



ACE NZ // REMUNERATION SURVEY SUMMARY 2023

What's the situation with remuneration?

Explore the findings from our member survey on base salary, fixed remuneration and benefits

Each year at ACE we survey our member organisations to provide a credible, reliable and consistent source of information on the remuneration and benefits provided to employees. This comprehensive survey covers corporate services roles and specific technical roles, including engineers, architects, surveyors, planners, project managers, scientists and other consulting occupations and professions.

This year 103 of our members were represented in the responses, along with 65 members of Consulting Surveyors New Zealand. This represents 14,123 consultants, engineers and surveyors in Aotearoa across 71 benchmark jobs, making our report the most credible and reliable source of remuneration information in professional services consulting in New Zealand's built and natural environment.

The survey was conducted during a complex time for our members. The government is investing in infrastructure to rebuild and revitalise the economy while businesses continue to navigate the global skill shortage and the challenge of attracting and retaining the highly skilled people they need to deliver these vital projects. Severe weather events, technological advances and a change of government are having a significant impact on the sector. There are some immediate challenges as well as big picture issues to ensure your organisations can deliver for the future.

Market factors like inflation, legislation changes and talent shortages have had a huge influence over the pay landscape in New Zealand generally over the past two years, and this is reflected in the survey data from our members. However, we know employee recognition and satisfaction isn't influenced by remuneration alone – it's a driver, but the survey shows us that flexible working arrangements, management training and mentoring are highly valued by employees.

The skill shortage is unlikely to disappear any time soon. As we plan today for attracting and retaining talent into the next few years, we need to keep in mind future trends such as the acceleration of machine learning and AI and the skills we'll need in our organisations to thrive in this environment, building culture in an increasingly remote and hybrid work world, and the changing generational landscape. It is predicted that by 2025, Generation Z – a generation that highly values reward and values-alignment – will make up 27% of the workforce. How we engage them at work will need to be different.

In these contexts, I encourage you to review your organisation's employee engagement and reward strategy to check it's still fit-for-purpose in what is becoming an increasingly talent-based economy. Assess if the internal job hierarchy is an accurate, fair and equitable reflection of skill and knowledge requirements, as well as actual accountabilities and responsibilities. Consider if a link between pay and performance is important to your organisation and, if so, make sure it's well understood and embedded within your wider talent framework. And while it's encouraging to see the pay gap has narrowed across a range of roles, it has widened in other roles, showing this is an area we need to keep on top of. The Diversity Agenda and Diversity Accord are driving important behavioural change in this area, and I encourage you to make use of the resources available as we work towards becoming a more equitable, diverse and inclusive sector.

By sharing this summary report, we encourage you to use it as a valuable tool to drive employee recognition, engagement and satisfaction in what is a competitive market. For any member firm that wants the full report, the best way to get this is to participate in our Strategic Pay survey next year – participating firms get access to all the data. If your firm didn't participate and are still interested in a copy of this year's report, get in touch.



Helen Davidson

Chief Executive, ACE New Zealand

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Salary increases and market movements

In the general market including both the public and private sector, overall market movements for median fixed remuneration¹ levels ranged from 3.6% at senior management level to 5.5% at the general staff level.

ACE and CSNZ members are reporting more varied movements, ranging from 1.2% at senior management level to 10.2% at the general staff level.

The prediction from the 2022 report that strong increases in salaries and wages were expected to continue appears to have been correct. However, the data shows that these increases are not being evenly distributed across all career levels.

| Year | Grade range 6 – 25 All Staff | Grade range 6 – 12 General Staff | Grade range 13 – 20 Specialist / Technical | Grade range 21 – 25 Senior Management / CEO small org |
|-------------|------------------------------------|--|---|--|
| 2019 – 2020 | 0.4% | 0.3% | 0.9% | -0.4% |
| 2020 – 2021 | 1.4% | 1.9% | 1.2% | 1.2% |
| 2021 – 2022 | 4.7% | 6.7% | 4.5% | 2.9% |
| 2022 – 2023 | 5.1% | 10.2% | 3.8% | 1.2% |

See Appendix for remuneration trends by staff category and benchmark position 2022 to 2023.

What's the forecast for salary increases?

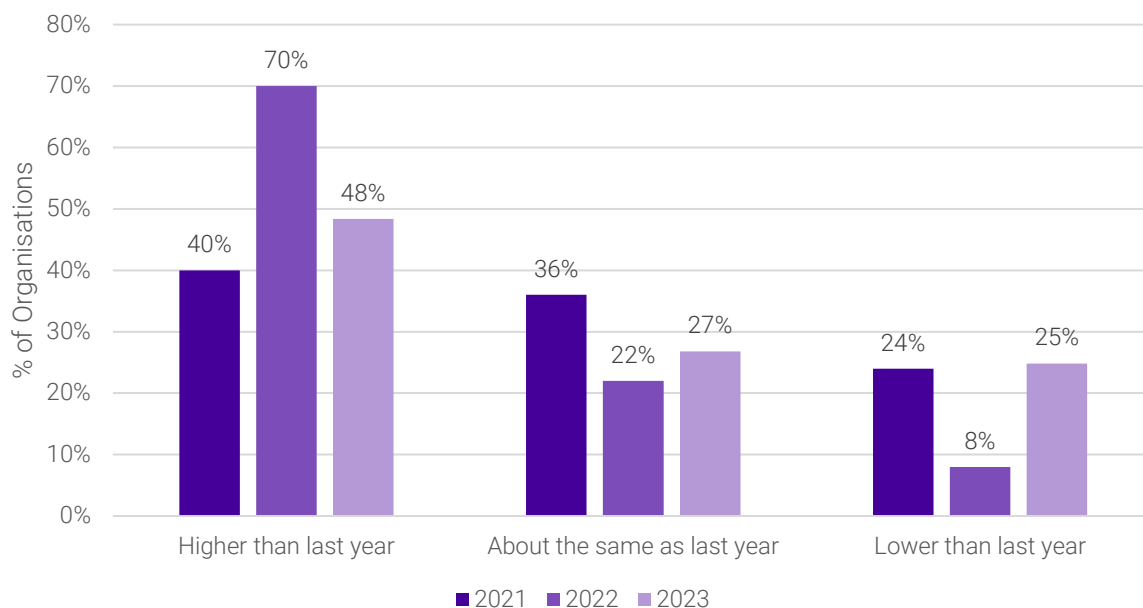
Member organisations are forecasting median salary increases of 5%, the same forecast reported in 2022 and on par with organisations in the general market.

| Staff level | Median | Average | Range |
|--------------------|--------|---------|------------|
| CEO | 4.0% | 3.3% | 0% – 7.0% |
| Senior Executives | 5.0% | 4.5% | 0% – 11.0% |
| Professional Staff | 5.0% | 4.8% | 0% – 10.0% |
| Other Staff | 5.0% | 4.7% | 0% – 8.0% |
| Overall | 5.0% | 4.8% | 0% – 12.5% |

When we compare this year's salary increases with those in the previous two years, there's a significant decrease in the proportion of organisations providing salary increases that were higher than last year, reducing to 48% compared to 70% last year.

¹ Median fixed remuneration is base salary plus fixed or proportioned benefits such as vehicles, allowances, additional leave, service payments, superannuation contributions and the employer's contribution to KiwiSaver.

Salary increases



What's driving salary increases?


Seventy percent of organisations use a formal performance appraisal system to assess employee performance (down from 79% last year), and of those 92% inform employees of the relationship between performance and pay. Ninety percent of organisations vary the level of the salary increase according to performance.

Of the organisations that don't have a performance appraisal system in place, 47% are considering implementing one.

| Salary increases based on | CEO | Senior Management | Middle Management / Specialist | Other Staff |
|---------------------------|-----|-------------------|--------------------------------|-------------|
| Sample size | 108 | 140 | 145 | 155 |
| Market Data | 78% | 81% | 83% | 82% |
| Performance | 70% | 84% | 92% | 90% |
| Affordability | 51% | 53% | 52% | 54% |
| Cost of Living (CPI) | 49% | 55% | 61% | 65% |
| Tenure | 14% | 16% | 19% | 19% |
| Union Agreements | - | - | 1% | 1% |
| Other | 7% | 7% | 6% | 6% |
| | | | | |

Note: Each staff level totals more than 100, because most organisations consider a combination of factors in determining the level of increase.

Performance and market data are consistently reported as the most common drivers for salary increases within member organisations, followed by affordability and cost of living.



**Flexible working,
management training
and mentoring are
highly valued by
employees**

Benefits

Seventy-two percent of employees are receiving employer contributions to KiwiSaver, with the majority of respondents having policies that provide a flat 3% employer contribution. The percentages of employees receiving benefits other than KiwiSaver are as follows:

At what level are benefits allocated?

There are some interesting shifts in benefits offered this year compared to last year. The percentage of firms offering health insurance, death and disability insurance and income protection insurance have all significantly decreased (these were 38%, 42% and 28% in 2022).

There's a drop in the use of professional association fees (92% in 2022 down to 72% in 2023), airline club (40% down to 16%), subsidised gym (11% down to 8%), flu vaccinations (86% down to 64%) and EAP (63% down to 46%).

There's also a significant drop in the percentage of firms offering education subsidies, down from 70% in 2022 to just 29% this year.

| Benefit | % of total organisations | CEO | Senior management | Middle management / specialist | General staff |
|--------------------------------|--------------------------|-----|-------------------|--------------------------------|---------------|
| Insurances | | | | | |
| Health insurance | 35% | 33% | 30% | 30% | 28% |
| Death and disability insurance | 30% | 25% | 17% | 13% | 12% |
| Income protection insurance | 18% | 15% | 12% | 10% | 10% |
| Telecommunications | | | | | |
| Mobile phone | 67% | 57% | 56% | 54% | 37% |
| Mobile phone plan contribution | 34% | 16% | 22% | 23% | 27% |
| Home telephone rental | 13% | 13% | 3% | 2% | 1% |
| Home internet | 20% | 16% | 9% | 2% | 1% |
| Memberships and discounts | | | | | |
| Professional association fees | 72% | 60% | 66% | 66% | 58% |
| Airline club | 16% | 13% | 11% | 8% | - |
| Subsidised gym | 8% | 5% | 6% | 7% | 6% |
| Staff discounts | 11% | 10% | 11% | 10% | 11% |
| Expense allowance | 16% | 13% | 14% | 15% | 12% |
| Service payment | 6% | 5% | 6% | 5% | 6% |
| Health and wellbeing benefits | | | | | |

| Benefit | % of total organisations | CEO | Senior management | Middle management / specialist | General staff |
|--|--------------------------|-----|-------------------|--------------------------------|---------------|
| Flu vaccinations | 64% | 57% | 62% | 61% | 64% |
| Employee Assistance Programme (EAP) | 46% | 43% | 45% | 45% | 46% |
| Wellbeing allowance | 16% | 15% | 15% | 15% | 15% |
| Onsite gym, massage, fitness classes | 5% | 4% | 5% | 5% | 5% |
| Education | | | | | |
| Education Subsidies / Full Reimbursement | 29% | 16% | 25% | 26% | 26% |
| Study Allowance | 27% | 13% | 16% | 20% | 25% |

How have incentives changed?

Participants were asked if they have made any changes to incentives in the past 12 months and how they are provided. Responses were submitted by 128 organisations and 57% of those stated no changes have been made.

The remaining 43% indicated changes of some kind have been made in the past 12 months, with most changes relating to bonuses or profit share schemes. The changes made by organisations in the past 12 months are:

Bonus / profit share

- Bonus scheme introduced
- Employee health and wellbeing bonus
- Profit share scheme for non-shareholders
- Removed annual bonus and added value to salaries
- Sign on bonus for new employees
- Employee referral bonus
- Discretionary bonus pool for high performers, paid out every month
- Anniversary bonus
- Long service bonus

Allowances

- Increases to wellbeing allowances
- Increases to working away food allowances
- Vehicle allowance

Other

- Nine-day fortnight
- Introduced an employee referral scheme
- Enhanced wellness benefits
- More flexibility with working from home
- Increased KiwiSaver employer contributions

Leave

- Additional paid leave
- Special leave as part of remuneration package

Vacancies

The skills shortage continues to be top of mind for our members, with the percentage of firms reporting vacancies remaining high.

The average number of vacancies for Professional Engineer roles has decreased from 6.5 last year to 5.5 this year. However, it has become more difficult to fill those vacancies with 12% of organisations reporting their vacancies were easy to fill this year, down from 21% in 2022. Sixty-six percent of organisations reported vacancies in graduate engineer roles with the average number of vacancies being 4.7. Only 60% of firms said these roles were easy to fill.

Fifty-five percent of organisations reported vacancies in professional surveyor roles and 48% reported vacancies for graduate surveyor roles. Only 23% reported it was easy to fill graduate surveyor roles and 14% reported it was easy to fill professional surveyor roles.

This tells us the option of international recruitment is more important than ever. This year, with funding from the Construction Sector Accord, we teamed up with New Zealand Story and other associations to develop a set of campaign assets that construction and infrastructure firms can use for free in their advertising to attract talent to New Zealand. The assets are based on empathy research that effectively target different audiences. The resources are available [here](#) and firms can also join a collaborative campaign for better reach into international markets and reduced marketing costs [here](#).

| Job category | Did you have any vacancies? | | How many vacancies? | | Was it easy to fill? | |
|------------------------|-----------------------------|--------------------------------|---------------------|-----------------------------|----------------------|-------|
| | Sample size | % organisations with vacancies | Sample size | Average number of vacancies | Sample size | % yes |
| CAD Draughtsperson | 82 | 50% | 40 | 2.3 | 39 | 41% |
| Technicians | 75 | 49% | 35 | 2.5 | 37 | 49% |
| Graduate Surveyors | 67 | 48% | 27 | 1.7 | 31 | 23% |
| Graduate Engineers | 80 | 66% | 51 | 4.7 | 53 | 60% |
| Professional Surveyors | 67 | 55% | 34 | 1.4 | 36 | 14% |
| Professional Engineers | 96 | 80% | 70 | 5.5 | 73 | 12% |
| Specialist | 63 | 59% | 30 | 3.6 | 34 | 18% |
| Management Level | 61 | 48% | 26 | 2.0 | 28 | 18% |
| Senior Management | 61 | 44% | 25 | 1.3 | 25 | 20% |
| Support Staff | 76 | 70% | 51 | 2.7 | 51 | 59% |

Which roles are the hardest to fill?

Participants were asked to identify their top three disciplines experiencing a skills shortage and 70% of organisations listed at least one discipline – of those, 64% listed a second discipline and 41% listed a third discipline in demand.

While nearly all disciplines were identified by at least one organisation as being in demand, the table below lists the top nine disciplines experiencing skills shortages.


| Discipline | Percentage of organisations reporting skill shortage |
|-----------------------------------|--|
| Civil | 45% |
| Land Surveyors | 40% |
| Structural | 36% |
| Geotechnical | 18% |
| Environmental / Water | 17% |
| Planners | 12% |
| Fire | 9% |
| Project Management (Professional) | 6% |
| Transport / Traffic / Rail | 6% |

The highest increase in perceived skills shortage is seen in Graduate Engineers with an increase from 41% in 2022 to 60% this year. CAD Draughtsperson decreased from 84% last year to 76% this year.

This table shows the perception of skills shortage in the engineering market for each job category.

| Job category | Do you think there is a skills shortage in the market place? | | What was your success rate attracting the right skills for the role/s? | | Was the new employee's salary offer in line with current employees pay in the same role? | |
|------------------------|--|-------|--|-------------------------|--|-------|
| | Sample size | % yes | Sample size | Average rating out of 5 | Sample size | % yes |
| CAD Draughtsperson | 38 | 76% | 35 | 3.9 | 33 | 85% |
| Technicians | 36 | 81% | 32 | 3.4 | 29 | 86% |
| Graduate Surveyors | 31 | 71% | 29 | 4.0 | 23 | 91% |
| Graduate Engineers | 53 | 60% | 50 | 3.7 | 42 | 93% |
| Professional Surveyors | 33 | 97% | 32 | 3.4 | 19 | 84% |

| | | | | | | |
|------------------------|----|-----|----|-----|----|-----|
| Professional Engineers | 71 | 93% | 69 | 3.1 | 56 | 84% |
| Specialist | 32 | 91% | 28 | 3.0 | 26 | 96% |
| Management Level | 28 | 89% | 25 | 3.5 | 23 | 78% |
| Senior Management | 26 | 88% | 25 | 3.2 | 21 | 71% |
| Support Staff | 51 | 43% | 48 | 3.9 | 42 | 93% |

A person with their hair in a bun is seen from behind, sitting at a desk and working on a laptop. A potted plant is on the desk, and a framed picture of a mountain landscape is on the wall. The entire image has a purple tint.

**More firms
have a working
from home
policy this year**

Workforce planning

The skills shortage remains a difficult challenge for our industry so managing retention is critically important to keep key staff, maintain business continuity and keep recruitment and training costs down.

Compared to last year, fewer organisations are paying premiums this year or offering higher salaries to new employees. This year, the most common approaches to attract and retain staff for “key” or “difficult to fill” positions are the same as last year: flexible working arrangements, a relocation allowance and mentoring.

Twenty-six percent of organisations report having some form of workforce plan or analytics in place to understand their workforce requirements and skills (down from 38% last year). Approaches include:

- Workforce plan developed from vacancies and /or likely staff turnover
- Factoring strategic plan, goals for expansion, key areas of growth
- Internal skills database
- Completing a skills / competency matrix
- Project management software and analytics tools
- Career planning tool as part of an annual appraisal system that measures required skills and tracking
- Map of succession planning
- Reviewing / monitoring trends in actual hours worked to identify need for increased employee numbers
- Identifying gaps in skills and arranging appropriate training and/or recruitment

Thirteen percent of organisations without a workforce plan are looking at implementing one in the next 24 months.

Are specific roles being paid premiums?

Overall, there is a low incidence of organisations paying premiums this year, with the highest percentage of premiums paid for Senior Managers, Advanced Specialists and Business Development Managers. The table below shows the percentage of respondents that pay a premium for industry specific roles.

| Job category | Organisations paying premiums |
|--|-------------------------------|
| Trainee CAD Operator / Cadet (ENG101) | 8% |
| CAD Operator (ENG102) | - |
| CAD / Draughtsperson (ENG103) | 4% |
| Senior CAD / Draughtsperson (ENG104) | 10% |
| CAD / Drawing Operations Supervisor / Manager (ENG105) | 7% |
| Trainee Technician / Cadet (ENG106) | 8% |
| Technician (ENG107) | 5% |
| Senior Technician (ENG108) | 6% |
| Technician Supervisor / Manager (ENG109) | - |
| Graduate Surveyors 1 – 4 Years | 6% |

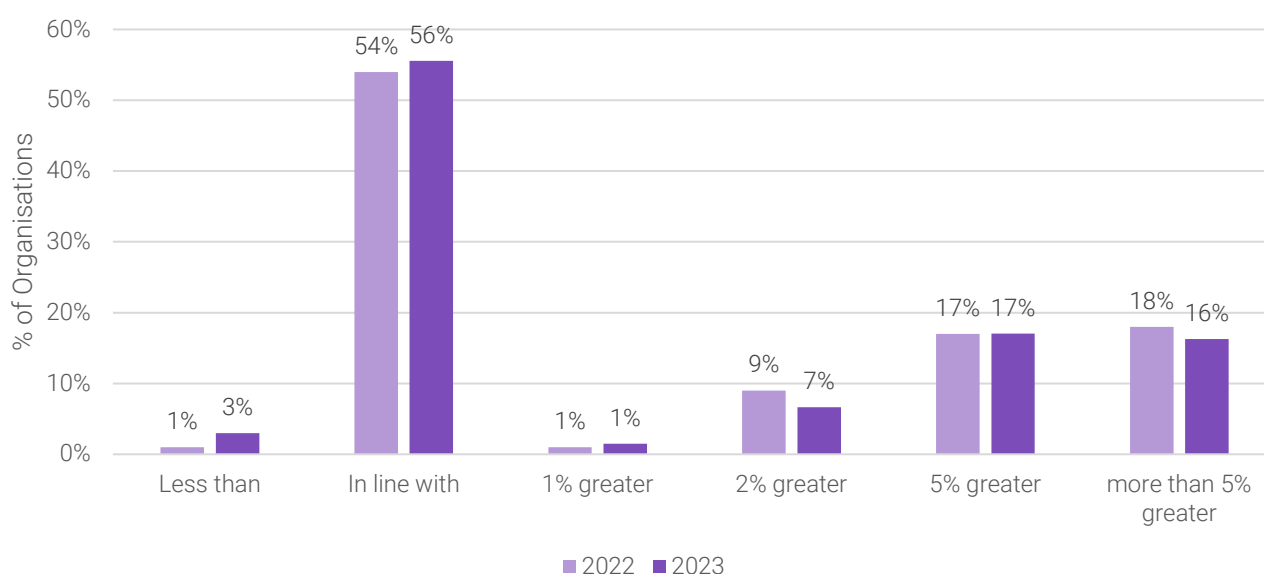
| | |
|--|-----|
| Graduate Surveyors 1 – 4 Years (ENG110 – ENG113) | 8% |
| Professional Surveyors | 11% |
| Professional (ENG114) | 11% |
| Mid-level Professional (ENG130) | 13% |
| Senior Professional (ENG115) | 11% |
| Manager (ENG116) | 11% |
| Intermediate Manager (ENG117) | 12% |
| Senior Manager (ENG135) | 19% |
| Specialist (ENG118) | 12% |
| Senior Specialist (ENG140) | 13% |
| Advanced Specialist (ENG119) | 17% |
| Business Development Manager (ENG120) | 17% |
| Business / Regional Manager (ENG121) | 14% |

Are new employees getting paid higher salaries?

In the past six months, more than half of respondents have offered salaries to new employees that were in line with current or previous employee's pay in the same role. Seventeen percent have offered salaries that were 5% higher and 16% have offered salaries that were more than 5% higher than the current or previous employee's salary.

Compared to 12 months ago, there is a slight decrease in organisations offering salaries to new employees that are more than 5% higher than the current or previous employee's salary. There is a corresponding increase in organisations that are offering salaries in line with the current or previous employee's pay in the same role.

New employee salary



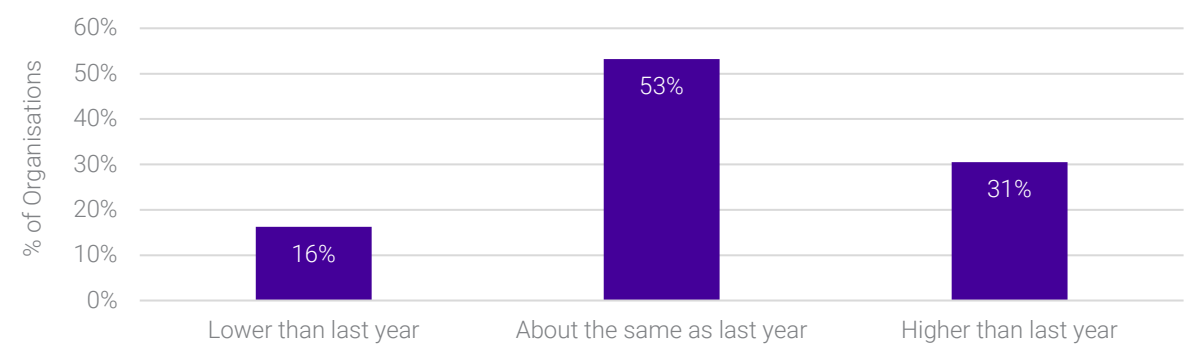
Staff turnover – are more employees heading overseas?

The average employee turnover of all staff in the past 12 months, as a percentage of total employee numbers for ACE New Zealand and Consulting Surveyor New Zealand members, is 19%. The table below details the average number of employees that have left, either voluntarily or involuntarily in the past 12 months.

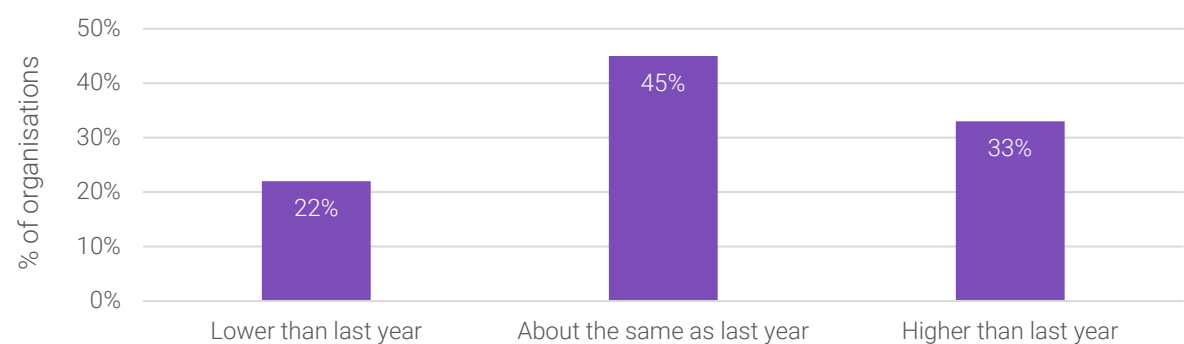
| Salary and wage bill | Total staff turnover | Voluntary turnover | Involuntary turnover |
|--------------------------------|----------------------|--------------------|----------------------|
| Senior Management | 0.7 | 0.8 | 0.3 |
| Middle Management / Specialist | 2.8 | 3.3 | 0.7 |
| General Staff | 9.3 | 10.0 | 2.5 |

Participants were asked to provide details of employee turnover for the past 12 months in relation to the previous year and for the past six months in relation to the previous 12 months. Results indicate employee turnover has decreased slightly, with fewer organisations reporting employee turnover is higher than in the previous year and the previous six months.

Past 12 months turnover compared to previous year



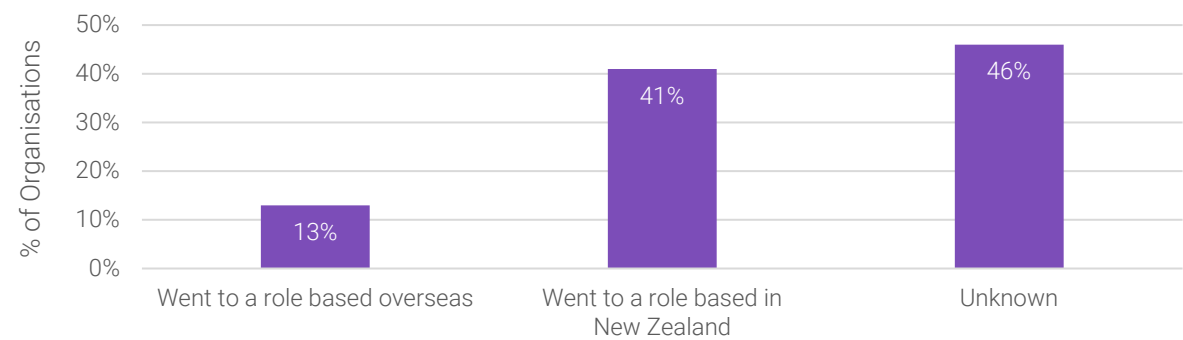
Past 6 months turnover compared to previous year



Sixty-five percent of organisations provided details of the total number of employees that have left in the past 12 months, broken down into how many left for roles based overseas or based in New Zealand (if this information was known). This year, 13% of employees are known to have left to go to roles that were based overseas, an increase from 6% in 2022 and 4% in 2021.

Unless organisations have a robust exit process in place, it can be difficult to determine why employees have decided to move to a different role, which can be seen in the above graph, with 46% of organisations not aware of where the employee has gone.

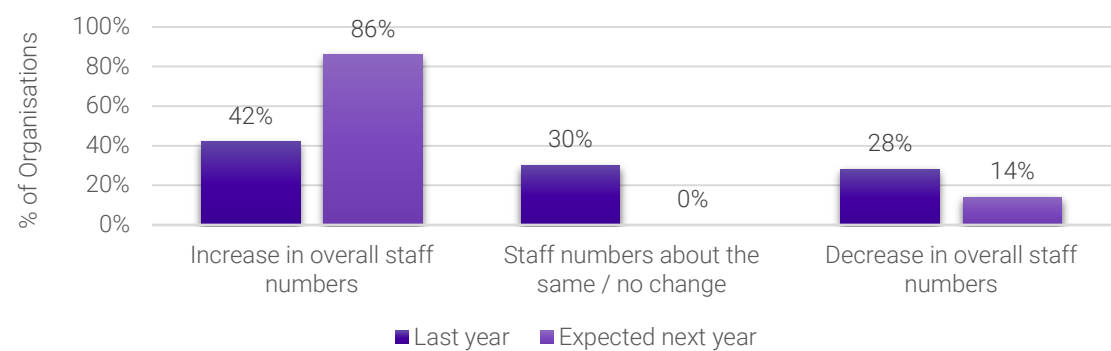
Previous employees



Are overall staff numbers expected to grow?

Respondents were asked to comment on patterns in terms of overall staff numbers. The graph shows figures from last year and expected statistics for next year, indicating the majority of organisations are expecting to grow.

Patterns in overall staff numbers



How are organisations attracting and retaining staff?

Sixty-three percent of organisations indicated they use at least one of the listed approaches to attract and retain staff for key or difficult to fill positions.

The most common approach to attract and retain staff for key or difficult to fill positions continues to be flexible working arrangements, however this has dropped from 84% last year to 49% this year.

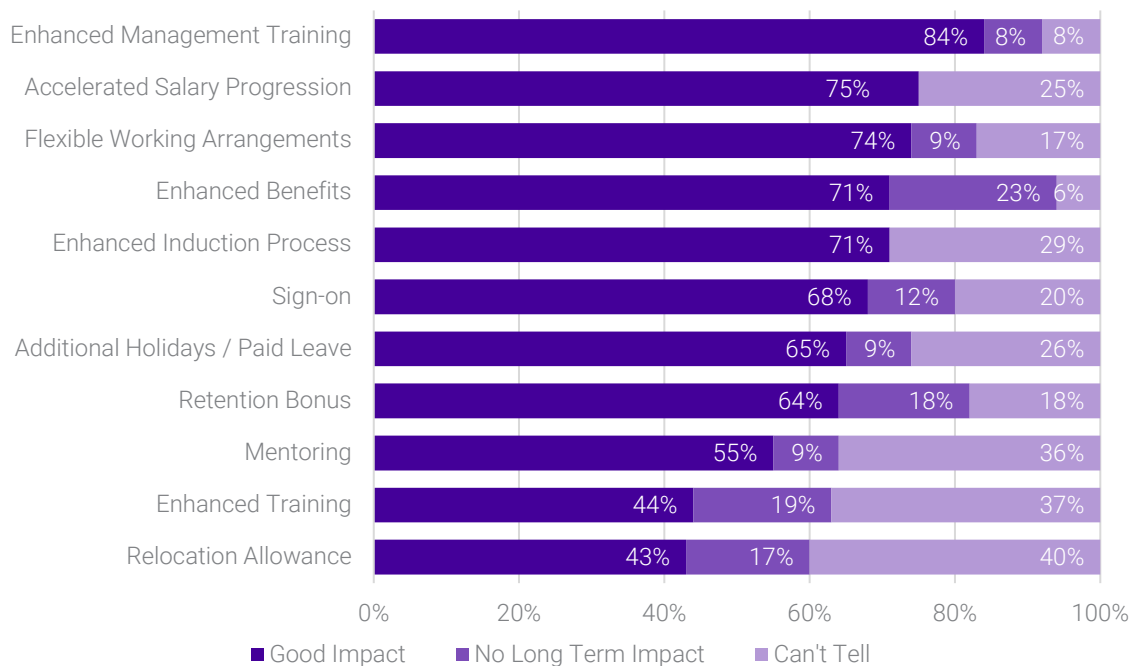
| Approach | % of organisations using |
|----------------------------------|--------------------------|
| Flexible Working Arrangements | 49% |
| Relocation Allowance | 35% |
| Mentoring | 24% |
| Sign-on | 23% |
| Additional Holidays / Paid Leave | 20% |
| Enhanced Training | 17% |
| Enhanced Benefits | 13% |
| Enhanced Management Training | 10% |
| Accelerated Salary Progression | 9% |
| Retention Bonus | 9% |
| Enhanced Induction Process | 6% |

Effectiveness of approach

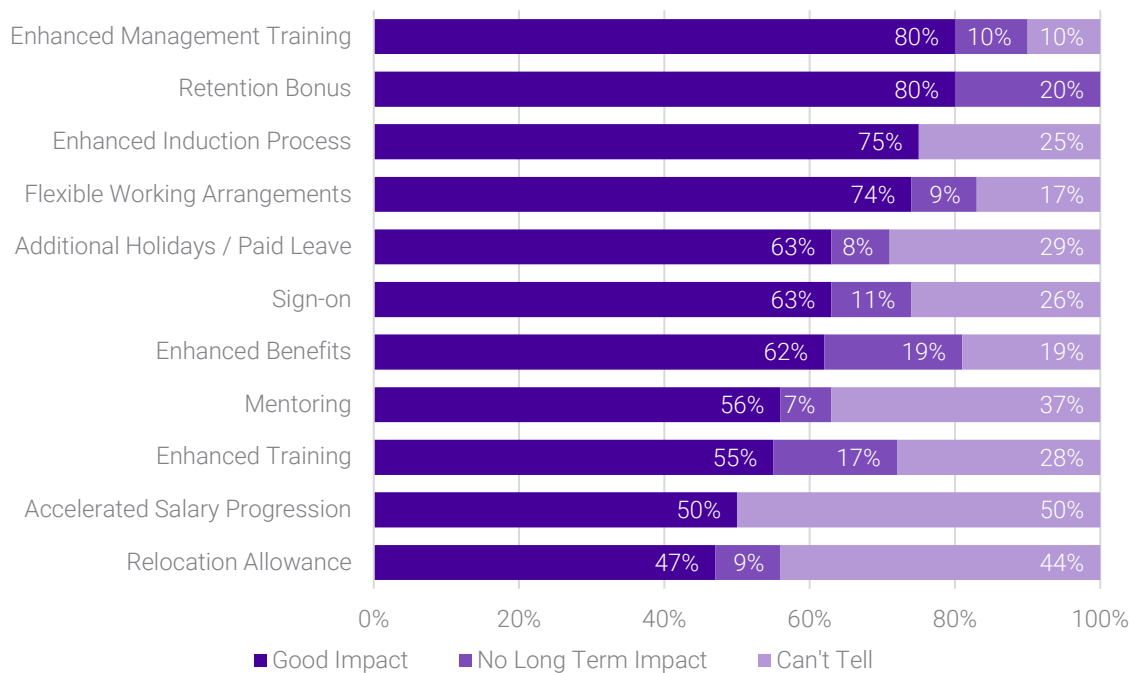
Firms reported the most effective approach to retaining staff was enhanced management training. For senior management and general staff, the second most effective approach was accelerated salary progression, and for middle management and specialists this was a retention bonus.

These graphs show three different employee levels and illustrate the effectiveness of each approach to retention.

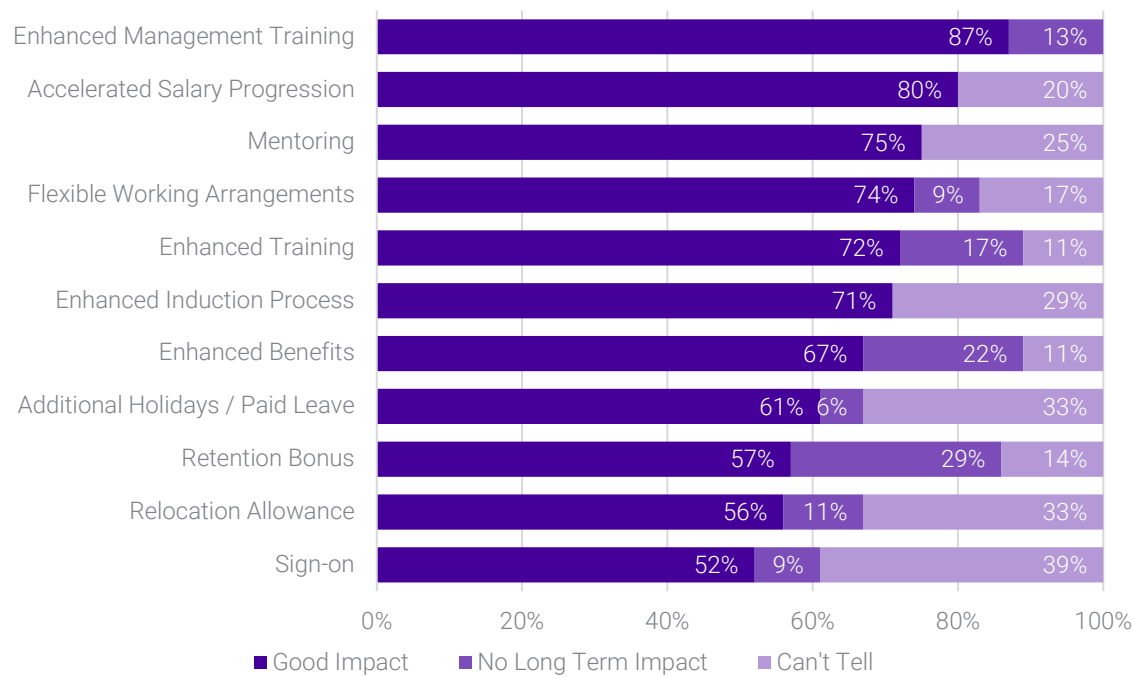
Senior management



Middle management/specialist



General staff



Other approaches used for retention and attraction include:

- Shareholding opportunities
- Additional parental leave
- Reduced working week
- Wellbeing allowance/vouchers
- Lots of social events to celebrate
- Employer of the Year award
- Paid overtime
- Employee referral programme/bonus
- Professional development

Retention – specific roles

The table below shows the percentage of organisations that have experienced retention issues over the past 12 months and the percentage of organisations with tools to aid retention.

| Job category | Did you experience retention issues with current staff? | | Do you have specific retention tools? | |
|------------------------|---|-------|---------------------------------------|-------|
| | Sample size | % yes | Sample size | % yes |
| CAD Draughtsperson | 81 | 19% | 49 | 43% |
| Technicians | 78 | 17% | 45 | 36% |
| Graduate Surveyors | 62 | 27% | 36 | 50% |
| Graduate Engineers | 82 | 32% | 49 | 57% |
| Professional Surveyors | 59 | 24% | 39 | 49% |
| Professional Engineers | 89 | 51% | 60 | 53% |
| Specialist | 66 | 26% | 35 | 46% |
| Management Level | 70 | 10% | 37 | 43% |
| Senior Management | 72 | 8% | 38 | 53% |
| Support Staff | 78 | 17% | 45 | 42% |

Attraction – specific roles

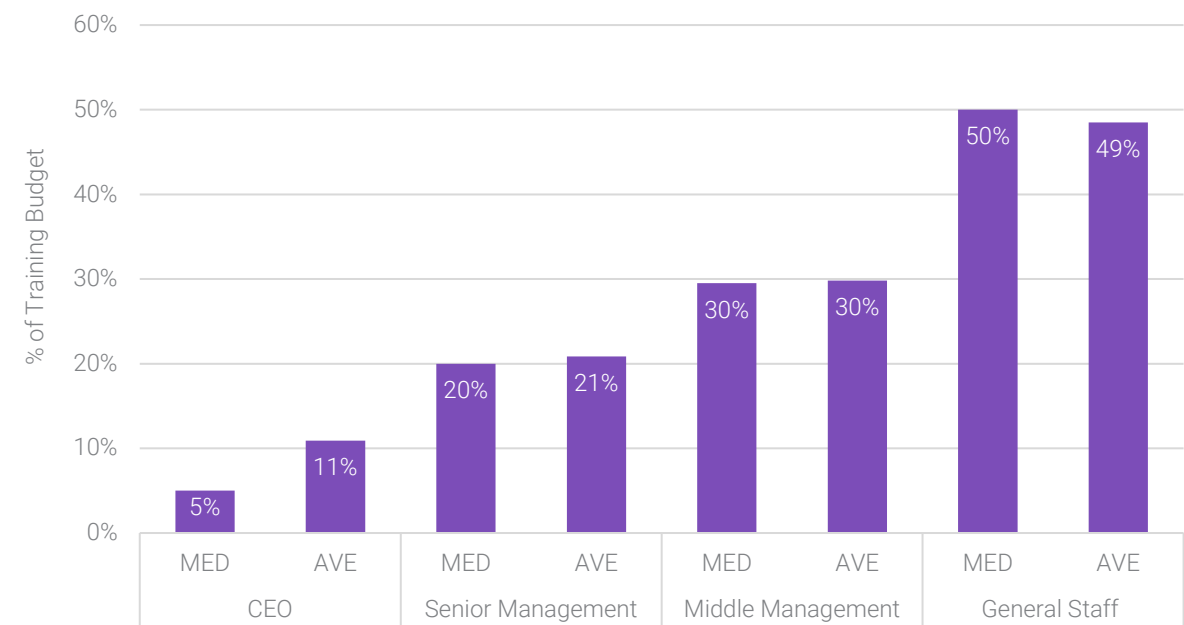
The table below shows the percentage of organisations with specific attraction tools in hiring new staff.

| Job category | Do you have specific attraction tools | | Do you offer bonus or incentive schemes? | |
|------------------------|---------------------------------------|-------|--|----------------|
| | Sample size | % yes | Sample size | Average rating |
| CAD Draughtsperson | 53 | 38% | 52 | 46% |
| Technicians | 48 | 31% | 48 | 48% |
| Graduate Surveyors | 37 | 41% | 34 | 44% |
| Graduate Engineers | 51 | 47% | 54 | 56% |
| Professional Surveyors | 37 | 43% | 35 | 46% |
| Professional Engineers | 63 | 54% | 35 | 46% |
| Specialist | 37 | 51% | 42 | 62% |
| Management Level | 38 | 39% | 41 | 59% |
| Senior Management | 38 | 45% | 43 | 60% |
| Support Staff | 48 | 38% | 50 | 50% |

How much is spent on training for existing staff?

Seventy percent of organisations have plans and/or processes in place to train or upskill existing staff to meet the skills gaps in their organisation over the next 12 months, about the same as last year. However, training budgets have decreased. The median training budget per employee is \$1,000 (compared to \$1,235 last year) and the average training budget per employee is \$1,439 (compared to \$2,306 last year). The chart shows the median and average percentage of total training budget allocated by organisations at each employee level.

Allocation of training budget



What do firms offer when an employee achieves CPEng?

Thirty-seven percent of organisations have a policy of increasing an employee’s base salary when they achieve CPEng (down from 67% last year) with the median increase being 10% of base salary. Some organisations indicate they increase an employee’s base salary by a set dollar value ranging from \$800 to \$15,000.

Six percent of organisations report they pay a bonus on achievement of CPEng. Of those organisations, 86% pay a bonus based on a set dollar value. These values range from \$5,000 to \$10,000. Three percent of organisations provide both a bonus and a base salary increase on achievement of CPEng.

| CPEng policy | % of organisation | Median % of base salary | Median set dollar value |
|----------------------|-------------------|-------------------------|-------------------------|
| Pay a bonus | 6% | - | \$5,000 |
| Increase base salary | 37% | 10% | \$7,000 |

Do all firms have a working from home policy?

Sixty-four percent of organisations currently have a working from home policy, up from 60% last year. Working from home allowance continues to be uncommon with only a small number of organisations reporting they provide this benefit to employees.

It's interesting to note significant decreases across all job categories in the percentage of firms allowing staff to work from home regularly or on a limited basis compared to last year. This suggests that in the post-COVID 19 environment, firms prefer to have their staff back together in the office, whether that is for productivity, engagement, company culture or other reasons. It's also in line with a [recent study by CBRE New Zealand](#) that showed engineering and professional services firms were far more likely to occupy their offices compared with other sectors, with 70% office utilisation across a typical work week, compared with 59% Kiwi average. The tables below show the percentage of organisations providing working from home options to each job category. Other working from home policies, provisions or conditions include:

- Operate flexible working environments that allow for working from home
- At manager discretion based on needs and wants of the employee, team and role
- Informal / ad-hoc arrangements – primarily in the office and working from home occasionally (for sickness, family, other reasons)
- Employees can work from home if they need to – but are encouraged to work from the office
- Permitted on the basis the employee is not required in the field

Positive outcomes observed by organisations include:

- Improved staff wellbeing with work / life balance and fewer sick days
- Attraction and retention of employees
- Reduced office costs
- In some cases, productivity has increased
- Employees feel trusted
- Saving of time and money with reduced commuting time
- Reduced spread of mild illnesses (common colds)
- Mitigates the relocation barrier

Negative outcomes observed by organisations include:

- Reduced productivity resulting in an increased need for check-ins and extra communication around availability and location
- Difficulties with integrating and training new or junior staff
- Too much flexibility and/or irregular working from home days creates an unjustifiable expense for the office space
- Negative impact on office culture – team cohesion, connection, working relationships
- A very small percentage of staff who find it difficult to be motivated / fully engaged when working from home
- Reduction in efficiency and more time being spent on projects
- Slower interactions between employees and clients and between staff
- Reduced communication and teamwork
- Lack of senior representation within the office to support the junior staff or graduates
- Reduced on the job learning and knowledge transfer

| Options | Job categories | | | | |
|--|----------------|--------------------|------------|----------------|----------------|
| | Support Staff | CAD Draughtsperson | Technician | Grad Surveyors | Grad Engineers |
| Can work from home regularly | 17% | 14% | 9% | 5% | 13% |
| Equipment supplied | 12% | 12% | 9% | 2% | 8% |
| Limited days at home per week (organisation wide policy) | 9% | 8% | 8% | 4% | 8% |
| Limited days at home per week (at manager's discretion) | 14% | 14% | 8% | 6% | 13% |
| Unlimited days at home per week (organisation wide policy) | 1% | 2% | 2% | 1% | 2% |
| Unlimited days at home per week (at manager's discretion) | 5% | 6% | 5% | 2% | 5% |
| Other provisions or conditions | 9% | 8% | 6% | 2% | 6% |

| Options | Job categories | | | | |
|--|------------------------|------------------------|-------------|------------------|-------------------|
| | Professional Surveyors | Professional Engineers | Specialists | Management Level | Senior Management |
| Can work from home regularly | 10% | 20% | 15% | 18% | 20% |
| Equipment supplied | 5% | 15% | 9% | 13% | 14% |
| Limited days at home per week (organisation wide policy) | 5% | 10% | 9% | 7% | 9% |
| Limited days at home per week (at manager's discretion) | 8% | 16% | 10% | 11% | 12% |
| Unlimited days at home per week (organisation wide policy) | 1% | 3% | 2% | 3% | 3% |
| Unlimited days at home per week (at manager's discretion) | 3% | 8% | 6% | 5% | 6% |
| Other provisions or conditions | 5% | 10% | 7% | 8% | 9% |

What's on offer for work/life balance?

Sixty-seven percent of organisations offer some form of work/life balance benefit (down from 95% last year). The table shows the percentage of organisations offering each initiative across staff categories and the average percentage of employees utilising the initiative. While some organisations offer job-share, no organisation has employees utilising this offering.

| Work / life balance initiative | Senior Management | | Middle Management / Specialist | | General Staff | |
|--------------------------------|----------------------|--------------------------------|--------------------------------|--------------------------------|----------------------|--------------------------------|
| | Initiative available | Average % utilising initiative | Initiative available | Average % utilising initiative | Initiative available | Average % utilising initiative |
| Working from home | 84% | 57% | 71% | 54% | 79% | 51% |
| Flexible hours | 81% | 64% | 72% | 60% | 85% | 57% |
| Part-time work | 64% | 14% | 62% | 15% | 86% | 20% |
| Job-share | 67% | - | 67% | - | 56% | - |

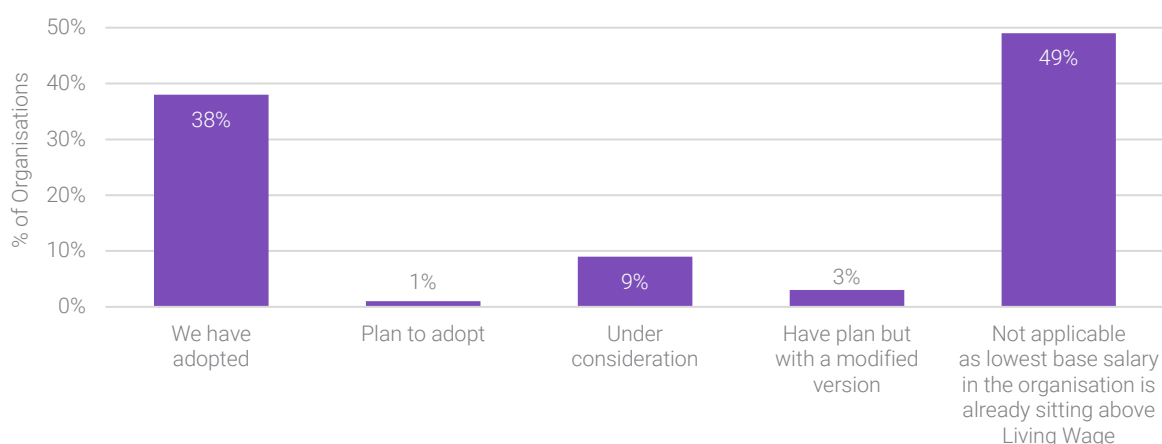
Other work / life balance initiatives utilised by organisations include:

- Choice of time in lieu or overtime
- Compressed work week or fortnight – nine-day fortnight, 9.5 day fortnight, four-day week
- Flexible start and finish times, as well as choice in days of work
- New parents can work from home to support their partners
- Wellbeing benefits and initiatives

What's the industry position on the living wage?

For almost half of organisations, the living wage is not applicable as employee base salaries are already higher than the current living wage. A further 38% of organisations have adopted a living wage approach to setting base salaries for employees.

Living wage



**The number of
employees going
overseas has
doubled in 2023**



Diversity and inclusion

At ACE New Zealand we value diversity and inclusion and the benefits these bring to our organisations and our sector. Giving attention to the diversity of our workforce, and the inclusivity of our firms, is not only the right thing to do, but also what we need to do to ensure a sustainable sector and strong businesses into the future. That's why better understanding of our workforce and creating pathways for participation and growth, to create equitable and inclusive cultures where everybody thrives, and to build a network of champions advocating for diversity and inclusion, is so crucial.

You can find our Diversity and Inclusion Policy on our website. We are a partner of The Diversity Agenda along with Engineering New Zealand and Te Kāhui Whaihanga New Zealand Institute of Architects.

Whatever stage of the journey your organisation is at regarding diversity, equity and inclusion, The Diversity Agenda is a valuable source of insights, events, tools and connections that can help you build and maintain professional credibility in this area. The Diversity Agenda shares information on best practice so you can ensure your organisation is an attractive place for women, Māori, Pacific People, LGBTQIA+, those who identify with disabilities and neurodiversity, and other minority groups. By becoming a member, you join a network of engineering and architecture firms committed to driving change, and you also show your current and prospective employees that you take diversity and inclusion seriously. Find out more at diversityagenda.org.

How old is our workforce?

Organisations were asked to identify the age group presenting the majority and minority of staff at each level. The table below shows the **majority** age group per each job category/level.

| Job category | 19 - 25 years old (% of organisations) | 26 - 45 years old (% of organisations) | 46 - 55 years old (% of organisations) | 56 - 65 years old (% of organisations) | 65+ years old (% of organisations) |
|------------------------|---|---|---|---|---------------------------------------|
| CAD Draughtsperson | 9% | 62% | 19% | 8% | 2% |
| Technicians | 20% | 57% | 10% | 10% | 3% |
| Graduate Surveyors | 74% | 24% | 2% | - | - |
| Graduate Engineers | 80% | 20% | - | - | - |
| Professional Surveyors | - | 65% | 26% | 7% | 2% |
| Professional Engineers | 2% | 82% | 14% | 2% | - |
| Manager | 1% | 49% | 37% | 10% | 3% |
| Specialist | - | 56% | 24% | 14% | 6% |
| General Manager | 1% | 30% | 39% | 30% | - |

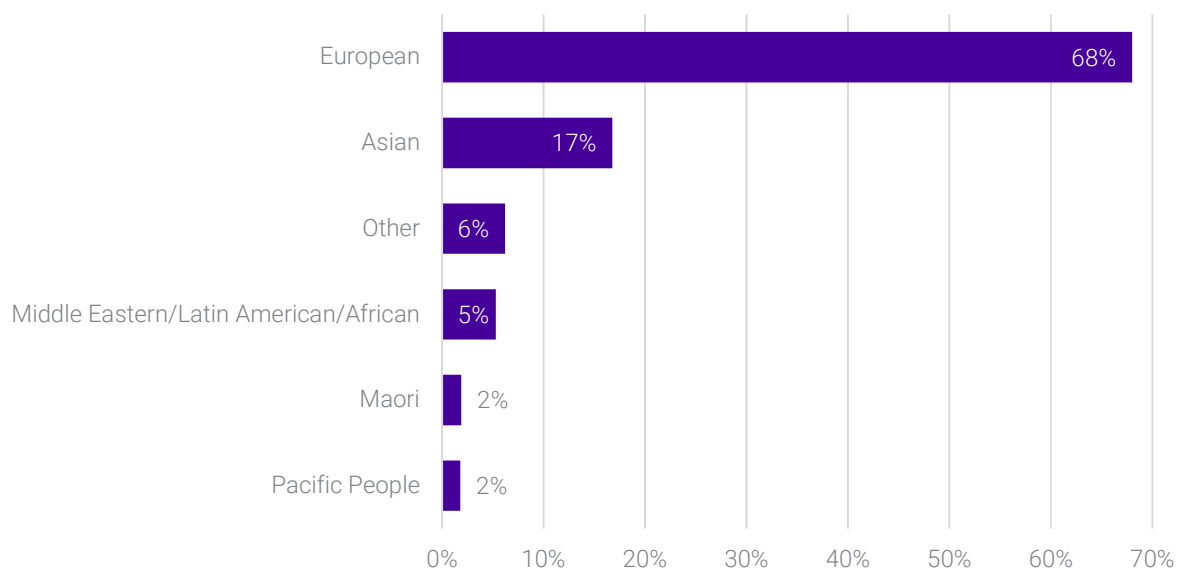
The table below shows the **minority** age group per each job category/level.

| Job category | 19 - 25 years old (% of organisations) | 26 - 45 years old (% of organisations) | 46 - 55 years old (% of organisations) | 56 - 65 years old (% of organisations) | 65+ years old (% of organisations) |
|------------------------|---|---|---|---|---------------------------------------|
| CAD Draughtsperson | 18% | 30% | 20% | 13% | 19% |
| Technicians | 20% | 27% | 13% | 13% | 27% |
| Graduate Surveyors | 24% | 43% | 9% | 5% | 19% |
| Graduate Engineers | 21% | 45% | 10% | 3% | 21% |
| Professional Surveyors | 9% | 18% | 23% | 18% | 32% |
| Professional Engineers | 21% | 16% | 24% | 17% | 22% |
| Manager | 14% | 31% | 21% | 16% | 18% |
| Specialist | 15% | 26% | 26% | 10% | 23% |
| General Manager | 20% | 28% | 16% | 20% | 16% |

What's the ethnic makeup of our workforce?

Despite Māori making up 17% of the New Zealand population and Pacific People 8%, they are not well represented in our workforce – both sitting on 2%. Last year Māori and Pacific People each made up 5% of our workforce, so we have returned to 2021 levels. The chart below shows the average distribution of ethnicity across 108 respondents.

Average percentage of ethnicity in organisation



Have we closed the gender pay gap yet?

No, we haven't. The Diversity Agenda's goal is that firms will close the gender pay equity gap to within +/- 1%, and for organisations wanting help on how to do this, [watch our webinar with the Equal Pay Taskforce](#). There are some positive signs we are getting there – jobs with improved pay gaps this year are Senior CAD / Design Draughtsperson, Technician, Graduate - Entry, Graduate 2nd Year, Graduate 3rd Year, Graduate 4th Year, Professional, Mid-Level Professional, Manager, Intermediate Manager, Senior Manager and Senior Specialist.

This year's data includes concerning pay gaps for Digital Specialist (23%), BIM technician (24%) and GIS Analyst (12%). This tells us men are being paid significantly more than women and we urge you to investigate these gaps within your firms and take action accordingly.

The pay gap in Technician Supervisor/Manager sees the greatest increase in pay gap, indicating men are being paid significantly more than women. In the Graduate 4th Year and Manager roles, women are now being paid slightly more than men, where historically men have been paid more.

Jobs where the pay gap has widened (by more than a 1% difference) this year include: CAD / Design Draughtsperson, Trainee Technician / Cadet and Technician Supervisor / Manager.

| Job code | Job category | Total gender sample size (Female and Male) | % Female | % Male | Base salary % bias to Male |
|----------|---|---|----------|--------|----------------------------|
| ENG101 | Trainee CAD Operator / Cadet | 31 | 32% | 68% | 1% |
| ENG102 | CAD Operator | 56 | 27% | 73% | -4% |
| ENG103 | CAD / Design Draughtsperson | 113 | 38% | 62% | 3% |
| ENG104 | Senior CAD / Design Draughtsperson | 201 | 25% | 75% | 6% |
| ENG105 | CAD / Drawing Operations Supervisor / Manager | 98 | 17% | 83% | 5% |
| ENG106 | Trainee Technician / Cadet | 109 | 23% | 77% | 3% |
| ENG107 | Technician | 169 | 17% | 83% | -3% |
| ENG109 | Technician Supervisor / Manager | 225 | 25% | 75% | 7% |
| ENG110 | Graduate - Entry | 376 | 41% | 59% | 0% |
| ENG111 | Graduate 2nd Year | 289 | 35% | 65% | 0% |
| ENG112 | Graduate 3rd Year | 350 | 39% | 61% | 3% |
| ENG113 | Graduate 4th Year | 232 | 39% | 61% | -1% |
| ENG114 | Professional | 759 | 40% | 60% | 0% |
| ENG130 | Mid-level Professional | 647 | 33% | 67% | 2% |

| | | | | | |
|---------|-------------------------------------|-----|-----|-----|-----|
| ENG115 | Senior Professional | 837 | 32% | 68% | 4% |
| ENG116 | Manager | 482 | 24% | 76% | -1% |
| ENG117 | Intermediate Manager | 281 | 21% | 79% | 0% |
| ENG135 | Senior Manager | 310 | 17% | 83% | 0% |
| ENG118 | Specialist | 611 | 20% | 80% | 3% |
| ENG140 | Senior Specialist | 543 | 16% | 84% | 0% |
| ENG119 | Advanced Specialist | 412 | 12% | 88% | 5% |
| ENG191 | Digital Specialist | 29 | 24% | 76% | 23% |
| ENG120 | Business Development Manager | 53 | 21% | 79% | 3% |
| ENG121 | Business / Regional Manager | 78 | 9% | 91% | -2% |
| ENG175 | CAD Designer | 39 | 15% | 85% | 3% |
| ET98 | Graduate - Entry Quantity Surveyors | 11 | 45% | 55% | 0% |
| TR36 | BIM Technician | 24 | 21% | 79% | 24% |
| ICT1014 | GIS Manager | 11 | 45% | 55% | 1% |
| ICT1016 | GIS Analyst | 17 | 35% | 65% | 12% |

Pay bias 2018 to 2023

The table shows the percentage of pay in bias of men at base salary for 2018 to 2023. It's important to remember that the percentage pay gap can be volatile when there are smaller sample sizes, either the total gender sample or the proportion of women in the sample.

| Benchmark job | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------------------------|------|------|------|------|------|------|
| CAD Operator | -3% | 6% | 8% | 6% | -4% | -4% |
| CAD / Design Draughtsperson | 2% | -1% | -1% | 2% | 1% | 3% |
| Senior CAD / Design Draughtsperson | 12% | 10% | 3% | 7% | 8% | 6% |
| Trainee Technician / Cadet | -9% | -5% | -1% | -2% | 1% | 3% |
| Technician | -5% | 1% | -1% | 2% | 5% | -3% |
| Technician Supervisor / Manager | 10% | 3% | -4% | 2% | 1% | 7% |
| Graduate - Entry | 1% | -1% | 0% | -1% | 2% | 0% |
| Graduate 2nd Year | 0% | 0% | 1% | 0% | 1% | 0% |
| Graduate 3rd Year | 1% | 1% | 1% | 1% | 4% | 3% |
| Graduate 4th Year | 1% | 1% | 4% | 1% | 1% | -1% |
| Professional | 2% | 3% | 1% | 1% | 2% | 0% |
| Mid-level Professional | 2% | 0% | 1% | 2% | 3% | 2% |
| Senior Professional | 3% | 4% | 4% | 5% | 4% | 4% |
| Manager | 4% | 1% | 1% | 5% | 2% | -1% |
| Intermediate Manager | 6% | 3% | 4% | 0% | 3% | 0% |
| Senior Manager | 1% | 6% | 4% | 8% | 5% | 0% |
| Specialist | 7% | 5% | 4% | 2% | 2% | 3% |
| Senior Specialist | 5% | 4% | 3% | 4% | 1% | 0% |
| Advanced Specialist | 3% | 3% | 6% | 3% | 5% | 5% |

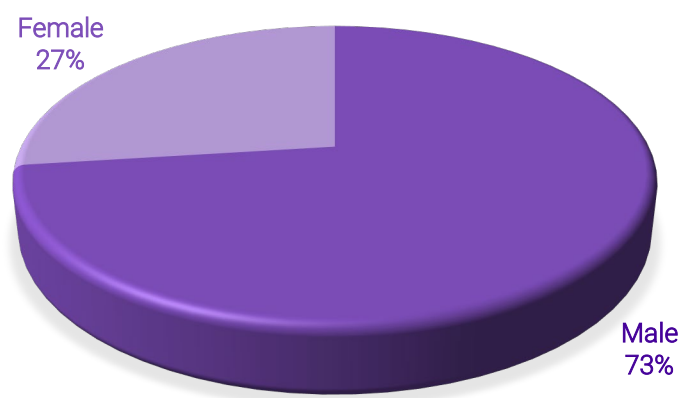
**We need to remain
focused on
eliminating the
gender pay gap**



What’s the gender split in our workforce?

The chart shows the gender population across benchmark job codes specific to the ACE New Zealand and Consulting Surveyors New Zealand industry (this excludes corporate and support roles).

Gender population



How do organisations support gender equity?

Twenty percent of organisations report they have a policy around gender equity (a drop from 31% last year) with respondents indicating roles are remunerated based on qualifications, merit and experience as well as equal opportunities for both genders.

Organisations also support gender equity by:

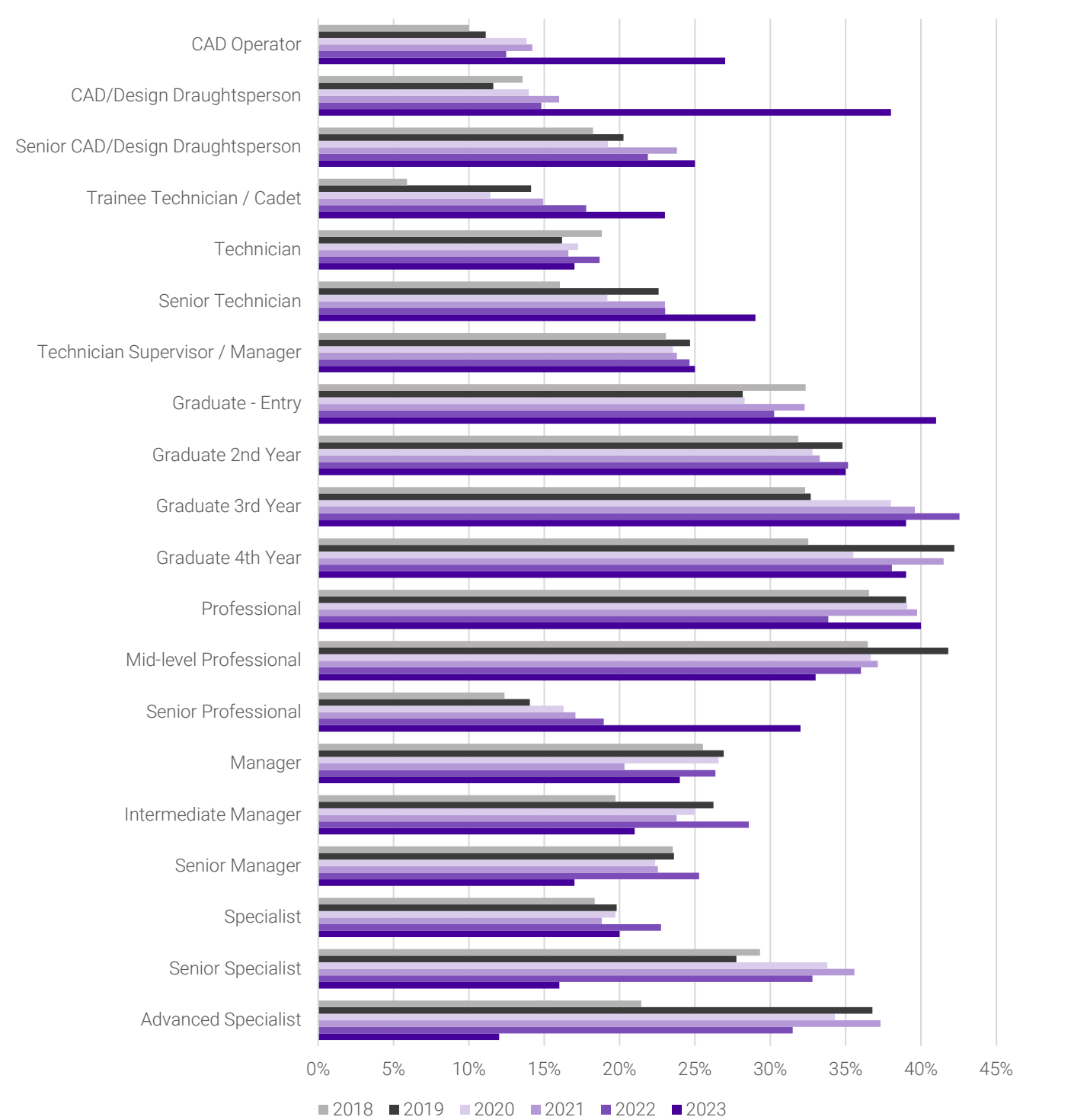
- Being members of The Diversity Agenda and/or Diversity Accord
- Have an Equal Employment Opportunities Policy
- Implement gender split ratios within some roles
- Emphasis on closing gender pay gap
- Monitor pay equity for each role
- Encouraging more women in leadership roles

Percentage of women 2018 to 2023

There has been significant growth this year in the number of women employed as CAD operators, CAD/Design Draughtsperson, Senior Technicians, New Graduates and Senior Professionals.

While there has been growth in the number of women in more junior roles, it’s interesting to note those numbers decline in more senior roles. This is concerning, and indicates a need to focus on retention of women within organisations. The Diversity Agenda will focus on this issue in 2024, and we encourage you to look out for news, events and resources in this area.

The chart below details percentage of women within each benchmark job from 2018 to 2023.

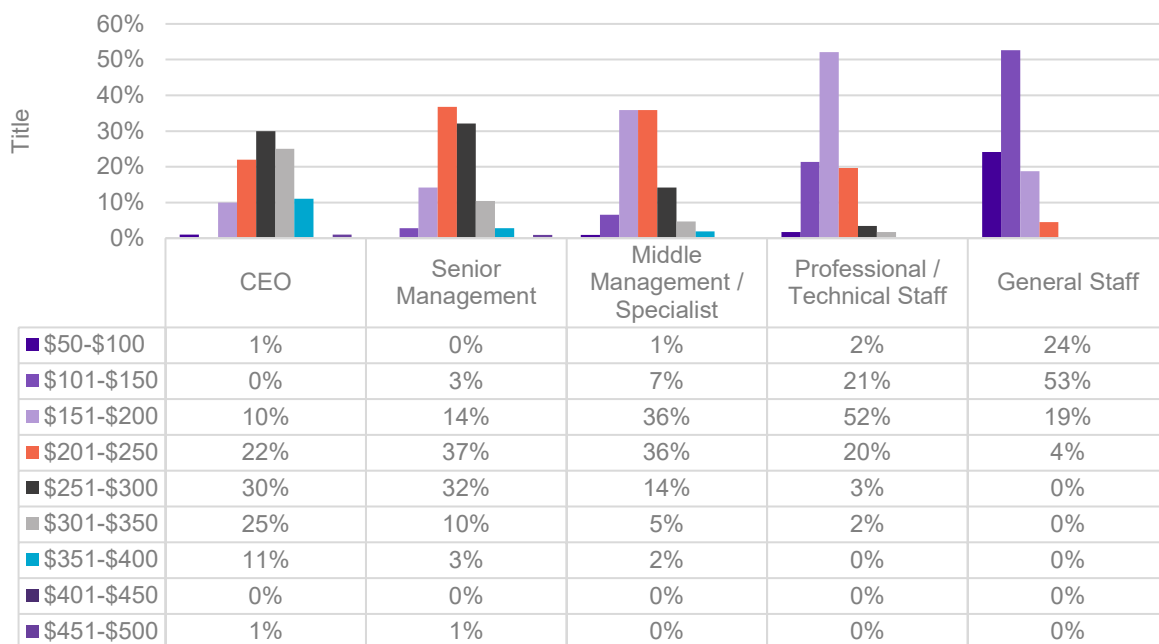


Charge out rates

The most common ranges for hourly charge out rates for each employee category are:

- CEO: \$251 to \$300
- Senior managements: \$201 to \$250
- Middle management / specialist: \$151 to \$200 and \$201 to \$250
- Professional / technical staff: \$151 to \$200
- General staff: \$101 to \$150

Charge out rate per category



The table below shows the percentage of organisations with charge out rates within each range for individual benchmark jobs.

| Benchmark position and job code | Sample | Charge out rate per hour (% of Organisations) | | | | | | | | |
|---------------------------------------|--------|--|-------|-------|-------|-------|-------|-------|-------|-------|
| | | \$50 | \$101 | \$151 | \$201 | \$251 | \$301 | \$351 | \$401 | \$451 |
| | | - | - | - | - | - | - | - | - | - |
| | | \$100 | \$150 | \$200 | \$250 | \$300 | \$350 | \$400 | \$450 | \$500 |
| Trainee CAD Operator / Cadet (ENG101) | 45 | 42% | 49% | 9% | - | - | - | - | - | - |
| CAD Operator (ENG102) | 44 | 7% | 73% | 18% | 2% | - | - | - | - | - |
| CAD / Draughtsperson (ENG103) | 51 | 6% | 57% | 33% | 4% | - | - | - | - | - |
| Senior CAD / Draughtsperson (ENG104) | 53 | - | 19% | 66% | 15% | - | - | - | - | - |

| Benchmark position and job code | Sample | Charge out rate per hour (% of Organisations) | | | | | | | | |
|--|--------|--|-------|-------|-------|-------|-------|-------|-------|-------|
| | | \$50 | \$101 | \$151 | \$201 | \$251 | \$301 | \$351 | \$401 | \$451 |
| | | - | - | - | - | - | - | - | - | - |
| | | \$100 | \$150 | \$200 | \$250 | \$300 | \$350 | \$400 | \$450 | \$500 |
| CAD / Drawing Operations Supervisor / Manager (ENG105) | 30 | 3% | 3% | 60% | 27% | 4% | 3% | - | - | - |
| Trainee Technician / Cadet (ENG106) | 27 | 33% | 63% | - | - | 4% | - | - | - | - |
| Technician (ENG107) | 43 | 7% | 81% | 12% | - | - | - | - | - | - |
| Senior Technician (ENG108) | 41 | - | 32% | 66% | - | - | 2% | - | - | - |
| Technician Supervisor / Manager (ENG109) | 22 | - | 14% | 45% | 36% | 5% | - | - | - | - |
| Graduate Surveyors 1 – 4 Years | 41 | 3% | 68% | 27% | 2% | - | - | - | - | - |
| Graduate Engineers 1-4 Years (ENG110-ENG113) | 64 | 2% | 56% | 37% | 5% | - | - | - | - | - |
| Professional Surveyors | 45 | - | 2% | 60% | 36% | 2% | - | - | - | - |
| Professional (ENG114) | 65 | - | 14% | 61% | 23% | 2% | - | - | - | - |
| Mid-level Professional (ENG130) | 53 | - | 7% | 57% | 30% | 6% | - | - | - | - |
| Senior Professional (ENG115) | 65 | - | - | 31% | 48% | 18% | 3% | - | - | - |
| Manager (ENG116) | 46 | 2% | 5% | 24% | 41% | 26% | 2% | - | - | - |
| Intermediate Manager (ENG117) | 35 | - | 6% | 17% | 48% | 23% | 3% | 3% | - | - |
| Senior Manager (ENG135) | 41 | - | - | 2% | 44% | 37% | 12% | 3% | - | - |
| Specialist (ENG118) | 42 | - | 5% | 7% | 48% | 21% | 14% | 5% | - | - |
| Senior Specialist (ENG140) | 37 | - | - | 11% | 41% | 24% | 19% | 5% | - | - |
| Advanced Specialist (ENG119) | 32 | - | - | 3% | 31% | 38% | 16% | 6% | 6% | - |
| Business Development Manager (ENG120) | 20 | - | 5% | 10% | 30% | 25% | 20% | 5% | - | 5% |
| Business / Regional Manager (ENG121) | 31 | 3% | - | 7% | 19% | 26% | 29% | 13% | - | 3% |

What does this all mean?

Our 2023 survey report provides valuable insights into remuneration and benefits across the sector during what has been a challenging period in New Zealand.

For ACE New Zealand member organisations, workforce planning is vital to balance the impact of the ongoing skills shortage with the pipeline of critical infrastructure work ahead.

While we know money plays an important role in attracting and retaining workers, we also know employees place high value on benefits such as flexible working arrangements, management training and mentoring.

We encourage you to use this summary report as a tool to drive employee recognition, engagement and satisfaction.

Tell us what you think

If there's something you would like to see included in next year's survey, or if you have any other feedback, please let us know. Email the team at letstalk@acenz.org.nz.

Appendix

Base salary, fixed remuneration and total remuneration 2022 to 2023

Movements for all remuneration have increased considerably at the general staff level compared to 2022. The movements at specialist/technical and senior management/CEO small organisation levels have decreased compared to 2022. Due to the large increase at the general staff level, the overall staff level movements have increased since 2022.

This table shows the median whole sample movements base salary, fixed remuneration, and total remuneration since the 2022 report.

| Benchmark position code | Benchmark position title | Base salary | Fixed remuneration | Total remuneration |
|--------------------------------------|---|-------------|--------------------|--------------------|
| ENG101 | Trainee CAD Operator / Cadet | 3.8% | 2.4% | 0.4% |
| ENG102 | CAD Operator | 5.9% | 8.3% | 8.4% |
| ENG103 | CAD / Design Draughtsperson | 6.7% | 5.8% | 6.3% |
| ENG104 | Senior CAD / Design Draughtsperson | 3.3% | 3.2% | 4.5% |
| ENG105 | CAD / Drawing Operations Supervisor / Manager | 1.5% | 2.6% | 1.9% |
| Weighted average design | | 4.1% | 4.3% | 4.7% |
| ENG106 | Trainee Technician / Cadet | 5.1% | 5.2% | 2.5% |
| ENG107 | Technician | 4.3% | 6.1% | 5.7% |
| ENG108 | Senior Technician | 1.0% | 4.2% | 2.5% |
| ENG109 | Technician Supervisor / Manager | 3.3% | 1.2% | 0.0% |
| Weighted average technical | | 3.1% | 4.5% | 3.4% |
| ENG110 | Graduate – Entry | 3.2% | 3.8% | 3.3% |
| ENG111 | Graduate 2 nd Year | 3.0% | 3.5% | 2.5% |
| ENG112 | Graduate 3 rd Year | 5.5% | 5.4% | 5.1% |
| ENG113 | Graduate 4 th Year | 4.7% | 4.3% | 5.1% |
| Weighted average graduate | | 4.0% | 4.2% | 3.8% |
| ENG114 | Professional | 2.3% | 2.1% | 1.6% |
| ENG130 | Mid-level Professional | 2.2% | 2.8% | 1.9% |
| ENG115 | Senior Professional | 3.2% | 3.8% | 4.0% |
| Weighted average professional | | 2.7% | 2.9% | 2.6% |
| ENG116 | Manager | 3.3% | 3.4% | 1.8% |
| ENG117 | Intermediate Manager | 2.7% | 1.5% | 1.7% |

| | | | | |
|------------------------------------|------------------------------|-------------|-------------|-------------|
| ENG135 | Senior Manager | 2.6% | 3.0% | 3.2% |
| ENG120 | Business Development Manager | 0.5% | 3.2% | 2.2% |
| ENG121 | Business / Regional Manager | -1.0% | 4.0% | 3.9% |
| Weighted average manager | | 3.1% | 3.1% | 2.2% |
| ENG118 | Specialist | 3.2% | 3.6% | 3.6% |
| ENG140 | Senior Specialist | 0.5% | 0.6% | 0.4% |
| ENG119 | Advanced Specialist | 1.7% | 1.8% | 2.2% |
| ENG191 | Digital Specialist | 6.7% | 6.9% | 7.6% |
| ENG192 | Senior Digital Specialist | 4.1% | 3.4% | 6.6% |
| ENG193 | Advanced Digital Specialist | 3.4% | 6.0% | 11.4% |
| Weighted average specialist | | 2.0% | 2.2% | 2.3% |
| Overall | | 2.9% | 3.2% | 2.9% |

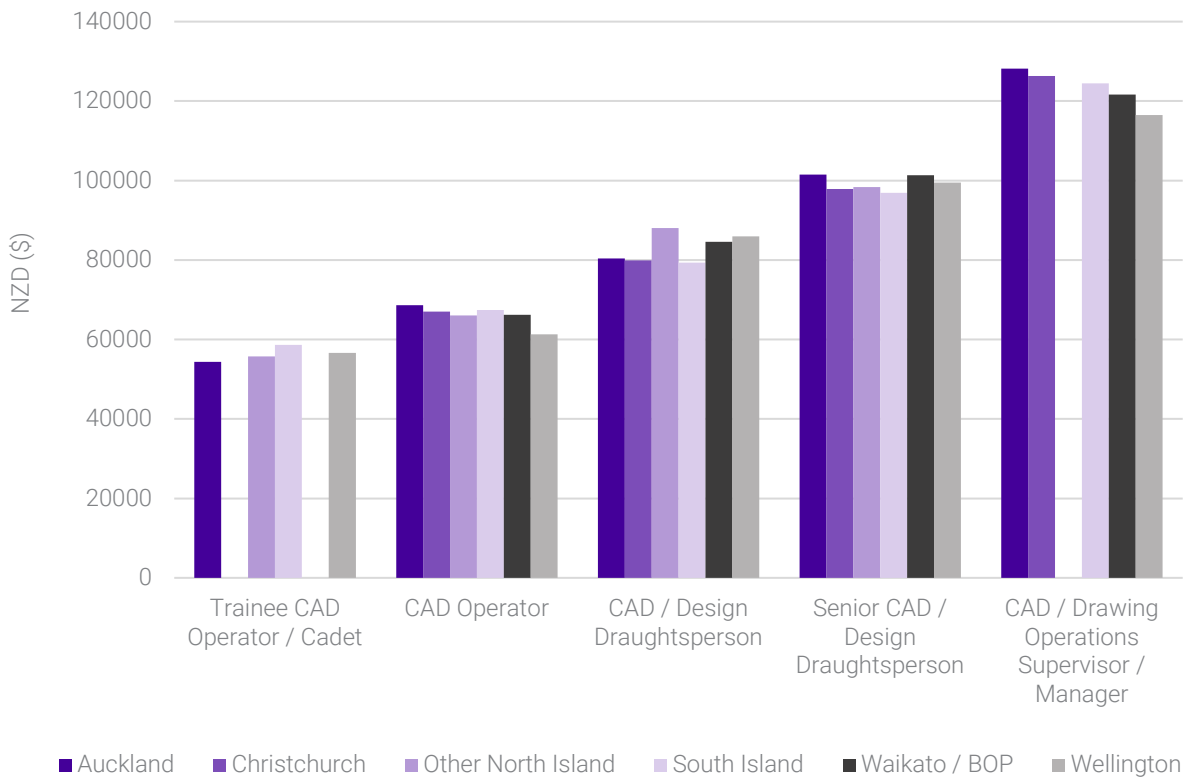
Are urban employees getting paid more?

Only 6.4% of respondents indicated they pay a regional premium to employees, with Auckland being the most common region where premiums are paid. This is in line with previous years.

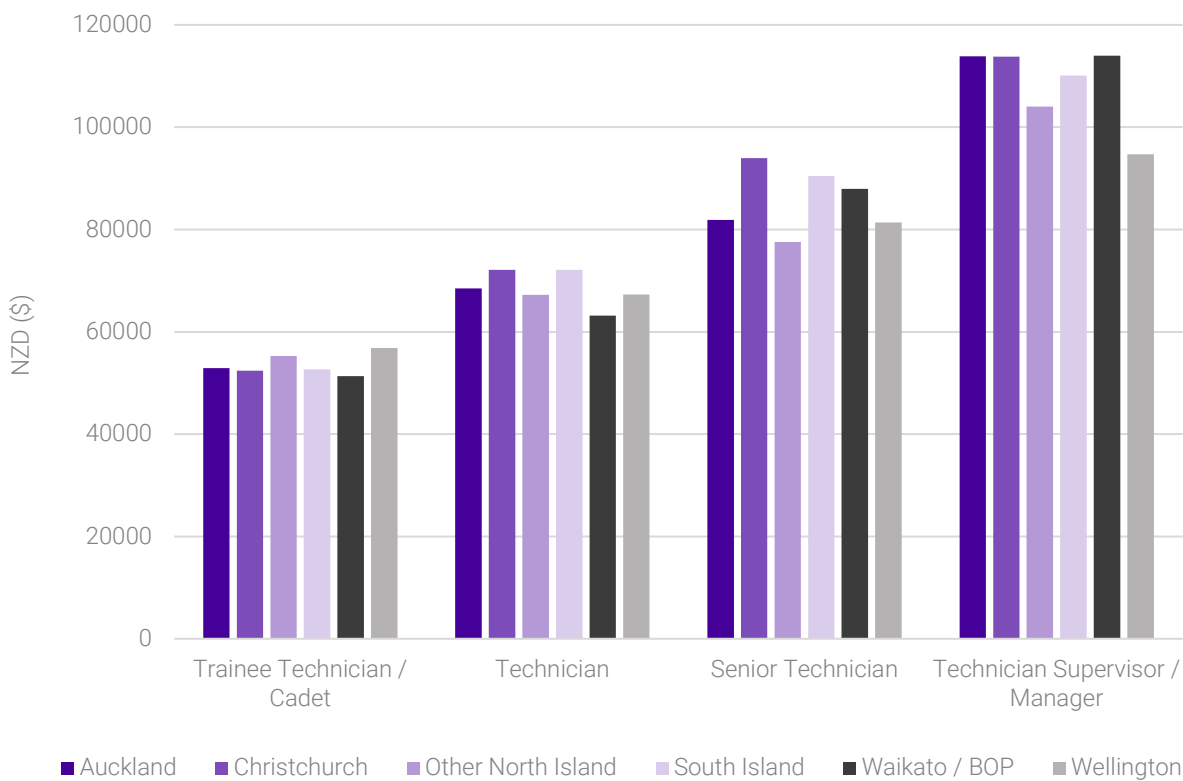
Just 9.8% of respondents reported they have regions where their charge out rates are higher, with Auckland being the most common region.

These charts compare the regional difference within each benchmark job.

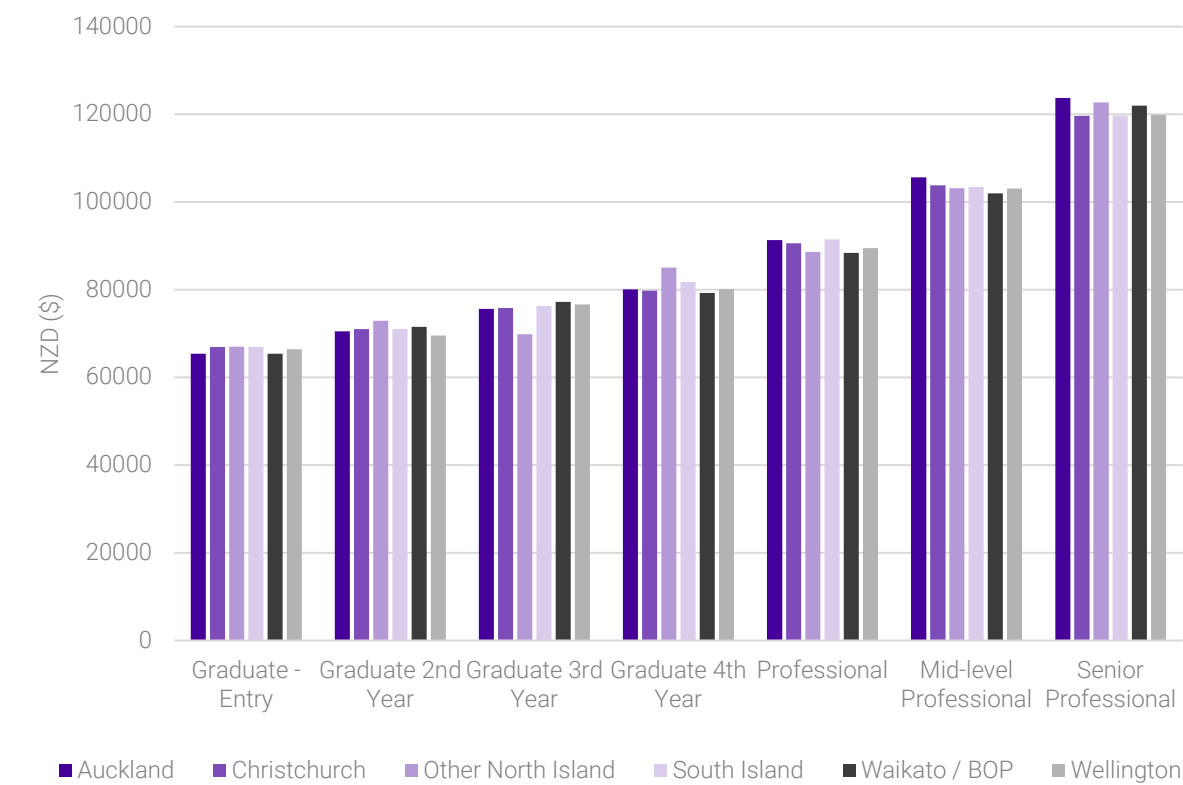
Median fixed remuneration - design



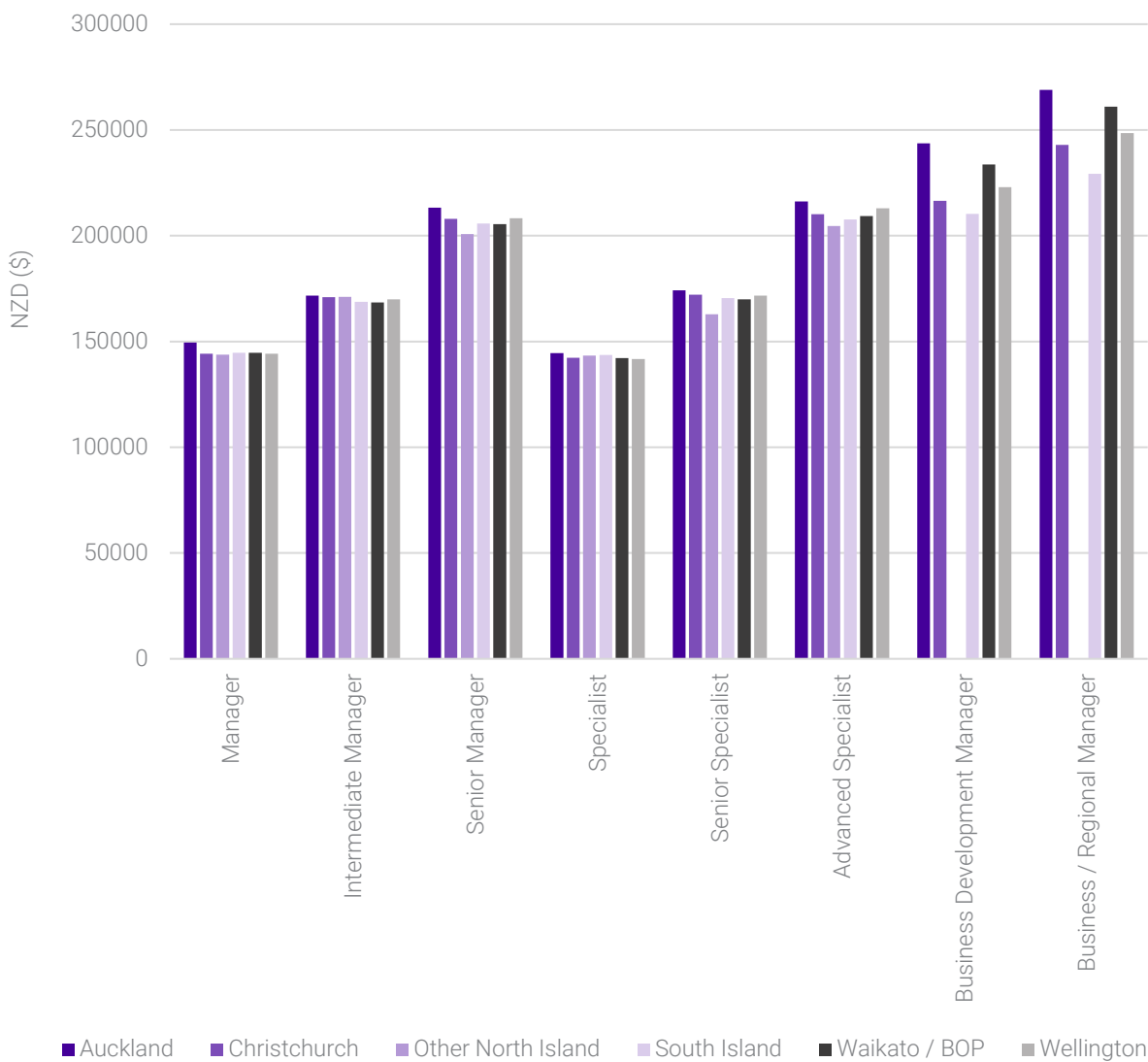
Median fixed remuneration - technical



Median fixed remuneration – engineering 1



Median fixed remuneration – engineering 2





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