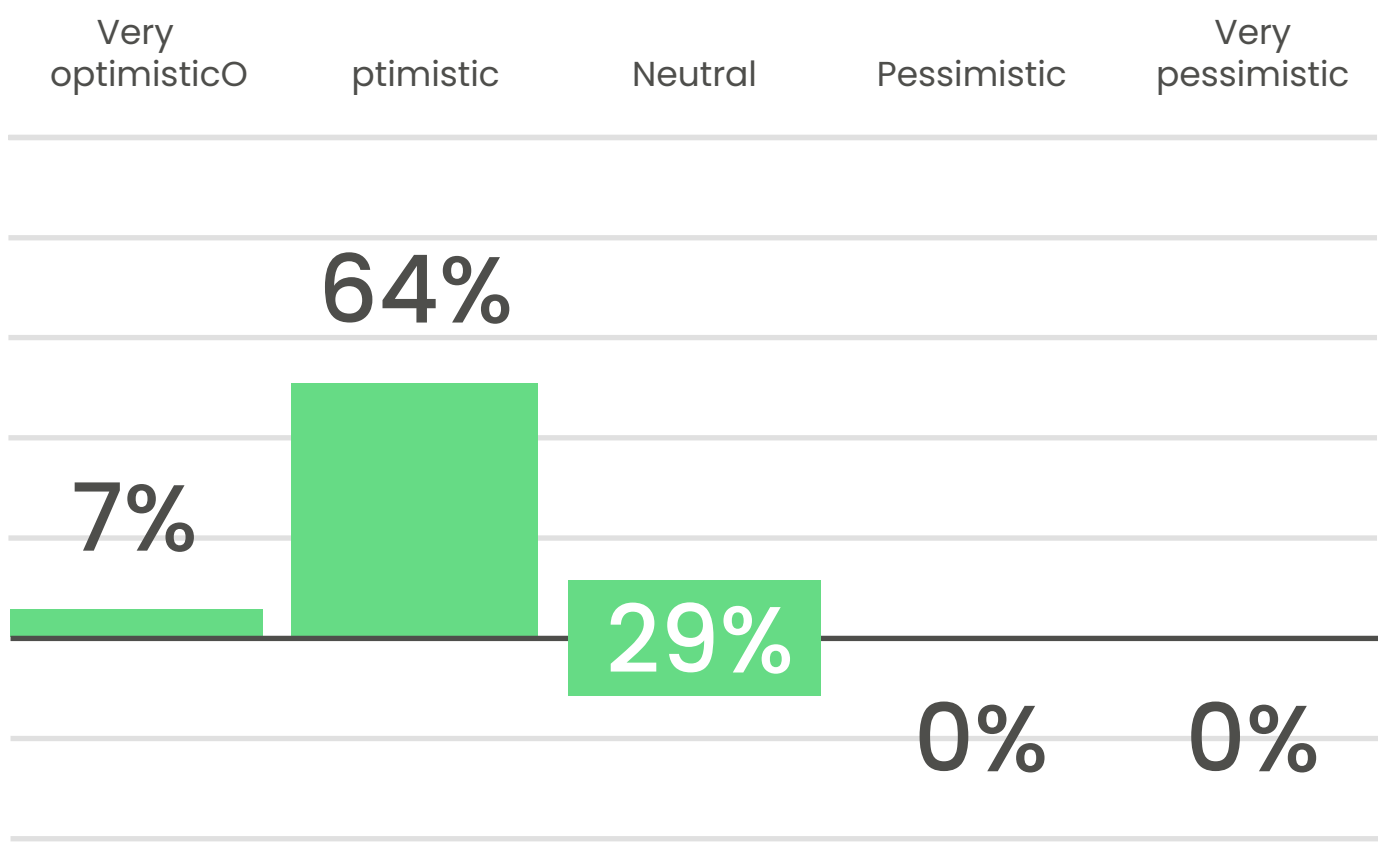
Are you currently, or do you plan to restructure your organisation in 2022 to keep up with changing business needs?



If yes, what are the main drivers of the restructure?



How optimistic are you about market conditions over the next 3 years?

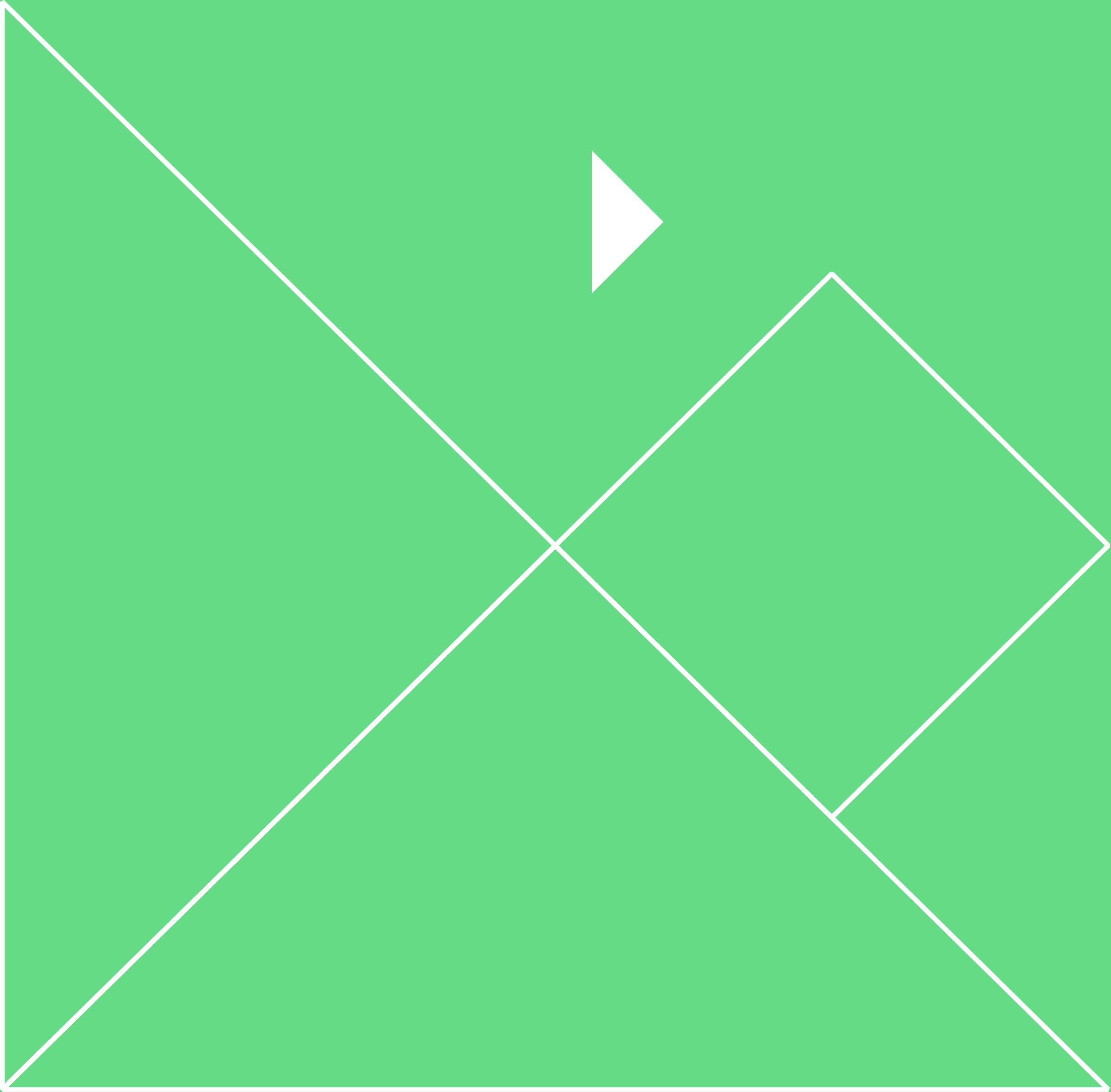




# CONSTRUCTION

## Salary Levels & Tables

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



CONSTRUCTION

# Salary levels & tables

## Construction

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

All salaries listed in the 2022 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

## Site Foreperson

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$82,500  | \$97,500  | \$105,000 |
| LEVEL 2 | \$100,000 | \$115,000 | \$125,000 |
| LEVEL 3 | \$115,000 | \$135,000 | \$145,000 |

## Site Manager

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$90,000  | \$112,500 | \$132,500 |
| LEVEL 2 | \$115,000 | \$125,000 | \$155,000 |
| LEVEL 3 | \$140,000 | \$165,000 | \$205,000 |

## Project Coordinator

|         | LOW      | AVERAGE  | HIGH      |
|---------|----------|----------|-----------|
| LEVEL 1 | \$57,500 | \$67,500 | \$72,500  |
| LEVEL 2 | \$72,500 | \$87,500 | \$95,000  |
| LEVEL 3 | \$95,000 | \$95,000 | \$110,000 |

## Contracts Administrator

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$90,000  | \$112,500 | \$132,500 |
| LEVEL 2 | \$115,000 | \$125,000 | \$155,000 |
| LEVEL 3 | \$140,000 | \$165,000 | \$205,000 |

Project Manager

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$85,000  | \$105,000 | \$115,000 |
| LEVEL 2 | \$115,000 | \$130,000 | \$140,000 |
| LEVEL 3 | \$130,000 | \$155,000 | \$170,000 |

Senior Project Manager

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$150,000 | \$155,000 | \$160,000 |
| LEVEL 2 | \$165,000 | \$175,000 | \$185,000 |
| LEVEL 3 | \$195,000 | \$205,000 | \$235,000 |

Construction Manager

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$145,000 | \$165,000 | \$175,000 |
| LEVEL 2 | \$165,000 | \$195,000 | \$215,000 |
| LEVEL 3 | \$210,000 | \$235,000 | \$245,000 |

Estimator

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$62,500  | \$82,500  | \$87,500  |
| LEVEL 2 | \$92,500  | \$107,500 | \$130,000 |
| LEVEL 3 | \$135,000 | \$165,000 | \$205,000 |

Project Director

|  | LOW       | AVERAGE   | HIGH      |
|--|-----------|-----------|-----------|
|  | \$190,000 | \$220,000 | \$310,000 |

All salaries listed in the 2022 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.



**ENGINEERING**  
Industry Facts



**ENGINEERING**



# INTRODUCTION

The Victorian engineering industry experienced a recovery in 2021, with 71% of firms reporting an increase in business activity, up from 37% that reported an increase 12-months earlier. Government expenditure coupled with customer demand were listed as the two key drivers of this. While access to talent was confirmed as the most significant impediment to recovery, with 89% of companies finding it difficult sourcing technical staff & 74% of companies having difficulty sourcing support staff.

Access to talent is predicted to continue as the biggest challenge faced by engineering firms in 2022, with only 35% of participating businesses reporting having the talent required to deliver organisational goals in the year ahead. Recruitment activity is anticipated to continue, likely adding more pressure to salaries, which increased by an average of 5.2% in 2021.

While 2021 only saw 11.4% of permanent staff resign from their roles, we anticipate that figure to increase in 2022 as competition for talent increases. The key to retaining staff will be embracing flexibility and wellbeing initiatives. Hybrid work appears to be here to stay with 78% of engineering companies offering staff the opportunity to work at least one day a week from home, while 72% of engineering firms are now offering staff health and wellbeing initiatives.

**With 65% of businesses lacking enough talent and a 9 week lead time on new hires, access to new staff in 2022 is key.**



**Adam Brown**

**Manager**

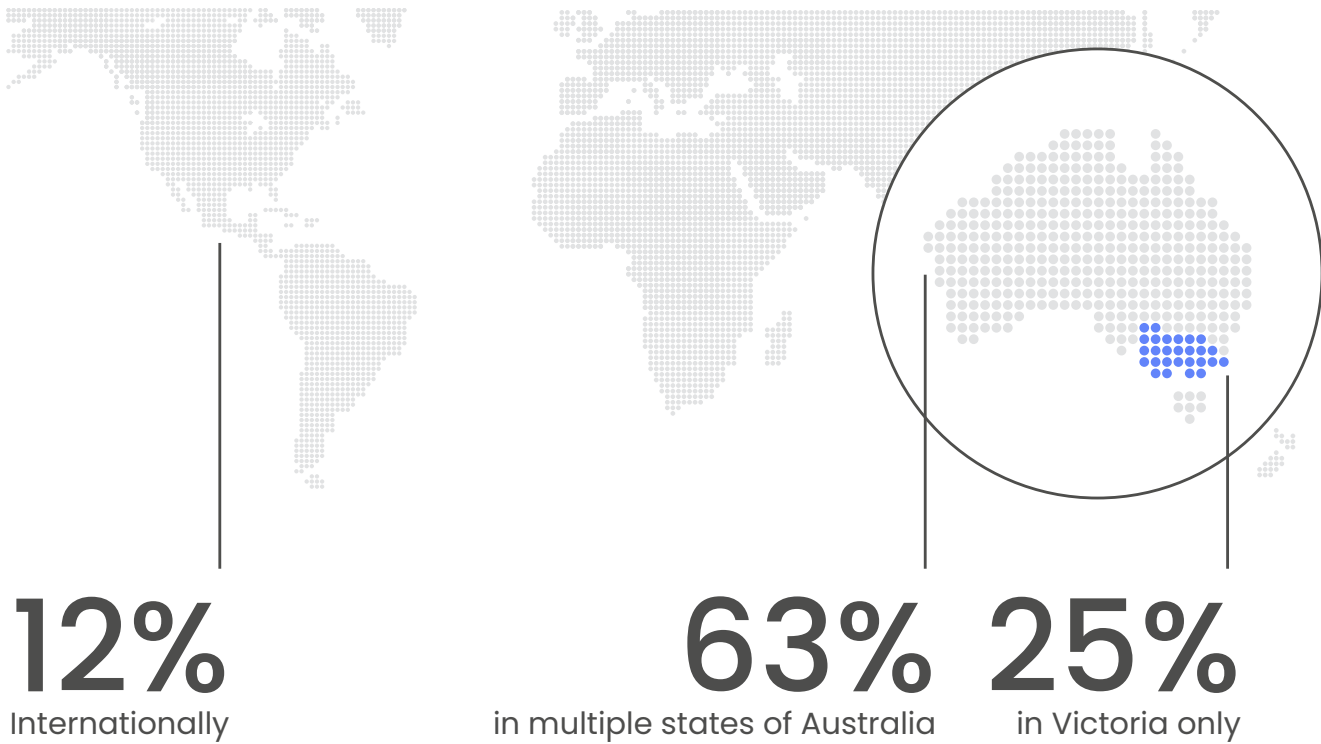
**Civil & Infrastructure Engineering**

0421 200 469

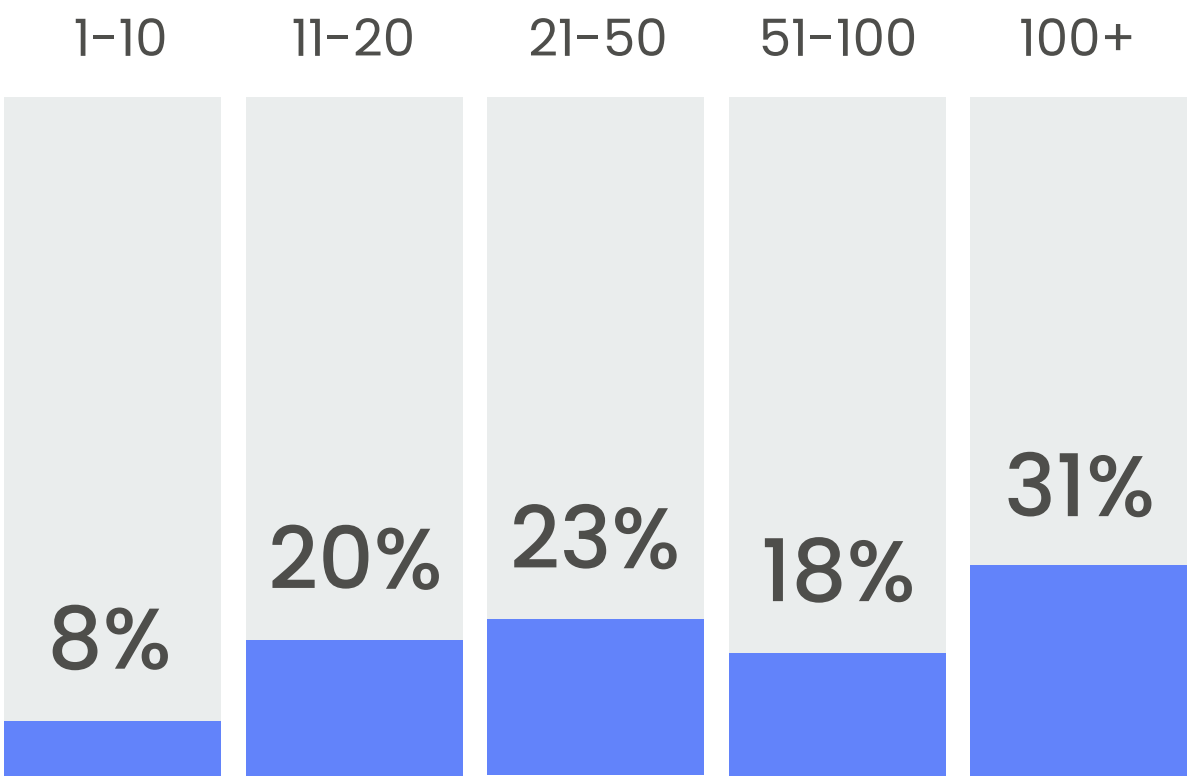
[a.brown@aspectpersonnel.com.au](mailto:a.brown@aspectpersonnel.com.au)

# Company demographics

Where does your organisation operate?

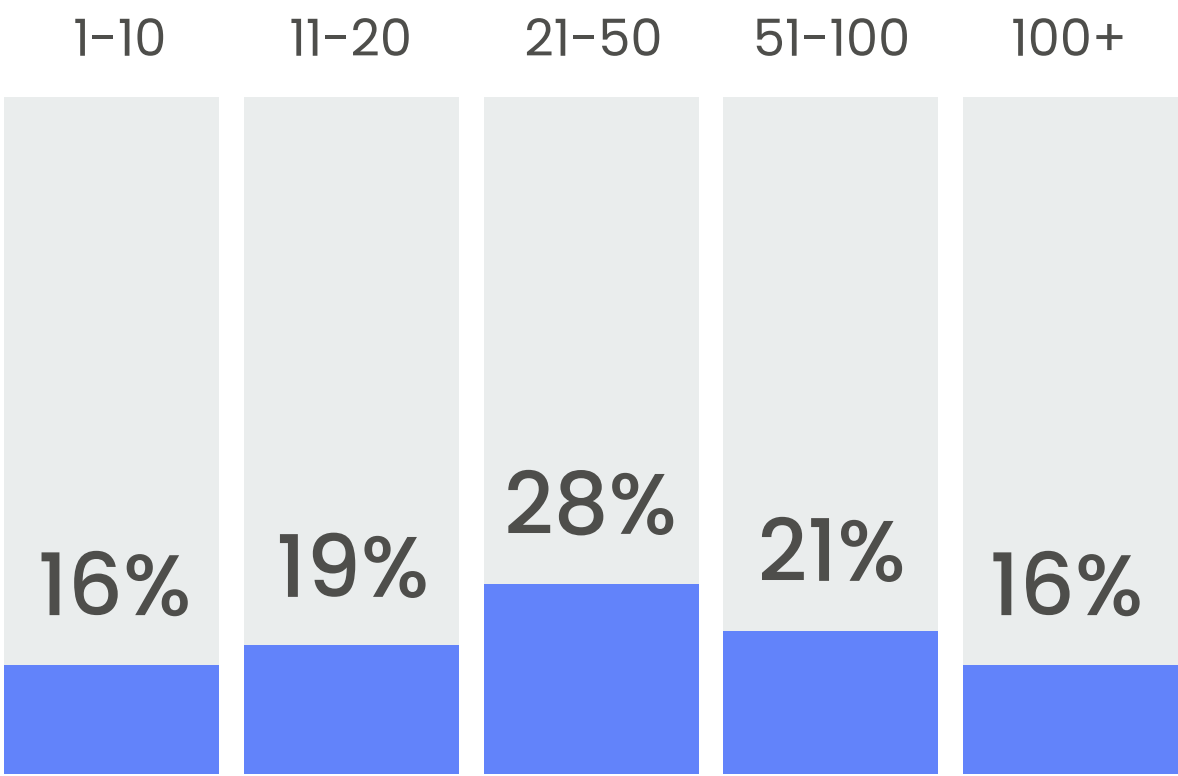


How many people does your organisation employ?



The average company size of the organisations surveyed was 106 employees.

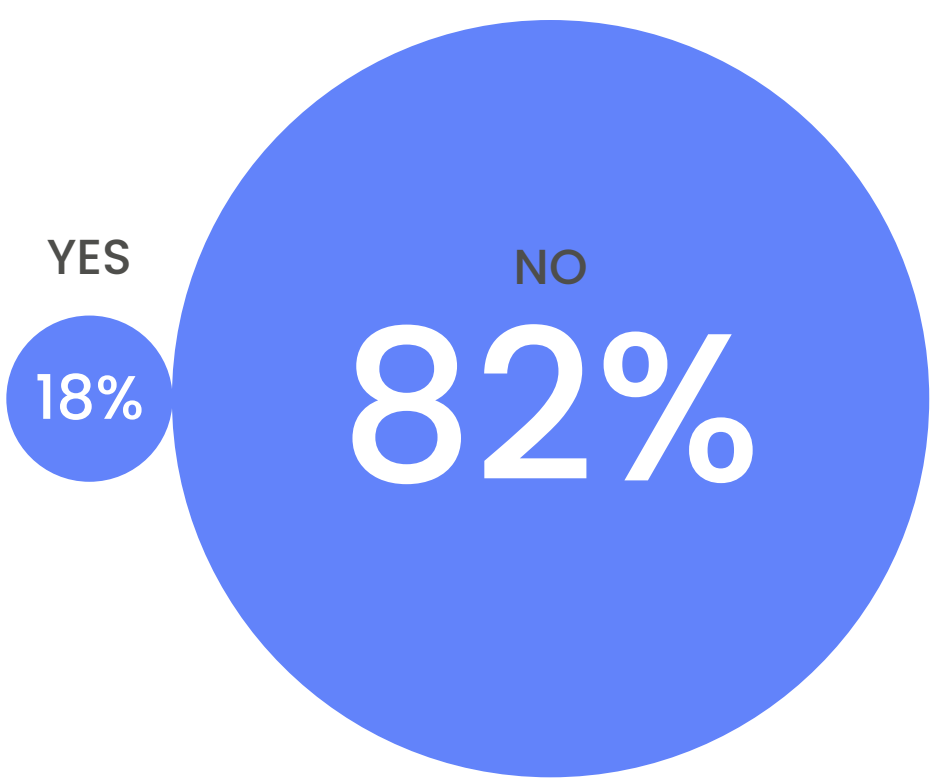
How many people does your organisation employ in Victoria?



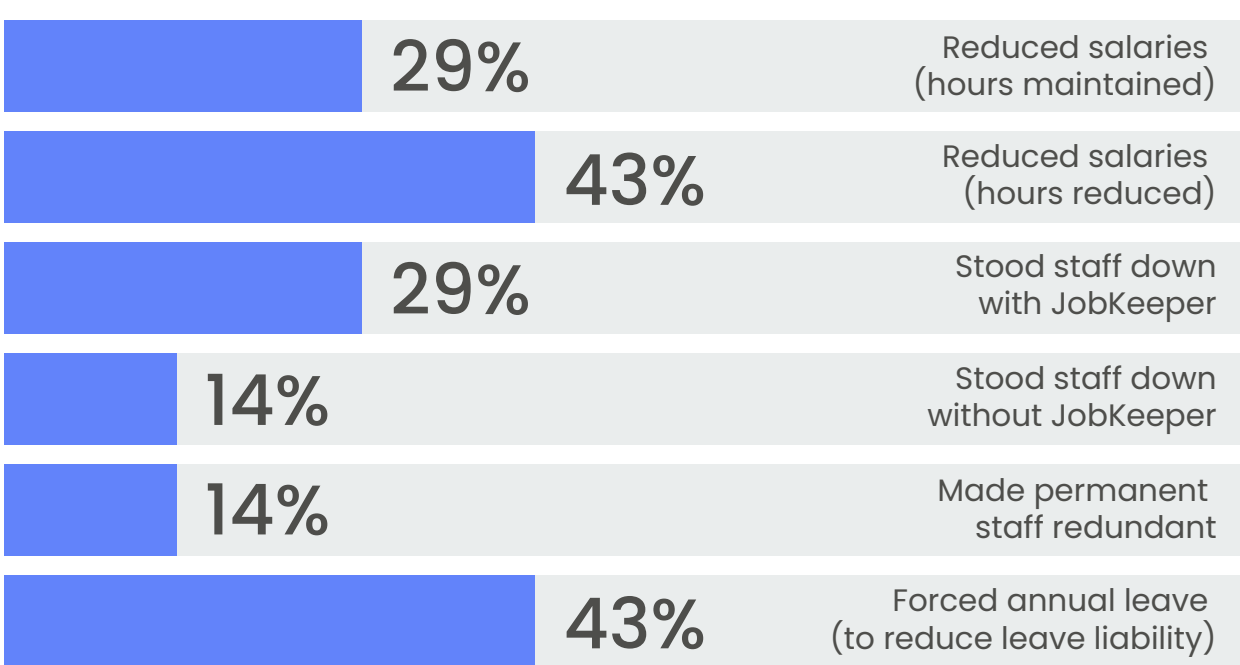
The average number of Victorian-based employees was 87.

# COVID-19 impact

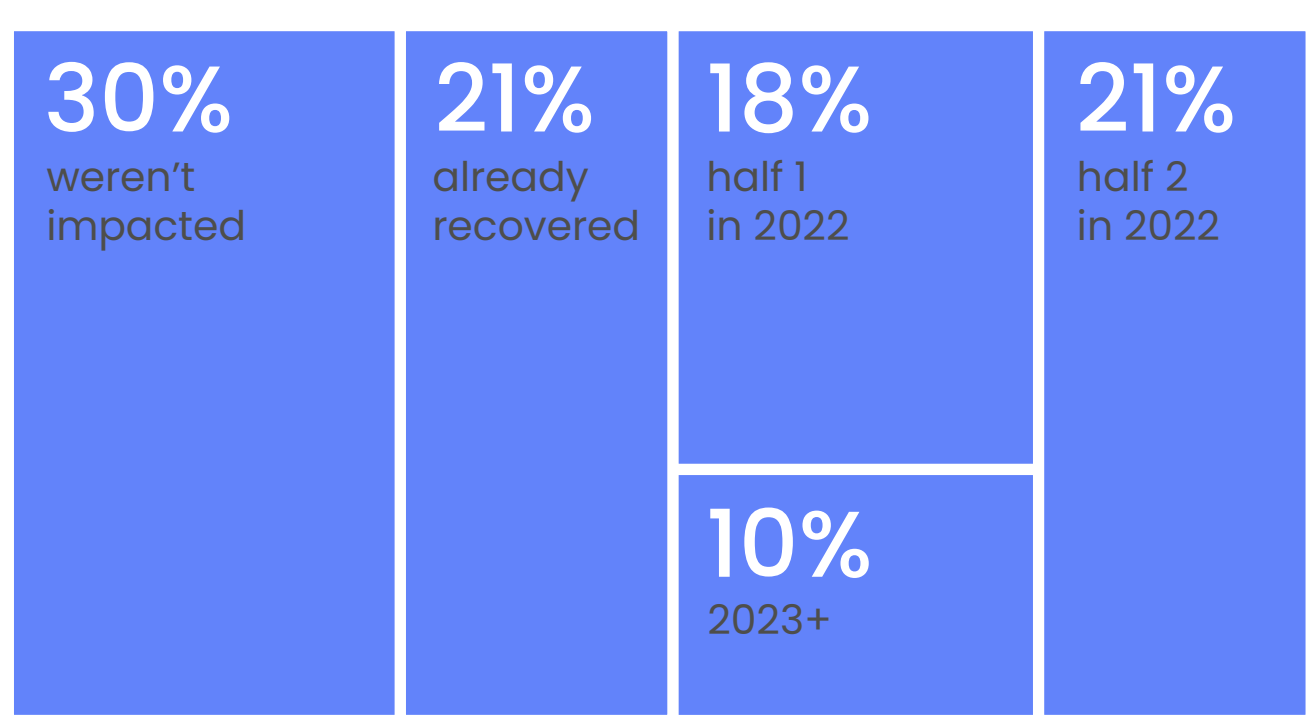
In 2021, did you implement any labour cost management strategies in response to COVID-19?



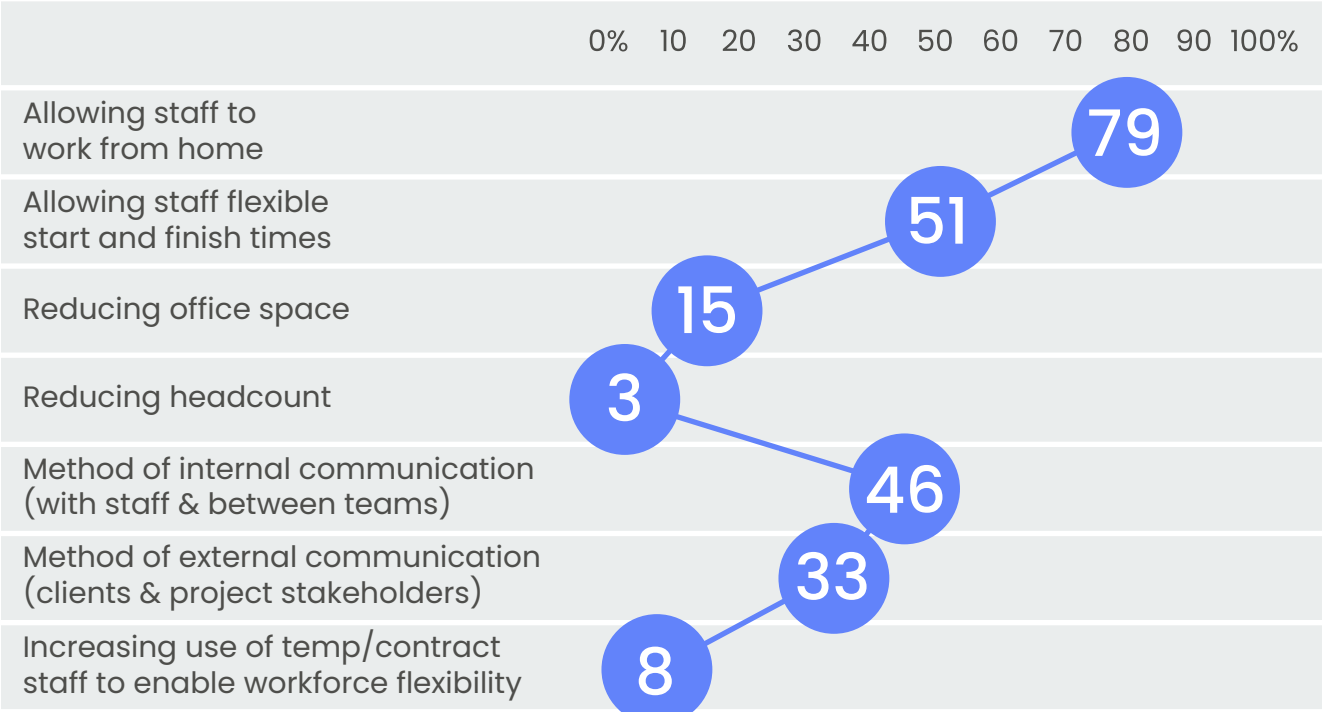
What labour cost management strategies did you implement?



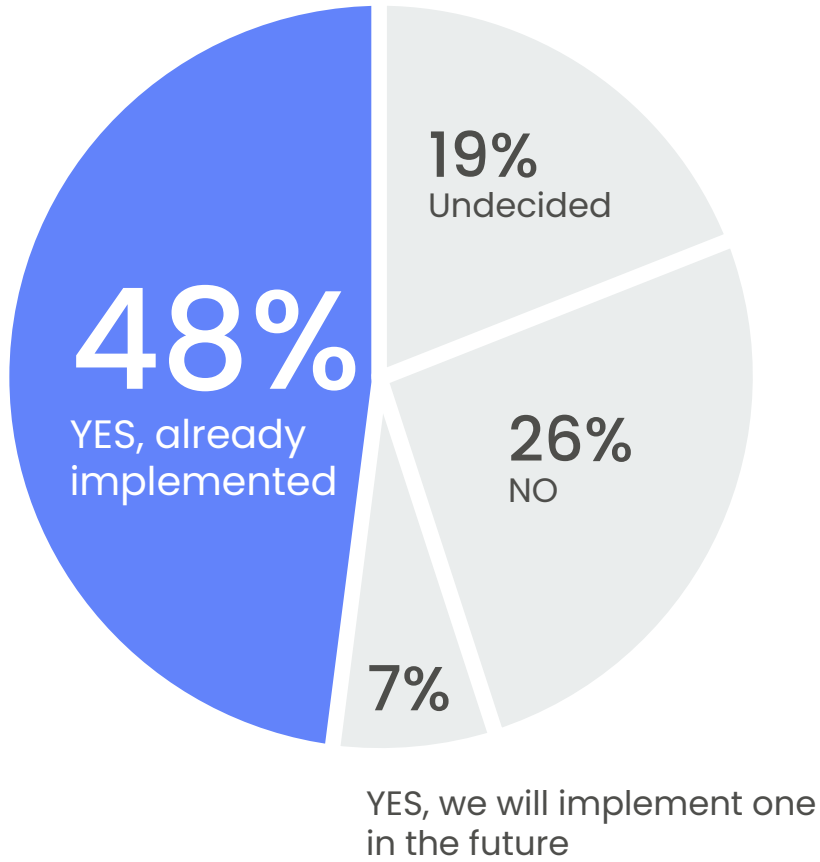
How quickly do you predict your business will recover from the impact of COVID-19?



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



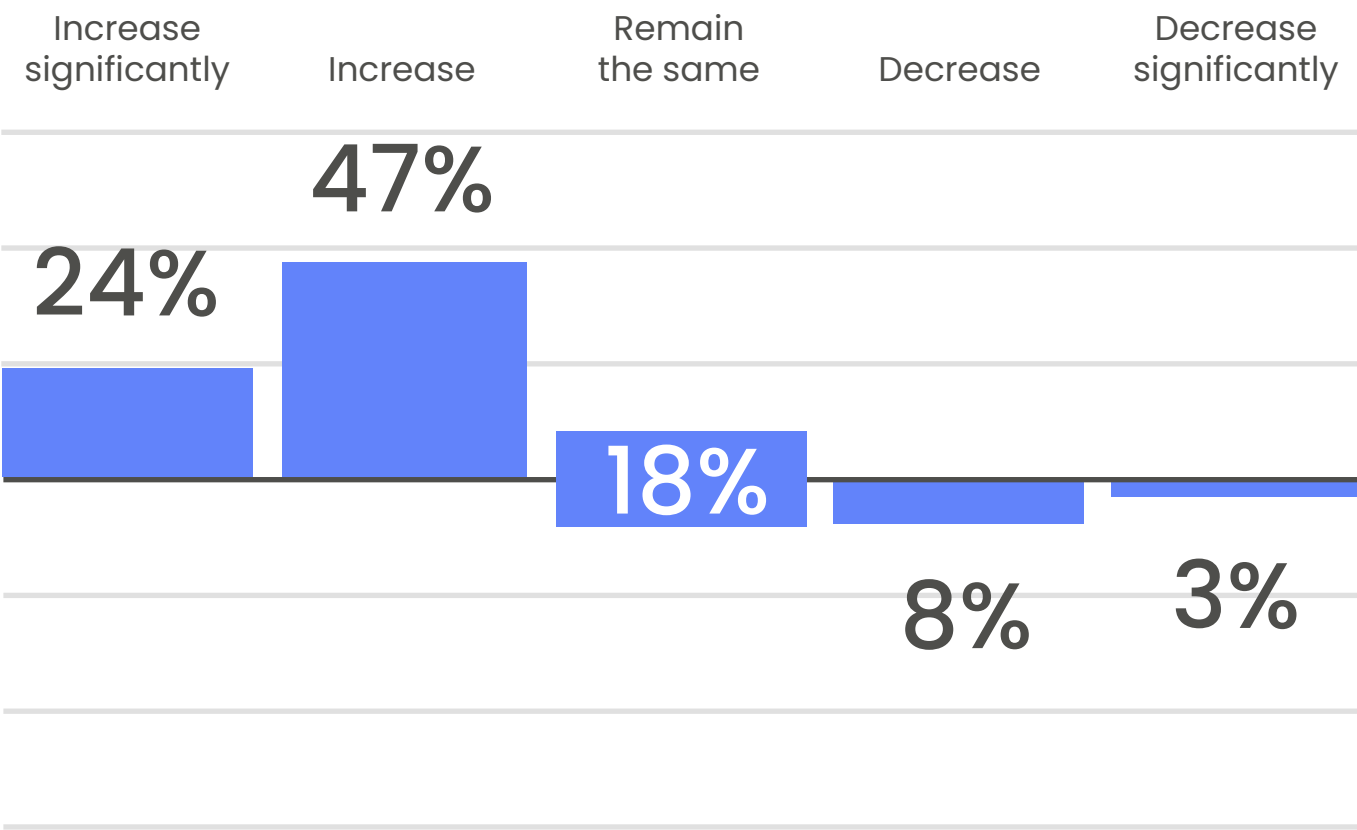
Will your organisation implement a mandatory COVID-19 vaccination policy?



With 30% of responding firms reporting they were not negatively impacted by COVID-19, this makes Engineering the most resilient industry to the pandemic, out of the four industries surveyed.

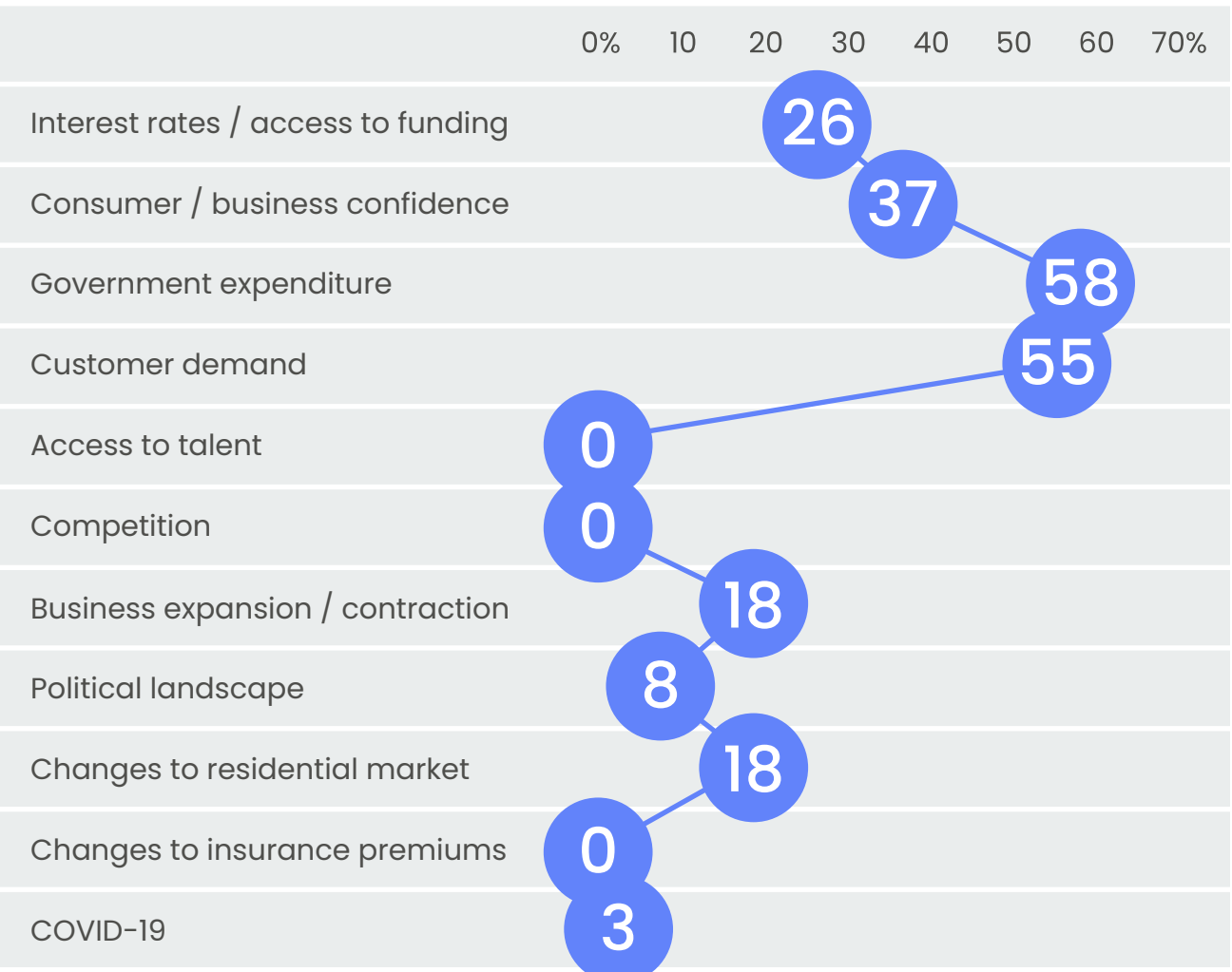
# Business activity

Compared to 2020, did business activity in 2021:

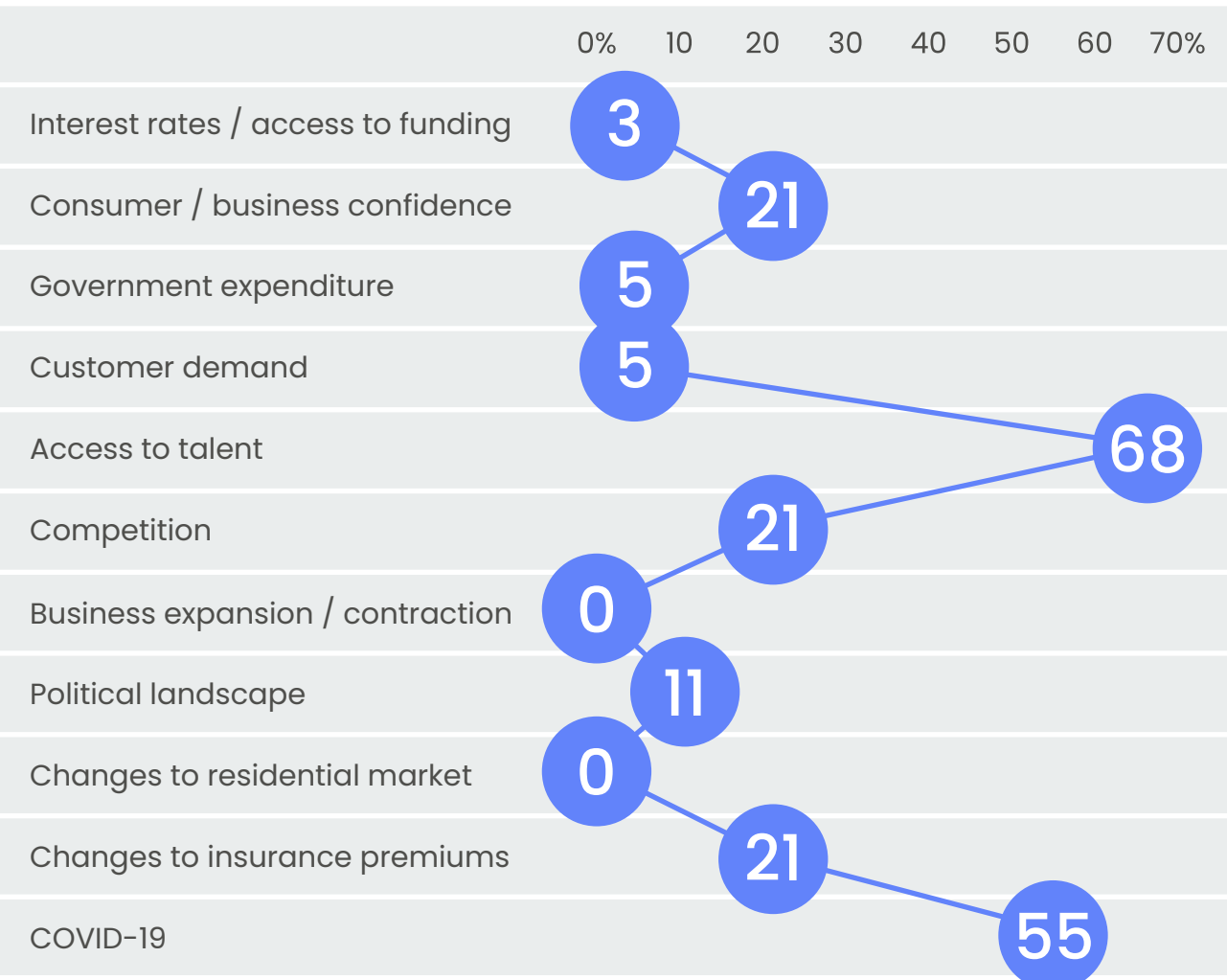


The engineering industry recorded the most positive 2021 business activity levels of all industries surveyed.

What has had significant positive impact on business activity levels in 2021?



What has had significant negative impact on business activity levels in 2021?

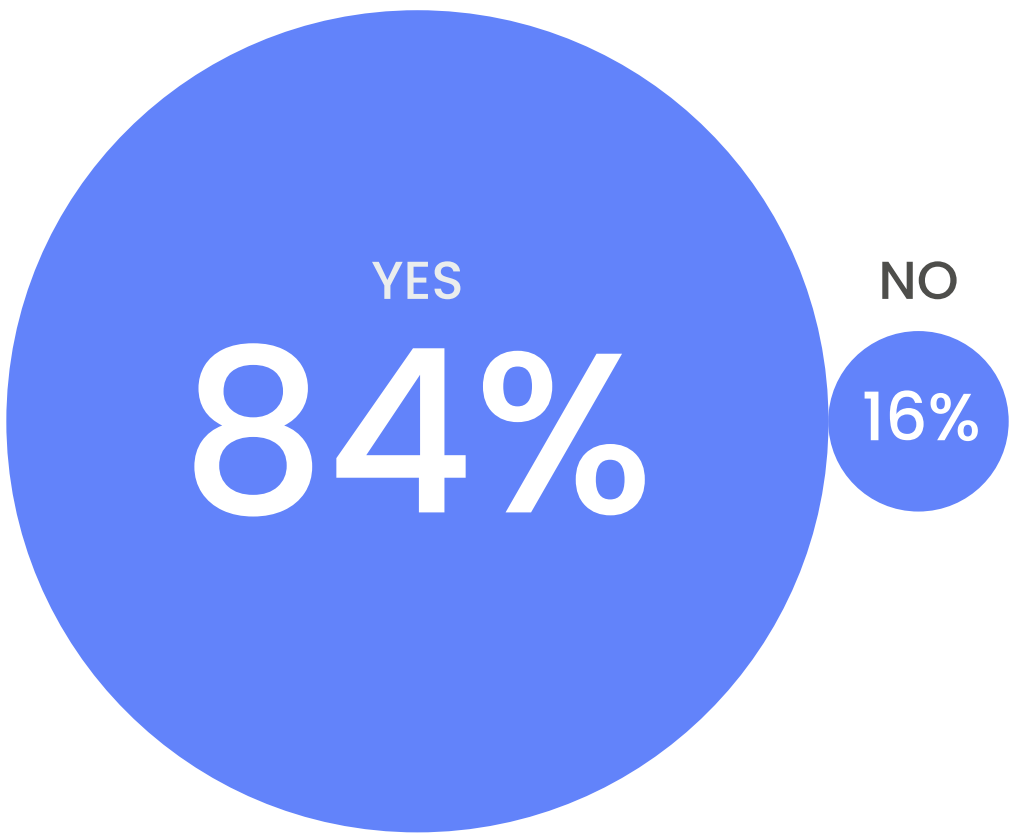


The engineering industry reported the most positive 2021 business activity levels of all industries surveyed.

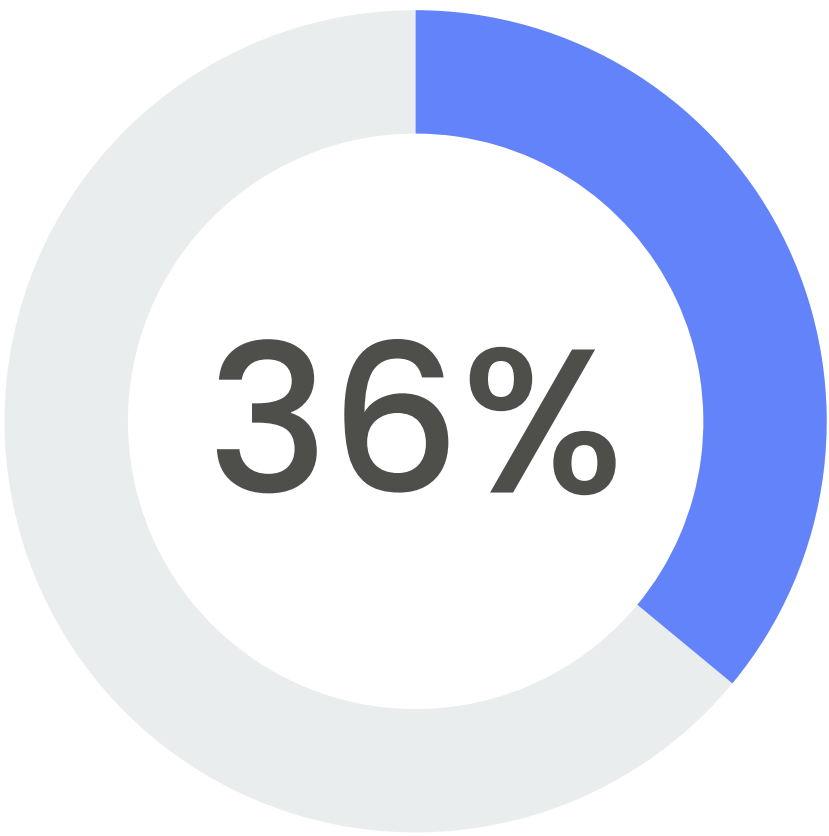


# Human resources & talent

Did your organisation tender for projects in 2021?



Of projects tendered for in 2021, approximately what percentage were successful?

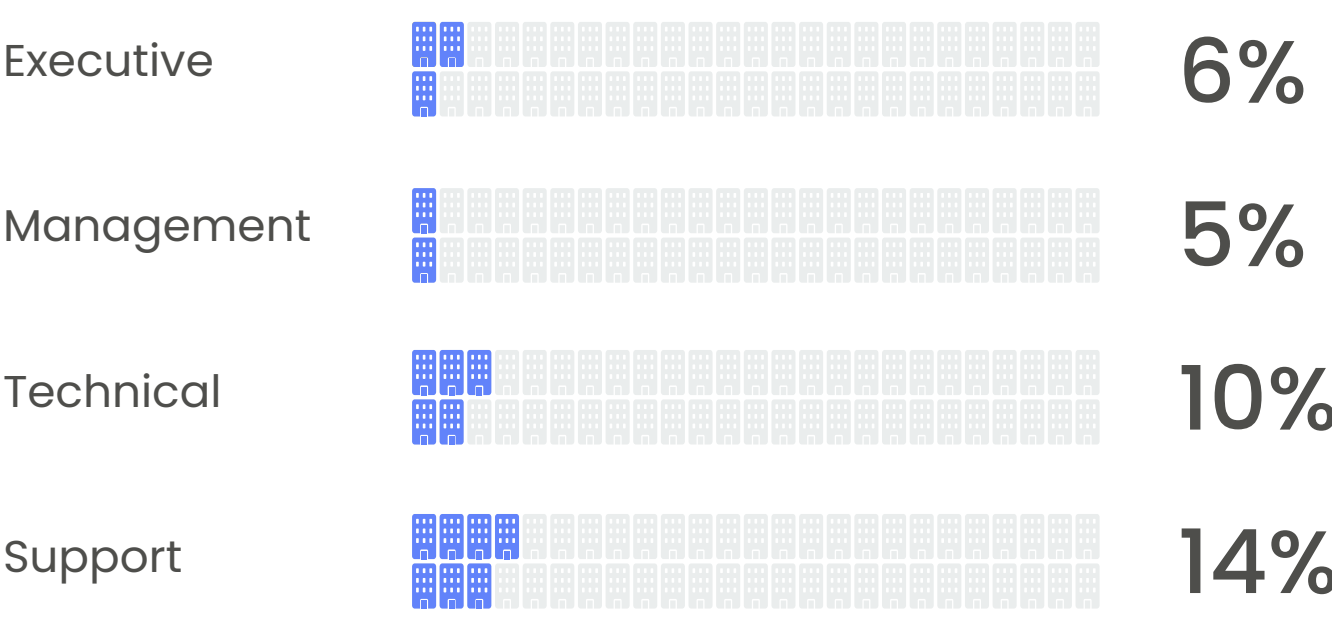




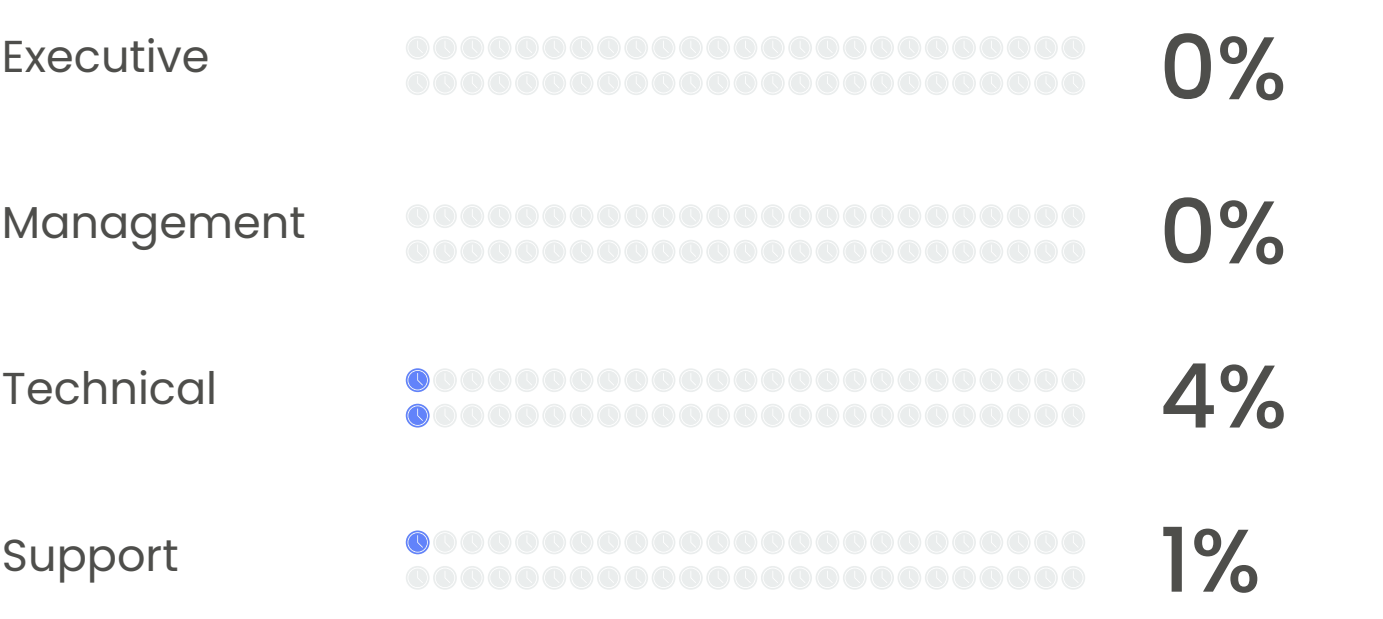
Approximately what percentage of your staff are female?



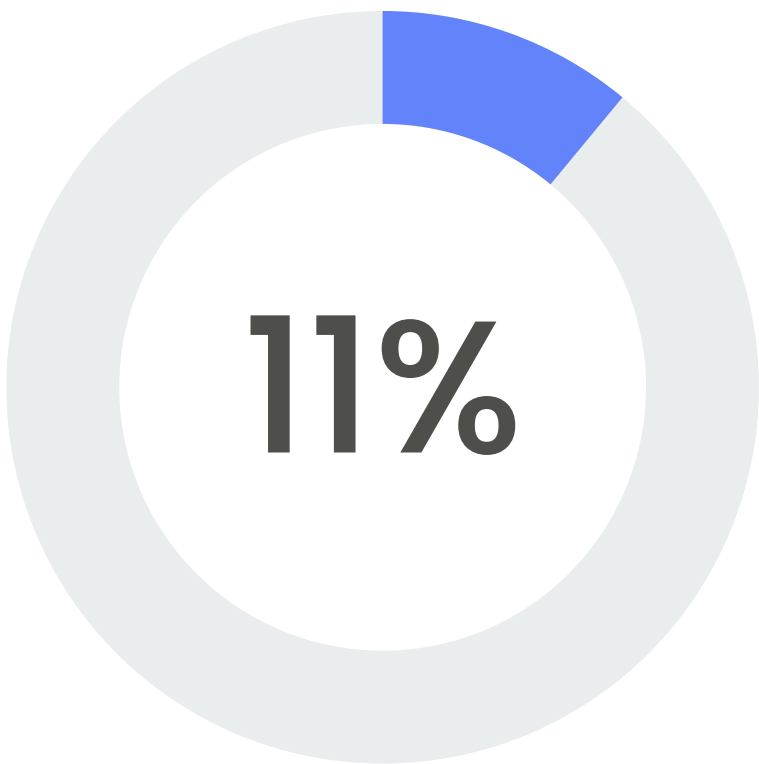
Approximately what percentage of your staff are employed on a part-time basis?



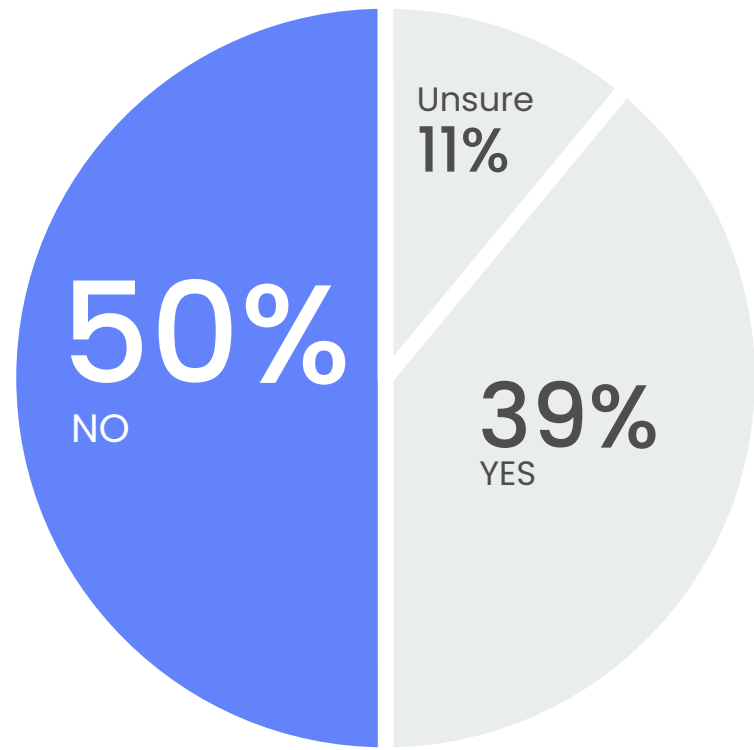
Approximately what percentage of your staff are employed on a contract/temporary basis?



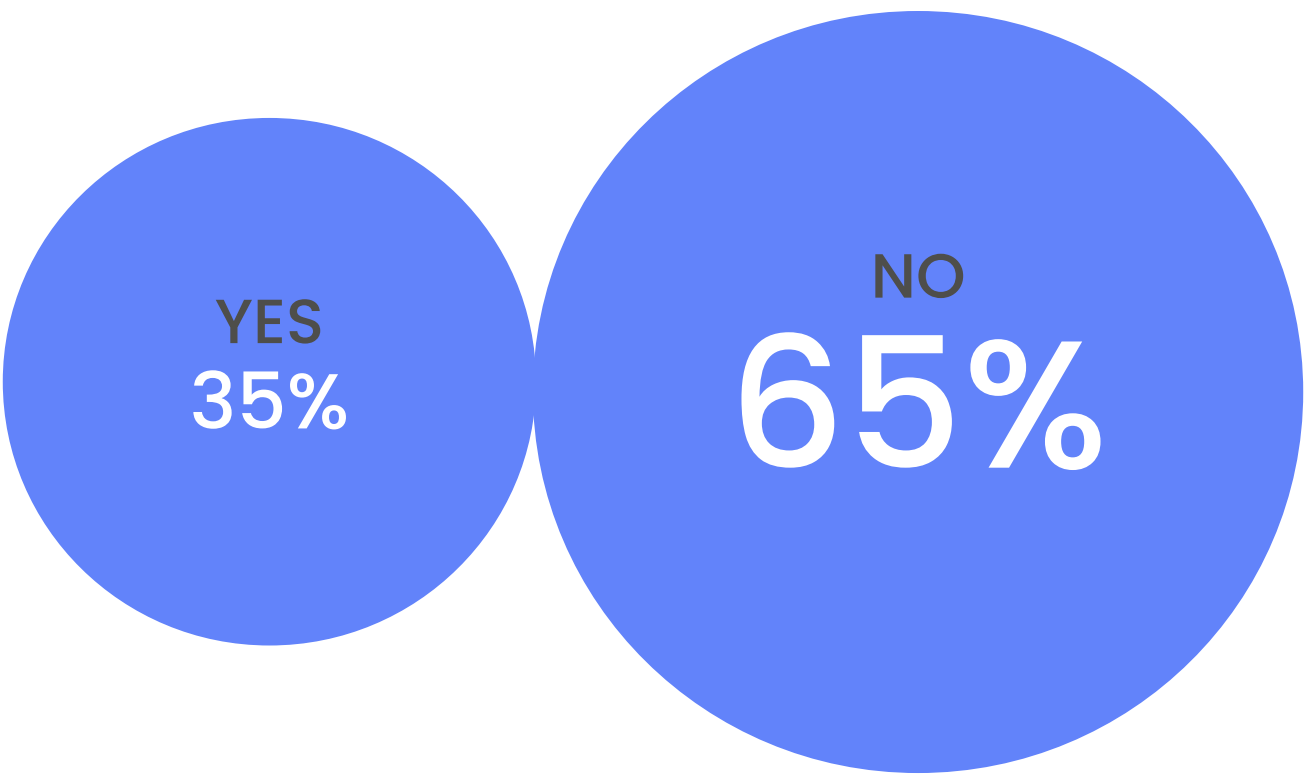
Approximately what percentage of staff employed are support staff?



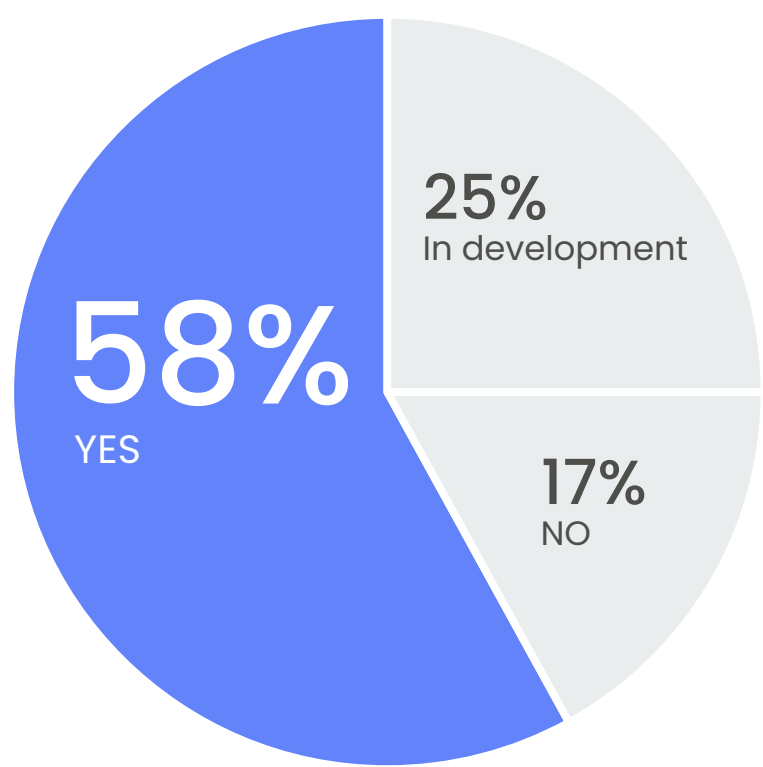
Do you think skills shortages are likely to impact the effective operation of your organisation in 2022?



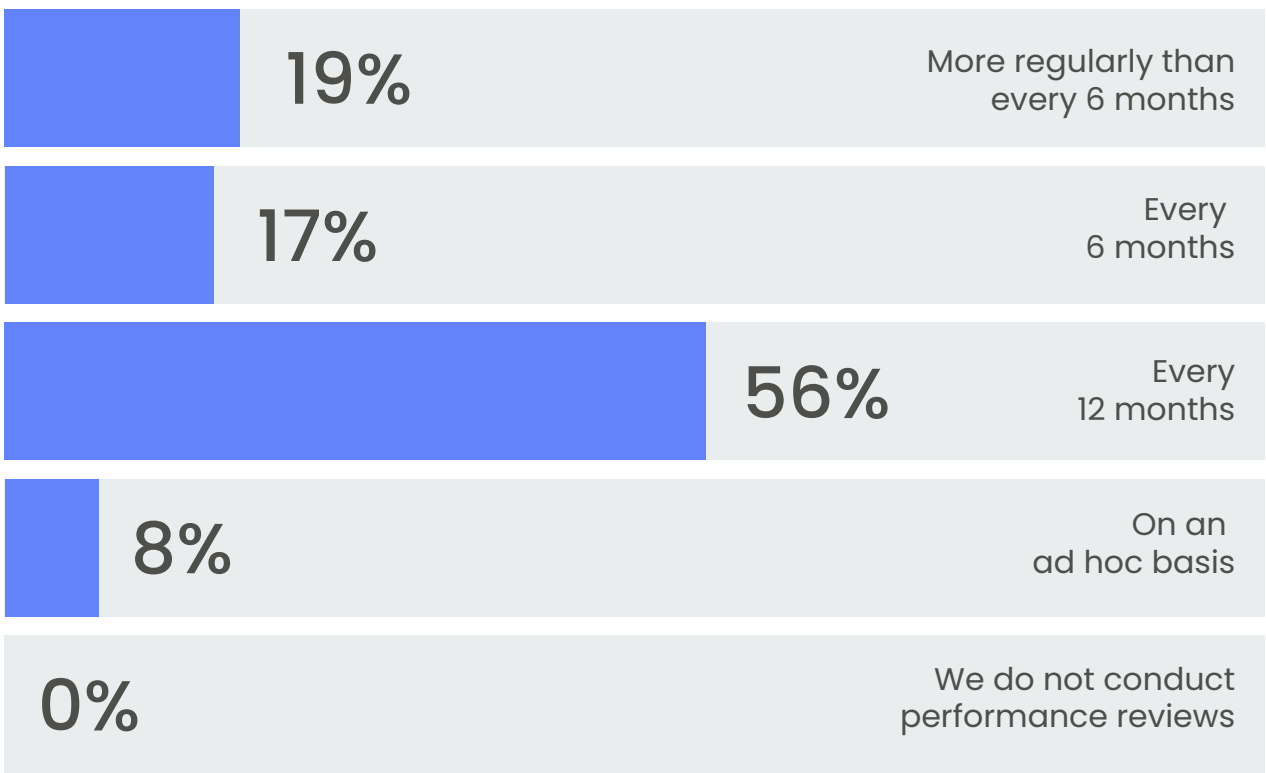
Do you currently have the talent required to deliver your organisation’s objectives in 2022?



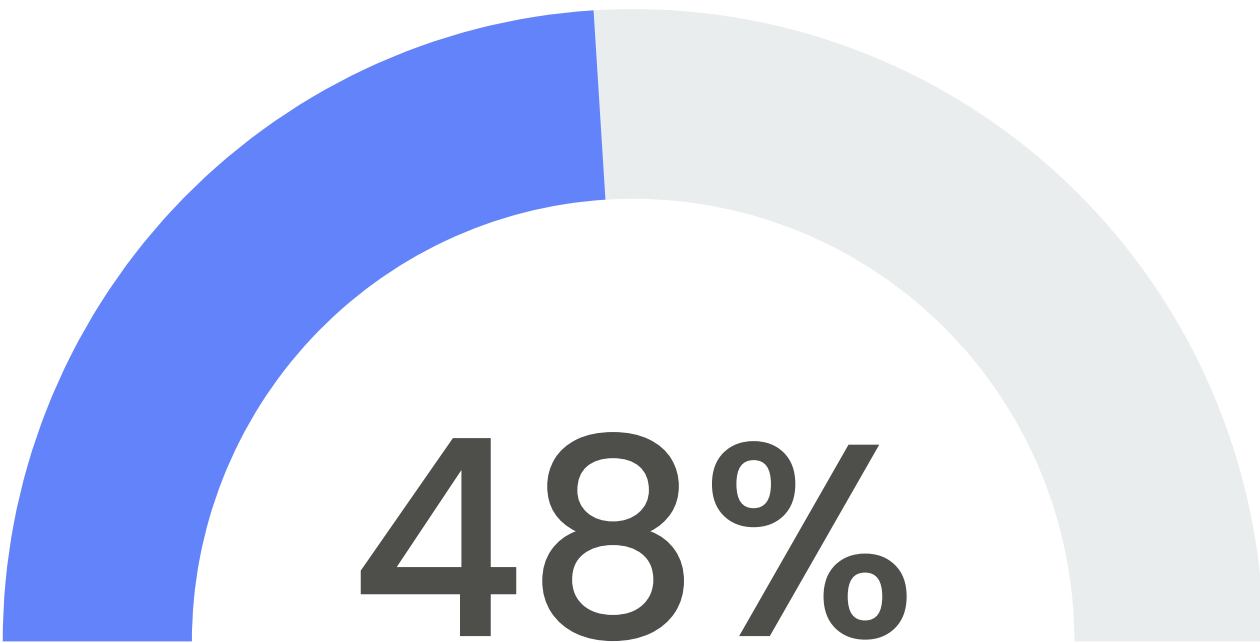
To your knowledge, does your organisation have a diversity and inclusion policy?



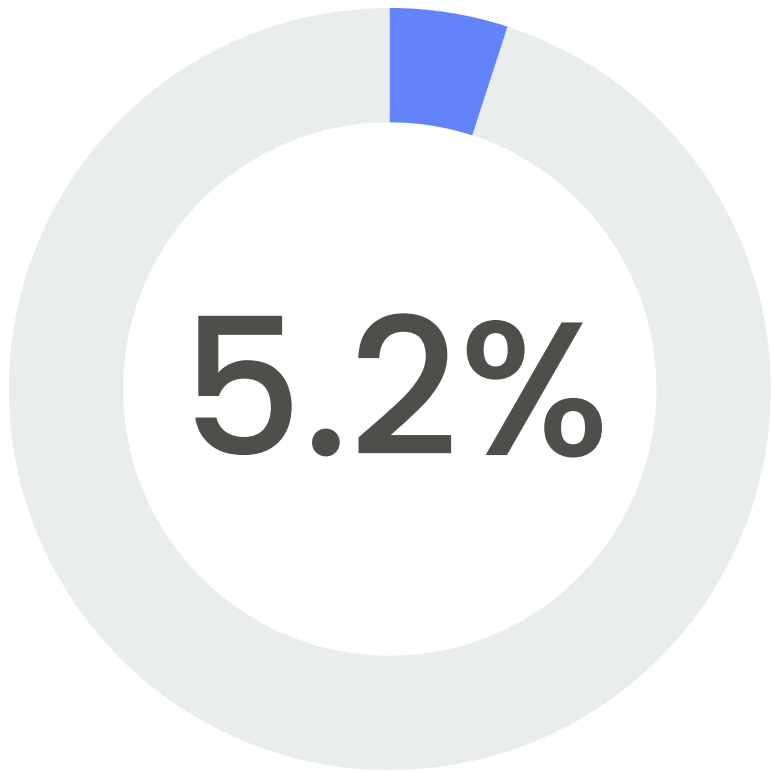
How often do you conduct performance reviews?



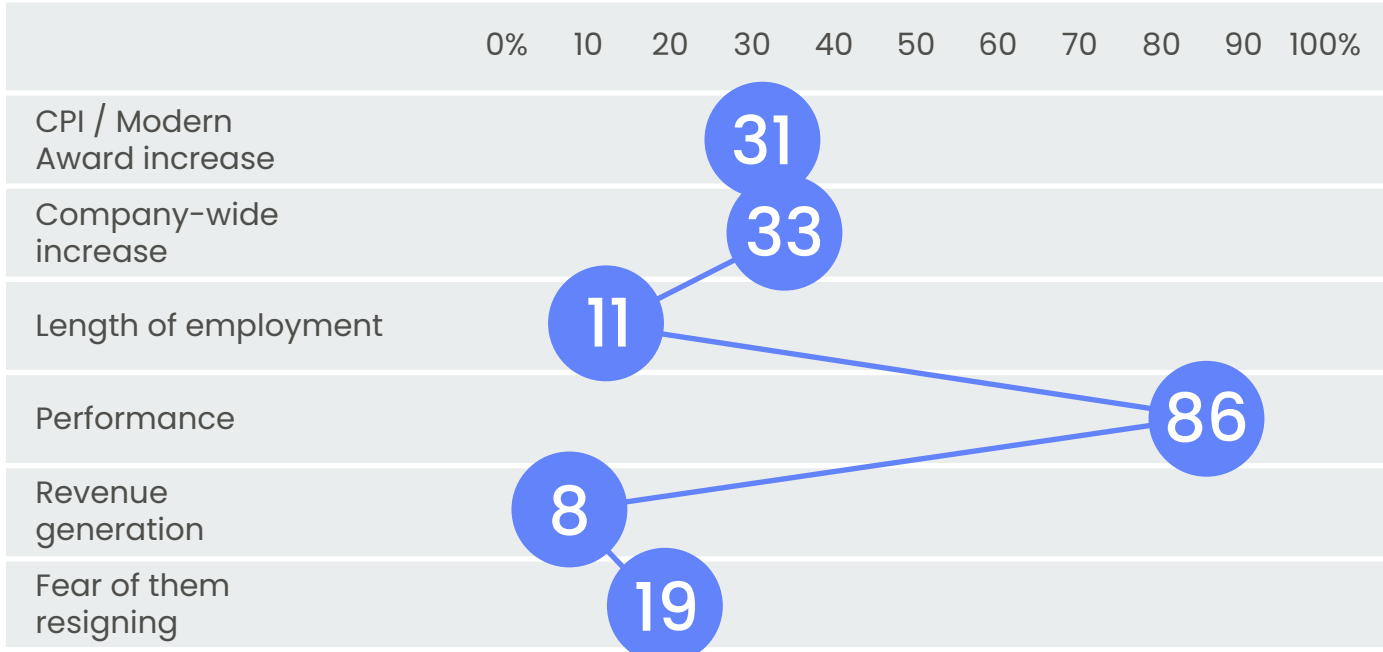
Approximately what percentage of revenue is spent on wages?



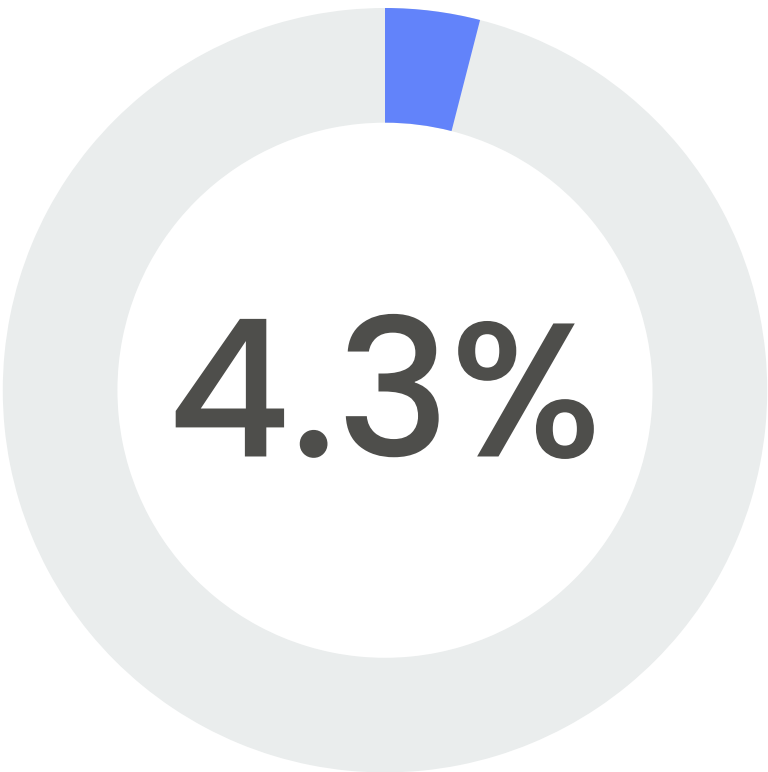
In your last round of reviews, what was the average percentage salary increase?



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

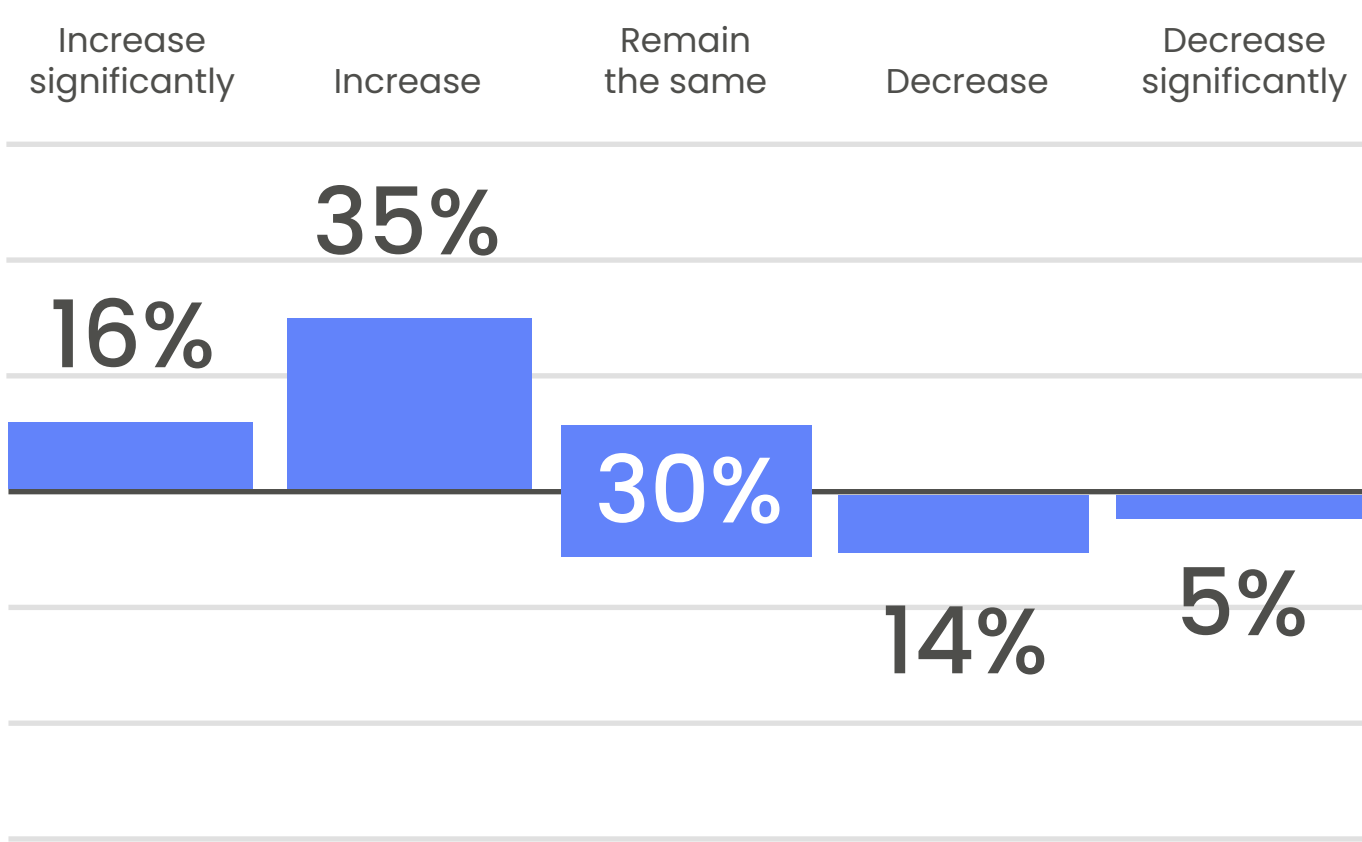


In your next round of reviews, what do you expect to increase salaries by?

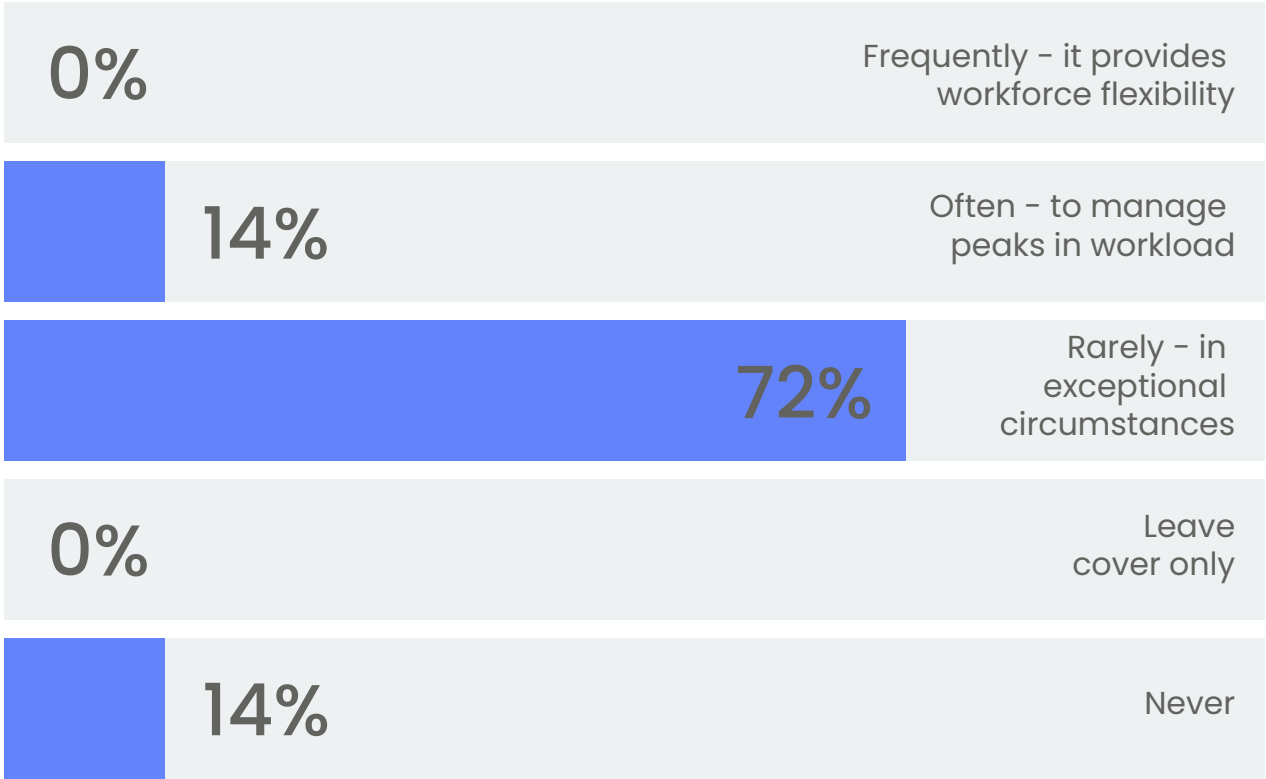


# Recruitment & retention

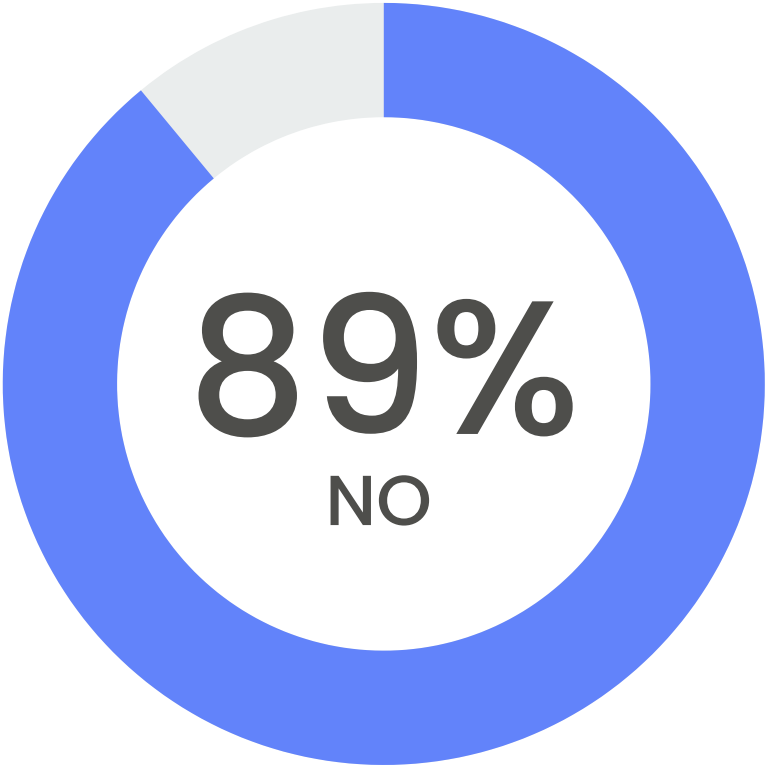
In 2021, did staff numbers within your organisation:



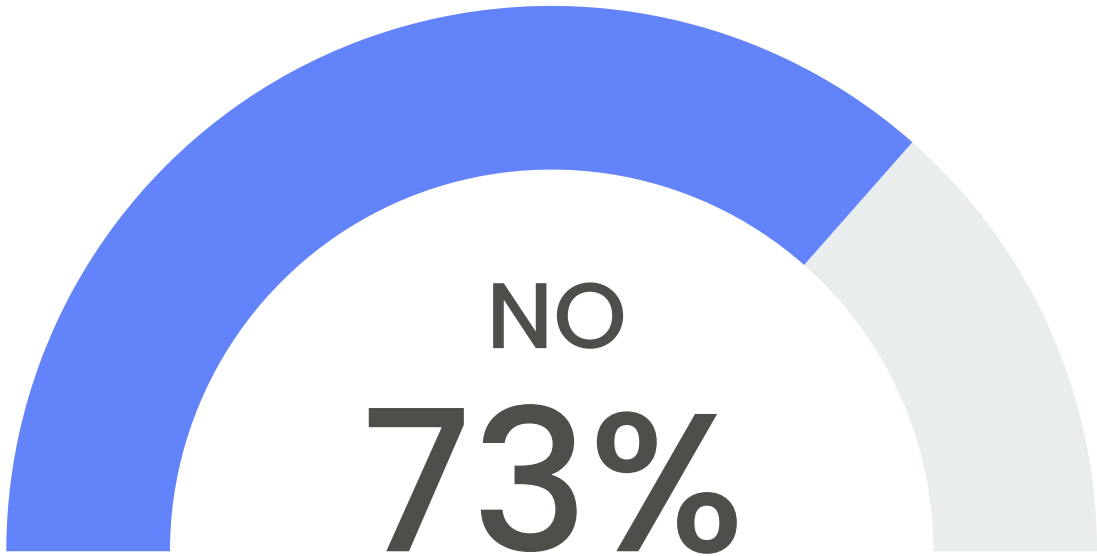
How often do you employ temporary/contract staff?



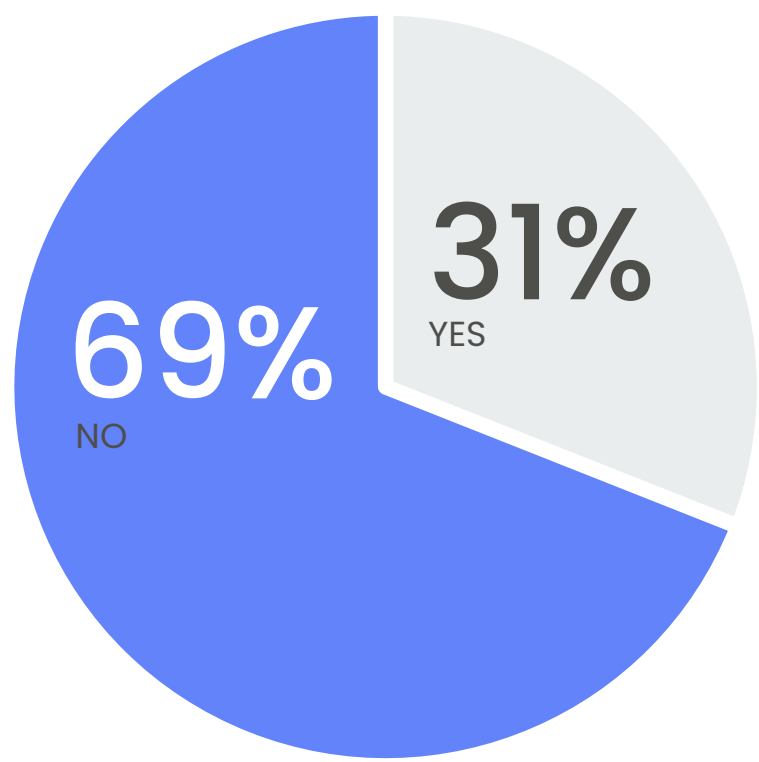
Has this increased during the COVID-19 pandemic?



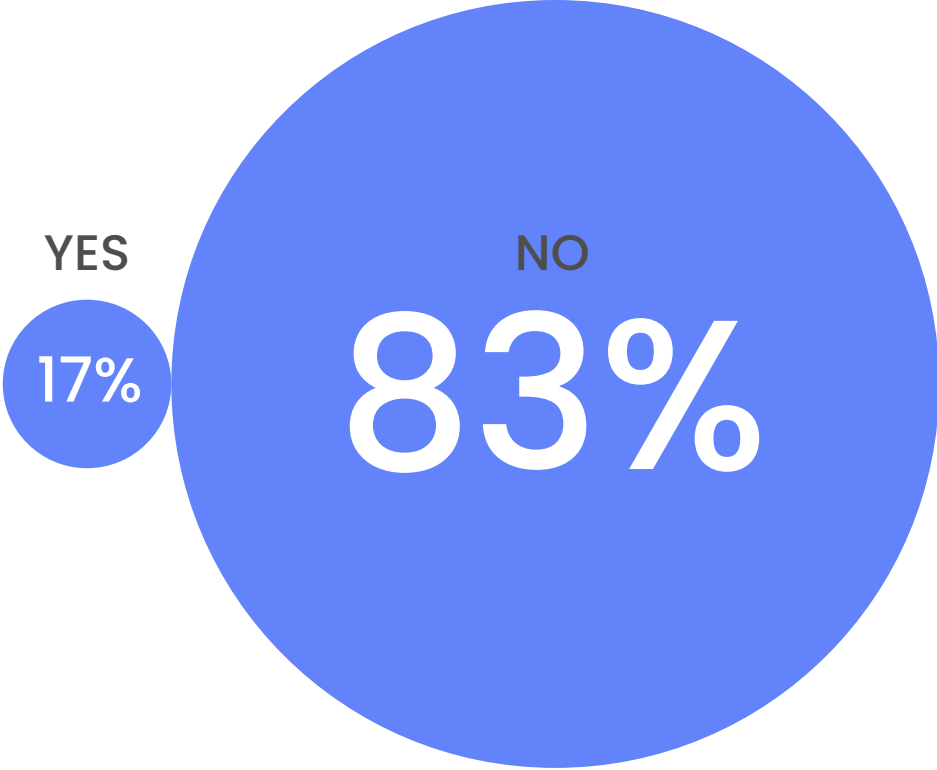
Does your company have a talent acquisition team or professional?



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

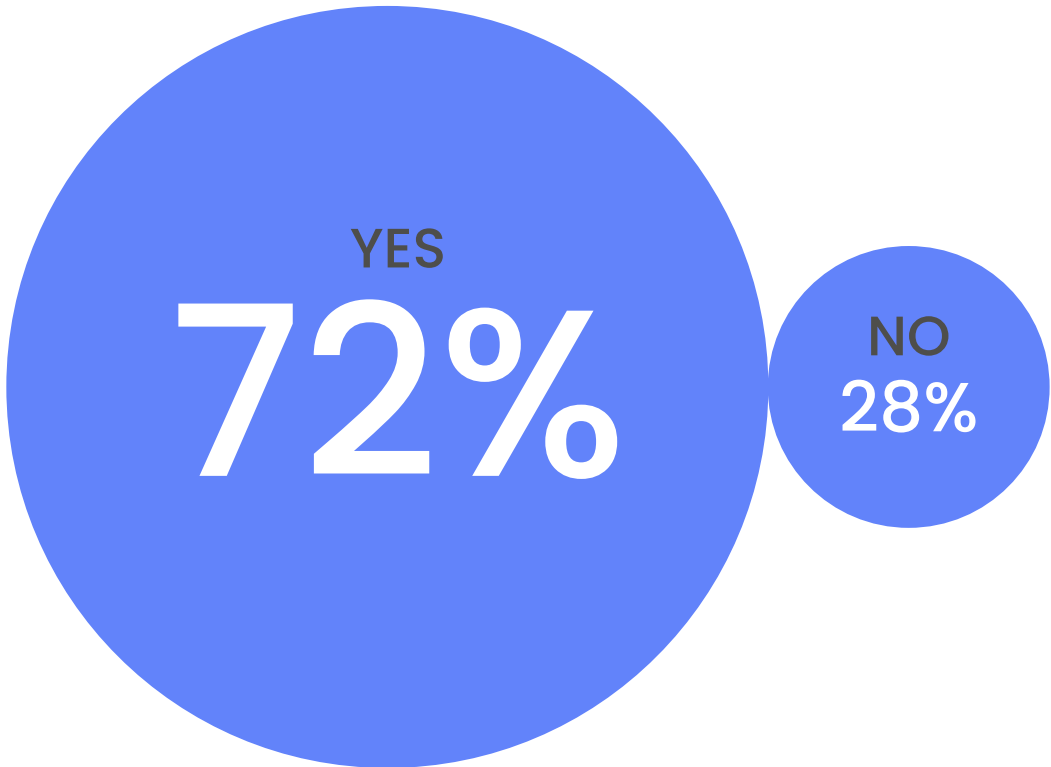


Did you provide visa sponsorship to any new employees in 2021?

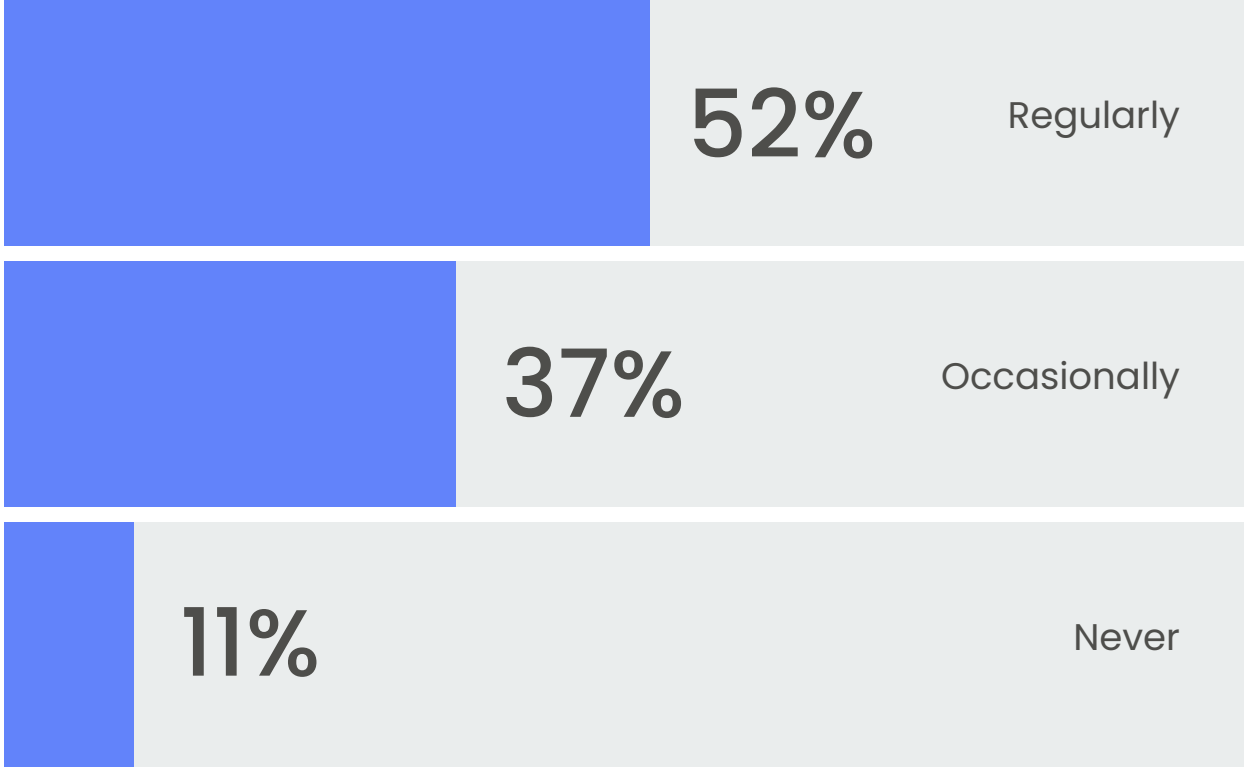




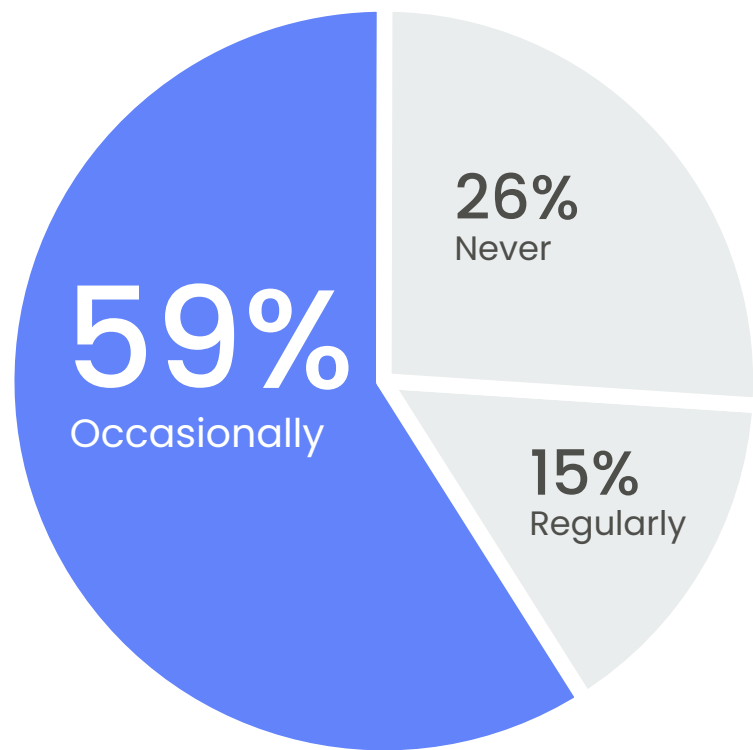
Have you recruited any graduates in 2021?



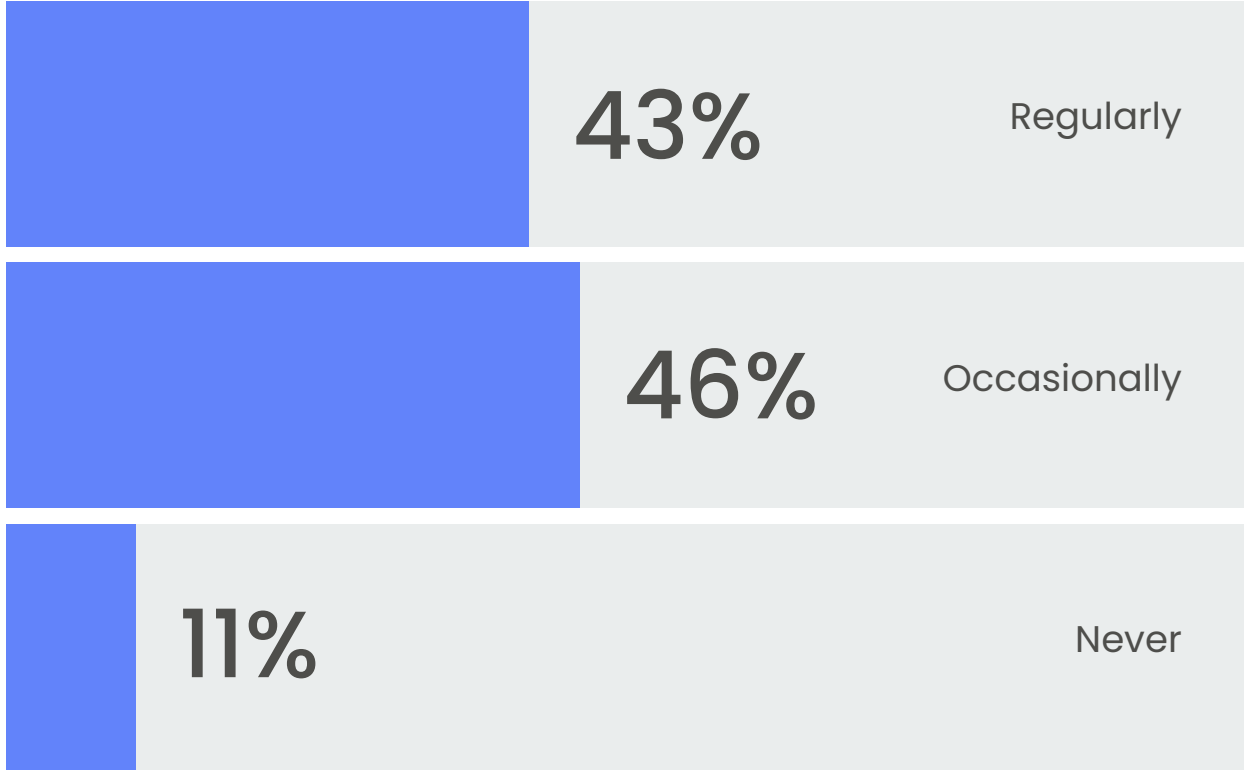
If you hired in 2021, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?



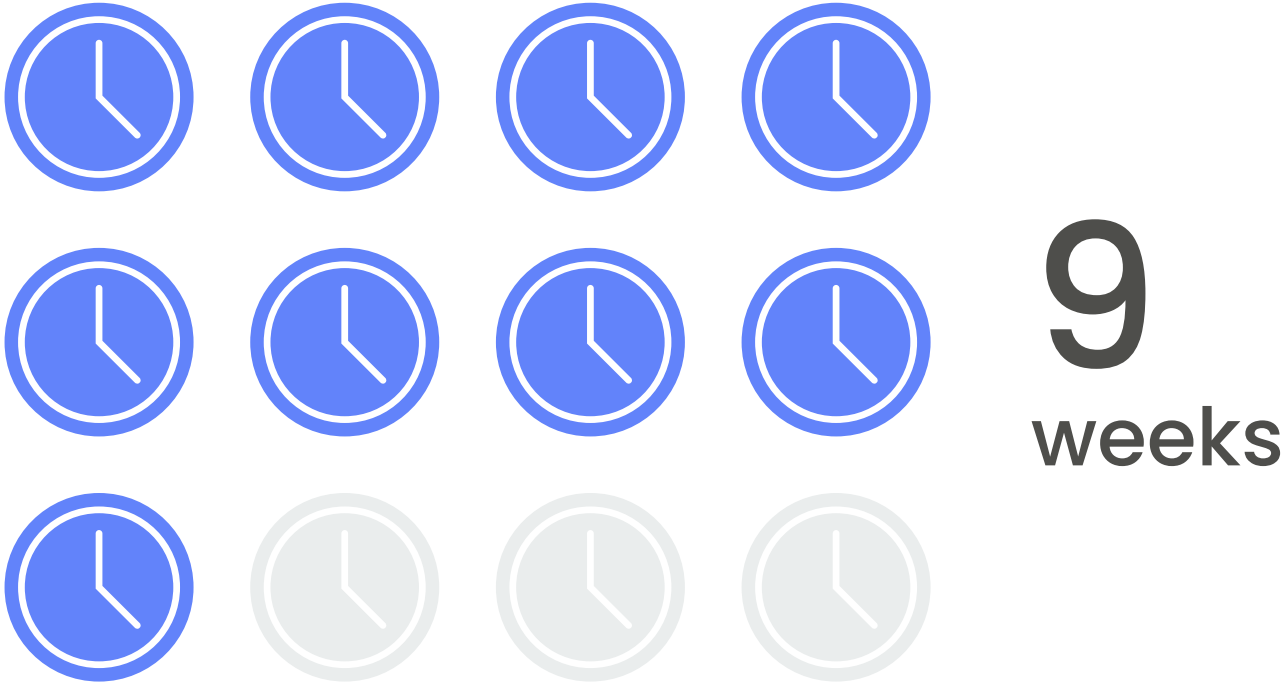
If you hired in 2021, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?



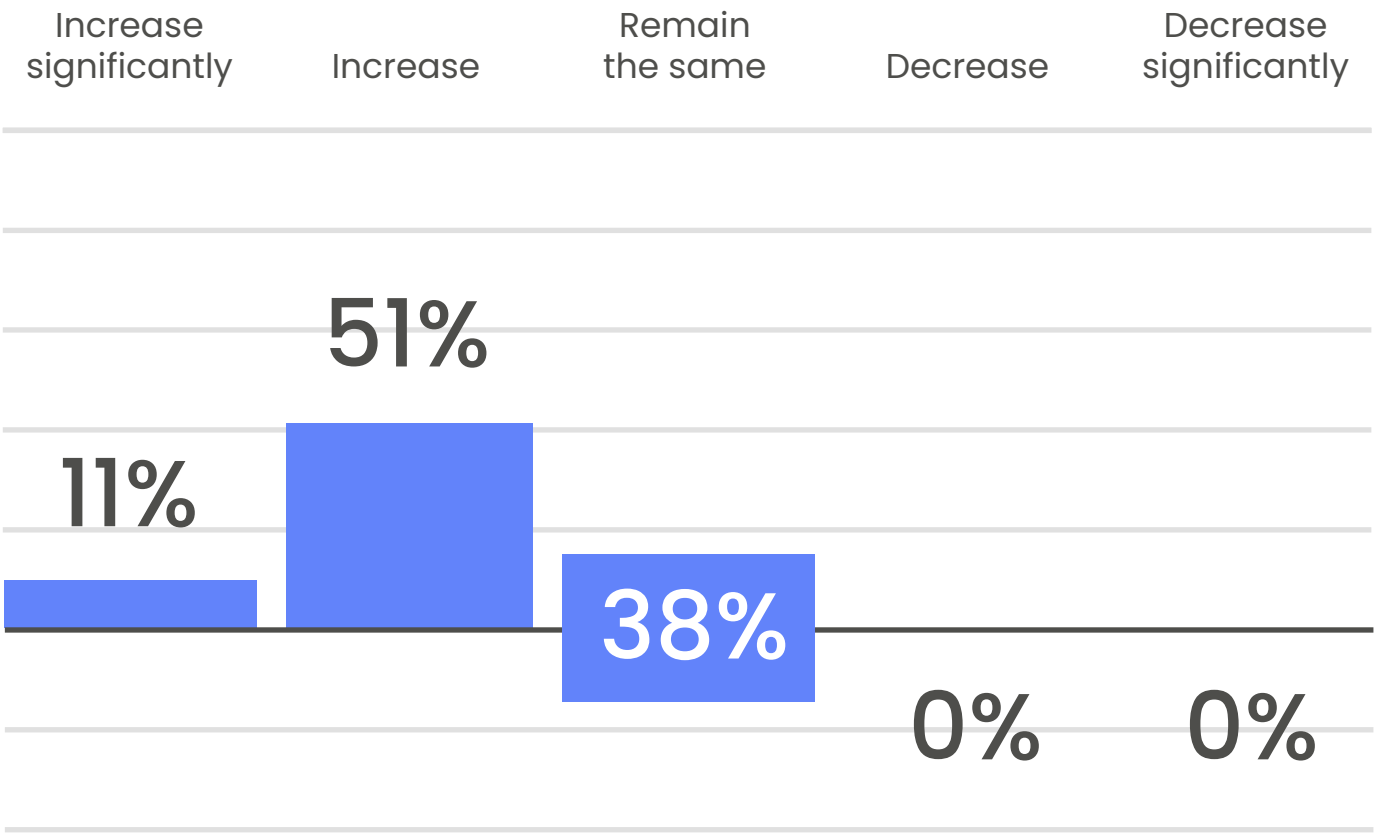
When recruiting staff in the last year, have you had to pay higher salaries than you expected to in order to attract the right candidate?



If you hired staff in 2021, on average how many weeks did it take to fill roles – from starting the search, to the employee starting their role?



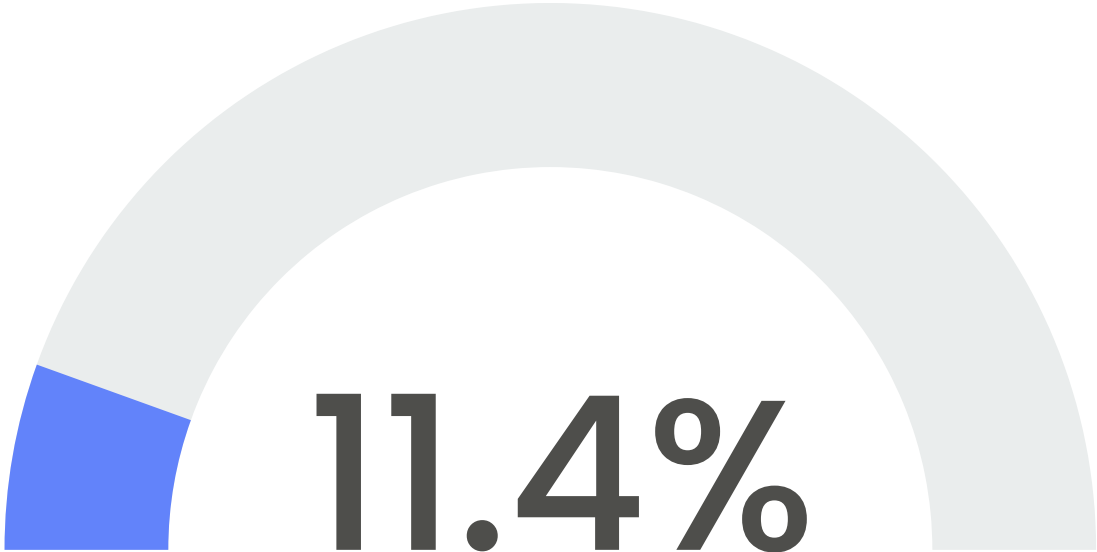
In 2022, do you expect staff numbers to:



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

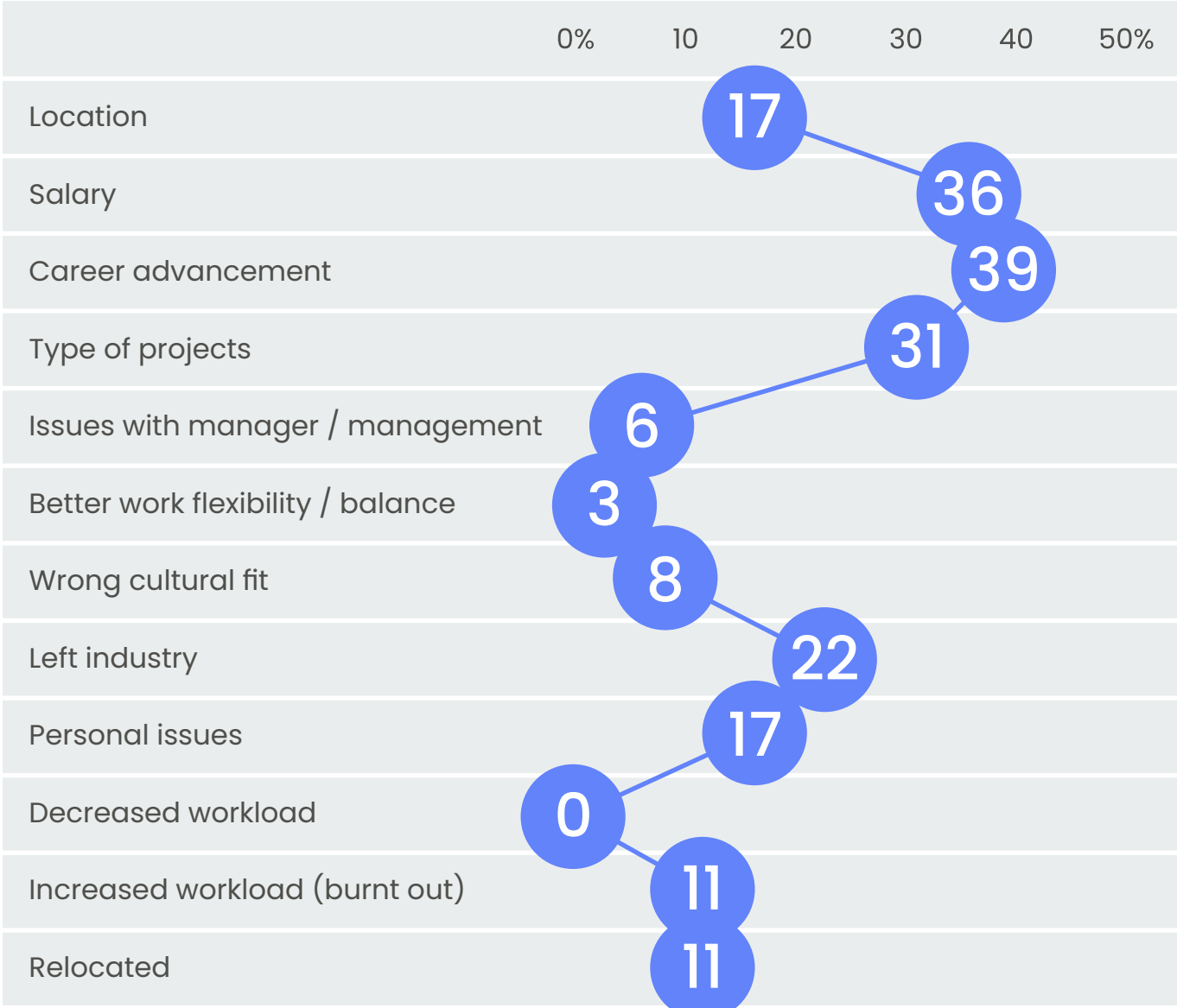
|                                 | Executive | Mgmt | Technical | Support |
|---------------------------------|-----------|------|-----------|---------|
| Communication skills            | 77%       | 69%  | 47%       | 86%     |
| Project management skills       | 17%       | 53%  | 33%       | 14%     |
| Job specific / technical skills | 29%       | 47%  | 94%       | 64%     |
| Stakeholder engagement skills   | 26%       | 22%  | 11%       | 19%     |
| Leadership skills               | 74%       | 69%  | 6%        | 0%      |
| Business development skills     | 57%       | 25%  | 6%        | 3%      |
| Cultural fit                    | 74%       | 72%  | 72%       | 86%     |
| Academic qualification          | 9%        | 17%  | 33%       | 8%      |
| Project experience              | 17%       | 22%  | 53%       | 14%     |

Approximately what percentage of your total permanent staff resigned from their role in 2021?

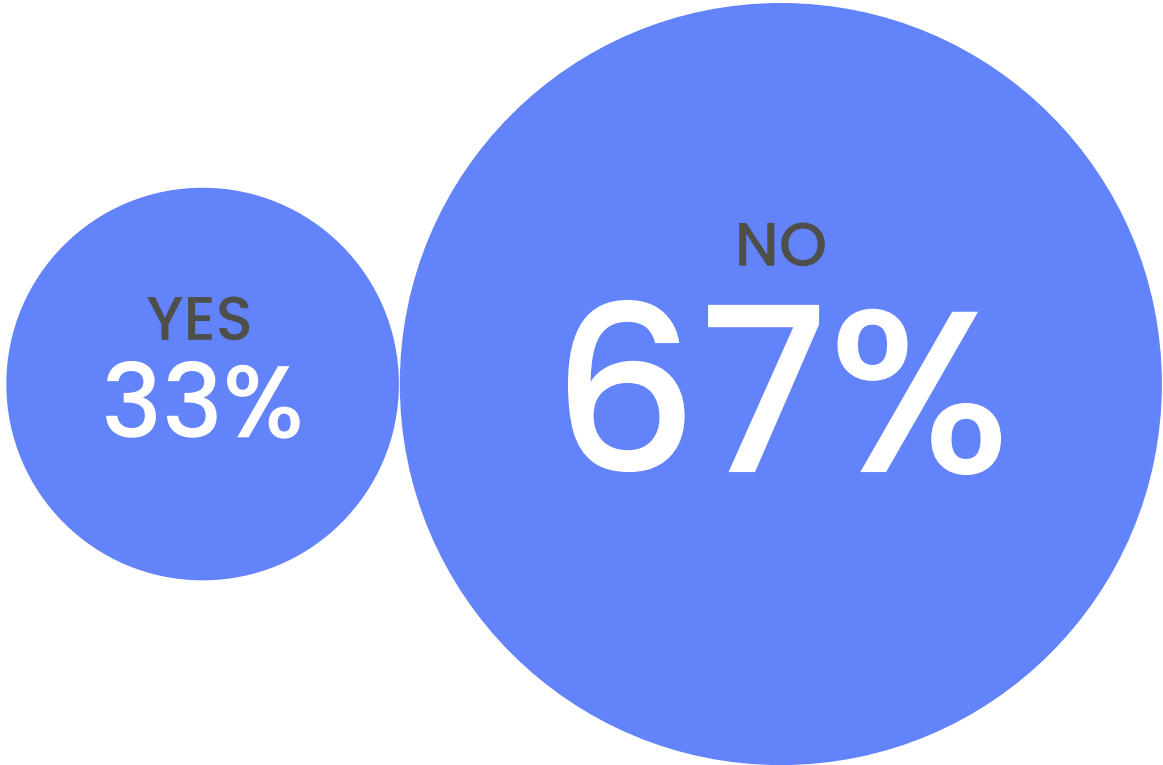


At 11.4%, staff resignations have reached an all-time high for the engineering industry in 2021, while redundancies at an all time low.

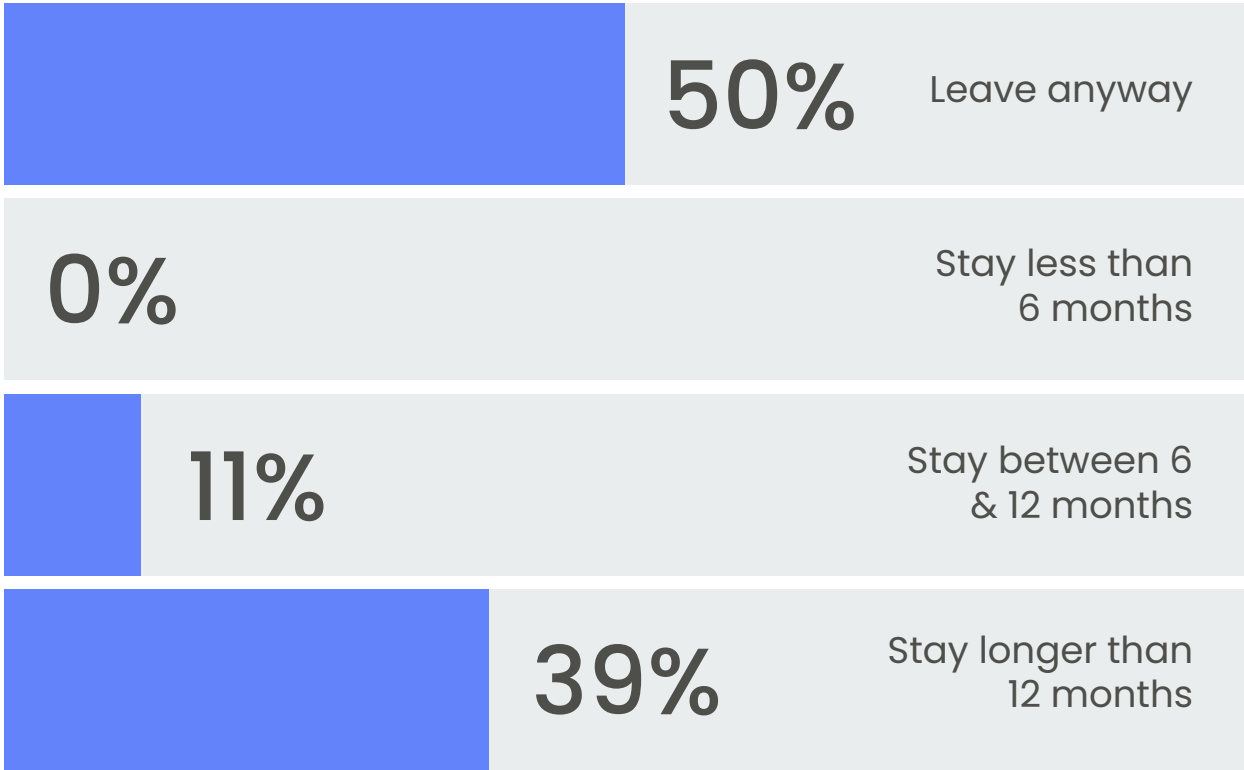
What are the most common reasons for staff resigning?



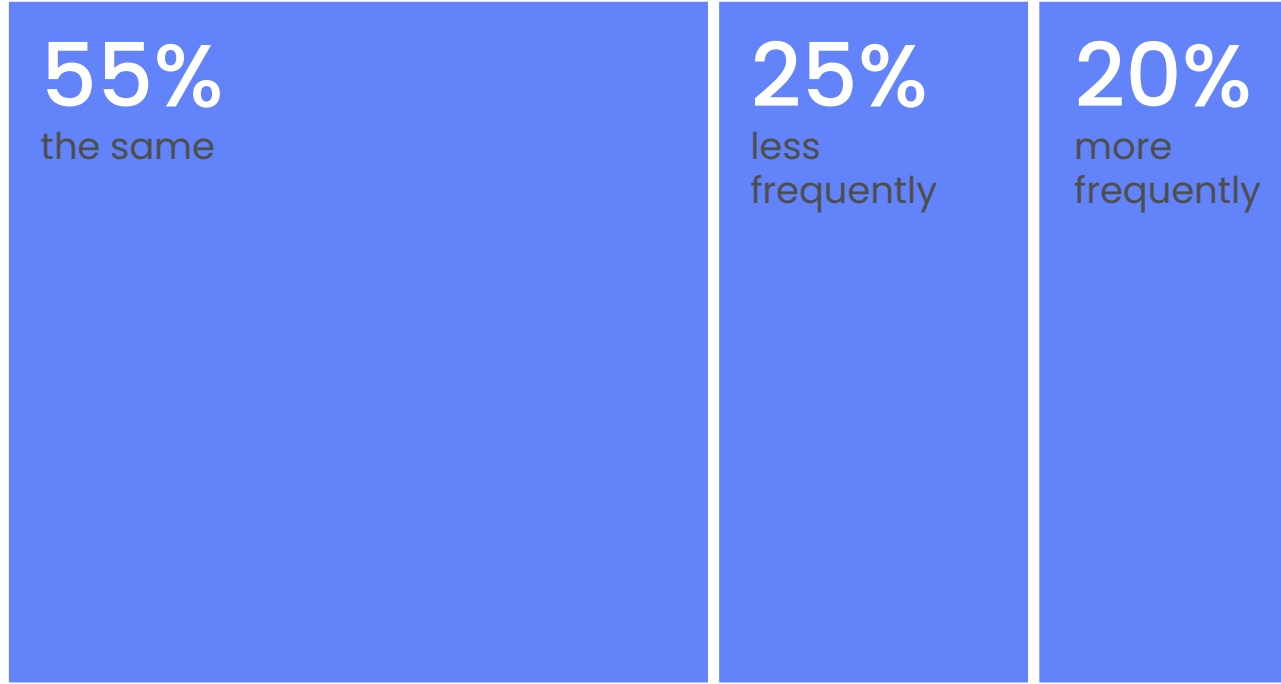
Did you counter offer any departing staff in 2021?



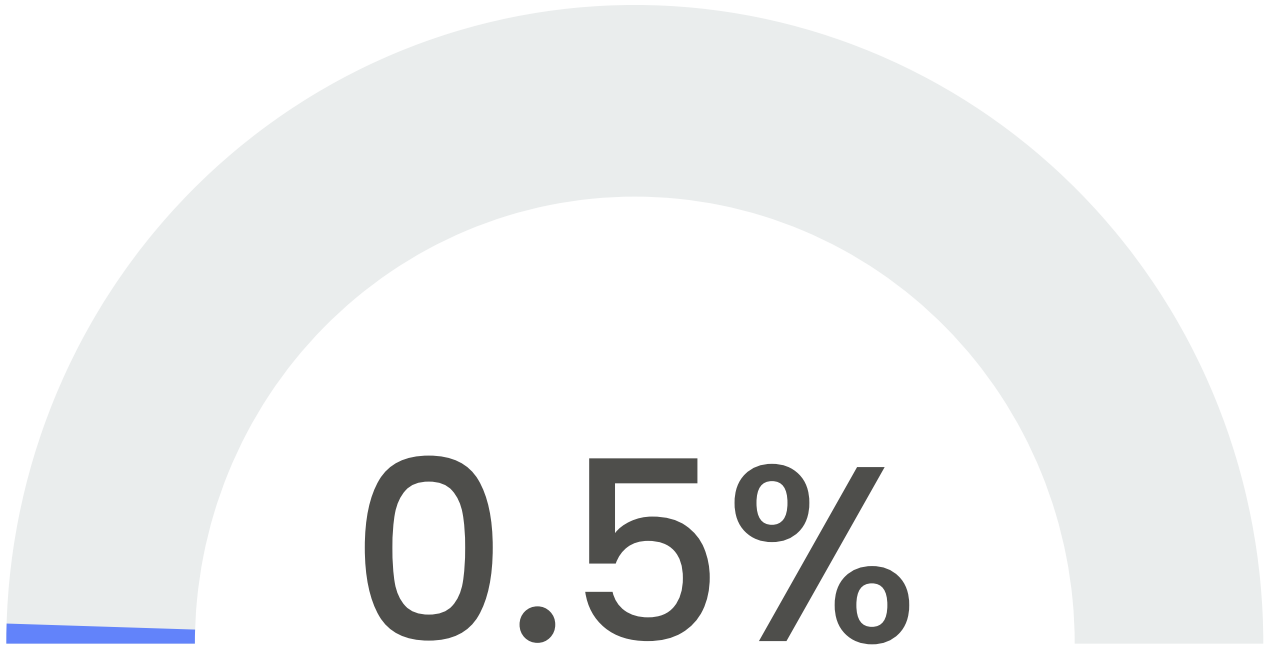
Of those counter offered, do they usually:



Compared to previous years, in 2021 did you counter offer staff:

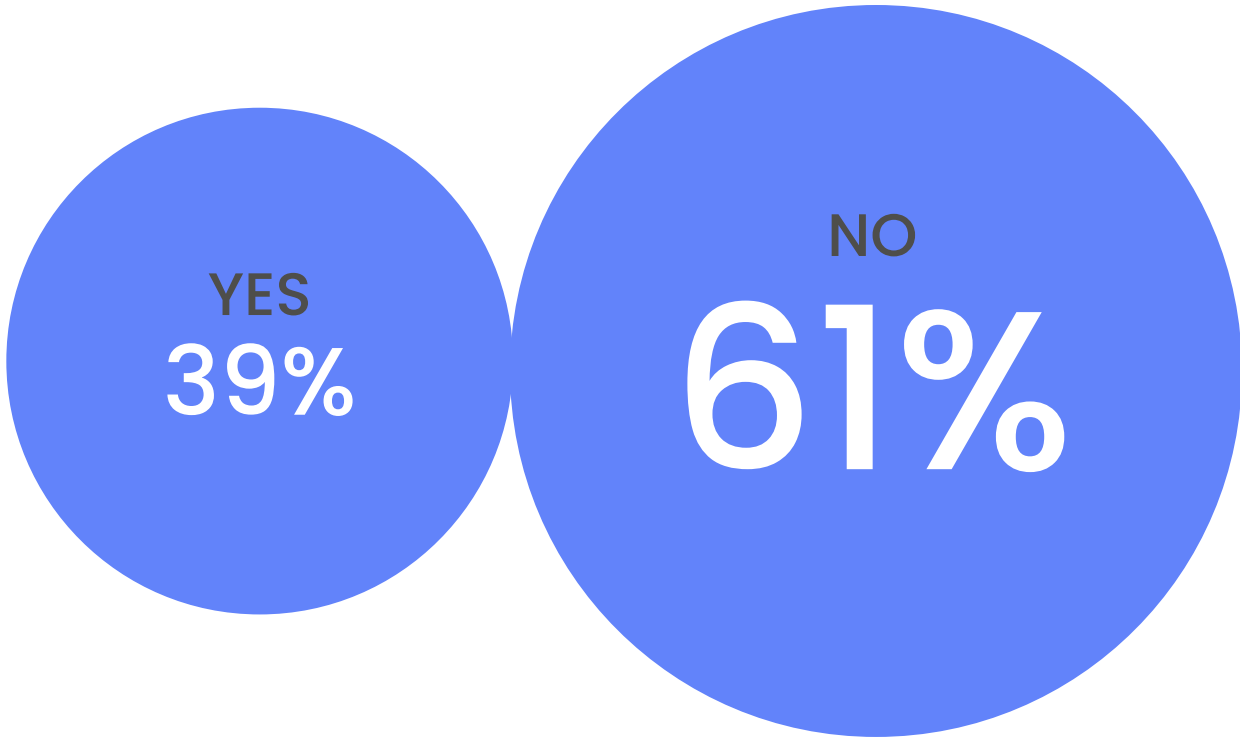


Approximately what percentage of your staff were made redundant in 2021?

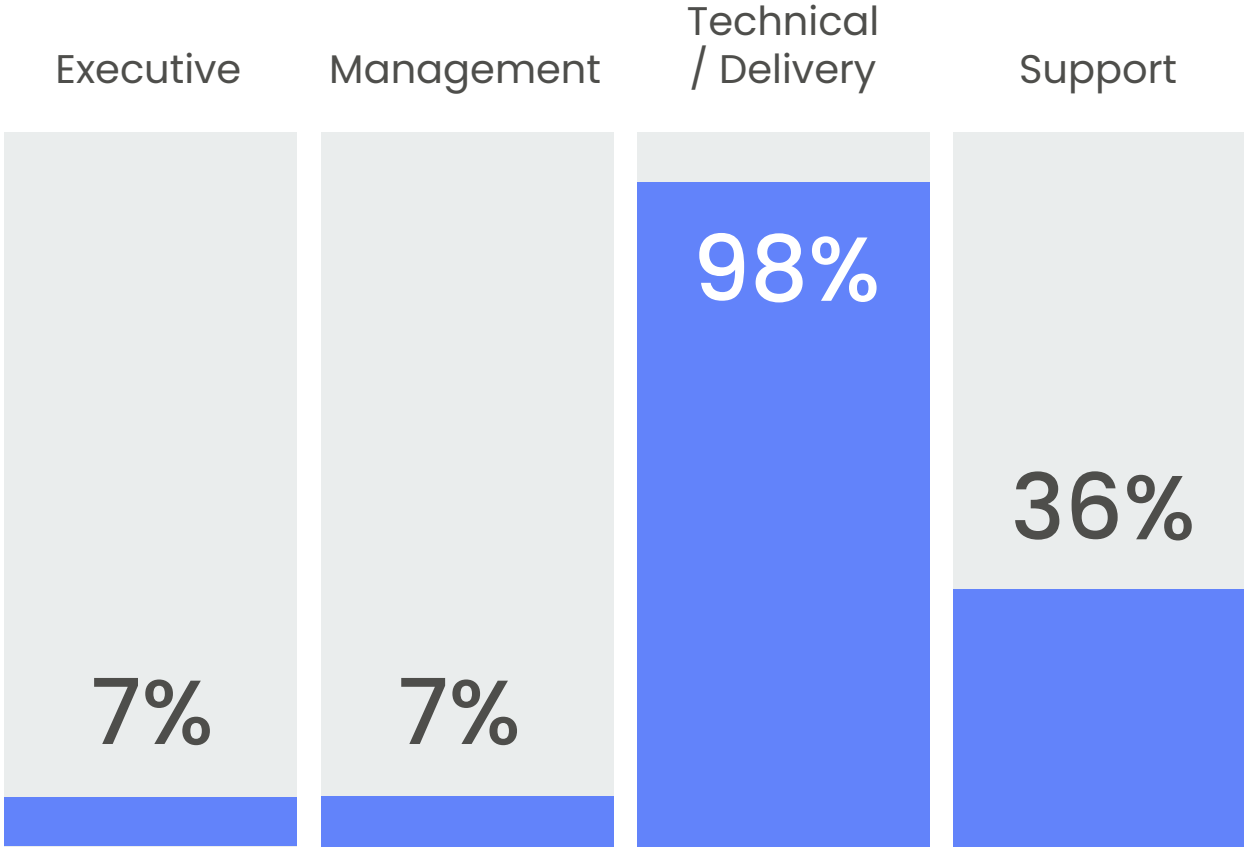


# Flexibility & benefits

Do you pay overtime?



If yes, what categories of employees do you pay overtime to?



Do you offer any of the following monetary employee benefits?

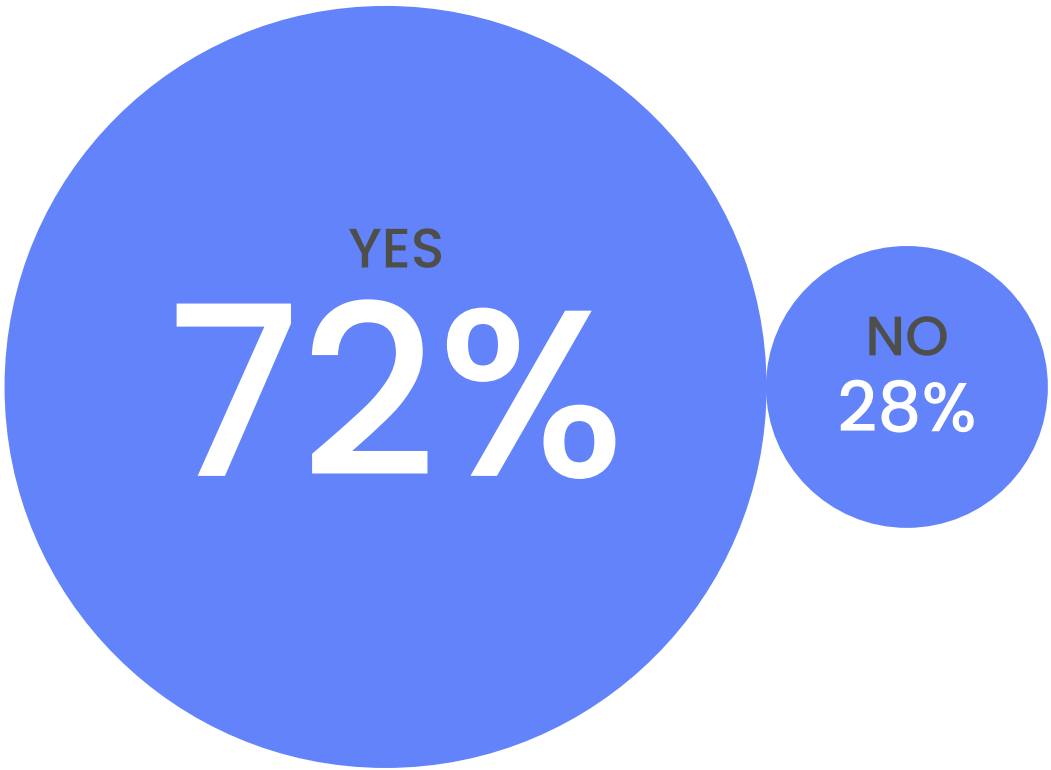
|                                | Executive | Mgmt | Technical | Support |
|--------------------------------|-----------|------|-----------|---------|
| Car / car allowance            | 53%       | 43%  | 23%       | 4%      |
| Parking                        | 70%       | 57%  | 30%       | 36%     |
| Additional superannuation      | 7%        | 3%   | 0%        | 0%      |
| Insurance                      | 13%       | 7%   | 7%        | 8%      |
| Salary sacrifice               | 50%       | 53%  | 53%       | 56%     |
| Bonuses                        | 57%       | 70%  | 60%       | 64%     |
| Profit share                   | 53%       | 43%  | 23%       | 16%     |
| Financial support for study    | 27%       | 37%  | 43%       | 44%     |
| Additional paid parental leave | 43%       | 40%  | 40%       | 44%     |



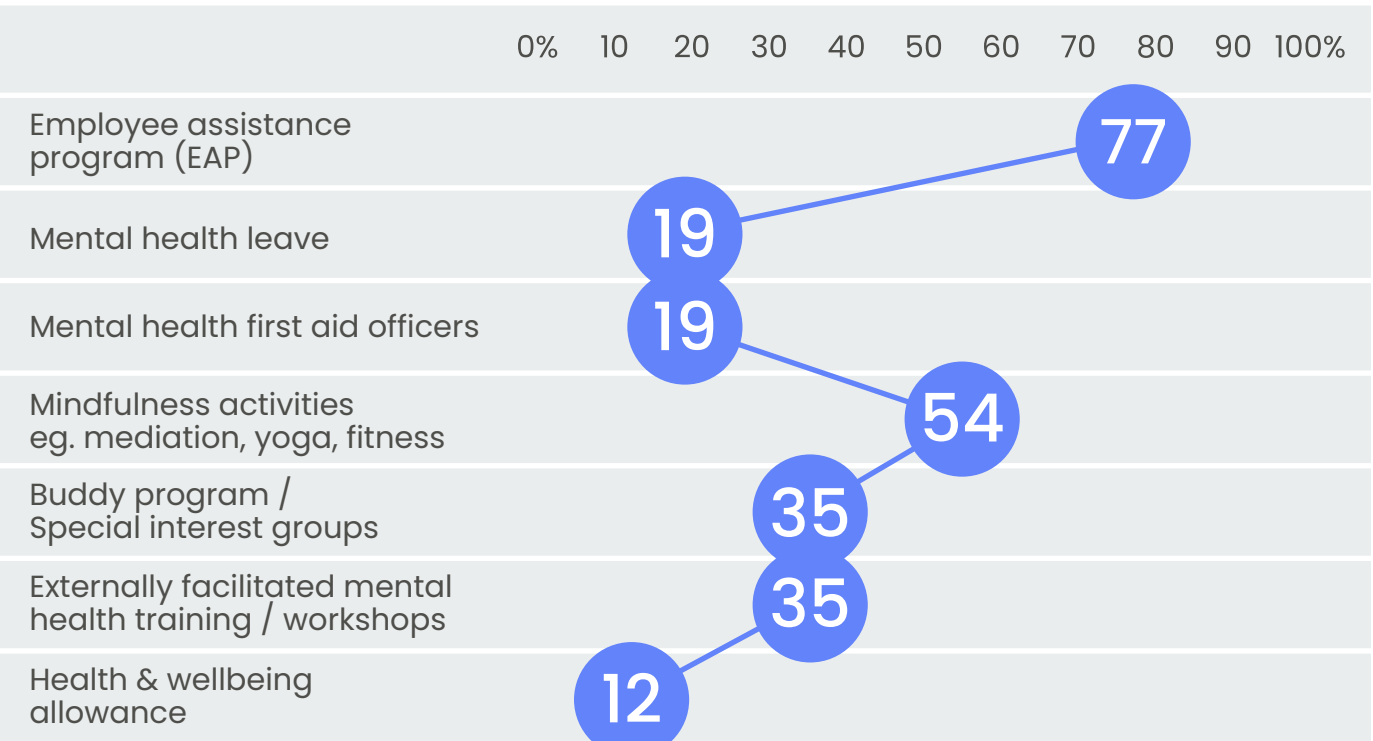
Do you offer any of the following non-monetary employee benefits?

|                                  | Executive | Mgmt | Technical | Support |
|----------------------------------|-----------|------|-----------|---------|
| Birthday day-off                 | 8%        | 7%   | 8%        | 8%      |
| Externally facilitated training  | 73%       | 74%  | 77%       | 73%     |
| Additional annual leave          | 46%       | 48%  | 42%       | 42%     |
| Paid study leave                 | 31%       | 30%  | 31%       | 31%     |
| Additional unpaid parental leave | 54%       | 52%  | 54%       | 54%     |

Do you offer any health & wellbeing initiatives?



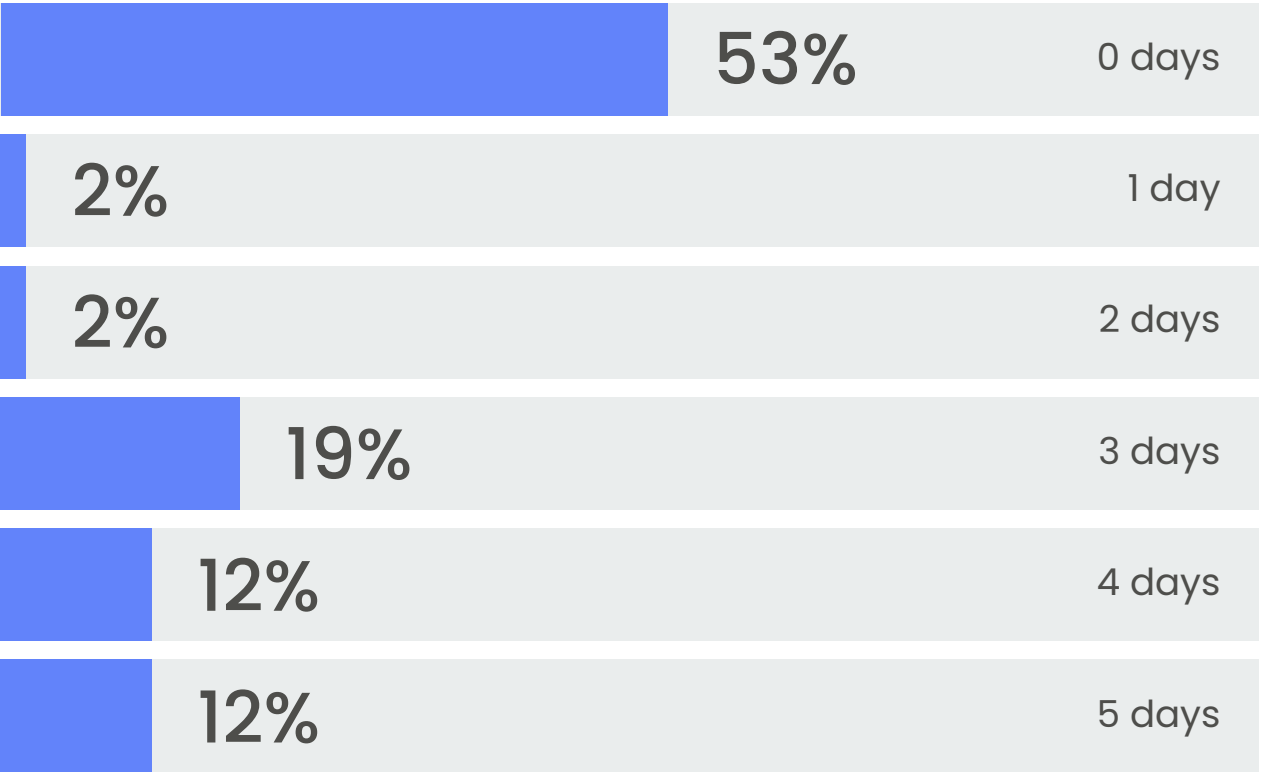
If yes, which of the following health & wellbeing initiatives have you implemented?



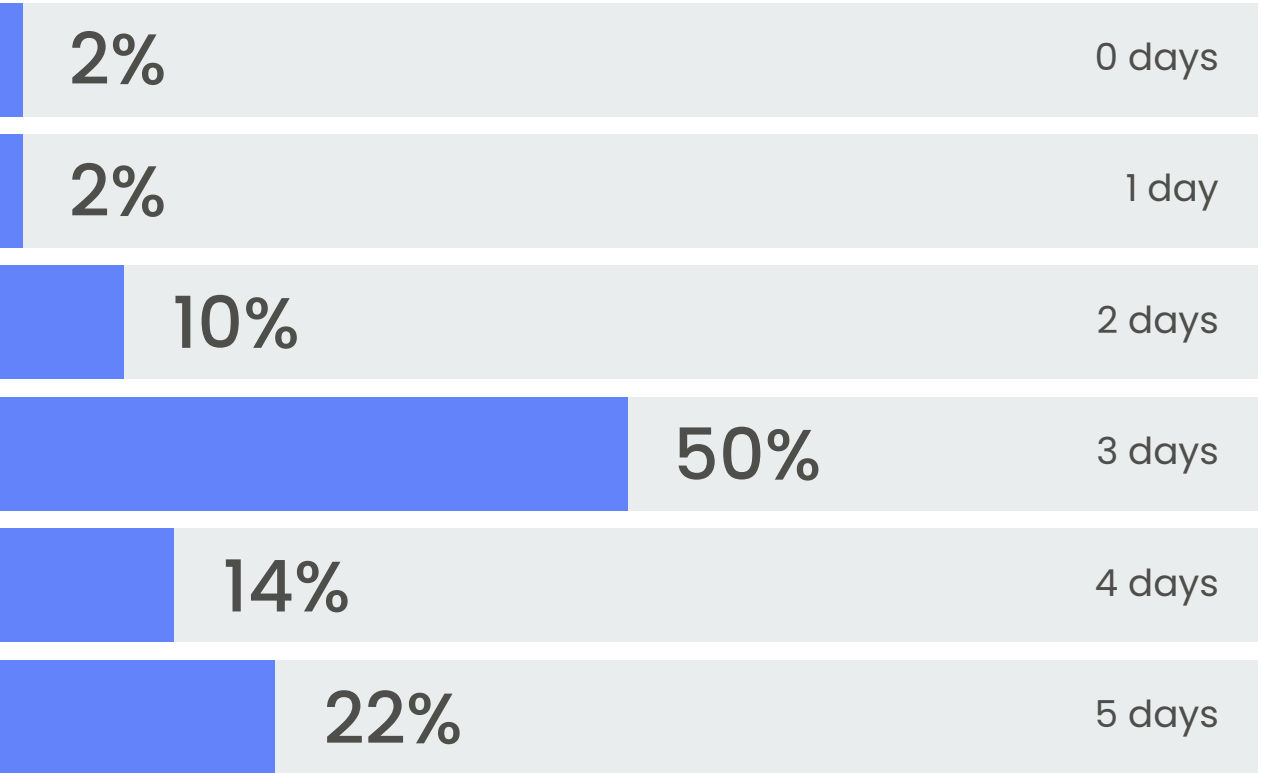
Do you offer any of the following flexible workplace practices?

|                         | Executive | Mgmt | Technical | Support |
|-------------------------|-----------|------|-----------|---------|
| Flexible work hours     | 88%       | 85%  | 88%       | 85%     |
| Work from home          | 82%       | 82%  | 82%       | 79%     |
| Compressed working week | 15%       | 15%  | 21%       | 21%     |
| Part-time hours         | 64%       | 71%  | 71%       | 71%     |
| Job sharing             | 6%        | 6%   | 6%        | 18%     |
| Career breaks           | 27%       | 26%  | 26%       | 24%     |

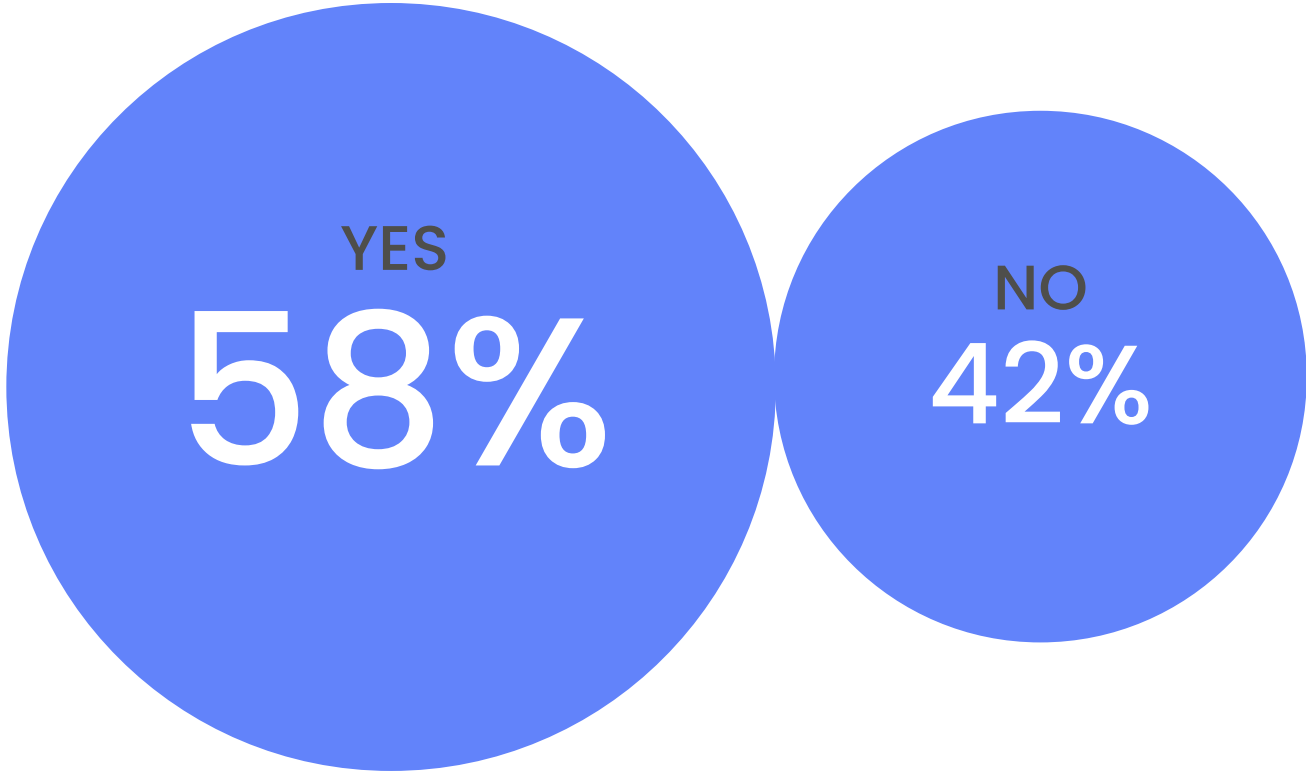
How many days per week are you requiring staff to work in the office currently?



Looking forward, how many days per week will you require staff to work in the office?



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

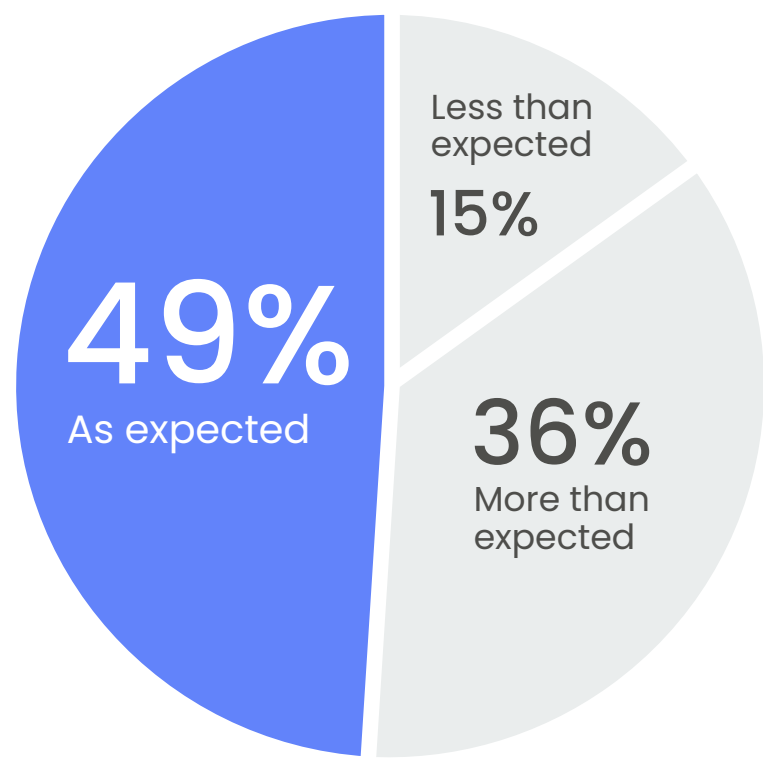


Yes — We specify particular days.  
No — We are flexible with the days.

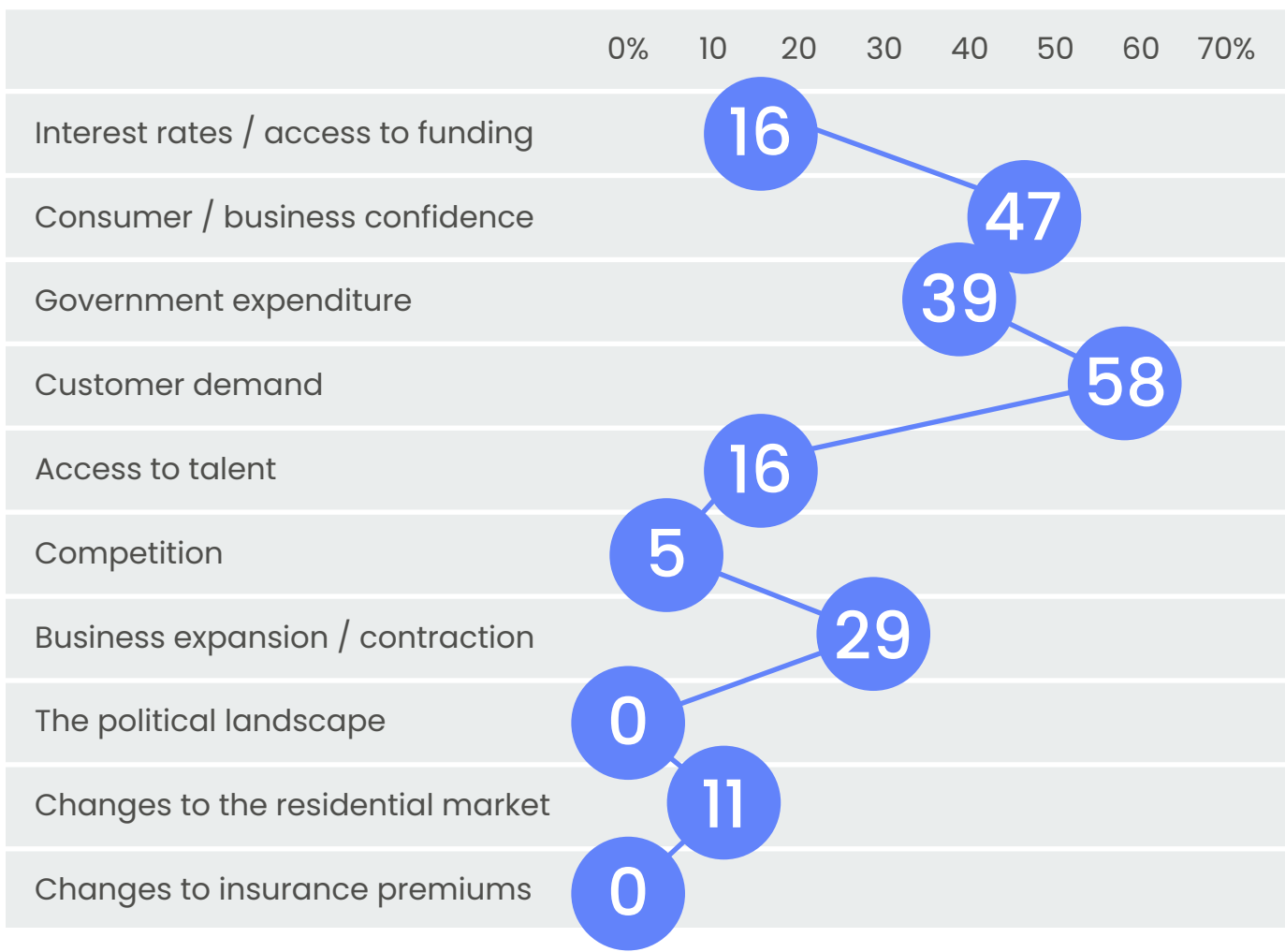


# The future

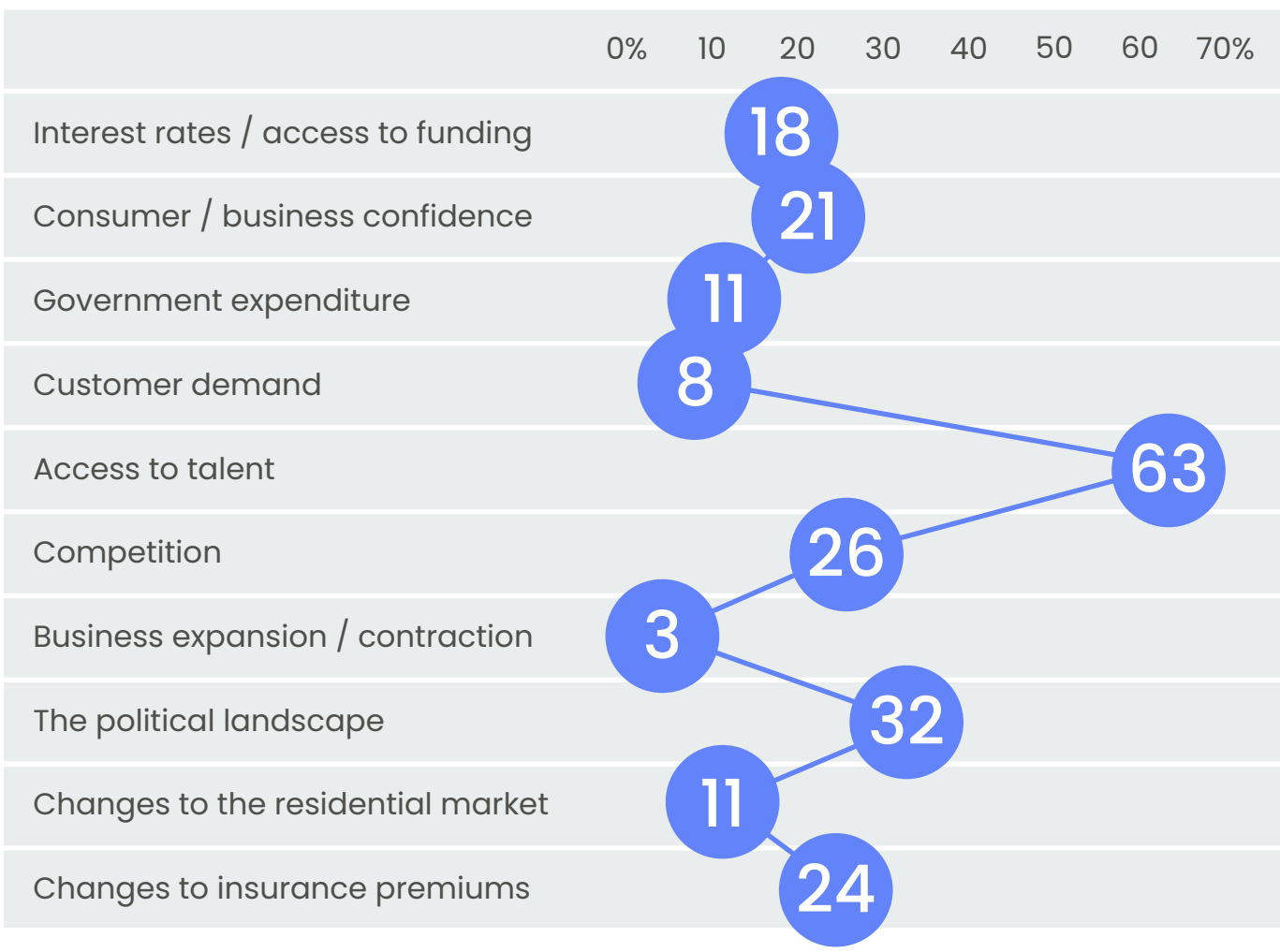
Is your project pipeline (unconfirmed or on hold projects), for this time of the year:



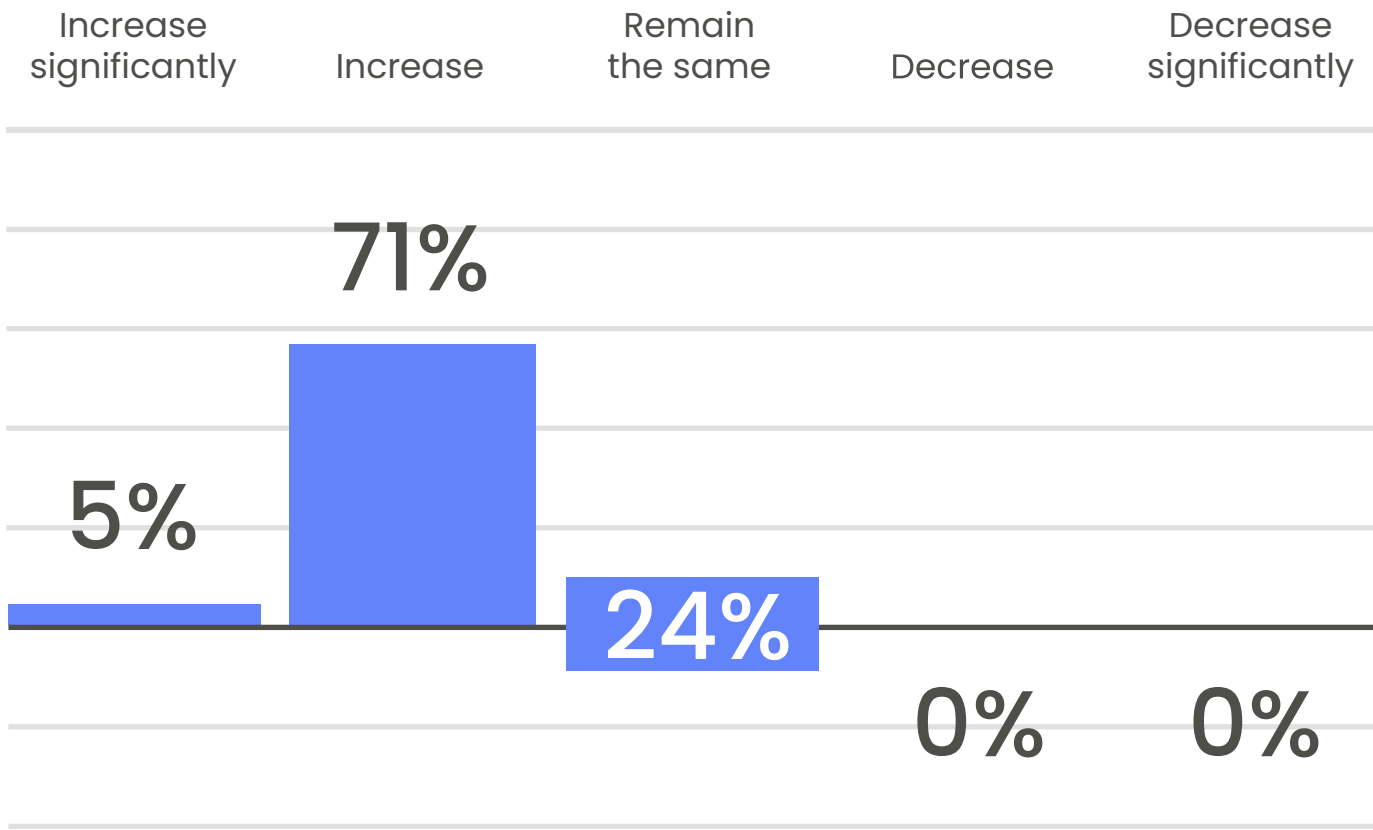
What do you predict will have the biggest positive impact on business levels in 2022?



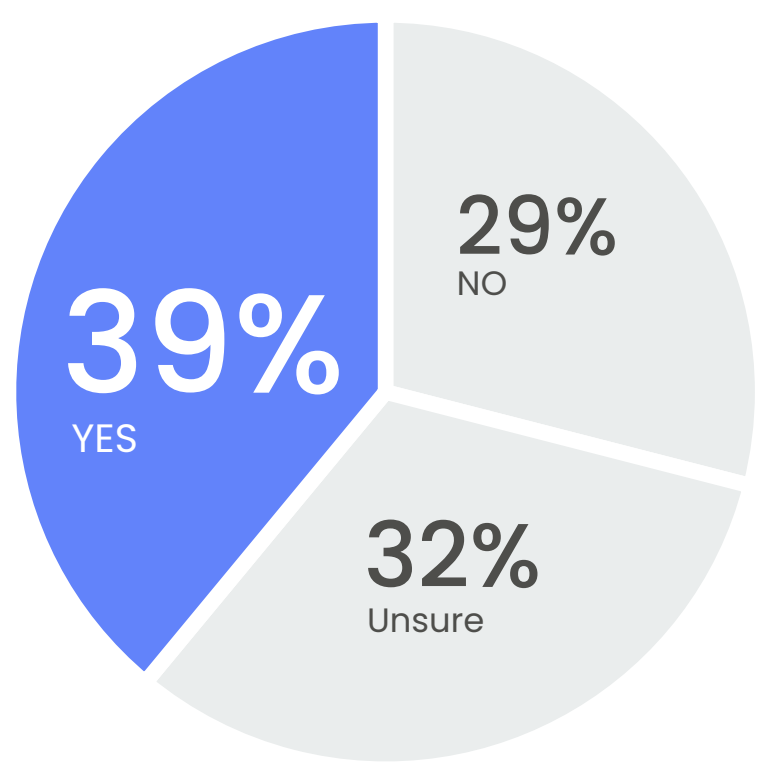
What do you predict will have the biggest negative impact on business levels in 2022?



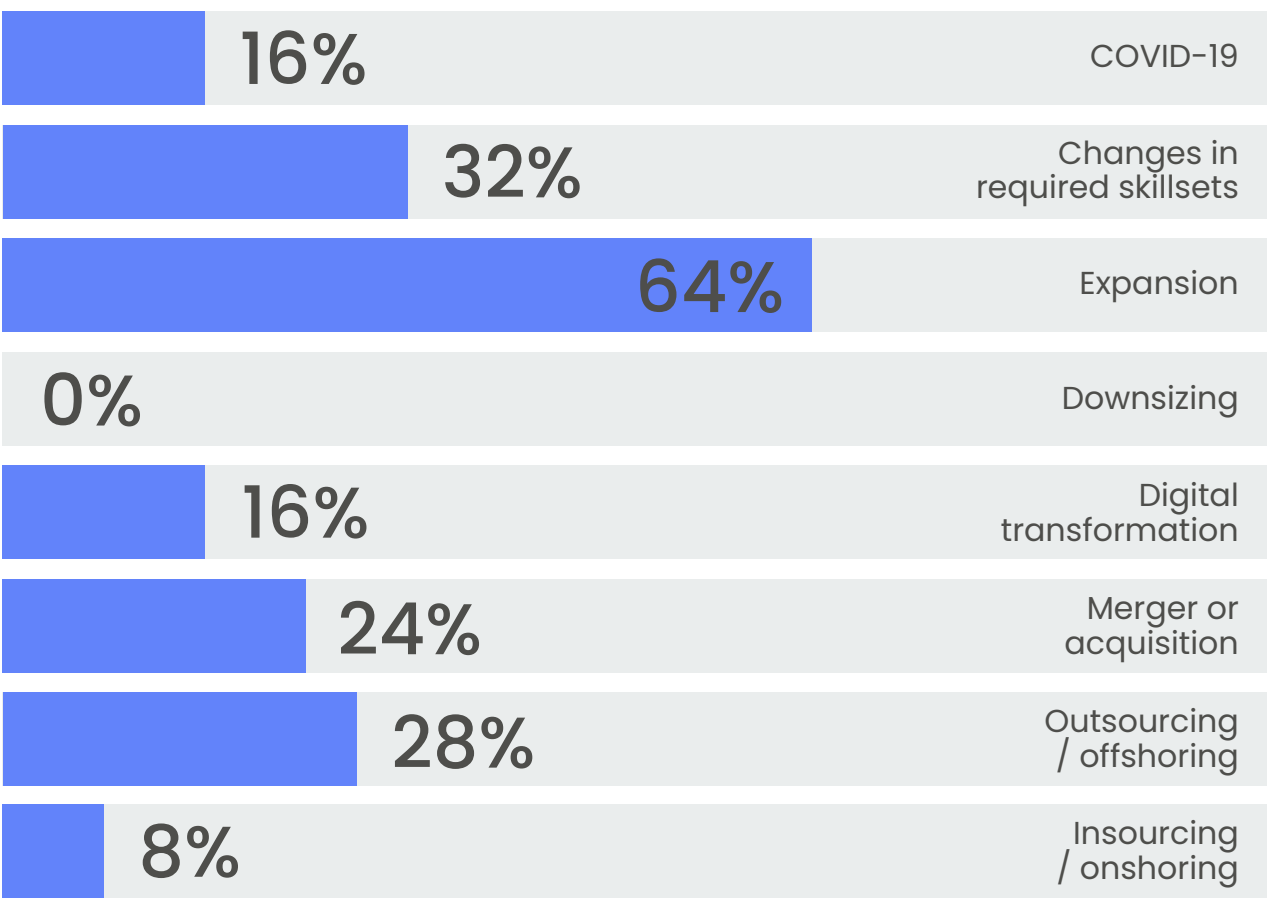
Compared to 2021, do you expect business activity in 2022 to:



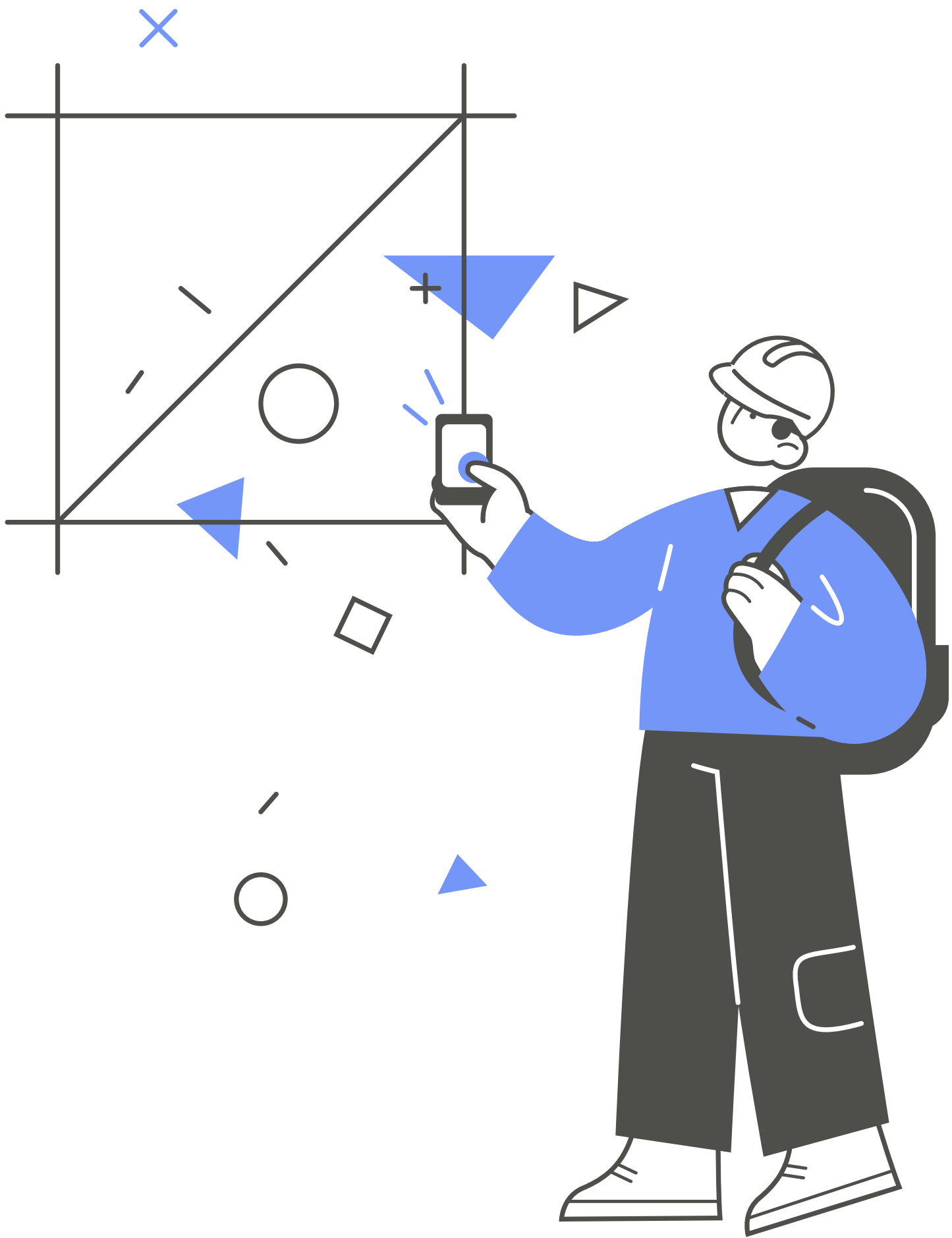
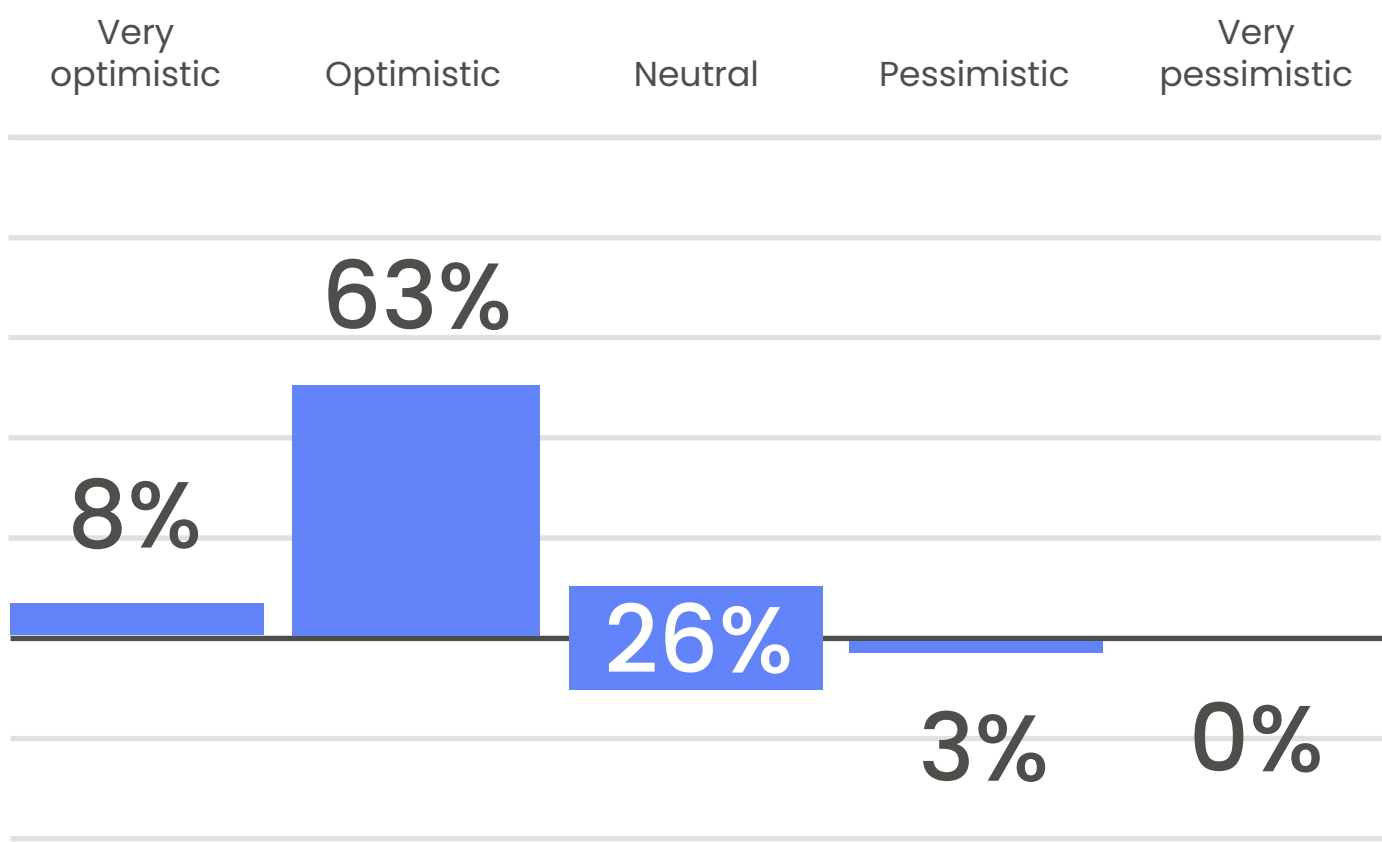
Are you currently, or do you plan to restructure your organisation in 2022 to keep up with changing business needs?



If yes, what are the main drivers of the restructure?



How optimistic are you about market conditions over the next 3 years?



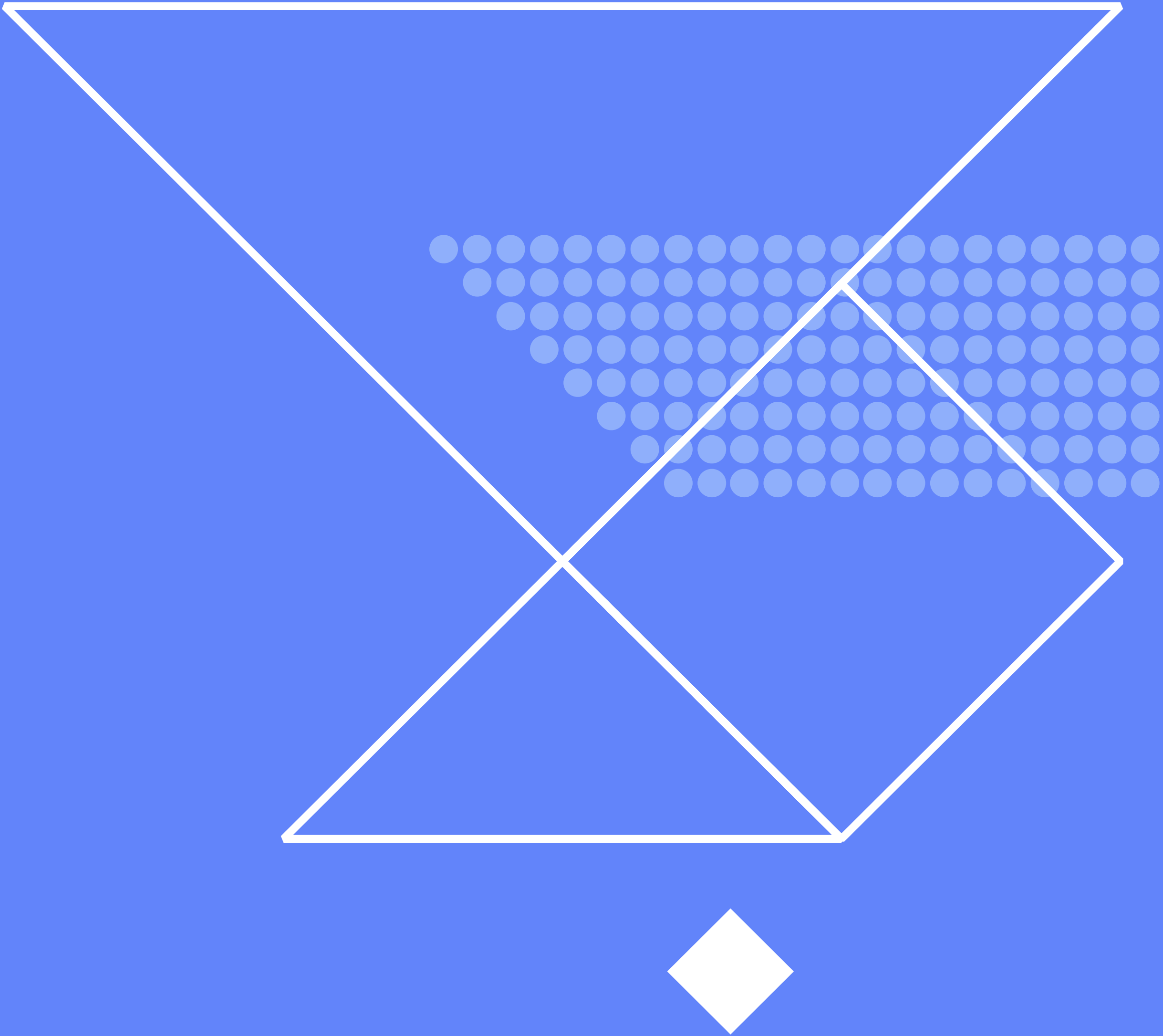




# ENGINEERING

## Salary Levels & Tables

- Civil Engineer
- Civil Designer
- Structural Engineer
- Construction Engineer (Civil/Structural)
- Environmental Engineer
- Environmental Scientist
- Hydrogeologist
- Electrical Engineer
- Mechanical Engineer
- Hydraulic Engineer
- Fire Engineer
- ESD Engineer
- Traffic & Transport Engineer
- Civil Drafter
- Structural Drafter



ENGINEERING

# Salary levels

## Engineering

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

# Salary tables

## Civil Engineer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$59,000  | \$61,000  | \$67,000  |
| LEVEL 2 | \$65,000  | \$69,000  | \$75,000  |
| LEVEL 3 | \$74,000  | \$76,000  | \$83,000  |
| LEVEL 4 | \$82,500  | \$92,500  | \$97,500  |
| LEVEL 5 | \$102,500 | \$110,000 | \$112,500 |
| LEVEL 6 | \$115,000 | \$135,000 | \$140,000 |
| LEVEL 7 | \$125,000 | \$150,000 | \$165,000 |
| LEVEL 8 | \$160,000 | \$180,000 | \$195,000 |

## Civil Designer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$55,000  | \$64,000  | \$66,000  |
| LEVEL 2 | \$61,000  | \$69,000  | \$71,000  |
| LEVEL 3 | \$70,000  | \$75,000  | \$85,000  |
| LEVEL 4 | \$85,000  | \$87,500  | \$97,500  |
| LEVEL 5 | \$100,000 | \$107,500 | \$115,000 |
| LEVEL 6 | \$117,500 | \$127,500 | \$145,000 |
| LEVEL 7 | \$135,000 | \$145,000 | \$170,000 |
| LEVEL 8 | \$150,000 | \$175,000 | \$190,000 |

## Structural Engineer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$60,000  | \$64,000  | \$68,000  |
| LEVEL 2 | \$66,000  | \$69,000  | \$75,000  |
| LEVEL 3 | \$73,000  | \$77,000  | \$81,000  |
| LEVEL 4 | \$82,500  | \$87,500  | \$95,000  |
| LEVEL 5 | \$97,500  | \$110,000 | \$112,500 |
| LEVEL 6 | \$117,500 | \$130,000 | \$137,500 |
| LEVEL 7 | \$130,000 | \$145,000 | \$160,000 |
| LEVEL 8 | \$155,000 | \$165,000 | \$175,000 |

All salaries listed in the 2022 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

Construction Engineer (Civil/Structural)

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$57,000  | \$62,000  | \$67,000  |
| LEVEL 2 | \$61,000  | \$69,000  | \$73,000  |
| LEVEL 3 | \$70,000  | \$75,000  | \$85,000  |
| LEVEL 4 | \$82,500  | \$87,500  | \$92,500  |
| LEVEL 5 | \$102,500 | \$112,500 | \$127,500 |
| LEVEL 6 | \$115,000 | \$135,000 | \$155,000 |
| LEVEL 7 | \$125,000 | \$150,000 | \$185,000 |
| LEVEL 8 | \$155,000 | \$175,000 | \$205,000 |

Environmental Engineer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$56,000  | \$65,000  | \$69,000  |
| LEVEL 2 | \$69,000  | \$73,000  | \$76,000  |
| LEVEL 3 | \$77,000  | \$81,000  | \$85,000  |
| LEVEL 4 | \$82,500  | \$87,500  | \$97,500  |
| LEVEL 5 | \$97,500  | \$97,500  | \$112,500 |
| LEVEL 6 | \$105,000 | \$115,000 | \$135,000 |
| LEVEL 7 | \$125,000 | \$135,000 | \$165,000 |
| LEVEL 8 | \$150,000 | \$195,000 | \$205,000 |

Environmental Scientist

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$55,000  | \$63,000  | \$70,000  |
| LEVEL 2 | \$69,000  | \$71,000  | \$76,000  |
| LEVEL 3 | \$74,000  | \$81,000  | \$84,000  |
| LEVEL 4 | \$87,500  | \$90,000  | \$95,000  |
| LEVEL 5 | \$97,500  | \$102,500 | \$120,000 |
| LEVEL 6 | \$115,000 | \$125,000 | \$145,000 |
| LEVEL 7 | \$120,000 | \$140,000 | \$175,000 |
| LEVEL 8 | \$165,000 | \$190,000 | \$200,000 |

All salaries listed in the 2022 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.

Hydrogeologist

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$55,000  | \$63,000  | \$69,000  |
| LEVEL 2 | \$71,000  | \$75,000  | \$77,000  |
| LEVEL 3 | \$81,000  | \$83,000  | \$83,000  |
| LEVEL 4 | \$87,500  | \$87,500  | \$92,500  |
| LEVEL 5 | \$97,500  | \$102,500 | \$107,500 |
| LEVEL 6 | \$115,000 | \$125,000 | \$135,000 |
| LEVEL 7 | \$135,000 | \$145,000 | \$165,000 |
| LEVEL 8 | \$185,000 | \$205,000 | \$220,000 |

Electrical Engineer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$63,000  | \$68,000  | \$70,000  |
| LEVEL 2 | \$67,000  | \$74,000  | \$76,000  |
| LEVEL 3 | \$77,000  | \$85,000  | \$87,000  |
| LEVEL 4 | \$87,500  | \$100,000 | \$107,500 |
| LEVEL 5 | \$90,000  | \$122,500 | \$130,000 |
| LEVEL 6 | \$130,000 | \$135,000 | \$140,000 |
| LEVEL 7 | \$155,000 | \$170,000 | \$180,000 |
| LEVEL 8 | \$170,000 | \$205,000 | \$235,000 |

Mechanical Engineer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$56,000  | \$69,000  | \$70,000  |
| LEVEL 2 | \$67,000  | \$74,000  | \$77,000  |
| LEVEL 3 | \$77,000  | \$85,000  | \$87,000  |
| LEVEL 4 | \$87,500  | \$100,000 | \$107,500 |
| LEVEL 5 | \$90,000  | \$120,000 | \$130,000 |
| LEVEL 6 | \$125,000 | \$135,000 | \$145,000 |
| LEVEL 7 | \$155,000 | \$170,000 | \$190,000 |
| LEVEL 8 | \$165,000 | \$205,000 | \$235,000 |

All salaries listed in the 2022 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.

Hydraulic Engineer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$59,000  | \$67,000  | \$69,000  |
| LEVEL 2 | \$61,000  | \$73,000  | \$75,000  |
| LEVEL 3 | \$71,000  | \$83,000  | \$87,000  |
| LEVEL 4 | \$82,500  | \$102,500 | \$112,500 |
| LEVEL 5 | \$92,500  | \$127,500 | \$132,500 |
| LEVEL 6 | \$125,000 | \$135,000 | \$145,000 |
| LEVEL 7 | \$145,000 | \$165,000 | \$185,000 |
| LEVEL 8 | \$165,000 | \$205,000 | \$235,000 |

Fire Engineer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$59,000  | \$67,000  | \$69,000  |
| LEVEL 2 | \$61,000  | \$73,000  | \$77,000  |
| LEVEL 3 | \$71,000  | \$83,000  | \$87,000  |
| LEVEL 4 | \$82,500  | \$102,500 | \$112,500 |
| LEVEL 5 | \$92,500  | \$127,500 | \$132,500 |
| LEVEL 6 | \$125,000 | \$135,000 | \$145,000 |
| LEVEL 7 | \$145,000 | \$165,000 | \$185,000 |
| LEVEL 8 | \$165,000 | \$205,000 | \$235,000 |

All salaries listed in the 2022 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 | \$61,000  | \$67,000  | \$69,000  |
| LEVEL 2 | \$66,000  | \$73,000  | \$77,000  |
| LEVEL 3 | \$76,000  | \$85,000  | \$87,000  |
| LEVEL 4 | \$87,500  | \$100,000 | \$110,000 |
| LEVEL 5 | \$105,000 | \$127,500 | \$130,000 |
| LEVEL 6 | \$115,000 | \$140,000 | \$145,000 |
| LEVEL 7 | \$145,000 | \$165,000 | \$175,000 |
| LEVEL 8 | \$185,000 | \$205,000 | \$220,000 |

Traffic & Transport Engineer

|         | LOW       | AVERAGE   | HIGH      |
|---------|-----------|-----------|-----------|
| LEVEL 1 | \$67,000  | \$71,000  | \$73,000  |
| LEVEL 2 | \$73,000  | \$73,000  | \$77,000  |
| LEVEL 3 | \$78,000  | \$80,000  | \$85,000  |
| LEVEL 4 | \$87,500  | \$97,500  | \$107,500 |
| LEVEL 5 | \$105,000 | \$117,500 | \$125,000 |
| LEVEL 6 | \$115,000 | \$135,000 | \$150,000 |
| LEVEL 7 | \$135,000 | \$165,000 | \$185,000 |
| LEVEL 8 | \$180,000 | \$205,000 | \$210,000 |

All salaries listed in the 2022 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

# Salary levels

## Engineering Drafting

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

# Salary tables

## Civil Drafter

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

## Structural Drafter

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

All salaries listed in the 2022 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

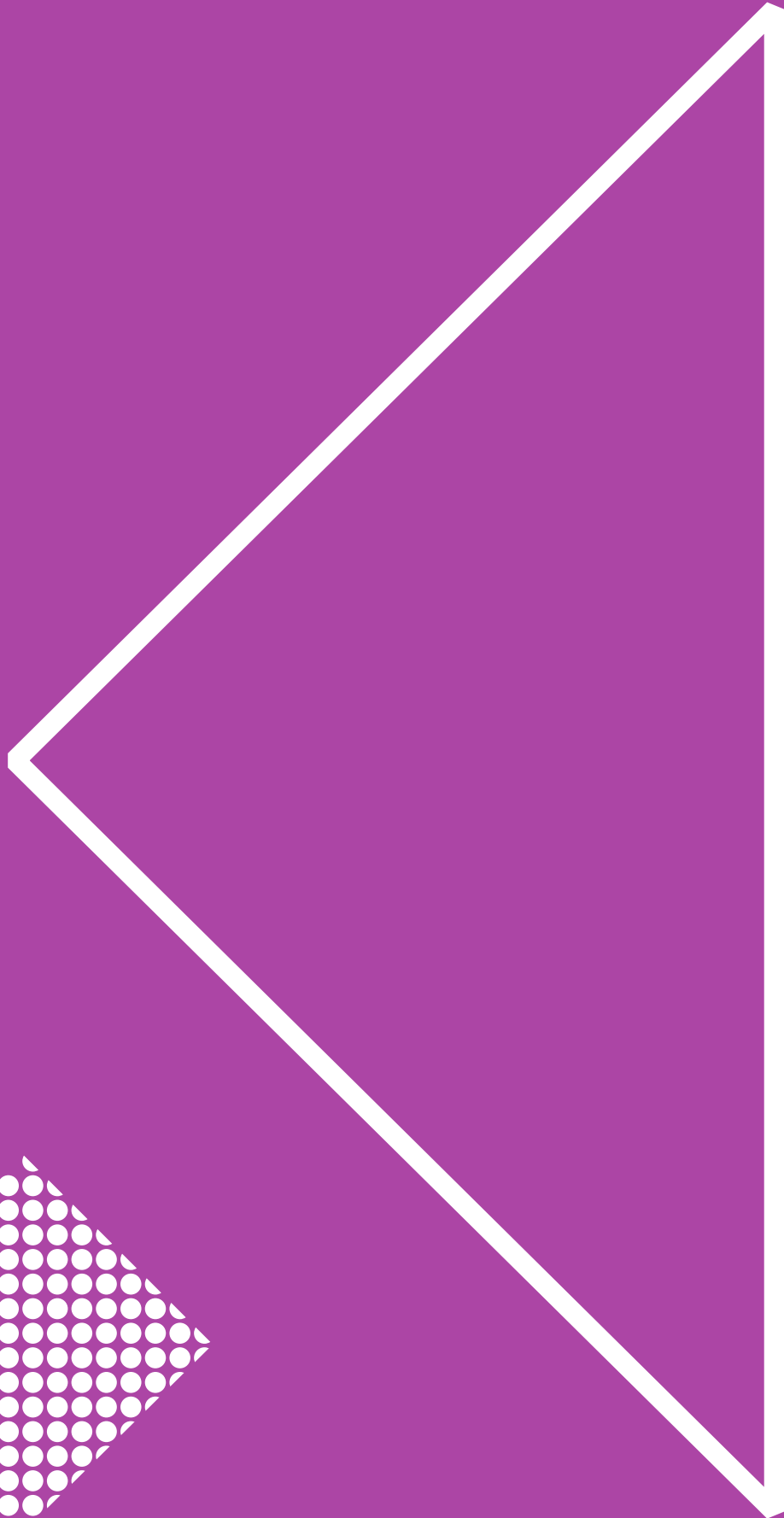
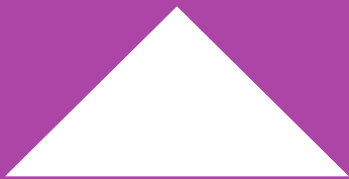


# BUSINESS SUPPORT

## Salary Tables

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

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



ST  
SR  
OR  
PR  
NS  
DR  
CS

# Salary tables

## Business Support

|   | LOW       | AVERAGE   | HIGH      |
|---|-----------|-----------|-----------|
| Receptionist                            | \$57,500  | \$62,500  | \$67,500  |
| Administrator                           | \$57,500  | \$67,500  | \$72,500  |
| Senior Administrator                    | \$82,500  | \$87,500  | \$97,500  |
| Project Administrator                   | \$67,500  | \$77,500  | \$87,500  |
| Office Manager / Administration Manager | \$75,000  | \$87,500  | \$100,000 |
| Executive Assistant                     | \$80,000  | \$95,000  | \$105,000 |
| Accounts Administrator                  | \$65,000  | \$72,500  | \$80,000  |
| Bookkeeper / Assistant Accountant       | \$65,000  | \$72,500  | \$80,000  |
| Accountant                              | \$85,000  | \$95,000  | \$115,000 |
| Finance / Accounts Manager              | \$105,000 | \$135,000 | \$165,000 |

All salaries listed in the 2022 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.



**Ashley Dang**  
Senior Consultant  
Business Services & Support  
0402 108 686  
a.dang@aspectpersonnel.com.au

|                         | LOW      | AVERAGE   | HIGH      |
|-------------------------|----------|-----------|-----------|
| HR Administrator        | \$65,000 | \$72,500  | \$72,500  |
| HR Coordinator          | \$80,000 | \$87,500  | \$95,000  |
| HR Manager              | \$95,000 | \$125,000 | \$145,000 |
| Marketing Administrator | \$52,500 | \$75,000  | \$90,000  |
| Marketing Coordinator   | \$75,000 | \$85,000  | \$92,500  |
| Marketing Manager       | \$95,000 | \$115,000 | \$140,000 |
| Submissions Coordinator | \$90,000 | \$92,500  | \$105,000 |
| Document Controller     | \$67,500 | \$77,500  | \$100,000 |
| Graphic Designer        | \$72,500 | \$82,500  | \$87,500  |

All salaries listed in the 2022 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.





P A C E