



Signature Insights

Salary Pulse: Australia

Satisfaction, fairness and
how to talk about pay rises



About SEEK

A leader in online employment marketplaces, SEEK has been helping people live more fulfilling and productive working lives and helping organisations succeed for more than 25 years.

Founded and headquartered in Melbourne, Australia, SEEK has grown into a multinational technology company with more than 3,300 employees and is listed on the Australian Securities Exchange.

SEEK's presence spans Australia, New Zealand, Hong Kong, Indonesia, Malaysia, the Philippines, Singapore and Thailand. Additionally, SEEK has minority investments in employment marketplaces in China, South Korea and Bangladesh.

About this report

The SEEK Salary Pulse report is presented in two parts.

Part 1 focuses on attitudes and experiences around pay, including how fairly people feel paid, how happy they are with their salary, and how they approach pay conversations. It also offers practical guidance to help employers and employees have more open, confident conversations about salary.

This research was conducted by market research agency Nature on behalf of SEEK via an online survey in February 2026. Responses were gathered from 3,046 Australians aged 18 to 64 who are currently employed, recruited on a nationally representative basis on age, gender and location. To ensure accuracy, the data has also have been weighted to be broadly representative of the Australian labour force by age, gender, location as well as income.

Part 2 shares average advertised salaries for the top 20 roles (by job ad volume) across industries, based on SEEK job ad data from November 2025 - April 2026. This provides a snapshot of what employers are currently offering in the market for high-demand roles. A minimum threshold of job ads on SEEK is required for a role to appear in these tables.

Contents

- Part 1: Introduction..... 04
- Salary satisfaction across APAC in 2026..... 05
- The state of pay in Australia..... 07
- Expert advice on pay conversations..... 17
- Pay satisfaction across generations and industries..... 18
- Playbook for employees and employers..... 25
- Part 2: Australia pay data..... 29
- State of the economy..... 31
- Learn more..... 39

PART 1

Introduction

Pay is a foundational factor shaping how Australians feel about work, yet it's one of the most challenging topics to talk about openly. At SEEK, our purpose is to help people live more fulfilling and productive working lives and to help organisations succeed, and salary comes up time and again as a key driver of career happiness and longevity.

The financial strain that many are under is no secret. Cost of living challenges continue to weigh on household budgets and consumer confidence remains subdued, leaving candidates with less bargaining power than they once had. In this environment, how people feel about their pay can be the difference between staying in a role or moving on.

This research goes beyond the numbers to understand how Australians feel about their pay, how fair they believe it is and their experiences around pay rises.

What we found matters for everyone. When people are happy with their pay, they're more likely to feel motivated and go above and beyond at work. And when leaders create transparent opportunities to discuss pay, they can manage expectations and build stronger pay satisfaction.

With fresh insights and practical advice, this report aims to support both employers and employees to have better, more confident conversations about pay.

Please note: Salary fairness in this report is based on workers' personal feelings and their own ideas about being paid fairly, not specific working conditions that constitute legally fair conditions.

Salary satisfaction across APAC in 2026

Across APAC, most workers feel their pay is mostly fair, but there's a distinct gap between feeling fairly paid and feeling satisfied with their salary.

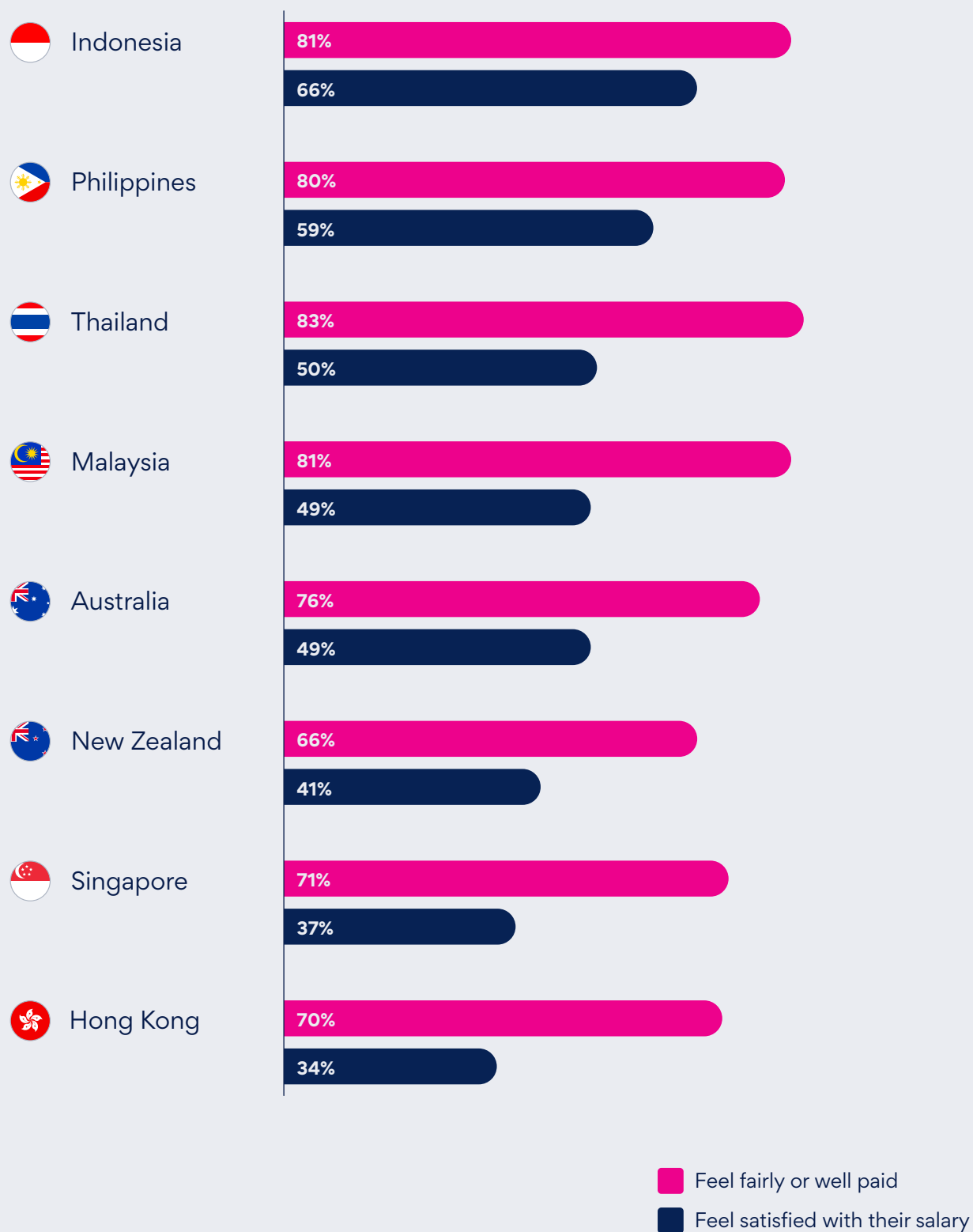
Indonesia leads on pay satisfaction, with 66% feeling somewhat or extremely happy with their salary, followed by the Philippines. While cultural positivity in survey responses may be contributing, these results still point to stronger salary optimism in these markets. A great sense of confidence likely supports this, with workers in Indonesia and the Philippines feeling the most comfortable in asking for a pay rise.

At the other end of the spectrum, Hong Kong, Singapore and New Zealand report the weakest levels of pay satisfaction among the markets surveyed. They are also the least comfortable initiating a pay rise conversation, giving them less agency to influence their salary. Hierarchical structures and social norms around proactively asking for pay increases could be playing a role for Hong Kong and Singapore, alongside high-pressure environments that workers feel don't match their monetary compensation. Cost of living challenges and tough job markets are also likely to be having a bearing on how satisfied workers are with their pay.

For leaders across APAC, there's a clear opportunity to help workers navigate salary conversations with more clarity and confidence, fostering stronger pay satisfaction.



Salary satisfaction in the APAC region



The state of pay in Australia



KEY FINDING 1:

Most Australians feel fairly paid, but not necessarily content

Most Australians feel they're being paid fairly for the current job they are in. Despite this, only half report being happy with their salary, highlighting a disconnect between what they consider fair and what they'd ideally like to earn.

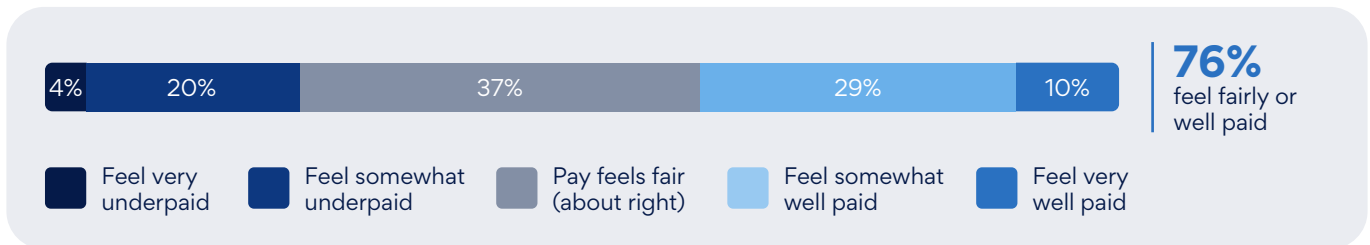
Perceptions of fairness and salary satisfaction are strongly correlated with income, with higher earners more likely to feel well paid and happier with their salary overall.

Women (28%), older workers aged 46+ (26%) and public sector employees (29%) are the most likely to feel unfairly paid (see page 15 for more generational and sector insights). Workers in larger companies also report feeling less fairly paid (27%), potentially due to a lack of transparency around salary information.

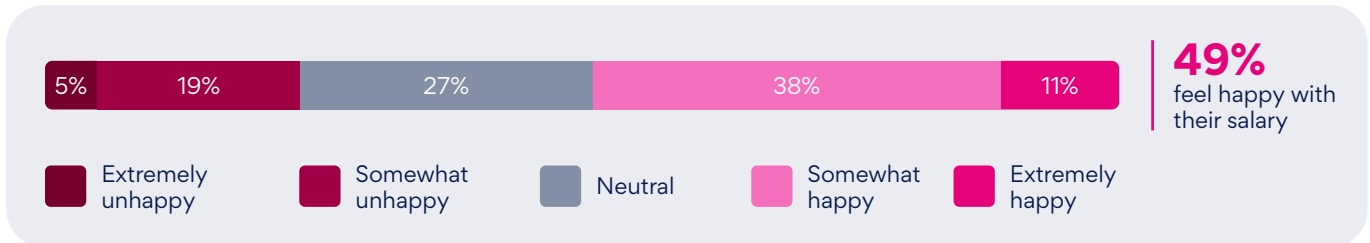
When Australians think about their future salary, the most common emotion is optimism, with 34% feeling hopeful. However, current experiences with pay fairness play a significant role in shaping how employees feel about their future prospects. Those who feel unfairly paid are much more likely to feel undervalued (50%), frustrated (37%) and stuck (32%) when thinking about their financial future. On the other hand, those who currently feel well paid feel confident (45%), hopeful (45%) and secure (44%).

Feelings around pay fairness are therefore pivotal not just for present satisfaction, but also for shaping how employees feel about their prospects (and potentially their employer) into the future.

Salary fairness



Salary happiness



“

It's a fair salary but I wish it was more. Cost of living is increasing and it's hard to enjoy life with this salary.

- Gen X, Public sector



KEY FINDING 2:

Salary happiness comes from feeling meaningfully rewarded, not just fairly paid

Only about a third of employees who view their pay as “fair (feels about right)” are actually satisfied with that level of remuneration. This suggests that employees don’t just want to know they’re being paid in line with a benchmark, they want to feel rewarded above and beyond for their contribution to feel truly well paid. Transparency matters too, with 75% of Australian employees saying they’d want to know the salary ranges of positions in a company, and 66% reporting that they’d be less likely to apply for a job if the salary is not disclosed in the job ad.

Alongside benchmarking, employees also interpret their salary in the context of their workload and how well it supports their lifestyle. Together, these factors have a significant bearing on how fairly employees feel they are being paid and how satisfied they are.

Given this, leaders need to think beyond benchmarking to help foster higher pay satisfaction in the workplace. It’s important to also recognise that employees’ expectations are also shaped by how strongly they believe their contribution is valued, and by how well their salary supports what matters to them outside of work.

Salary happiness among those who feel underpaid vs well paid



“

My company cares so much about employees that we are given a very fair, well-paid salary which makes me happy.

- Millennial,
Construction

KEY FINDING 3:

Salary happiness boosts motivation and prevents turnover

When Australians are happy with their pay, they're almost 3x more likely to feel motivated and willing to put in extra effort at work. On the other hand, employees who aren't happy with their salary are twice as likely to have one eye on the door and be thinking about changing jobs.

Pay satisfaction is therefore a critical area for leaders to understand and take seriously, given the role it plays in driving strong productivity and retention.

2.7x

Workers who are happy with their pay are **2.7x more likely to feel motivated to go above and beyond** at work than those who are unhappy (77% vs 29%)



2.0x

Workers who are unhappy with their pay are **2x more likely to think about changing jobs** than those who are happy (63% vs 31%)



KEY FINDING 4:

Recent pay increases are common, mostly driven by company-wide adjustments

Over half (59%) of Australian workers reported a salary increase in the last year. Most were small at 5% or less (67%) and driven by company-wide adjustments such as CPI corrections rather than performance or promotion.

So while small raises are common, promotion and performance-based increases are much less frequent. That matters, as employees who receive this type of raise are 4x more likely to receive an increase above 5%, and report greater salary satisfaction overall.

The limited number of these is likely affecting employee motivation and retention.

Not all industries are equal. Those in technology and professional services sectors are significantly more likely to have received higher pay increases linked to performance-based increases and promotions. This reflects the greater flexibility these sectors have around salary bands and caps, allowing for more substantial pay increases for high-performing employees. See page 21 for more insights by industry.

74% of workers who received their last pay increase in the last 12 months achieved it in their current role. 10% achieved an increase through a promotion, with most others receiving one because of a role change (within the same company or moving to a different company/industry).

Last pay increase type within role

(Among the 74% of workers who said their last pay increase was in their current role, not via a promotion)

A company-wide pay increase (e.g. annual inflation increase)

59%

A performance-based pay increase

19%

An individual pay adjustment (e.g. individual benchmarking adjustment, tenure-based increase)

15%

A retention or counter-offer increase

2%

Other/don't know

5%

“

We are paid a low wage and never receive pay rises in line with inflation, so we basically go backwards every time.

– Gen X,
Admin, customer service and sales



KEY FINDING 5:

Australians are willing to sacrifice their title for higher pay, but not their values

Australians are willing to make other compromises for a higher salary. More than 1 in 4 Australian workers are open to prioritising financial comfort and stability over title and status, with 27% willing to consider accepting a lower job title or position for a 10% pay increase. It's the most common sacrifice they're willing to make.

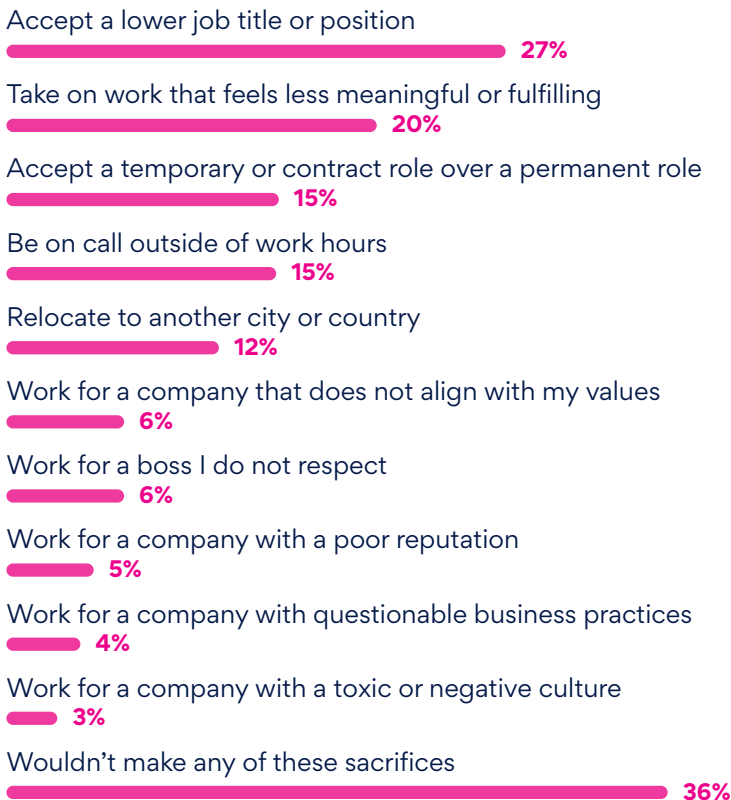
However, Australians show a strong commitment to maintaining their values. Only 3% would be willing to work for a company with a toxic culture for a 10% pay increase, and just 6% say they're willing to work for a company that does not align with their values for that pay rise.

Those who are unhappy with their salary are more open to making tough sacrifices to get the salary they want, being 2x more likely to take on work that feels less meaningful or fulfilling. However, from SEEK's Workplace Happiness Index we know that purposeful work is the #1 driver of happiness at work, and weak workplace happiness can lead to low motivation and high turnover. Read the report [here](#).

This serves as a caution for employees – while the willingness may be there to sacrifice meaningful work to achieve a higher income, longer-term work satisfaction depends on working with a sense of purpose.

Sacrifices for a 10% salary increase

(% who would consider doing each)



“

I think I'm doing ok, there's likely other companies that offer more for a similar role but don't fit with my values, e.g. big banking or mining.

- Millennial,
Admin, customer service and sales



KEY FINDING 6:

Movers are being rewarded with higher pay increases

Movers (those who received a pay rise from changing employers) are more than 3x more likely to receive a substantial pay increase (greater than 10%) compared to those who stayed. And longer tenure does not guarantee higher pay rises either, with those with more than 20 years' experience at the company the least likely to report pay rises above 5% (10% vs 24% Australian average).

Yet most Australians are staying put. 88% received their last pay increase* by staying with their current employer, and 63% think their best chance for a salary increase in the next 12 months is through their current employer rather than moving companies or industries. This could reflect a broader trend of Australians holding onto jobs longer amid financial uncertainty and a competitive job market. In fact, 27% of those considering a switch are hesitating due to the economic climate, up from 20% last year, pointing to a phenomenon dubbed 'job hugging'.

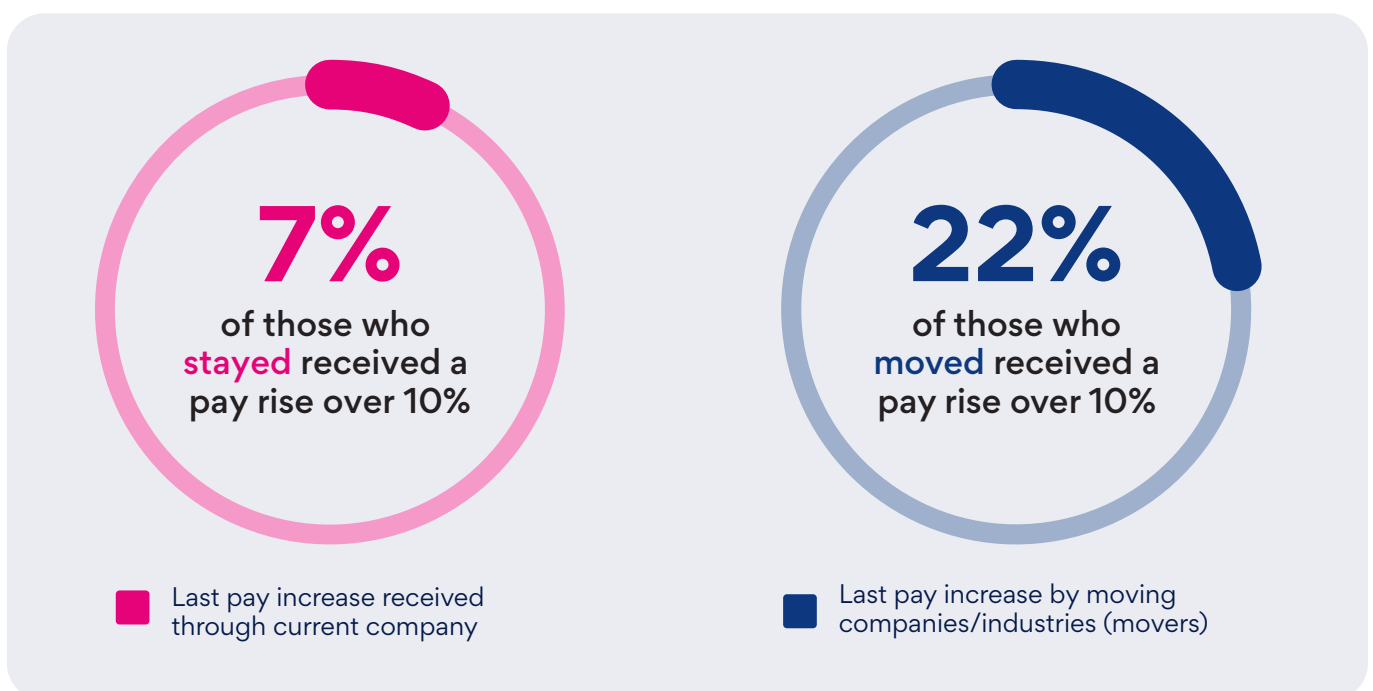
However, staying loyal can limit earning potential in the short term, leaving employees feeling undervalued and unmotivated.

For employers, this risks lower productivity and a loss of deep sector or company expertise. Replacing this experience can be costly, and rushing to fill gaps can also increase the chance of recruiting the 'wrong hire'. SEEK's past research across Australia and New Zealand shows that a wrong hire is 3.3x more likely to leave than a good hire, and may cause the resignation of another employee, leading to even greater turnover costs and a weakened workplace culture.

Recognising and rewarding skilled, loyal employees is therefore a key opportunity for leaders to foster a motivated, productive workplace and limit turnover and related costs.

**Note: Last pay increase reported on this page is based on last pay rise (not just those who have received increases in the last 12 months).*

Last pay increase amount by those who stayed with their company vs those who moved



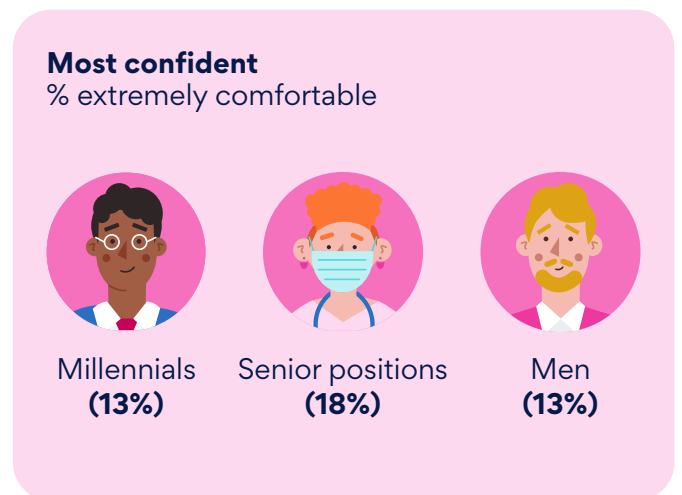
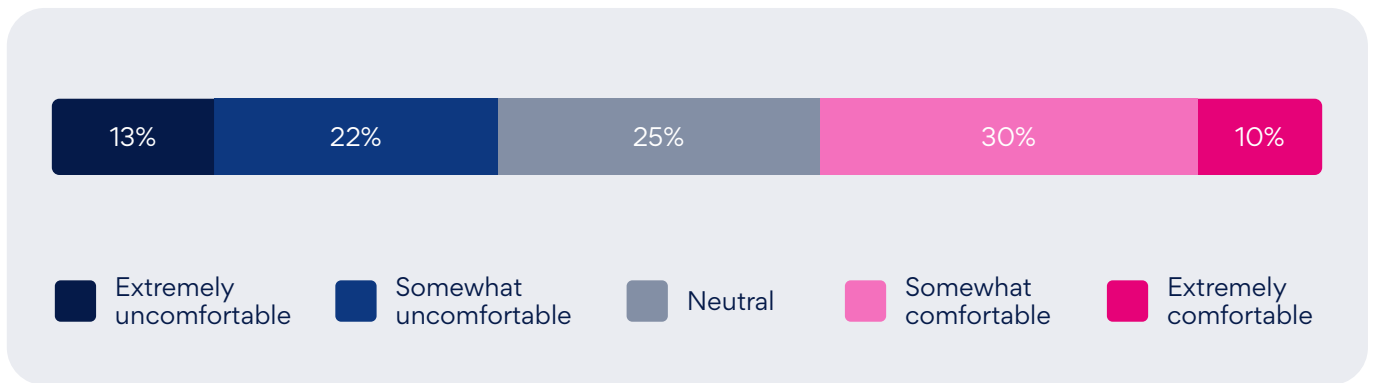
KEY FINDING 7:

Most Australians could use extra support navigating pay conversations

Australian workers are mixed in their confidence levels when it comes to asking for a pay rise, with 40% feeling comfortable and a similar proportion feeling uncomfortable. While general confidence is split, only 10% feel extremely comfortable asking for a pay rise. It's clear that nearly all Australians could benefit from a confidence boost in this area.

Gen Z, junior employees, newer staff and women are in even greater need of support, as they are the employees least confident in asking for a pay rise. For more junior employees, this could come down to a few factors: less confidence in their ability to justify a pay rise, less established relationships with decision-makers, and general inexperience with these types of conversations.

Comfort in asking for a pay increase



KEY FINDING 8:

It pays to be proactive in initiating pay conversations

One in two workers have asked for a pay rise before, mirroring the mixed levels of confidence Australians experience in initiating salary discussions. While these conversations can feel awkward, the encouraging reality is that many employees (81%) who ask for an increase were successful.

Additionally, the more someone does it, the more confident they typically feel in approaching future pay rise conversations, and the happier they tend to be with their salary. This heightened satisfaction likely stems not just from the pay increase they typically

receive, but also from the sense of ownership and achievement they have in the outcome of these discussions.

The opportunity for employees is clear: don't let initial discomfort hold you back from initiating a pay conversation if you have a solid justification for receiving an increase. Instead, invest in your preparation to build confidence before entering the discussion, ensure your ask is anchored in evidence (not only based on increased living expenses) and then take the learnings from your experience, regardless of the outcome, into future conversations throughout your career.

76%

of repeat askers feel **comfortable asking for a pay rise**, compared to 53% of those who have only asked once



63%

of repeat askers feel happy with their salary, compared to 56% of those who have only asked once



KEY FINDING 9:

Declined pay requests or unmet expectations can trigger quiet withdrawal

While those who ask for a pay rise are often rewarded, 10% of employees have faced rejection. These employees tend to feel less valued and are less motivated to go above and beyond in their roles. Rejection can also lead them to consider changing jobs, making them more likely to leave.

Beyond hard rejections, dissatisfaction with pay rise outcomes can also fuel 'quiet quitting' (where employees stop going above and beyond and performing only their required job duties), with 25% of employees saying unmet expectations would prompt them to look for a new role, and 21% saying they'd accept the raise, but admit their motivation would be impacted.

These employees are essential for leaders to keep an eye on. If a pay increase is declined or smaller than expected, it's important to communicate clearly about why and offer guidance on what's needed for future success. Getting ahead of these conversations is equally important. Sharing what milestones are required before yearly reviews can help manage expectations early.

Offering other benefits can also help retain these employees. According to [SEEK's Money Matters](#) report, time-based benefits such as more flexible working arrangements, increased annual leave and a monthly rostered day off (RDO) are the most popular alternatives when a pay rise is not possible.

Next steps if pay rise doesn't meet expectations

(% action most likely to do)



“ I am being paid pretty much award wage, the same as someone with no experience, and I haven't had a pay rise in 5 years even though I have asked.

- Millennial,
Construction

Expert advice on pay conversations



For employees

Effective salary conversations come down to timing, preparation, and commercial awareness. Don't wait for your performance review, speak to your manager in advance to understand what's required, set expectations and align your goals accordingly.

- Come ready with evidence-based examples: revenue generated, efficiencies improved, and responsibilities taken on beyond your role.
- Benchmark your salary through recruiters, industry networks and job advertisements to understand your market value.

Remember, salary increases are based on the value you deliver, not personal financial pressures. Understand how pay decisions are made in your organisation, seek regular feedback year-round, and let the conversation grow naturally from there. Good luck!

For employers

Pay rise conversations can carry significant emotional weight and should be handled with care, therefore, preparation is critical. Clarity and transparency are essential during these conversations with employees.

Ensure you can clearly talk to how remuneration decisions are made at your organisation and proactively set clear expectations around KPIs, behaviours and business results before any formal review.

- Understand how remuneration decisions are made and proactively set clear expectations around KPIs, behaviours and business results before any formal review.
- If a pay rise is declined or lower than expected, explain the rationale clearly and provide actionable feedback. Acknowledge the employee's contribution and demonstrate empathy.
- Where salary increases aren't possible, consider alternatives such as flexible working or professional development.

Handled well, these conversations build trust. Handled poorly, they risk disengagement and higher turnover.

Ukari Warmann,
Director, Business Partnering, APAC
SEEK

Pay satisfaction across generations and industries



KEY FINDING 10:

Despite lower salaries, Gen Z are the most likely to feel they're being paid fairly

Gen Z are paid significantly less than other generations, with a third earning below \$41,600 compared to the employment market average of 23%. This is largely because a greater proportion of Gen Z are working part time (46%) versus other generations (36%). However, full-time Gen Z workers are also being paid less (10% earning below \$41,600 vs 6% full-time worker average). Gen Z are also earlier in their careers and are therefore more likely to be in entry-level roles (56%) compared to other generations (29%).

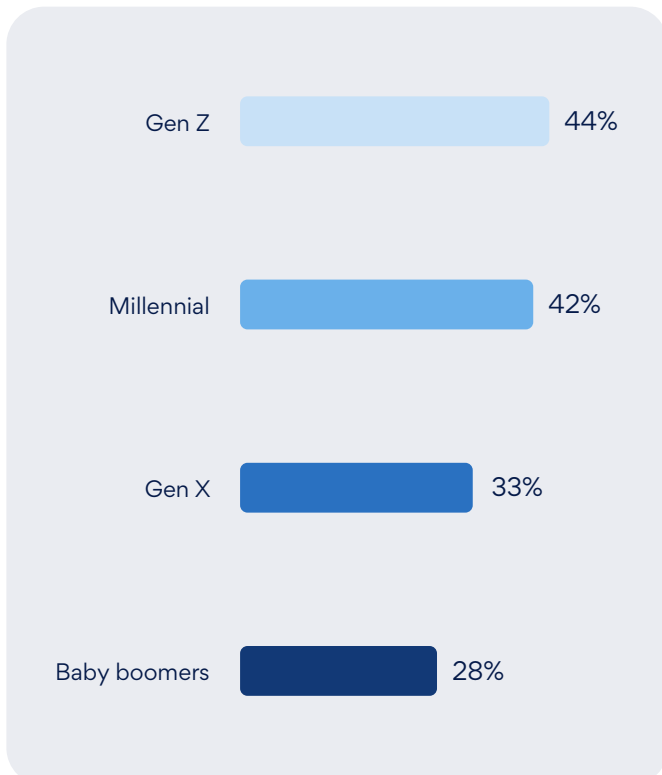
Despite this, they are the most likely to feel that their pay is fair, with 44% saying they feel well paid.

Driving this is likely a sense that they lack the experience or skills to have earned a significantly higher salary. They may also be more likely to have greater disposable income if they are without a mortgage or dependants, which may help them feel that their salary is sufficient for their living costs.

Gen Z are the most hopeful (39%) and motivated (25%) of any generation when thinking about their future salary, which aligns to this notion of fairness – their incomes might be lower now, but many believe that it will continue to increase as they progress in their careers.

Salary fairness

(I feel somewhat well paid + I feel very well paid)



“

As a recent graduate trainee, I feel that my wage is comparable to my skills and experience, and that despite the current cost of living, I am able to have a good life.

- Gen Z,
Public sector

KEY FINDING 11:

Gen Z lack confidence in asking for a pay rise, but are just as successful

Gen Z are the least comfortable asking for a pay rise in future. However, they are just as likely to have received a pay rise when they asked for one as other generations are (4 in 5).

They are also the most likely generation to say they often think about changing jobs (44% vs 40% market average). This reveals a watch-out for employers. If Gen Z are less inclined to advocate for themselves, leaders may not get clear signals that a younger worker feels underpaid. Instead, dissatisfaction may go unspoken until it shows up as a resignation.

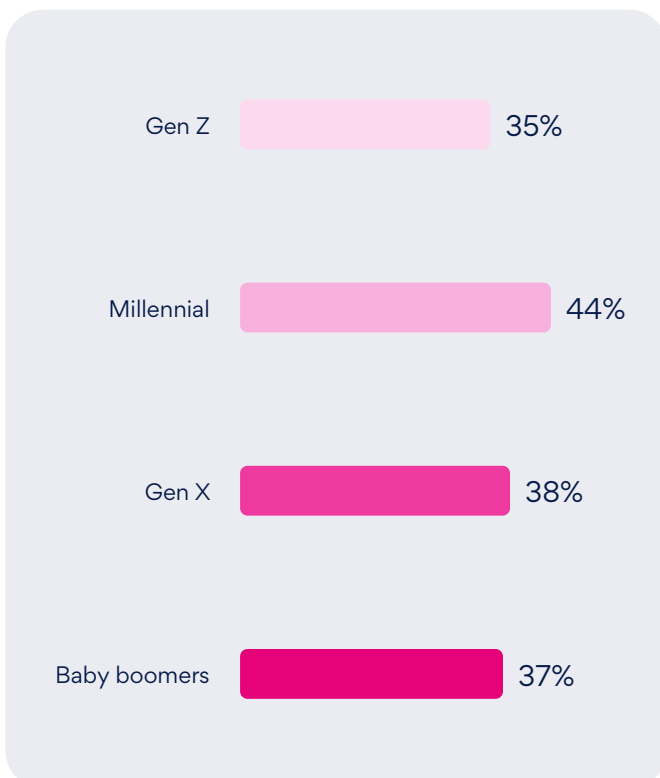
So, what would build Gen Z's confidence? There's no clear one-size-fits-all approach for how Gen Z wants to discuss pay increases – 44% would prefer to bring it up in a scheduled review, 36% would prefer to proactively start the

conversation themselves, and 21% would prefer to wait for their manager or HR to raise it.

For Gen Z, this means not letting your age or inexperience stop you from asking for a pay rise, even if it makes you uncomfortable. Educate yourself on your market value and how to come prepared to these kinds of conversations.

For leaders, it's important to know your Gen Z employees and understand exactly how they prefer to have these sorts of salary discussions. If a pay rise isn't an option, showing them a roadmap of how they can receive one in the next review, or what their salary prospects are down the track, will be well received. Transparency and clarity will go a long way in retaining these candidates as they look to get ahead in their careers.

Comfort asking for a pay rise (Somewhat comfortable + extremely comfortable)



KEY FINDING 12:

Baby boomers are the only generation who feel less well paid the longer they stay

While baby boomers are similarly happy with their salary compared to other generations (45%), they are less likely to say they feel well paid (28%). For younger generations, sentiment around feeling well paid and happiness tends to align. These lower levels of feeling well paid felt by baby boomers are seen among both full-time (32%) and part-time workers (26%).

They're also the most likely to feel undervalued when thinking about their future salary, and as a result, just 7% feel motivated (compared to an average of 20%).

Baby boomers have the longest company tenure, however, a third of those who have stayed for over five years feel underpaid, while 20% of those who have stayed for five years or less feel underpaid. For other generations, longer tenure actually tends to improve perceptions of salary fairness.

Feeling underpaid won't always drive baby boomers to look for a new role, but it will impact their performance. If a pay rise does not meet their expectations, 14% would look for a new role (vs 25% average), while 27% would accept it but would feel less motivated (vs 21% average). This is consistent with the trend of 'quiet quitting' and is a risk to employers.

Employers therefore need to focus on other ways to reward the loyalty of baby boomers, both to elevate feelings of pay fairness and strengthen motivation. According to [SEEK's Workplace Happiness Index](#), having a strong sense of purpose at work is the greatest driver of happiness for baby boomers, so helping them connect their role to a greater purpose is a powerful place for leaders to start.

**Note: baby boomers base size n=171 overall – n=122 for those who have stayed over 5 years, n=49 for those who have stayed 5 years or less*



“

Not recognised for experience, only paid at a vet level with no opportunity to earn more in my current position.

- Baby boomer,
Public sector

KEY FINDING 13:

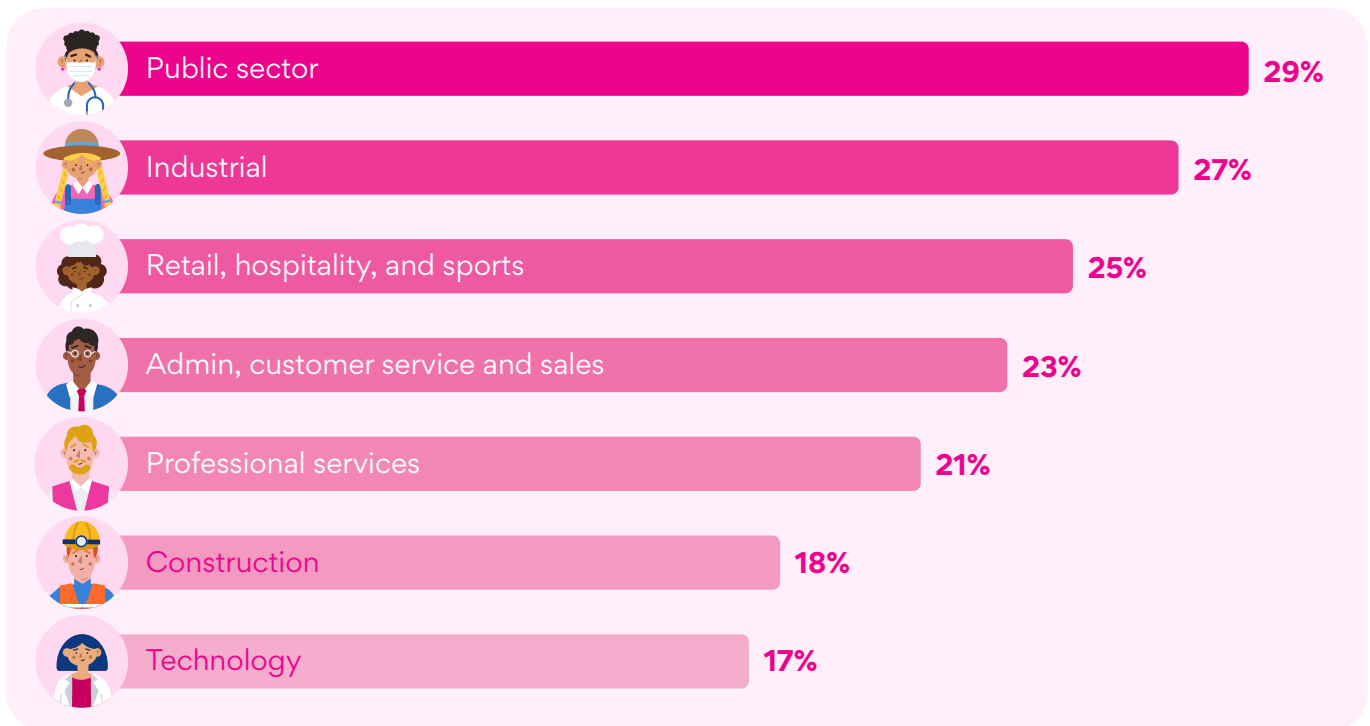
Technology and professional services workers feel the most well paid

Those working in technology and professional services industries* are the most likely to feel like they are being paid well (51% and 47% respectively), and equally, are the happiest with their salaries (62% and 52% respectively). They are also feeling more hopeful and confident about their future salary prospects. This aligns to findings that workers in these industries are typically on higher salaries than those in other sectors.

Meanwhile, public sector workers feel differently – despite moderate happiness with their pay (48%), they are the most likely to feel that they are underpaid (29%). Further, a fifth feel undervalued at work, and they’re the least likely to feel hopeful (29%) or confident (21%) about their future salary prospects.

Salary unfairness

(I feel somewhat underpaid + I feel very underpaid)



“

I believe my current compensation reflects the responsibilities and skills required for my position. The benefits package is also competitive, contributing to my overall satisfaction with my salary.

- Millennial,
Technology



So, what's driving this? Public sector workers are actually the most likely to have received a pay rise in the last 12 months (64%), but the majority of these increases (79%) were 5% or less. In technology and professional services, this figure was significantly lower (53% and 55% respectively).

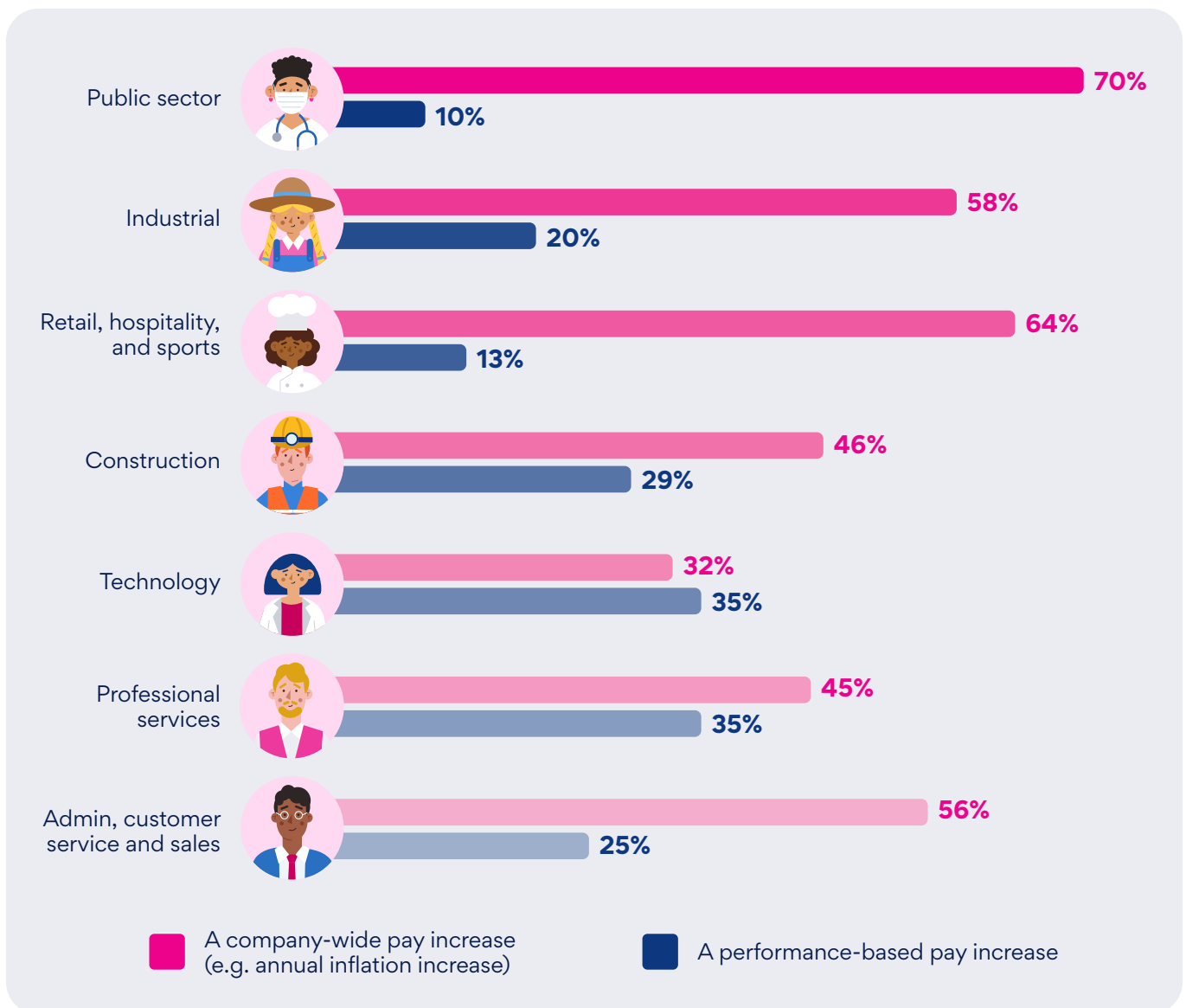
The type of increase matters too. In the public sector, most recent pay rises were within-role increases (84%) predominately linked to company-wide raises (e.g. inflation-based corrections). Promotions were rare (5%).

Those in technology and professional services are much more likely to have received their last pay increase through a promotion in comparison, and in-role increases are also more likely to be linked to performance.

The lack of flexibility in offering higher performance-based increases is clearly playing a role in public sector employees' weaker perceived fairness. When not feasible within a sector or company, leaders should instead explore other incentives to recognise high performance, to help retain quality employees.

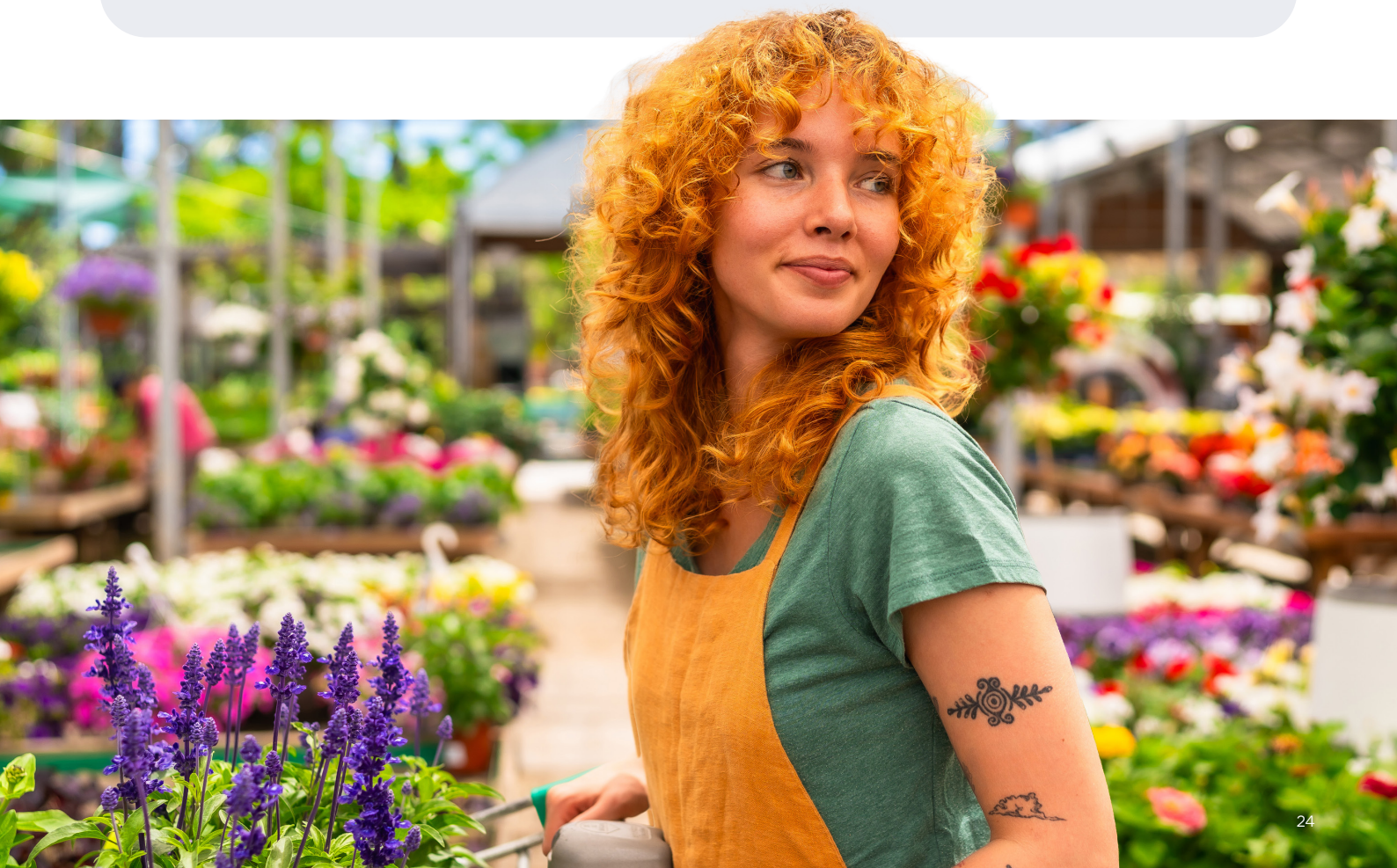
Last pay increase type within role

(Among those who had a pay increase in the last 12 months, in their current role, not a promotion)



→ TAKEAWAYS

- Most Australians (76%) feel fairly paid, yet only around half are happy with their salary, revealing a gap between what feels fair and what they'd ideally like to earn.
- Only around 1 in 3 employees who feel their pay is 'fair (about right)' are happy with it, showing that real salary happiness comes from feeling meaningfully rewarded, not just fairly paid.
- Pay satisfaction is a critical focus for leaders, with workers who are happy with their pay 2.7x more likely to go above and beyond at work, and unhappy workers 2x more likely to be thinking about changing jobs.
- Recent pay rises are common but modest, with 59% of workers reporting an increase in the last year and 2 in 3 of these amount to 5% or less.
- Many Australians would trade status for money, with 27% willing to consider a lower job title for a 10% pay rise, but very few would sacrifice their values (3% for a toxic culture, 6% for a values-misaligned employer).
- Movers are being rewarded more, with those who changed jobs are over 3x more likely to receive a pay rise above 10%.
- Most Australians could use extra support navigating pay conversations, with only 40% feeling comfortable asking for a pay rise and just 10% feeling extremely comfortable.
- Being proactive with pay conversations pays off, with 81% of workers who ask for a pay rise successfully receiving one and typically feeling more confident and happier with their salary.
- When pay rise expectations are not met, engagement can quietly drain, with 25% saying this would make them consider a new role and 21% likely to stay but with reduced motivation.



Playbook for employees and employers



Playbook for employees

1. Know your market value

- **Benchmark your salary before any pay conversation.**
Use SEEK to understand what others in your role and industry are earning. It's the foundation of any confident pay discussion.
- **Don't rely on informal comparisons.**
Comparing your salary to colleagues, friends or family is common, but these are subjective measures that can give you an inaccurate picture of your true market value.

2. Build your case

- **Know what you bring to the table.**
Before any salary discussion, take stock of your contribution and how it aligns with your organisation's goals. The clearer you are on your value, the more confidently you can advocate for yourself. Need help getting started? [SEEK Career Advice](#) has practical tips to help you prepare.
- **Think beyond the pay rise.** If a higher salary isn't immediately possible, consider what else matters to you. Flexible work arrangements, additional leave or other benefits can be valuable alternatives.

3. Have the conversation

- **Don't let discomfort hold you back.**
Just over a third of Australians (35%) find salary conversations uncomfortable, but those who have them are far more likely to be rewarded (81% of employees who asked for a pay rise received one, either in full or in part).
- **Choose the right moment.** Nearly half of workers (47%) prefer to bring up pay discussions in a scheduled review, while 34% prefer to start the conversation proactively. Know what works best for you and plan accordingly.
- **If you're early in your career, ask anyway.**
Gen Z and junior employees are among the least confident when it comes to pay conversations, but confidence grows with practice. The sooner you start, the easier it gets.

4. If the answer is no

- **Ask for a clear pathway forward.**
If a pay rise isn't possible right now, ask your manager for specific feedback on what's needed to get there. A clear plan gives you something to work towards and helps manage your expectations.
- **Don't let rejection derail your motivation.**
It's natural to feel frustrated or undervalued after a knock-back, but staying engaged and focused on your development is the best way to position yourself for future success.
- **Consider your options.** If unmet expectations are affecting your motivation, weigh up whether other benefits or a move to a new role better aligned with your values and goals might be the right next step.



Playbook for employers

1. Understand how your people feel about their pay

- **Don't assume fair means satisfied.**
Most employees may feel their pay is reasonable, but that doesn't mean they're happy with it. Regularly checking in on pay satisfaction (not just pay rates) gives you a more accurate picture of how your people are really feeling.
- **Pay attention to who's feeling the pinch.**
Women, older workers, and those in larger organisations are more likely to feel unfairly paid. Understanding where dissatisfaction is concentrated helps you focus your efforts where they're needed most.
- **Watch for the warning signs.**
Employees who feel underpaid are far more likely to feel undervalued, frustrated and stuck, and twice as likely to be thinking about leaving. Don't wait for a resignation to find out there was a problem.

2. Go beyond benchmarking

- **Benchmarking is the floor, not the ceiling.**
Paying in line with market rates is important, but it's not enough on its own. Employees want to feel genuinely rewarded for their contribution, not just paid in line with a benchmark.

- **Build a culture of recognition.**
Feeling valued is a key driver of pay satisfaction. Regular, meaningful recognition of your people's contribution can have a significant impact on how satisfied they feel with their pay overall.
- **Consider the full reward picture.**
When a pay rise isn't possible, other benefits matter. Flexible work arrangements, additional leave and rostered days off are appealing alternatives that can help retain employees when salary increases aren't feasible.

3. Be transparent about pay

- **Share salary ranges.**
75% of employees want to know the salary ranges of positions within a company. Proactively sharing this information builds trust and helps employees feel more informed and fairly treated.
- **List salaries in job ads.**
66% of employees are less likely to apply for a role if the salary isn't disclosed. Being upfront about pay from the start helps attract the right candidates.
- **Communicate clearly about pay decisions.**
When pay rises are declined or smaller than expected, employees need to understand why. Clear, honest communication helps manage expectations and reduces the risk of disengagement.



4. Create space for salary conversations

- **Normalise pay discussions.**
Most employees find salary conversations uncomfortable, yet those who have them are far more likely to feel satisfied with their pay. Creating an environment where these conversations are expected and welcomed makes a real difference.
- **Provide structure, but keep it flexible.**
Workers who can discuss pay during scheduled reviews and at other times if needed are the happiest with their salary (66%), compared to those with only scheduled reviews (52%) or no formal process at all (55%). Regular structured check-ins are important, but leaving the door open for informal conversations is equally valuable.

5. Manage expectations early

- **Be proactive about pay conversations.**
Don't wait for the annual review to discuss salary. Regular check-ins on performance and pay give employees a clearer sense of where they stand and what's needed to progress.
- **Set clear milestones for pay rises.**
Employees who understand what's required to earn a higher salary are better equipped to work towards it and less likely to feel blindsided if a review doesn't go their way.

6. Reward loyalty, don't tax it

- **Recognise long-serving employees.**
Employees who stay for over five years are more likely to feel underpaid than those with shorter tenure, yet loyalty is one of your most valuable assets. Make sure long-serving employees feel seen and rewarded.
- **Don't let the loyalty tax drive good people out.** Employees who move roles are more than three times more likely to receive a pay increase above 10% compared to those who stay. If your best people can earn significantly more by leaving, they will.
- **Review your performance-based pay.**
Company-wide adjustments like CPI increases are important, but they're not enough to keep high performers motivated. Building in meaningful performance-based pay rises signals that contribution is recognised and rewarded.
- **Factor in the true cost of turnover.**
When a loyal, experienced employee leaves, the cost goes beyond recruitment. Deep sector knowledge walks out the door with them and retraining takes time, leading to even greater turnover costs.



PART 2

Australia pay data



A few things to keep in mind

This data reflects the salary ranges employers are advertising when posting roles on site - providing a snapshot of the current market for high-demand positions. It shows advertised salary ranges, which may differ from what employees are actually earning in their current roles (as reflected in Part 1's sentiment data).

The roles featured are the top 20* by job ad volume within each industry, meaning they represent where hiring demand is strongest. The average salary ranges shown are based on salary information included in job ads during the six-month period (November 2025 - April 2026).

This data is useful for understanding what employers are currently offering for in-demand roles, but individual salary offers will vary based on specific experience, skills, company size, and other factors. It should not be used as the sole benchmark for setting salaries or making hiring decisions.

For employers looking to establish competitive compensation packages, [SEEK's Explore Salaries page](#) provides up-to-date advertised salary data so you can see how your salary brackets measure up.

**A minimum threshold of job ads on SEEK is required for a role to appear in these tables.*



State of the economy



Living costs in Australia have risen sharply in recent years. After the pandemic, pent-up demand and supply chain disruptions pushed prices higher. At the same time, many mortgage holders faced higher repayments as the Reserve Bank of Australia lifted the cash rate to slow inflation.

Demand recovered before inflation had fully eased, keeping pressure on prices. More recently, higher petrol prices have added to household costs and financial strain. Given these pressures, it is no surprise that only around half of Australians are satisfied with their current salary. For most people, wages are the main source of income, and many employees have seen their purchasing power fall because they have not received a pay rise in the past 12 months.

Together, these trends help explain why many households continue to face real wage pressure even while employment remains strong. Sustained increases in living costs make it difficult for pay growth to keep pace with everyday expenses.

Employee pay in Australia is broadly set in three ways:

- the modern award system – covering around 24% of employees
- Enterprise Bargaining Agreements (EBAs) – about 36%
- individual agreements – around 40%

These arrangements affect how quickly and by how much wages respond to economic conditions. Around 60% of annual wage changes come from either the Fair Work Commission's annual award decision or scheduled EBA increases, both of which tend to adjust gradually.

Individual agreements are more flexible, allowing employers and employees to negotiate pay changes more often and by different amounts. They are common in technology and professional services, where pay is often linked more directly to performance and business results.

Looking ahead, the Fair Work Commission is expected to lift wages under the modern award system again in July. These annual adjustments usually reflect inflation and productivity trends, although the Commission can respond more flexibly when conditions change. Employees on EBAs will receive increases set out in existing agreements, while those on individual agreements may face more uncertainty as cost pressures and weaker demand, intensified by conflict in the Middle East, weigh on business budgets.

Although wages are still expected to rise for most employees, growth is likely to be slower than in recent years. Many employers are taking a more cautious approach as higher costs and softer conditions limit their capacity to increase pay. For most workers, this means only modest improvements in real income until inflation stabilises and productivity improves.

Dr Blair Chapman,
Chief Economist
SEEK

Accounting

Role Titles	Lower-mid range	Upper-mid range
1. Accountant (General)	79,500	114,500
2. Financial Accountant	102,999	133,424
3. Payroll Officer	81,500	104,728
4. Finance Manager	126,000	166,000
5. Assistant Accountant	74,500	90,090
6. Bookkeeper	74,500	93,000
7. Management Accountant	103,000	136,000
8. Financial Officer	75,183	99,000
9. Finance Business Partner	122,000	166,000
10. Taxation Accountant	83,000	125,550
11. Financial Controller	143,000	195,000
12. Accounts Officer	69,320	83,000
13. Business Services Accountant	83,000	108,970
14. Financial Analyst	106,000	139,500
15. Chief Financial Officer	192,000	308,950
16. Business Services Manager	125,750	153,200
17. Payroll Manager	122,000	166,000
18. Taxation Manager	131,750	186,000
19. Commercial Analyst	109,775	144,650
20. Accounts Assistant	64,500	80,060

Advertising, Arts & Media

Role Titles	Lower-mid range	Upper-mid range
1. Journalist	66,000	96,400
2. Reporter	77,220	96,000
3. Producer	80,480	108,300

Administration & Office Support

Role Titles	Lower-mid range	Upper-mid range
1. Administration Officer	62,244	79,667
2. Executive Assistant	88,000	119,500
3. Receptionist	56,514	70,198
4. Office Administrator	63,000	76,500
5. Office Manager	77,500	98,800
6. Customer Service Representative	61,626	73,039
7. Service Coordinator	70,938	84,997
8. Project Administrator	73,000	95,550
9. Contracts Administrator	83,000	143,752
10. Administration Coordinator	68,000	87,327
11. Sales Administrator	63,000	79,450
12. Operations Coordinator	71,500	96,000
13. Personal Assistant	73,000	99,000
14. Administration Manager	73,310	102,200
15. Business Support Officer	70,482	93,962
16. Client Services Officer	63,000	79,861
17. Site Administrator	78,000	102,722
18. Service Administrator	64,500	79,650
19. Office Coordinator	68,570	86,000
20. Operations Administrator	68,000	86,500

Banking & Financial Services

Role Titles	Lower-mid range	Upper-mid range
1. Mortgage Broker	92,000	122,000
2. Financial Adviser	115,000	163,000
3. Credit Analyst	84,700	115,000
4. Client Services Officer	71,000	86,175
5. Customer Service Representative	63,000	71,700
6. Client Services Manager	81,500	103,000
7. Branch Manager	101,000	123,800
8. Business Development Manager	119,900	165,000
9. Financial Planner	123,000	150,529
10. Personal Banker	73,000	81,500
11. Analyst	96,000	158,520
12. Paraplanner	85,220	106,000
13. Relationship Manager	106,000	172,480
14. Adviser	89,100	127,500
15. Finance Broker	92,900	172,500
16. Customer Adviser	57,500	68,125
17. Compliance Manager	135,000	172,500
18. Settlements Officer	72,826	89,750
19. Asset Finance Broker	117,000	201,000
20. Home Lending Specialist	83,000	88,790

Figures listed are from SEEK's advertised salary data in AUD based on full time annual salaries, typically falling between the lower-mid and upper-mid range.

Call Centre & Customer Service

Role Titles	Lower-mid range	Upper-mid range
1. Customer Service Representative	61,500	74,500
2. Customer Care Consultant	59,375	69,283
3. Customer Service Specialist	64,500	75,910
4. Collections Officer	66,000	81,702
5. Call Centre Operator	56,500	72,424
6. Customer Support Officer	64,118	76,300
7. Customer Experience Consultant	63,000	82,385
8. Customer Service Manager	74,500	116,000
9. Customer Service Coordinator	66,000	78,000
10. Service Adviser	66,000	89,500
11. Team Leader	82,550	111,250
12. Client Services Officer	62,291	84,500
13. Customer Service Team Leader	79,120	104,350
14. Appointment Setter	65,287	97,372
15. Customer Experience Specialist	64,500	69,429
16. Customer Service And Sales Consultant	63,000	72,700
17. Internal Salesperson	62,244	78,000
18. Customer Service Call Centre Representative	58,828	67,250
19. Customer Relations Officer	66,000	80,800
20. Customer Support Specialist	65,930	76,000

Community Services & Development

Role Titles	Lower-mid range	Upper-mid range
1. Employment Consultant	68,040	73,000
2. Team Leader	86,500	120,391
3. Care Partner	81,500	96,000
4. Case Manager	86,000	102,585
5. Coordinator	90,100	120,586
6. Caseworker	86,000	102,145
7. Support Coordinator	78,000	90,957
8. Support Worker	70,938	88,861
9. Job Coach	65,900	75,578
10. Practitioner	95,600	111,644
11. Disability Support Worker	70,197	88,056
12. Behaviour Support Practitioner	85,500	104,525
13. Employment Coach	66,000	72,592
14. Care Coordinator	77,564	104,500
15. Service Manager	93,000	139,209
16. Ndis Support Coordinator	78,000	92,050
17. Program Manager	105,900	138,875
18. Mentor	68,599	79,631
19. Youth Worker	78,032	90,324
20. Operations Manager	107,410	145,195

CEO & General Management

Role Titles	Lower-mid range	Upper-mid range
1. General Manager	152,000	255,600
2. Chief Executive Officer	185,500	315,000
3. Chief Operating Officer	190,900	337,515
4. Operations Manager	116,000	180,500
5. Business Manager	103,000	165,000
6. Director	179,205	265,000
7. Executive Director	215,000	323,410

Construction

Role Titles	Lower-mid range	Upper-mid range
1. Project Manager	134,000	221,000
2. Contracts Administrator	115,000	179,500
3. Estimator	96,000	184,000
4. Site Manager	138,000	213,350
5. Site Supervisor	108,500	159,000
6. Excavator Operator	77,657	101,076
7. Supervisor	106,000	182,150
8. Project Coordinator	80,500	119,800
9. Surveyor	92,000	149,500
10. Plant Operator	66,295	90,896
11. Leading Hand	85,771	126,000
12. Construction Manager	154,500	259,800
13. Construction Supervisor	103,000	142,450
14. Project Engineer	138,000	194,000
15. Civil Supervisor	136,600	179,654
16. Foreperson	113,000	183,000
17. Safety Adviser	126,440	184,500
18. Health, Safety And Environment Adviser	125,550	159,500
19. Construction Project Manager	129,000	186,000
20. Operations Manager	116,000	186,000

Consulting & Strategy

Role Titles	Lower-mid range	Upper-mid range
1. Consultant	102,000	148,600
2. Manager	140,694	184,000
3. Change Manager	147,460	206,000
4. Policy Officer	106,068	135,240
5. Ecologist	101,593	151,700
6. Associate Director	142,000	182,200

Figures listed are from SEEK's advertised salary data in AUD based on full time annual salaries, typically falling between the lower-mid and upper-mid range.

Design & Architecture

Role Titles	Lower-mid range	Upper-mid range
1. Graphic Designer	69,500	95,992
2. Interior Designer	79,700	113,000
3. Architect	92,000	136,000
4. Draftsperson	77,500	98,000
5. Town Planner	97,000	129,200
6. Project Architect	103,000	129,000
7. Landscape Architect	80,900	109,585
8. Designer	79,500	128,000
9. Design Manager	137,400	215,000
10. Graduate Of Architecture	76,000	90,896
11. Building Designer	78,000	115,200
12. Architectural Draftsperson	77,955	96,000
13. Residential Draftsperson	79,000	99,000
14. Architectural Technician	86,000	106,000
15. Planner	107,081	152,000
16. Industrial Designer	81,950	108,850

Engineering

Role Titles	Lower-mid range	Upper-mid range
1. Project Engineer	123,000	176,000
2. Electrical Engineer	110,000	179,000
3. Structural Engineer	101,920	163,000
4. Mechanical Engineer	96,000	170,800
5. Civil Engineer	101,770	162,000
6. Project Manager	136,000	207,000
7. Engineer	103,000	188,000
8. Site Engineer	99,000	127,500
9. Systems Engineer	123,000	169,000
10. Engineering Manager	165,300	231,800
11. Design Engineer	101,163	179,000
12. Civil Designer	100,000	136,000
13. Draftsperson	77,000	103,250
14. Maintenance Manager	118,898	168,500
15. Process Engineer	103,000	179,000
16. Civil Project Engineer	126,000	179,200
17. Control Systems Engineer	117,350	165,700
18. Field Service Engineer	91,003	116,000
19. Electrical Project Engineer	132,100	192,000
20. Licenced Aircraft Maintenance Engineer	119,911	156,000

Education & Training

Role Titles	Lower-mid range	Upper-mid range
1. Early Childhood Teacher	82,102	101,804
2. Educator	62,244	77,173
3. Early Childhood Educator	61,815	75,900
4. Centre Director	96,500	119,500
5. Lead Educator	66,000	78,016
6. Teacher	93,478	110,336
7. Primary Teacher	95,090	108,425
8. Educational Leader	76,827	95,441
9. Diploma Educator	64,414	76,921
10. Secondary Teacher	97,000	108,425
11. Centre Manager	92,049	116,000
12. Trainer And Assessor	81,500	117,961
13. Room Leader	70,171	81,300
14. Assistant Director	79,451	99,197
15. Lecturer	118,516	147,200
16. Coordinator	86,549	117,162
17. Certificate Iii Educator	60,466	70,450
18. English Teacher	97,725	107,740
19. Outside School Hours Care Coordinator	76,866	90,487
20. Classroom Teacher	91,131	103,955

Farming, Animals & Conservation

Role Titles	Lower-mid range	Upper-mid range
1. Farmhand	62,244	81,707
2. Veterinary Nurse	61,825	73,310
3. Veterinarian	94,548	136,275
4. Ranger	66,010	104,500
5. Farm Manager	89,500	125,200
6. Field Officer	67,777	81,704
7. Dog Groomer	62,244	73,339
8. Station Hand	58,094	76,500
9. Leading Hand	59,379	81,859
10. Stockperson	62,244	85,850
11. Assistant Farm Manager	77,000	109,250
12. Operations Manager	109,600	158,000
13. Machine Operator	63,000	85,335
14. Nursery Hand	52,360	64,098

Figures listed are from SEEK's advertised salary data in AUD based on full time annual salaries, typically falling between the lower-mid and upper-mid range.

Government & Defence

Role Titles	Lower-mid range	Upper-mid range
1. Project Officer	99,522	133,424
2. Director	154,769	252,499
3. Assistant Director	124,398	138,646
4. Coordinator	105,510	136,057
5. Team Leader	92,076	136,300
6. Policy Officer	102,467	136,380
7. Adviser	116,475	143,214
8. Officer	81,624	112,889
9. Compliance Officer	87,233	122,132
10. Project Manager	115,808	166,000
11. Ranger	78,254	99,136
12. Investigator	105,565	148,069
13. Technical Officer	86,802	109,000
14. Police Officer	81,612	81,612
15. Planning Officer	91,359	136,300
16. Governance Officer	92,703	115,184
17. Administration Officer	74,980	94,324
18. Environmental Health Officer	92,027	106,701
19. Lawyer	107,823	160,100
20. Executive Director	230,000	338,164

Hospitality & Tourism

Role Titles	Lower-mid range	Upper-mid range
1. Chef	71,500	80,100
2. Head Chef	83,000	106,000
3. Chef De Partie	69,714	78,000
4. Sous Chef	77,500	88,000
5. Assistant Manager	69,000	79,780
6. Duty Manager	75,000	81,500
7. Restaurant Manager	78,000	91,750
8. Venue Manager	83,000	103,000
9. Cook	68,000	78,000
10. Assistant Restaurant Manager	68,000	79,500
11. Assistant Venue Manager	72,300	83,000
12. Cafe Manager	69,605	79,500
13. Food And Beverage Supervisor	63,232	76,420
14. Operations Manager	89,000	123,000
15. Commis Chef	62,340	75,940
16. General Manager	106,000	171,400
17. Bar Manager	76,500	86,500
18. Manager	72,800	107,606
19. Guest Services Agent	55,328	65,956
20. Barista	59,924	71,989

Healthcare & Medical

Role Titles	Lower-mid range	Upper-mid range
1. Occupational Therapist	86,746	108,000
2. Speech Pathologist	86,600	103,500
3. Registered Nurse	83,323	103,493
4. Physiotherapist	84,968	108,100
5. Dental Assistant	57,699	69,555
6. Medical Receptionist	59,431	70,938
7. Rehabilitation Consultant	81,000	96,000
8. General Practitioner	265,000	430,000
9. Pharmacist	93,465	126,000
10. Radiographer	90,896	127,452
11. Psychologist	99,000	133,376
12. Practice Manager	80,869	104,728
13. Sonographer	117,862	164,087
14. Mental Health Clinician	93,425	121,750
15. Dentist	165,000	280,000
16. Enrolled Nurse	68,715	83,150
17. Dental Receptionist	57,106	70,544
18. Podiatrist	95,500	122,900
19. Exercise Physiologist	77,500	95,000
20. Clinical Nurse	109,500	118,144

Hospitality & Tourism

Role Titles	Lower-mid range	Upper-mid range
1. Recruitment Consultant	73,000	95,500
2. Human Resources Business Partner	116,500	153,000
3. Human Resources Adviser	93,000	131,540
4. Human Resources Manager	113,000	169,000
5. Human Resources Coordinator	74,500	95,550
6. Human Resources Officer	76,500	97,205
7. Talent Acquisition Specialist	86,500	125,045
8. Talent Acquisition Business Partner	99,000	126,000
9. Recruitment Coordinator	73,000	84,480
10. Occupational Health And Safety Adviser	92,002	124,500
11. Human Resources Administrator	66,000	80,750
12. Recruitment Adviser	88,636	113,496
13. Recruitment Officer	71,500	90,650
14. People Business Partner	123,000	163,000
15. Work Health And Safety Officer	86,500	113,233
16. Human Resources Generalist	91,500	126,520
17. Safety Adviser	101,826	133,382
18. Consultant	86,000	141,000
19. Work Health And Safety Manager	126,000	159,000
20. Adviser	111,950	143,840

Figures listed are from SEEK's advertised salary data in AUD based on full time annual salaries, typically falling between the lower-mid and upper-mid range.

Information & Communication Technology

Role Titles	Lower-mid range	Upper-mid range
1. Software Engineer	116,000	171,600
2. Business Analyst	113,000	167,003
3. Data Engineer	127,620	169,380
4. Project Manager	134,200	186,000
5. Systems Administrator	91,000	133,000
6. Solutions Architect	158,008	215,000
7. Network Engineer	116,420	165,000
8. Systems Engineer	109,000	153,000
9. Full Stack Developer	113,000	160,370
10. Engineer	120,910	196,000
11. Software Developer	93,150	150,390
12. Consultant	121,000	176,000
13. Developer	115,600	161,138
14. Data Analyst	97,100	134,285
15. Full Stack Software Engineer	132,150	179,000
16. Information Technology Support Officer	69,500	92,070
17. Product Manager	129,200	184,300
18. Artificial Intelligence Engineer	146,000	192,000
19. Technical Lead	150,050	191,750
20. Devops Engineer	133,000	181,400

Legal

Role Titles	Lower-mid range	Upper-mid range
1. Legal Assistant	75,508	93,000
2. Lawyer	94,170	156,797
3. Legal Counsel	146,000	215,061
4. Solicitor	96,500	152,697
5. Family Lawyer	103,500	154,050
6. Senior Associate	145,000	194,250
7. Paralegal	73,000	96,000
8. Legal Secretary	69,500	94,500
9. Conveyancer	81,000	102,500
10. Commercial Lawyer	112,000	178,800
11. Property Lawyer	103,500	165,000
12. Litigation Lawyer	112,000	160,000
13. Personal Injury Lawyer	115,000	171,000
14. Commercial Litigation Lawyer	115,100	165,000
15. Registered Migration Agent	86,000	121,000
16. Conveyancing Paralegal	77,000	99,500
17. Employment Lawyer	115,000	198,600
18. Wills And Estates Lawyer	106,600	166,800
19. Legal Officer	121,000	201,250
20. Family Law Solicitor	101,300	144,890

Insurance & Superannuation

Role Titles	Lower-mid range	Upper-mid range
1. Claims Consultant	79,500	115,000
2. Case Manager	81,500	104,230
3. Account Executive	86,000	130,400
4. Underwriter	92,200	178,765
5. Insurance Broker	80,500	122,800
6. Claims Officer	78,000	112,100
7. Loss Adjuster	92,500	125,900
8. Motor Assessor	99,000	113,000
9. Account Manager	100,800	142,600
10. Workers Compensation Case Manager	81,000	104,500
11. Claims Manager	86,000	169,500
12. Claims Specialist	88,000	137,978
13. Motor Claims Consultant	73,000	81,500

Manufacturing, Transport & Logistics

Role Titles	Lower-mid range	Upper-mid range
1. Storeperson	59,478	73,000
2. Warehouse Storeperson	58,000	69,160
3. Forklift Driver	62,244	75,286
4. Delivery Driver	57,897	72,120
5. Truck Driver	65,208	84,968
6. Heavy Rigid Driver	65,010	80,662
7. Multi Combination Driver	75,088	114,565
8. Machine Operator	61,301	77,854
9. Heavy Combination Driver	66,986	92,477
10. Operations Manager	109,000	166,000
11. Warehouse Assistant	57,699	68,000
12. Warehouse Operator	61,651	73,000
13. Driver	64,500	84,770
14. Medium Rigid Driver	62,244	76,570
15. Warehouse Supervisor	74,500	93,000
16. Production Operator	60,466	75,246
17. Warehouse Manager	83,000	116,000
18. Production Manager	102,000	144,300
19. Operations Supervisor	86,000	115,000
20. Production Worker	56,909	71,372

Figures listed are from SEEK's advertised salary data in AUD based on full time annual salaries, typically falling between the lower-mid and upper-mid range.

Marketing & Communications

Role Titles	Lower-mid range	Upper-mid range
1. Marketing Coordinator	71,500	87,290
2. Marketing Manager	99,500	150,650
3. Marketing Specialist	81,000	109,000
4. Events Coordinator	71,500	88,311
5. Brand Manager	100,700	143,000
6. Marketing Executive	76,500	97,800
7. Digital Marketing Specialist	81,200	103,120
8. Marketing Assistant	61,500	73,000
9. Product Manager	114,400	150,600
10. Digital Marketing Coordinator	68,000	86,100
11. Digital Marketing Manager	103,000	136,300
12. Head Of Marketing	146,000	218,050
13. Content Creator	68,500	86,000
14. Communications Officer	82,600	120,307
15. Events Manager	83,000	121,465
16. Social Media Coordinator	68,300	83,000
17. Communications Manager	115,000	160,500
18. Social Media Manager	81,000	107,500
19. Communications Adviser	101,911	129,112
20. Marketing Lead	106,000	153,000

Real Estate & Property

Role Titles	Lower-mid range	Upper-mid range
1. Property Manager	76,000	99,500
2. Assistant Property Manager	59,500	76,000
3. Sales Associate	60,000	76,854
4. Commercial Property Manager	92,000	126,000
5. Facilities Manager	106,000	143,000
6. Strata Manager	86,000	126,000
7. Leasing Consultant	61,000	71,000
8. Development Manager	156,000	225,800
9. Business Development Manager	80,500	115,000
10. Sales Administrator	67,200	83,000
11. Building Manager	82,500	103,000
12. Facilities Coordinator	76,520	99,780
13. Property Management Assistant	56,000	68,000
14. Buyers' Agent	79,000	171,400
15. Executive Assistant	81,750	108,250
16. Real Estate Salesperson	72,200	115,000
17. Residential Property Manager	71,500	89,500
18. Property Officer	66,000	108,600
19. Assistant Development Manager	97,050	118,200
20. Operations Manager	106,450	152,500

Mining, Resources & Energy

Role Titles	Lower-mid range	Upper-mid range
1. Heavy Diesel Fitter	140,296	179,523
2. Automotive Electrician	135,125	183,373
3. Mining Engineer	150,000	212,323
4. Heavy Diesel Mechanic	131,404	170,213
5. Diesel Fitter	121,919	156,181
6. Superintendent	177,050	231,250
7. Maintenance Supervisor	157,299	208,000
8. Geologist	116,500	180,161
9. Drill Fitter	144,248	181,792
10. Health, Safety And Environment Adviser	129,000	166,000
11. Serviceperson	104,728	134,500
12. Dump Truck Operator	101,566	134,050
13. Drillers Offsider	81,700	122,200
14. Supervisor	143,000	186,000
15. Project Manager	169,324	257,400
16. Specialist	138,500	201,000
17. Mechanical Fitter	119,039	174,570
18. Boilermaker	113,067	170,700
19. Excavator Operator	115,000	155,470
20. Electrician	121,300	158,989

Retail & Consumer Products

Role Titles	Lower-mid range	Upper-mid range
1. Store Manager	65,000	83,000
2. Assistant Store Manager	61,500	73,000
3. Retail Sales Assistant	52,957	62,970
4. Retail Sales Associate	58,000	76,000
5. Sales Assistant	54,538	65,208
6. Assistant Manager	62,200	74,950
7. Department Manager	73,700	89,680
8. Client Advisor	59,925	66,300
9. Sales Consultant	57,500	69,096
10. Area Manager	83,600	133,000
11. Sales Associate	58,477	66,500
12. Trade Salesperson	73,000	77,400
13. Branch Manager	87,100	110,200
14. Boutique Manager	65,800	80,200
15. Customer Service Representative	54,787	66,500
16. Team Manager	77,400	77,400
17. Sales Manager	78,000	103,000
18. Store Supervisor	58,094	77,060
19. Regional Manager	93,000	145,380
20. Merchandise Planner	101,300	143,000

Figures listed are from SEEK's advertised salary data in AUD based on full time annual salaries, typically falling between the lower-mid and upper-mid range.

Sales

Role Titles	Lower-mid range	Upper-mid range
1. Business Development Manager	99,000	143,000
2. Sales Representative	73,000	99,000
3. Sales Consultant	66,000	99,000
4. Account Manager	85,000	123,000
5. Sales Manager	99,000	165,000
6. Sales Executive	76,000	112,700
7. Territory Manager	82,850	115,000
8. Key Account Manager	103,000	141,100
9. Internal Salesperson	64,500	79,500
10. Salesperson	62,930	99,000
11. Business Development Executive	78,000	106,150
12. Sales Account Manager	83,000	112,000
13. Sales Travel Consultant	51,750	52,900
14. New Vehicle Sales Consultant	76,000	118,200
15. Sales Specialist	78,000	125,750
16. Internal Sales Representative	71,500	85,500
17. Sales Coordinator	67,850	83,000
18. National Account Manager	122,570	160,000
19. Territory Sales Manager	83,000	113,000
20. Sales Development Representative	69,000	86,000

Sport & Recreation

Role Titles	Lower-mid range	Upper-mid range
1. Club Manager	70,100	87,360
2. Personal Trainer	78,526	181,792
3. Studio Manager	68,000	83,000

Science & Technology

Role Titles	Lower-mid range	Upper-mid range
1. Laboratory Technician	61,778	83,000
2. Technical Officer	81,411	101,923
3. Data Scientist	125,800	186,000
4. Environmental Scientist	88,000	131,700
5. Scientist	91,626	129,500
6. Chemist	75,780	107,680
7. Environmental Consultant	99,750	152,000
8. Construction Materials Testing Technician	59,873	60,466
9. Ecologist	95,650	135,450

Trades & Services

Role Titles	Lower-mid range	Upper-mid range
1. Electrician	94,011	125,000
2. Carpenter	82,004	108,542
3. Service Technician	75,088	107,459
4. Trades Assistant	62,837	83,000
5. Field Service Technician	83,000	111,858
6. Plumber	87,932	114,608
7. Maintenance Fitter	91,884	115,000
8. Mechanical Fitter	90,896	122,752
9. Cabinet Maker	73,487	87,932
10. Automotive Technician	71,562	93,000
11. Maintenance Officer	63,495	81,936
12. Service Adviser	67,500	92,000
13. Technician	68,966	104,491
14. Mechanic	78,000	107,692
15. Boilermaker	84,968	121,524
16. Groundsperson	60,036	76,000
17. Parts Interpreter	63,000	79,500
18. Labourer	62,244	78,052
19. Security Officer	56,810	80,271
20. Panel Beater	84,400	107,692

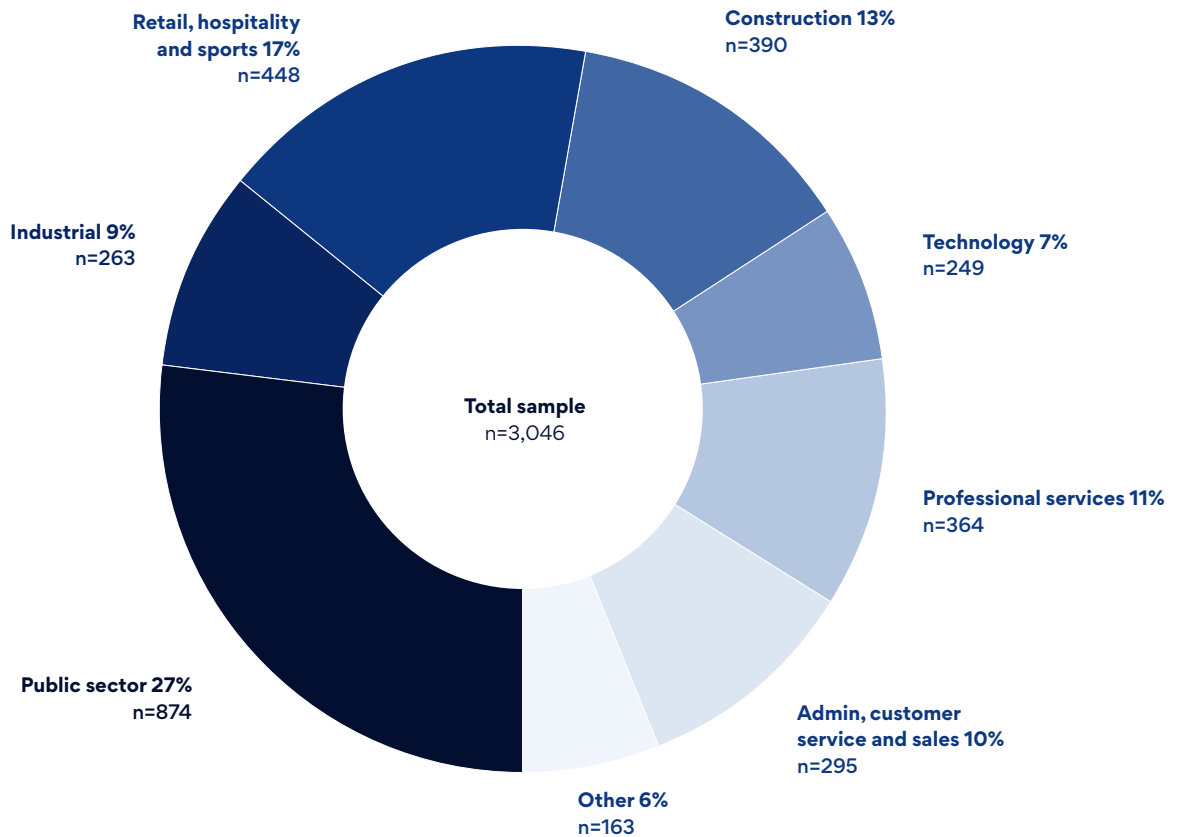
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Appendix

Industry breakdown

Public sector	Industrial	Retail, hospitality and sports	Construction	Technology	Professional services	Admin, customer service and sales
Education & training (10%)	Manufacturing, transport & logistics (7%)	Retail & consumer products (11%)	Trades & services (5%)	Information & communication technology (5%)	Accounting (2%)	Administration & office support (7%)
Healthcare & medical (10%)	Farming, animals & conservation (1%)	Hospitality & tourism (6%)	Construction (6%)	Science & technology (2%)	Banking & financial services (4%)	Call centre & customer service (1%)
Government & defence (4%)	Resources & energy (1%)	Sport & recreation (1%)	Engineering (2%)		Consulting & strategy (1%)	Sales & business development (1%)
Community services & development (3%)			Design & architecture (1%)		Advertising, arts & media (1%)	Real estate & property (1%)
					Legal (1%)	
					Marketing & communications (0.3%)	
					Insurance & superannuation (1%)	
					Human resources & recruitment (0.4%)	

Industry sample size



*Note figures may exceed 100% due to rounding.

This study is part of SEEK's Voice of the Customer program. Through our research work we listen and empathise, we synthesise and share, and we influence and act.

By distilling our candidate and hirer insights we can tell a story about what's most important to our customers, empowering us to make a meaningful impact.

LEARN MORE

Reach out to Nicola Laver, SEEK Workplace Success Manager for more information if you're interested in a Salary Pulse industry deep dive or training for people leaders.

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