



**THE PACE 2024**

# **Salary & Employee Sentiment Report**

**pace**<sup>®</sup>

# Pace VIC + NSW Salary Survey & Industry Trends: 2024 - 25

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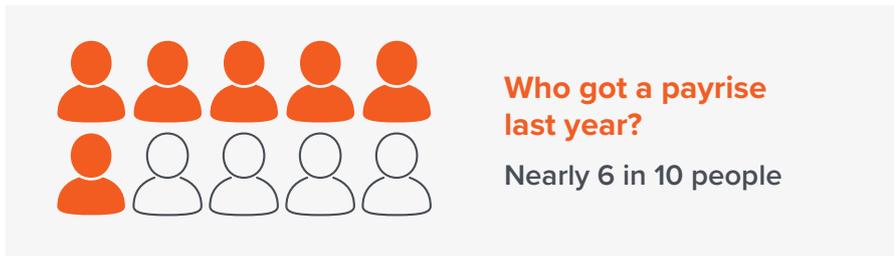
# Welcome

Welcome to the Pace VIC + NSW Salary Survey & Industry Trends report for 2024-25. A big thank you to everyone who took part in answering our questions - your responses have helped paint a clear picture of the current salary and employment landscape across four sectors, giving us a glimpse into how Australian workers feel about their pay and position.

Inside this report you will see a number of useful trends and insights to shape how you approach your daily role, or go about managing your team. You'll be able to compare yourself to the benchmarks for your industry, and use several key trends to rethink how you tackle recruitment and workplace improvement.

We hope you find these insights useful, and look forward to hearing from you about them in future.

# Key Findings

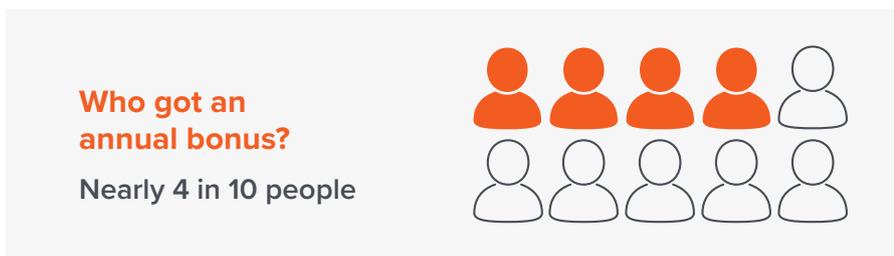


## Average pay rise

0-3%

## Average bonus

<\$1,000



## Top ways to attract new talent

- 67% | Better compensation & benefits
- 61% | More opportunities for career growth & advancement
- 51% | Improved work-life balance & flexible work arrangements



## Top employer red flags

- 77% | Unsupportive or toxic management
- 74% | Poor company culture & values mismatch
- 66% | Lack of work-life balance support/ flexible work arrangements

**Only 12% of people believe they are being paid above or better than industry average**



## Biggest ongoing issues in the workplace

- 47% | Lack of communication & transparency
- 38% | Lack of accountability & responsibility
- 33% | Outdated & non-adaptive leadership styles

# In Focus



## Job titles are pretty important to people...

Not important	10%
Slightly important	14%
Moderately important	35%
Very important	27%
Extremely important	14%

## ...so is Diversity, Equity & Inclusion (DE&I)

It's a negative thing	2%	It's a work in progress	31%
It's a buzzword	9%	It's transformative	20%
It's undervalued	17%		

Still, there are ongoing issues to do with company culture, transparency and workplace flexibility that could be addressed. With a focus on greater communication, top-down supportive leadership and a push to address workplace equity, many of the red flags we see in this report could be addressed.



# Who We Surveyed

From June to August 2024, we surveyed and collected data from over 3,000 candidates in our Australian network across the Manufacturing & Technical Operations, Procurement, Sales & Customer Service, and Supply Chain & Logistics sectors (recorded in the last six months).

We had a near-even split between male and female respondents...	
Female	45%
Male	54%
Non-Binary	0.5%
Undisclosed	0.5%

with a majority coming from Generation Y (aka Millennials)	
Born 1946-64 <i>(Baby Boomer)</i>	7%
Born 1965-80 <i>(Generation X)</i>	37%
Born 1981-96 <i>(Millennials)</i>	50%
Born 1997-2012 <i>(Generation Z)</i>	6%

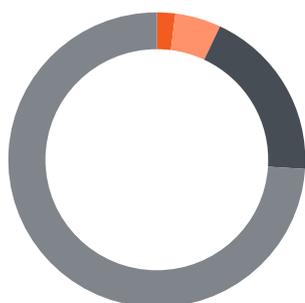
### Sector Split

25%	Manufacturing & Technical Operations
21%	Procurement
25%	Sales & Customer Service
23%	Supply Chain & Logistics
6%	Other



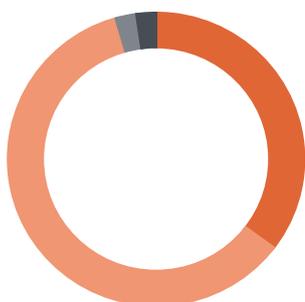
### Almost half have 10+ years' industry experience...

1-2 years of experience	10%
3-5 years of experience	20%
5-10 years of experience	24%
10-20 years of experience	28%
20+ years of experience	18%



### ...and most work in a full-time capacity.

0-20 weekly hours	2%
21-30 weekly hours	5%
31-38 weekly hours	19%
38-40+ weekly hours	74%



### Reasons for working part-time

Require flexibility surrounding parenthood	31%
Work/life balance	55%
Have a second job	7%
I am a carer	7%



# Industry Benchmarks & Salaries

To give you a clearer understanding of your industry and how you or your company compares to common benchmarks, we've highlighted key insights from our survey for each specific sector. Use these to compare your pay rates, satisfaction levels and employee attraction strategies to see how you stack up to your industry peers.

## Manufacturing, Technical & Operations

### Highest salary

Head of Manufacturing  
\$220,000

### Lowest salary

Quality Control Coordinator  
\$75,000

Received a pay rise	52%
Average size of pay rise	0-3%
Received a bonus	37%
Average size of bonus	<\$1,000

### I believe my salary is

Generous	6%
Above industry standard	9%
Industry standard	36%
Below industry standard	43%
Very poor	6%

### Top factors to move to a new role



Better compensation & benefits  
73%



More opportunities for career growth & advancement  
61%



Improved work-life balance & flexible work arrangements  
46%

### Job satisfaction

I hate my job	1%
I don't like my job	5%
I am indifferent to my job	20%
I like my job	49%
I love my job	25%

### Importance of job titles

Not important	11%
Slightly important	10%
Moderately important	30%
Very important	26%
Extremely important	24%

### Top most recently improved issues



Lack of communication & transparency  
43%



Outdated & non-adaptive leadership styles  
33%



Lack of accountability & responsibility  
31%

### Top workplace issues



Lack of communication & transparency  
39%



Lack of accountability & responsibility  
35%



Outdated & non-adaptive leadership styles  
33%

## Impact of DE&I

I'm not sure/I prefer not to answer	12%
It has had a negative impact on the workplace	2%
It's a buzzword that holds little relevance or meaning in our organisation	8%
It's undervalued and needs more attention to foster true equality and representation	19%
It's a work in progress, but we're making strides towards creating a more inclusive environment	35%
It's a transformative force that drives innovation, collaboration, and success	24%

## Manufacturing & Technical Operations Salaries

Role	Median	1-2 years	3-5 years	5-10 years	10-20 years	20+ years
Continuous Improvement Manager	\$145,000	NA	\$125,000	\$140,000	\$150,000	\$155,000
Head of Manufacturing / Operations	\$220,000	NA	NA	\$180,000	\$220,000	\$250,000
HSE Coordinator	\$90,000	\$75,000	\$80,000	\$90,000	\$95,000	\$95,000
HSE Manager	\$155,000	NA	\$120,000	\$150,000	\$160,000	\$180,000
Manufacturing Manager	\$132,500	NA	\$115,000	\$130,000	\$135,000	\$140,000
New Product Development Manager	\$127,500	NA	\$120,000	\$125,000	\$130,000	\$140,000
Operations Coordinator (Manufacturing)	\$77,000	\$68,000	\$73,000	\$77,000	\$82,000	\$85,000
Operations Manager (Manufacturing)	\$135,000	\$95,000	\$115,000	\$135,000	\$140,000	\$144,000
Plant Manager	\$172,000	NA	\$140,000	\$165,000	\$180,000	\$185,000
Production Manager	\$138,000	\$95,000	\$118,000	\$138,000	\$148,000	\$150,000
Production Planner / Scheduler	\$97,000	\$67,000	\$88,000	\$97,000	\$117,000	\$122,000
Quality Assurance Coordinator	\$85,000	\$65,000	\$79,000	\$85,000	\$88,000	\$95,000
Quality Control Coordinator	\$75,000	\$64,000	\$70,000	\$75,000	\$80,000	\$85,000
Quality Engineer	\$95,000	\$70,000	\$75,000	\$95,000	\$110,000	\$118,000
Quality Manager	\$144,000	NA	\$124,000	\$138,000	\$150,000	\$180,000

\* All salaries are base salaries exclusive of super.

\*\* Years of Experience' refers to the total years of relevant experience within the industry, not the number of years in the specific position title.

# Procurement

## Highest salary

Head of Procurement  
\$245,000

## Lowest salary

Purchasing Coordinator  
\$88,000

Received a pay rise	59%
Average size of pay rise	0-3%
Received a bonus	31%
Average size of bonus	<\$1,000

## I believe my salary is

Generous	0%
Above industry standard	8%
Industry standard	46%
Below industry standard	44%
Very poor	2%

## Top factors to move to a new role



Better compensation & benefits  
59%



More opportunities for career growth & advancement  
56%



Improved work-life balance & flexible work arrangements  
49%

## Job satisfaction

I hate my job	0%
I don't like my job	5%
I am indifferent to my job	23%
I like my job	51%
I love my job	21%

## Importance of job titles

Not important	13%
Slightly important	13%
Moderately important	38%
Very important	23%
Extremely important	13%

## Top most recently improved issues



Ineffectiveness & poor performance  
41%



Lack of accountability & responsibility  
36%



Failure to adapt to change & embrace innovation  
33%

## Top workplace issues



Lack of communication & transparency  
46%



Lack of accountability & responsibility  
46%



Failure to adapt to change & embrace innovation  
36%

## Impact of DE&I

I'm not sure/I prefer not to answer	18%
It has had a negative impact on the workplace	3%
It's a buzzword that holds little relevance or meaning in our organisation	10%
It's undervalued and needs more attention to foster true equality and representation	18%
It's a work in progress, but we're making strides towards creating a more inclusive environment	36%
It's a transformative force that drives innovation, collaboration, and success	15%

## Procurement Salaries

Role	Median	1-2 years	3-5 years	5-10 years	10-20 years	20+ years
Buyer	\$105,000	\$80,000	\$90,000	\$105,000	\$115,000	\$130,000
Category Manager	\$152,000	NA	\$126,000	\$142,000	\$162,000	\$180,000
Contracts Manager	\$147,500	NA	\$120,000	\$140,000	\$155,000	\$168,000
Head of Procurement	\$245,000	NA	NA	\$180,000	\$245,000	\$270,000
Procurement Analyst	\$93,000	\$75,000	\$83,000	\$93,000	\$97,000	\$103,000
Procurement Coordinator	\$118,000	\$75,000	\$88,000	\$118,000	\$123,000	\$125,000
Procurement Manager	\$152,500	NA	\$120,000	\$135,000	\$170,000	\$200,000
Purchasing Coordinator	\$88,000	\$70,000	\$75,000	\$88,000	\$90,000	\$90,000
Purchasing Manager	\$125,000	NA	\$110,000	\$120,000	\$130,000	\$133,000

\* Years of Experience' refers to the total years of relevant experience within the industry, not the number of years in the specific position title.

# Sales & Customer Service

## Highest salary

Head of Sales  
\$200,000

## Lowest salary

Customer Service Coordinator  
\$72,500

Received a pay rise	57%
Average size of pay rise	0-3%
Received a bonus	40%
Average size of bonus	<\$1,000

## I believe my salary is

Generous	4%
Above industry standard	9%
Industry standard	50%
Below industry standard	29%
Very poor	8%

## Top factors to move to a new role



Better compensation & benefits  
64%



More opportunities for career growth & advancement  
62%



Improved work-life balance & flexible work arrangements  
57%

## Top most recently improved issues



None of the above  
36%



Failure to adapt to change and embrace innovation  
33%



Lack of communication & transparency  
33%

## Job satisfaction

I hate my job	1%
I don't like my job	7%
I am indifferent to my job	19%
I like my job	55%
I love my job	19%

## Top workplace issues



Lack of communication & transparency  
51%



Lack of accountability & responsibility  
37%



Toxic & unprofessional behaviour  
31%

## Importance of job titles

Not important	12%
Slightly important	22%
Moderately important	35%
Very important	22%
Extremely important	9%

## Impact of DE&I

I'm not sure/I prefer not to answer	27%
It has had a negative impact on the workplace	1%
It's a buzzword that holds little relevance or meaning in our organisation	10%
It's undervalued and needs more attention to foster true equality and representation	14%
It's a work in progress, but we're making strides towards creating a more inclusive environment	29%
It's a transformative force that drives innovation, collaboration, and success	19%

## Sales & Customer Service Salaries

Role	Median	1-2 years	3-5 years	5-10 years	10-20 years	20+ years
Account Manager (smaller accounts)	\$100,000	\$82,000	\$93,000	\$100,000	\$115,000	\$118,000
Business Development Manager	\$130,000	\$90,000	\$110,000	\$130,000	\$145,000	\$150,000
Customer Service Coordinator	\$72,500	\$65,000	\$68,000	\$72,500	\$77,500	\$80,000
Customer Service Manager	\$127,500	NA	\$115,000	\$120,000	\$135,000	\$140,000
Head of Sales	\$200,000	NA	\$160,000	\$180,000	\$220,000	\$250,000
National Account Manager	\$150,200	NA	\$125,000	\$148,000	\$152,400	\$160,000
National Sales Manager	\$165,000	NA	\$132,000	\$150,000	\$180,000	\$200,000
Sales Coordinator	\$77,500	\$65,000	\$70,000	\$77,500	\$80,000	\$90,000
State Sales Manager	\$144,000	NA	\$127,000	\$138,000	\$150,000	\$155,000
Territory Manager	\$95,000	\$85,000	\$93,000	\$95,000	\$102,000	\$108,000

\* Years of Experience' refers to the total years of relevant experience within the industry, not the number of years in the specific position title.

# Supply Chain & Logistics

## Highest salary

Head of Supply Chain  
\$220,000

## Lowest salary

Import Coordinator  
\$82,000

Received a pay rise	65%
Average size of pay rise	0-3%
Received a bonus	43%
Average size of bonus	\$10,000+

## I believe my salary is

Generous	8%
Above industry standard	8%
Industry standard	53%
Below industry standard	31%
Very poor	0%

## Top factors to move to a new role



Better compensation & benefits  
70%



More opportunities for career growth & advancement  
70%



Enhanced learning & development opportunities  
53%

## Top most recently improved issues



Lack of communication & transparency  
35%



None of the above  
33%



Failure to adapt to change & embrace innovation  
30%

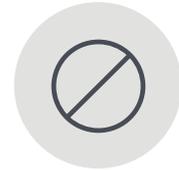
## Job satisfaction

I hate my job	3%
I don't like my job	5%
I am indifferent to my job	8%
I like my job	65%
I love my job	20%

## Top workplace issues



Lack of communication & transparency  
53%



Failure to adapt to change & embrace innovation  
38%



Ineffectiveness & poor performance  
38%

## Importance of job titles

Not important	8%
Slightly important	8%
Moderately important	38%
Very important	40%
Extremely important	8%

## Impact of DE&I

I'm not sure/I prefer not to answer	23%
It has had a negative impact on the workplace	3%
It's a buzzword that holds little relevance or meaning in our organisation	8%
It's undervalued and needs more attention to foster true equality and representation	18%
It's a work in progress, but we're making strides towards creating a more inclusive environment	28%
It's a transformative force that drives innovation, collaboration, and success	23%

## Supply Chain & Logistics Salaries

Role	Median	1-2 years	3-5 years	5-10 years	10-20 years	20+ years
DC Manager	\$137,500	NA	\$120,000	\$135,000	\$140,000	\$145,000
Demand Planner	\$120,000	\$80,000	\$100,000	\$120,000	\$135,000	\$140,000
Export Coordinator / Documentation	\$85,000	\$70,000	\$78,000	\$85,000	\$90,000	\$95,000
Head of Operations (WH and Transport)	\$170,000	NA	\$150,000	\$160,000	\$180,000	\$200,000
Head of Supply Chain	\$220,000	NA	\$170,000	\$200,000	\$240,000	\$250,000
IBP / S&OP Manager	\$200,000	NA	NA	\$180,000	\$200,000	\$210,000
Import Coordinator / Documentation	\$82,000	\$70,000	\$75,000	\$82,000	\$88,000	\$90,000
Inventory Controller	\$90,000	\$67,000	\$75,000	\$90,000	\$97,500	\$110,000
Logistics Coordinator	\$86,000	\$72,000	\$77,000	\$86,000	\$90,000	\$104,000
Operations Manager (WH and Transport)	\$127,500	NA	\$118,000	\$120,000	\$135,000	\$160,000
Supply Chain Analyst	\$104,000	\$70,000	\$85,000	\$104,000	\$118,000	\$121,000
Supply Chain Coordinator	\$85,000	\$70,000	\$77,000	\$85,000	\$90,000	\$100,000
Supply Chain Manager	\$148,500	NA	\$138,000	\$145,000	\$152,000	\$158,000
Supply Planner	\$115,000	\$80,000	\$98,000	\$115,000	\$120,000	\$125,000
Warehouse Manager	\$120,000	\$85,000	\$100,000	\$120,000	\$135,000	\$145,000

\* Years of Experience' refers to the total years of relevant experience within the industry, not the number of years in the specific position title.

# Salary Trends

## Average Pay and Bonuses

### Manufacturing & Technical Operations

The highest-earning role we spoke to was Head of Manufacturing, earning a median of \$220,000, and the lowest earning was Quality Control Coordinator, earning a median of \$75,000.

Just more than half (52%) of respondents received a pay rise in the last 12 months, but did not receive a bonus (61%). A pay rise

of 0-3% was most common by far (63%), though a reasonable number of respondents saw a slightly larger increase – 23% getting 4-7% more pay. Of those who received a bonus, mainly it sat below \$1,000.

All considered, respondents from this sector told us they felt their pay was generally below industry standard (43%). An additional 6% felt

their pay was very poor, and 36% said it sat at the industry standard. Only 15% said it was above industry standard.

## Manufacturing

### Salary change in the last 12 months

Decreased	5%
Increased	52%
Stayed the same	43%

### Pay growth

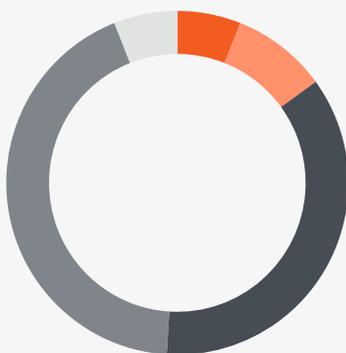
0% – 3%	63%
4% – 7%	23%
8% – 10%	7%
11% – 15%	2%
16% +	5%

### Received a bonus

No	61%
Unsure	2%
Yes	37%

### Size of bonus

<\$1,000	13%
\$1,000 - \$2,499	10%
\$2,500 - \$4,999	6%
\$5,000 - \$9,999	11%
\$10,000+	8%
N/A	52%



### My salary is...

Generous	6%
Above Industry Standard	9%
Industry Standard	36%
Below Industry Standard	43%
Very Poor	6%

## Procurement

The highest-earning role in this group was Head of Procurement, earning a median of \$245,000, while Purchasing Coordinator (earning \$88,000) sat at the other end of the scale.

As for pay increases, most (59%) got a pay rise within the past 12 months – at an average increase rate of 0-3%. A relatively high proportion

got paid more, 31% receiving an increase of 4-7%. Bonuses, meanwhile, were not nearly as common, with only 31% getting one (69% missing out). As for the size, results were split between lowest and top earners, with 13% respectively seeing a bonus of less than \$1,000 or more than \$10,000.

Still, despite earning relatively high

compared to other sectors in our survey, respondents in Procurement mainly felt their pay was either at or below industry standard. 46% said it was at the standard, while 44% said it was below and 2% more said it was very poor. Only 8% felt it was above standard and no one said it was generous.

## Procurement

### Salary change in the last 12 months

Decreased	10%
Increased	59%
Stayed the same	31%

### Pay growth

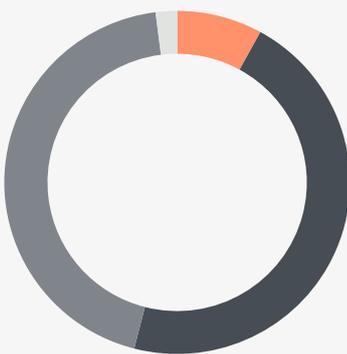
0% – 3%	49%
4% – 7%	31%
8% – 10%	13%
11% – 15%	3%
16% +	5%

### Received a bonus

No	69%
Unsure	0%
Yes	31%

### Size of bonus

<\$1,000	13%
\$1,000 - \$2,499	3%
\$2,500 - \$4,999	5%
\$5,000 - \$9,999	8%
\$10,000+	13%
N/A	59%



### My salary is...

Generous	0%
Above Industry Standard	8%
Industry Standard	46%
Below Industry Standard	44%
Very Poor	2%

## Sales & Customer Service

The highest-earning title was Head of Sales, with a median pay of \$200,000. At the opposite end, Customer Service Coordinators earned a median of \$72,500.

In the past 12 months, most workers in this sector got a pay rise, with 57% saying they did and 35% saying they didn't (8% said their pay shrank). Bonuses were also

quite common, with 40% getting a bonus on top of their usual pay. The most common size of pay increase was 0-3% (over half of respondents got this amount), though nearly a quarter got 4-7% instead. Bonuses were relatively small (16% got less than \$1,000). 10% of respondents got more (\$1,000 to \$2,499) and 13% got more than \$10,000.

This left the sector relatively happy with pay. Half of respondents felt their pay was the industry standard, and 9% felt it was above that – 4% even said it was generous. That leaves only 37% who felt they were paid poorly.

## Sales & Customer Service

### Salary change in the last 12 months

Decreased	8%
Increased	57%
Stayed the same	35%

### Pay growth

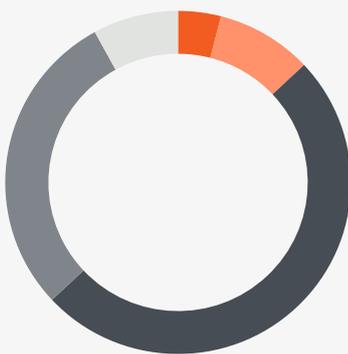
0% – 3%	56%
4% – 7%	23%
8% – 10%	10%
11% – 15%	2%
16% +	8%

### Received a bonus

No	59%
Unsure	1%
Yes	40%

### Size of bonus

<\$1,000	16%
\$1,000 - \$2,499	10%
\$2,500 - \$4,999	8%
\$5,000 - \$9,999	3%
\$10,000+	13%
N/A	49%



### My salary is...

Generous	4%
Above Industry Standard	9%
Industry Standard	50%
Below Industry Standard	29%
Very Poor	8%

## Supply Chain & Logistics

The highest-paying role we spoke to in this area was Head of Supply Chain, earning a median of \$220,000. The lowest-earning role was Import Coordinators, earning a median of \$82,000.

In the past 12 months, a large proportion of respondents earned a pay increase – just less than two thirds, in fact. Mainly these were increases of 0-3% (53% of

respondents), with an additional 18% earning 4-7%. Bonuses were also quite common in this sector, with 43% receiving a bonus on top of their base pay. Due to slightly lower respondent figures in this sector, results were a little skewed as to the specific amounts, but it looks like bonuses of less than \$1,000, \$2,500-\$4,999 and more than \$10,000 are common (depending

on role level).

By and large, people in this sector are satisfied with their pay too. More than half said they pay is industry standard, and 16% said it was above that – and even generous. A third sat below, saying their pay wasn't up to scratch.

## Logistics

### Salary change in the last 12 months

Decreased	3%
Increased	65%
Stayed the same	33%

### Pay growth

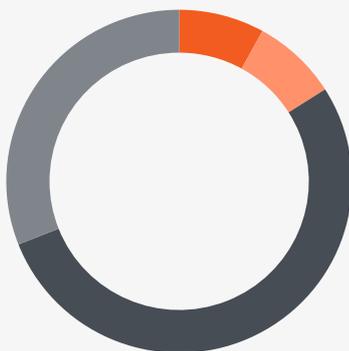
0% – 3%	53%
4% – 7%	18%
8% – 10%	8%
11% – 15%	10%
16% +	3%

### Received a bonus

No	58%
Unsure	0%
Yes	43%

### Size of bonus

<\$1,000	10%
\$1,000 - \$2,499	5%
\$2,500 - \$4,999	13%
\$5,000 - \$9,999	8%
\$10,000+	15%
N/A	50%



### My salary is...

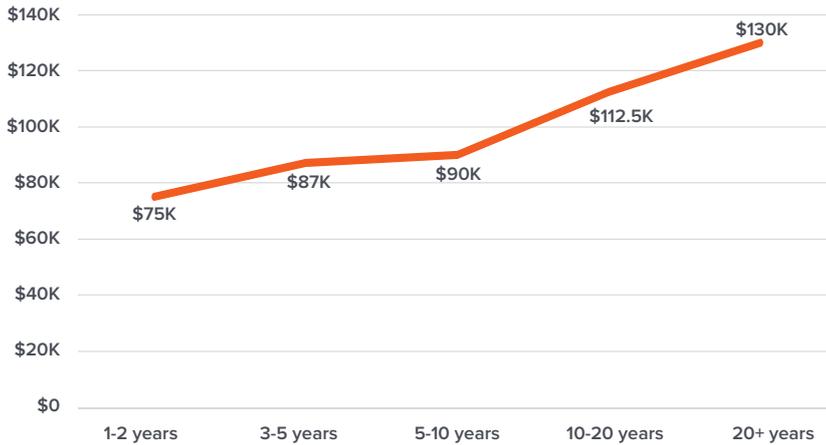
Generous	8%
Above Industry Standard	8%
Industry Standard	53%
Below Industry Standard	31%
Very Poor	0%

## Salary vs. Experience

Before we moved on to other survey questions, we wanted to check one more thing – how do pay and years of experience compare?

Across sectors, we saw a notable trend to suggest that pay rises significantly with industry tenure. Those with 20+ years' experience said they earn around 54% more than those just starting out, with Australia's most experienced workers earning an average \$130,000 versus \$75,000 at bottom end.

### Average pay by years of experience

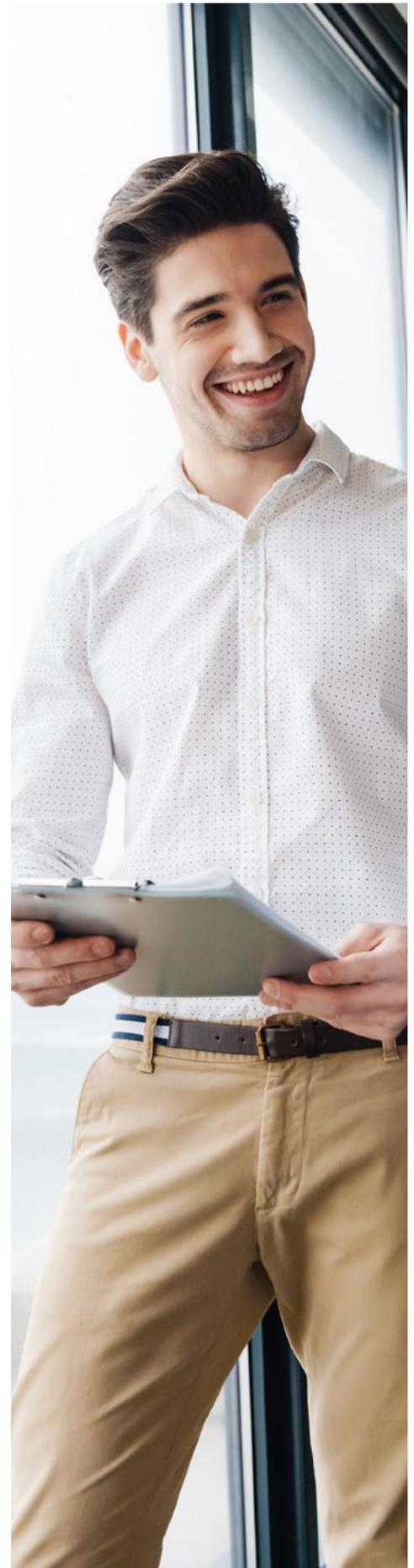


## Summary

Differences in pay across sectors are always going to take place, so there are no surprises here regarding pay across industry segments. It's good to see increases were so commonplace, and also that the most common wage increase (0-3%) sits within Australia's inflation target of 2-3%, though slightly below current inflation – 3.8% at time of writing<sup>1</sup>. A quarter of all respondents received higher than this.

What's interesting to note is that high rates of pay and high levels of pay satisfaction did not go hand in hand. For example, survey participants from the Procurement sector earned, on average, higher than anyone else, but were largely quite unsatisfied with their pay. This helps to illustrate the point that, well, 'money isn't everything'. Our next chapters will dig deeper into this idea.

<sup>1</sup>RBA – Inflation Overview, accessed September 2024



# Job Satisfaction and Perks

## Enjoyment of Work

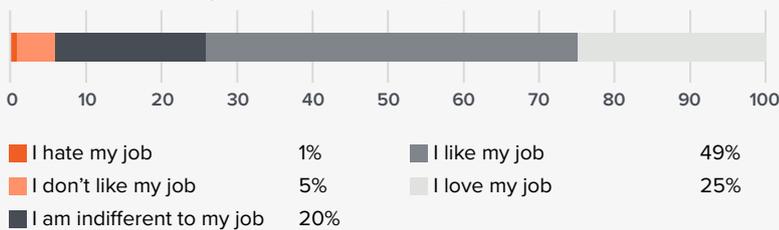
Good news for employers - **very few people hate their job**. In fact, it was only 1%. Those who love their job sit significantly higher, at 21%. The majority of respondents like their job, but don't love it (54%), leaving 18% indifferent and 6% who don't like (but don't hate) their position. There are no standout differences between men and women.

Our insights suggest that most workers across Australian industries aren't likely flight risks, though that doesn't mean workers wouldn't consider a new opportunity if the right perks came along.

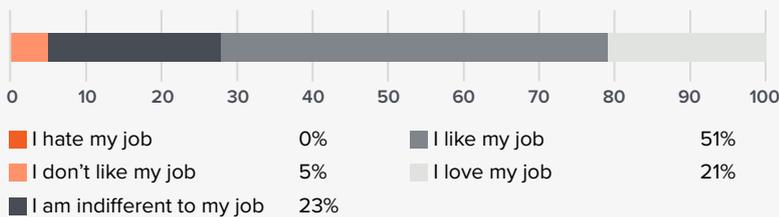
We asked what factors would make someone consider transitioning to a new role - money topped the charts, with 67% of respondents

saying better compensation and benefits would be key to their considering new employment. More opportunities for growth and advancement came in second (61%), and improved work-life balance/flexible work arrangements in third (51%). For just 6% of employees, there's nothing you could offer to make them consider changing roles.

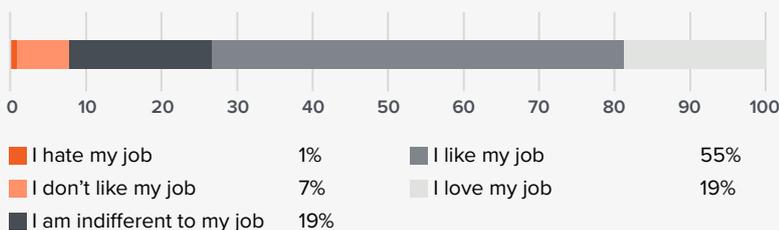
### Manufacturing, Technical & Operations



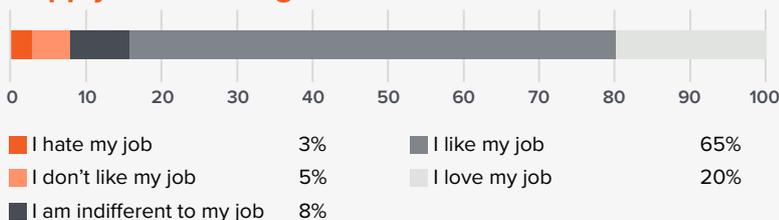
### Procurement



### Sales & Customer Service



### Supply Chain & Logistics



## Top rankings: Factors to consider new employment



Better compensation & benefits  
**67%**



More opportunities for career growth & advancement  
**61%**



Improved work-life balance & flexible work arrangements  
**51%**



Enhanced learning & development opportunities  
**42%**



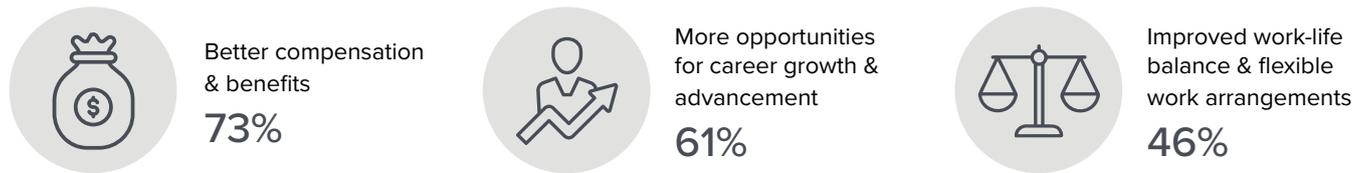
Stronger company culture & values alignment  
**41%**



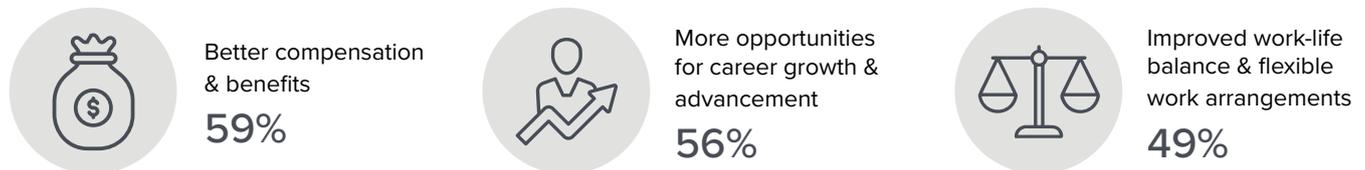
Would not consider a new role  
**6%**

## Top 3 factors to consider new employment, by sector

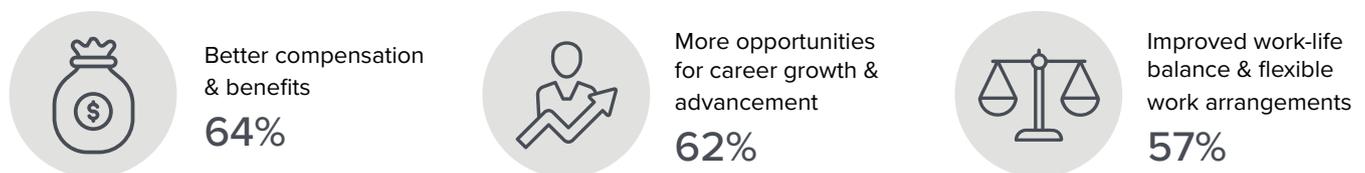
### Manufacturing, Technical & Operations



### Procurement



### Sales & Customer Service



### Supply Chain & Logistics



## Employer Red Flags

On the subject of new employers, we also asked respondents to tell us what their 'red flags' are. That is, things which would put them off joining a new company or taking a new role. 77% of respondents said unsupportive or toxic management was their biggest red flag. Poor company culture and a lack of work-life balance were also important (74% and 66% respectively).

But what's interesting is how respondents ranked compensation. We know that better compensation is the top factor an employer can offer to lure someone into a new role, but a lack of adequate compensation is not regarded as a top-three red flag. In fact, it came in fourth place.

The lesson here may be that money is key to enticing someone, but a

lack thereof wouldn't necessarily put someone off either. Or, another way to look at it, given cultural issues were ranked higher than money here, we might guess that a high salary may not be sufficient to recruit someone into a toxic work culture. To get the best talent, you need both the right compensation package and a great company culture (led positively from the top).

### Biggest Employer Red Flags



# Perks of the Job, Ranked

Not every perk is held equally, and we wanted to find out what mattered most to our respondents. We showed them 12 common job perks and asked them to rank their importance - this is what they told us.



## Work Flexibility (Start/Finish Time)

Not Important	2%
Somewhat Important	28%
Very Important	27%
Highly Important	28%
Highest Importance	15%



## 9 Day Fortnights /4 Day Weeks

Not Important	25%
Somewhat Important	30%
Very Important	24%
Highly Important	11%
Highest Importance	10%



## Budgeted Training & Development

Not Important	10%
Somewhat Important	27%
Very Important	30%
Highly Important	24%
Highest Importance	10%



## Tools (Laptop/Phone)

Not Important	11%
Somewhat Important	17%
Very Important	26%
Highly Important	30%
Highest Importance	17%



## Car Allowance

Not Important	36%
Somewhat Important	29%
Very Important	16%
Highly Important	12%
Highest Importance	7%



## WFH Flexibility

Not Important	12%
Somewhat Important	23%
Very Important	25%
Highly Important	21%
Highest Importance	19%



## Health Insurance

Not Important	25%
Somewhat Important	27%
Very Important	26%
Highly Important	14%
Highest Importance	8%



## Discounted Gym Memberships

Not Important	44%
Somewhat Important	30%
Very Important	14%
Highly Important	7%
Highest Importance	4%



## Paid Team Events

Not Important	32%
Somewhat Important	32%
Very Important	18%
Highly Important	12%
Highest Importance	6%



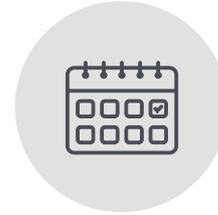
### Volunteer Days/ Charity Contributions

Not Important	34%
Somewhat Important	33%
Very Important	18%
Highly Important	11%
Highest Importance	4%



### Paid Parental Leave

Not Important	31%
Somewhat Important	15%
Very Important	18%
Highly Important	20%
Highest Importance	16%



### Additional Paid Leave (Mental Health, Achievements)

Not Important	13%
Somewhat Important	28%
Very Important	26%
Highly Important	20%
Highest Importance	13%

### The most important perks



Tools (Laptop/Phone)  
**47%**



Work Flexibility  
(Start/Finish Time)  
**43%**



WFH Flexibility  
**40%**



Paid Parental Leave  
**36%**



Additional Paid Leave  
Mental Health, Achievements  
**33%**

### The least important perks



9 Day Fortnights/4  
Day Weeks  
**55%**



Paid Team Events  
**64%**



Car Allowance  
**66%**



Volunteer Days/  
Charity Contributions  
**67%**



Discounted Gym  
Memberships  
**74%**

### The most commonly offered perks

Employers and employees are well-aligned here, with the most important perks also the most commonly offered. Although, we should note that this could be a self-fulfilling prophecy - with respondents feeling the perks they already get are the most important.



Tools (Phone/Laptop)  
**75%**



Work Flexibility  
(Start/Finish Time)  
**62%**



WFH Flexibility  
**53%**



Paid Parental Leave  
**27%**



Budgeted Training  
& Development  
**25%**

# In Focus:

## Job Titles - Do They Matter?

Job titles are an important part of anybody's career, helping to define role and status in a company, and to act as stepping stones on the journey up the career ladder. But, we've all met people who just don't care about them - and we know that factors like money and company culture are what's really on people's minds. So, in this report, we decided to drill into the idea of job titles and get to the question: do they actually matter?

The short answer is yes. For 90% of respondents, they hold at least some degree of importance. Only 10% of respondents felt job titles aren't important at all, leaving 14% to say they're slightly important, 35% to say they're moderately so, 27% feeling they're very important and 14% feel the most strongly - that they're extremely important. That means nearly twice as many respondents felt they're highly important compared to those who feel they are barely important at all.

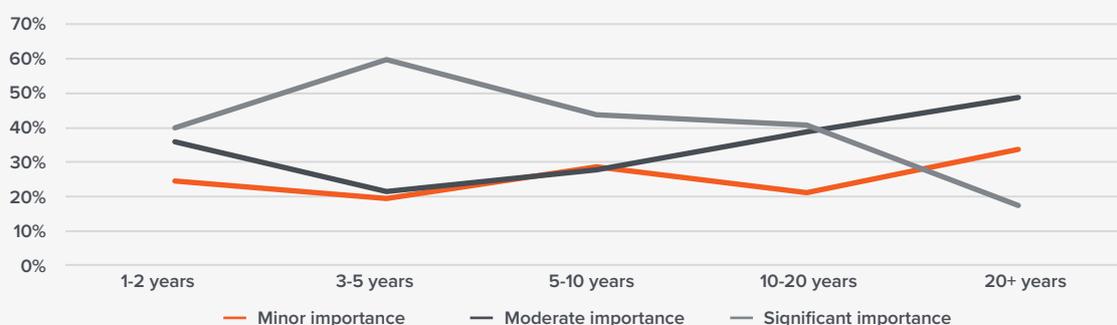
The importance of job titles drops off with experience, suggesting a link between tenure and needing to have the best job title. Importance rises and peaks at around the 3-5 years' tenure mark, remains important (though not as much so) for five more years, and trends down towards 20+ years.

The results of our brief focus suggest that job titles do matter, and while they matter differently to different groups, almost everyone said they matter to at least some degree. They are most important to those entering mid-level seniority for the first time (3-5 years' experience), a group of people who are likely trying to fine-tune their CV and get the 'right' experience to move up the ladder. For those at the top of the ladder, job titles are only a moderately important factor.

### Importance of job titles

Not important	10%
Slightly important	14%
Moderately important	35%
Very important	27%
Extremely important	14%

### Importance of job titles over time



## Importance of job titles, by sector

### Manufacturing, Technical & Operations

Not important	11%
Slightly important	10%
Moderately important	30%
Very important	26%
Extremely important	24%
N/A	50%

### Procurement

Not important	13%
Slightly important	13%
Moderately important	38%
Very important	23%
Extremely important	13%
N/A	50%

### Sales & Customer Service

Not important	12%
Slightly important	22%
Moderately important	35%
Very important	22%
Extremely important	9%
N/A	50%

### Supply Chain & Logistics

Not important	12%
Slightly important	22%
Moderately important	35%
Very important	22%
Extremely important	9%
N/A	50%



## Summary

Across sectors, people generally like their job and probably wouldn't consider a new role immediately. Still, the majority could be lured away for the right compensation package, or a combination of important perks - like flexible work arrangements and additional paid leave. For those earlier in their careers, a valuable job title is also its own perk.

But, if you're an employer on the headhunt for new talent you must look inward before you look outward. Negative company culture (like toxic management, poor flexibility or values mismatch) is a big put-off for potential employees, and could turn them away from your business.

# Life at Work

## Issues With Work Culture

Earlier, we learned that values mismatch, problems with culture and unsupportive management were considered the top major red flags for any employer. But how much of a problem are they in the workplace?

When asked what problems are present in their current workplace, nearly half (47%) of respondents said that a lack of communication and transparency was a key issue. Lack of accountability and responsibility came in second (38%), then outdated and non-adaptive leadership styles (33%). Other issues included failure to embrace innovation, ineffectiveness, toxic behaviour and disregard for DE&I (which we'll come to separately below).

### Top current issues in the workplace

Lack of communication and transparency	47%
Lack of accountability and responsibility	38%
Outdated and non-adaptive leadership styles	33%
Failure to adapt to change and embrace innovation	30%
Ineffectiveness and poor performance	29%
Toxic and unprofessional behaviour	29%
None of the above	22%
Disregard for diversity, equity, and inclusion (DE&I) efforts	11%

### Top 5 issues, by sector: Manufacturing, Technical & Operations



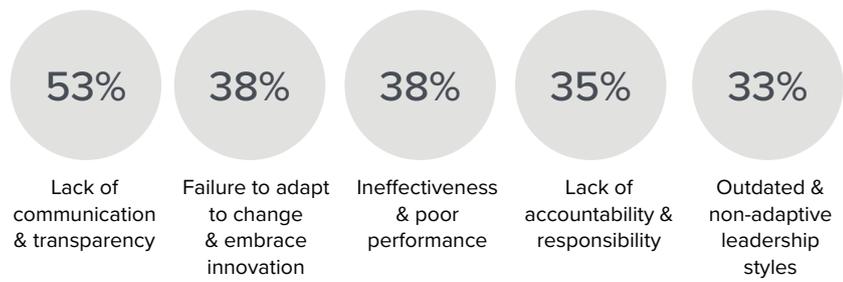
### Top 5 issues, by sector: Procurement



### Top 5 issues, by sector: Sales & Customer Service



### Top 5 issues, by sector: Supply Chain & Logistics



## Areas of Recent Improvement

While issues may be present, that doesn't mean employers aren't working hard to improve them. So, to show us the other side of the coin we asked where there have been recent areas of improvement.

Communication and transparency, failure to innovate, and lack of accountability were in the top (36%, 30% and 28% respectively), though you'll see that not many respondents chose these answers - in fact, not many respondents chose any of these answers; 'none of the above' came in second place at 31%.

Leaders take note: it appears that there's a big opportunity for improvement, particularly where communication is concerned. And, if you're already working hard on these issues, consider if you're communicating it clearly so workers can see and feel like change is happening.

### Most improved issues

Lack of communication & transparency	36%
None of the above	31%
Failure to adapt to change & embrace innovation	30%
Lack of accountability & responsibility	28%
Ineffectiveness & poor performance	25%
Outdated & non-adaptive leadership styles	25%
Toxic & unprofessional behaviour	23%
Disregard for diversity, equity, & inclusion (DE&I) efforts	16%

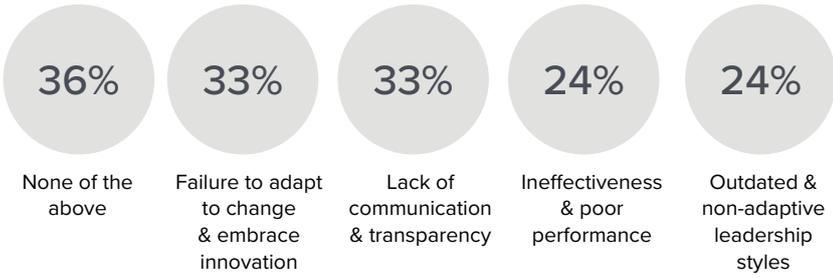
### Top 5 most improved issues, by sector: Manufacturing, Technical & Operations



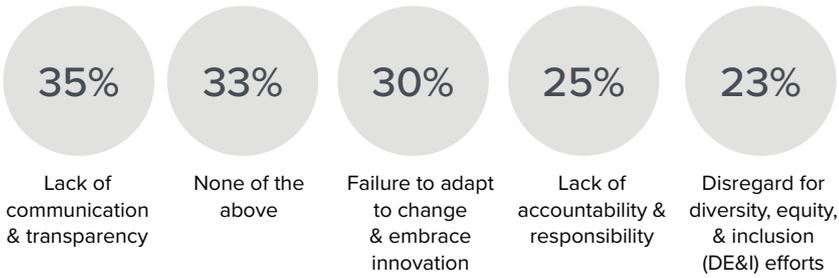
### Top 5 most improved issues, by sector: Procurement



**Top 5 most improved issues, by sector:  
Sales & Customer Service**



**Top 5 most improved issues, by sector:  
Supply Chain & Logistics**



# In Focus:

## Diversity, Equity & Inclusion (DE&I) Programs

Australia is a diverse place, and DE&I is broadly viewed as critical to future business success - or at least, that's according to a survey performed on HR professionals, 84% of whom said DE&I was key to the success of their organisations<sup>2</sup>. But do our respondents agree?

For the majority of 31%, it's a work in progress, with recent strides being made but more work to be done. 20% think it's a 'transformative process' which drives innovation, collaboration and success. A few less, 17%, feel DE&I is undervalued and needs more attention if it is to foster true equality and representation. That leaves 9% who feel it's a 'buzzword' with no relevance to their organisation, and just 2% who feel it has had a negative impact. The remaining 20% preferred not to answer or weren't sure.

Respondents from each individual sector were well aligned with the average, with Manufacturing, Technical & Operations workers having the most favourable views. Procurement workers were the most likely to say it was a work in progress.

### Views on DE&I and its impact on the workplace

I'm not sure/I prefer not to answer	20%
It has had a negative impact on the workplace	2%
It's a buzzword that holds little relevance or meaning in our organisation	9%
It's undervalued and needs more attention to foster true equality and representation	17%
It's a work in progress, but we're making strides towards creating a more inclusive environment	31%
It's a transformative force that drives innovation, collaboration, and success	20%

To learn more about these viewpoints, especially where they dipped towards criticism, even cynicism, we offered respondents the opportunity to freely say why they chose what they chose. Their free-text responses broadly fell into three categories:

### Lack of visible progress

DE&I was viewed by many as not visible, with no significant impact. Of the three main trends we spotted in the responses, this was the most common.

*“Diversity and inclusion is never mentioned for positive or negative. I can’t see it actively demonstrated or resisted either.”*

*“Little discussion and openness to DE&I - difficult to see it being implemented across the workplace.”*

*“It’s talked about once or twice a year then forgotten about until the next time it counts.”*

### Issues with leadership

Respondents cited a lot of unhappiness with management. Either they felt their management teams weren’t themselves diverse, or that their leaders had handled DE&I poorly (i.e. a lack of support). Discriminatory practices or bias from leaders were frequent complaints.

*“Very white, very male top heavy management”*

*“No females represented in upper management. The one female who managed to get into it was sidelined and not included in certain upper management meetings.”*

*“Managers are the key players in implementing policies and practices that promote diversity and inclusion within an organization.”*

## Company culture is key

Looking to positives, respondents tended to note that they saw company culture as key to shaping positive experiences with DE&I. Organisations with a more inclusive and progressive culture were generally viewed more favourably.

*“They have changed from HR to People and Culture, and they really care and talk about what you need as an employee to help adapt with home life and work balance etc.”*

*“The company is very aware of the need for diversity and inclusion. They are proud to hire without any bias towards anyone that would fit into this sector.”*

*“Our workplace is highly diverse and though there can be lapses in communication, nonetheless it is very dynamic.”*

Australian workers across sectors broadly view DE&I as a positive thing, and employers are doing well to implement it (or start the implementation) in their workplaces.

Where DE&I initiatives are struggling tend to be where leadership isn't fully onboard, or the culture of the company is yet to accept it. This may change naturally with time, but increased efforts to communicate good work and positive policies may go far to changing people's tunes in the short term.

<sup>2</sup> *The State of Diversity, Equity and Inclusion in Australian Workplaces, AHRI, accessed September 2024*

## Summary

Of all the workplace issues we've seen represented in this report, communication seems to be one of the most impactful. A lack of communication and transparency was viewed as the biggest issue facing all sectors, and it was also cited as a major issue stymying the success of DE&I initiatives. While a number of respondents said this problem has improved within the past 12 months, these figures fell well below 50% of our survey pool.

If there was one area leaders reading this report wanted to make short-term, impactful change, this would be the place to start.



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If you have any questions about the content of this report, wish to discuss its findings in more detail, or require recruitment support for your organisation, we'd love to hear from you!

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