

2020/21 HEALTH, SAFETY & ENVIRONMENT REMUNERATION SURVEY



About Safesearch

Safesearch is the leader in health, safety, environment and wellbeing recruitment and consulting services.

Our recruitment team specialise in finding the best talent for our clients across Australia and New Zealand. Using an array of resources that we continually update, we identify the best candidates to build your team locally and abroad. Our consulting team partners with your organisation to improve health, safety and wellbeing practices, and assist with adding to your safety culture.

Recently celebrating our 15 year milestone, Safesearch has successfully sourced and placed over 1,500 people in specialist health, safety, environment and injury and claims management roles.

Clients, candidates, professional associations and other stakeholders in our niche areas recognise our:

- Deep knowledge of the WHS marketplace including potential candidates and relevant salary packages
- Global reach with local delivery – access to recruitment consultants in 200 offices across 14 countries in Asia Pacific alone

- Impressive “time to fill” rates that don’t compromise quality
- No compromise approach to getting the very best fit for every role we work on
- Return on investment - retention rates that are well above industry norms – our placed candidates stay an average 4.03 years
- Leading experts and consultants who deliver high quality safety, risk, environment and corporate health & wellbeing solutions in partnership with clients
- Initiatives in bringing WHS communities together for professional development, thought provoking forums and sharing of knowledge

Safesearch provides expertise for projects or specific deliverables, from Critical Risk Reviews through to Safety Leadership coaching. Partner with Safesearch to finalise that long term safety project, customise your own unique safety leadership program, develop your health and wellbeing strategy or obtain best practice solutions from our industry.

Safesearch specialises in search and recruitment for permanent, contract and consulting in:

SAFETY	Safety/HSE/WHS Auditing, Governance & Assurance Safety Management Systems HSE Reporting & Analytics Behavioural Safety
HEALTH & WELLBEING	Health & Wellbeing Occupational Hygiene Human Factors Ergonomics Occupational Violence & Aggression Manual Handling
WORKERS COMPENSATION	Workers Compensation Injury Management Return to Work Claims Management Self-Insurance Occupational Rehabilitation
RISK	Operational Risk Management Critical Risk Management Process Safety Major Hazard Facilities
ENVIRONMENT	Environment Sustainability Corporate Social Responsibility Circular Economy

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Foreword



David Clarke
Chief Executive Officer
Australian Institute of Health and Safety

Where is the data? That's a key question to ask when it comes to all kinds of decision-making. Having access to evidence can remove some of the subjectivity from the equation.

The health and safety profession in Australia prides itself on being an evidence-based profession. We have in the OHS Body of Knowledge (BoK), reference to and discussion about the world's best collection of peer reviewed work on the science, psychology and practice of health and safety. It provides guidance to higher education courses, and forms a strong basis for the continuing professional development and lifelong learning of health and safety people.

However, the profession still has a fair way to go when it comes to building our work on data and evidence. As just one example, we lack good quality, commonly used approaches to measuring health and safety organisational capability and organisational performance, and without that, we cannot measure our progress properly at the systems level.

The annual *Safesearch remuneration benchmarking & specialist industry insights* report is another important piece of the data equation, providing information which helps Health and Safety practitioners and professionals navigate their careers by better understanding their own field and the trends within it, as well as raising issues and concerns that are on the minds of the profession. This in turn drives more discussion, data collection and research into those issues.

I congratulate the team at Safesearch on 14 years of reporting, thank them for their ongoing commitment to building this knowledge base, and commend this report to you.



Richard Fischer
Managing Director
ManpowerGroup Australia

Safesearch, proudly a ManpowerGroup Australia company since 2013 has been producing the annual Remuneration survey in partnership with the Health, Safety and Environment industry for 14 years. Conducted during a year like no other, 2020 demonstrated how vital it is for businesses to be agile and adopt required changes in the environment. With the widespread introduction of new working arrangements across all sectors, HSE has risen to the forefront to guide and lead businesses through the pandemic while supporting each levels of members across the organisation.

The pandemic has taught us that large organisational changes to support employee and stakeholder safety can be made swiftly and successfully - both when the imperative is understood and leaders provide active sponsorship.

It comes as no surprise that mental health and well-being has been the biggest challenge faced by organisations during the pandemic. The reported adoption and implementation to support employees with employee assistance and benefit programs for wellness has been more widely valued than ever before.

I hope that in reading this report, you are able to gain valuable and relevant insight into how the past year has impacted the Australia and New Zealand Health, Safety and Environment industry and that it provides a platform to conduct conversations with your HSE teams.

Safesearch Introduction 2020/21

Welcome to the 14th annual health, safety and environment remuneration survey report. Since 2007, Safesearch has been conducting the remuneration salary survey across Australia and New Zealand focusing on health, safety, environment and workers compensation / injury management positions. The 2020/21 survey was conducted by interviewing a representative sample of approximately 800 health & safety employees across Australia & New Zealand.

The Workforce Health & Safety industry professionals continue to address and navigate the new normal way of doing business as a result of the pandemic. Companies have had to review and implement new risk management practices and adapt to new protocols. As a result, we decided to understand and address key issues related to the impact of Covid-19 on the WHS function as an additional section in this report.

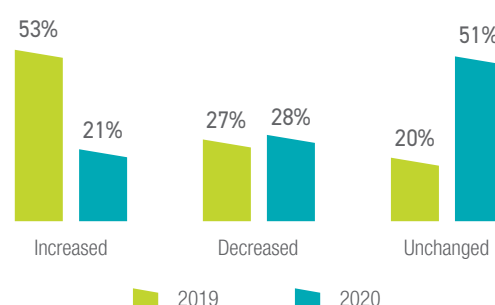
WHS continues to evolve, as does the use of advanced technologies in WHS such as drones for onsite inspections and wearable technology in high risk industries. We are now more connected than ever, with technology playing a pivotal role supporting health & safety in the work environment both physically and mentally. Those surveyed outlined changes their business had introduced such as new protocols including virtual safety inductions and ergonomic webinars. The pandemic has resulted in a shift in skill requirements, and with advancements in technology, will bring new skills to the industry. Recent findings from our survey show more than half (58%) of respondent's ability to manage risk remotely has either slightly or not at all been impacted.

In spite of there being some industry sectors that have downsized workforces (including WHS professionals), the demand for high quality talent is still extremely high. While much of the available talent continues to be engaged and demanded by major infrastructure projects and other heavy industry sectors across Australia and New Zealand, we have seen a consistent response from many candidates to stay put in a current role rather than facing the potential risks associated with taking on a new role in an unstable environment, with many quoting the "last in, first out" phrase, which fuels a fear of change.

That is not to say that all WHS professionals are happy with their current employment situation or how their current employer has responded to the pandemic. There are a number of WHS professionals who are seeing 2021 as an opportunity to transition to a new role – but with a specific set of requirements and expectations in an unpredictable environment.

Whilst uncertainty remains prevalent as a result of the pandemic, businesses have had to resort to cost saving measures such as hiring freezes or temporarily reducing their workforce. This has added extra pressure on remaining employees having to work longer hours due to the additional workload, coupled with navigating through a whole new normal.

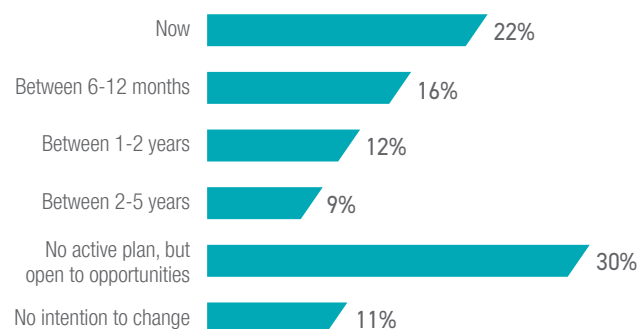
How has the organisation's ratio of HSE FTE to overall business count changed in the last 12 months?



If you or a key stakeholder in your business would like more information on the findings from this survey, or would like to understand how Safesearch services can support you, please don't hesitate to contact our team.

From all at Safesearch, we thank you for your ongoing support, and wish you a successful 2021.

If you were to consider a position change, when would you be looking to do so?



What's in a name?

It is clear that most roles in this industry have naming variations to suit the needs and structure of their organisation - WHS, HSE, OHS, SHE, SHEQ to name a few. Keeping in line with our 2019 report, we have continued to refer to roles with a core safety focus as WHS.

Historical Remuneration Analysis

Safesearch has been conducting this survey over the past 14 years and throughout this period we have observed fluctuating trends in salaries across WHS disciplines. Following the peak in 2015/16, which was largely attributed to the construction boom, salaries have either declined or remained relatively unchanged between 2016–2019.

The 2020/21 survey reflects an improvement in base salaries across the majority of disciplines, with the exception of some senior levels including General Manager WHS, which is at the lowest total average remuneration recorded in this survey since 2010/2011.

We continue to see individuals fail to achieve their full target bonus which could be an indication of bonus scheme set-up including relying on other components such as overall business performance.

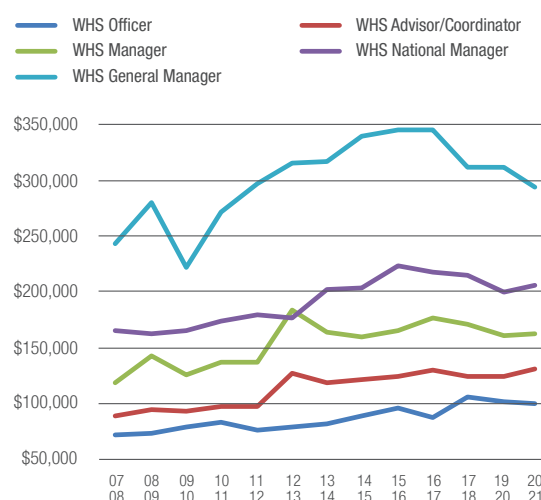
Salaries across workers compensation positions have improved, particularly at the senior level with demand for these roles expected to increase as a result of Covid-19 related workers compensation claims¹.

Where survey data was provided there was a notable gender pay gap in most safety positions in Australia, with males earning more than females. Conversely, women took home more than men in a number of safety roles in New Zealand. Salary gaps are addressed throughout the report where data has been made available. Our findings also highlight the majority of safety roles are being filled by male candidates (approximately 66%).

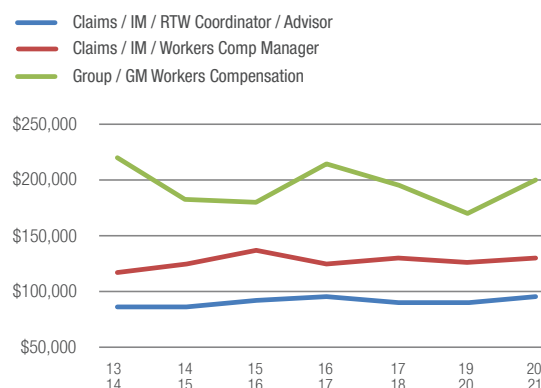
Results show an increase in those with Health & Safety qualifications across safety entry to mid-level positions, indicating demand for such qualifications. Companies and employees will benefit further by upskilling with our results indicating just 31% respondents mentioning their organisation provided free online training during the pandemic. The overall trend of Safety Professionals over the last ten to 15 years is towards more qualified Health, Safety and Environment workforce, particularly upon rising through the management ranks. While many pathways can be taken to bolster a theoretical foundation and broaden a professional's thinking and experience, it is important to note that the qualifications on their own will mean little to a potential employer.

We highly commend the work that the Australian Institute of Health and Safety have been undertaking in providing Certification pathways for Health & Safety practitioners and professionals. These are gaining increased traction across industry sectors and the broader health and safety community in providing learning pathways, bringing credibility to the individual and the industry as a whole.

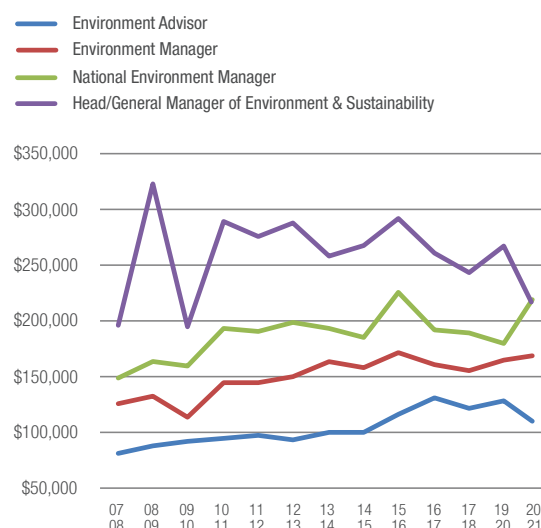
WHS Position by Average TAR*



Workers Compensation Position by Average TAR*



Environment Position by Average TAR*



1. <https://www.safeworkaustralia.gov.au/sites/default/files/2020-11/COVID-19%20Infographic%20-%20Worker%27s%20Comp%20Claims%2031%20July.pdf>

The Future of Workplace Health and Safety - COVID-19 Impact



The Future of Workplace Health and Safety

COVID-19 Impact

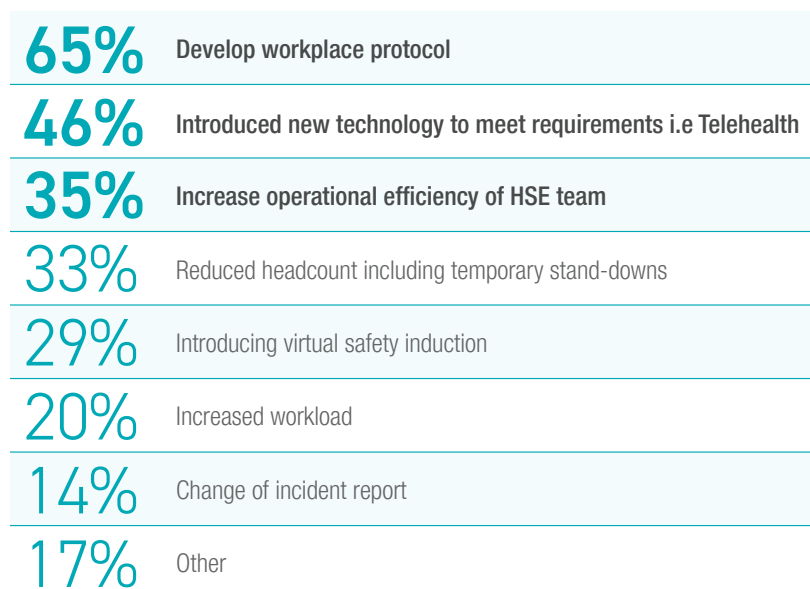
The pandemic has changed the way we work, presenting new risks and opportunities for the health and safety industry. When asking our respondents what the main ways Covid-19 has influenced their HSE function, new work from home protocol was unsurprisingly top of the list.

More than ever the use of technology has become prevalent in the WHS, reflected in our findings showing 46% of respondents introduced new technology into their HSE function. Data from the Australian Bureau of Statistics

suggests around half (49%) of Australians were likely to use a Telehealth services in the future¹.

More than a third of respondents indicate their team's operational efficiency has increased despite reduced headcount and increased workload. This suggests an improvement in operational efficiencies has been driven through the use of new innovative technology and workplace protocol.

What are the main ways COVID has influenced your HSE function?



Covid-19 has exacerbated mental health issues driven by isolation, increased or decreased workload, financial stress, and adjustment to working from home. Respondents cited challenges of navigating and balancing work-life as well as online meeting fatigue.

When asking the HSE community what was the 'biggest workplace challenge their organisation faced during the pandemic?', mental health and wellbeing was the greatest

by far. Preliminary statistics as of July 2020 from Safe Work Australia show 34% of all workers compensation claims were related to mental health impacts of COVID-19².

Ergonomic set-ups have been a major challenge respondents faced, ensuring all remote workplaces are set up correctly and general hazards are being reduced to a minimum with some companies implementing ergonomic webinars and the use of technology to combat the issue.



HSE has risen to the forefront to guide and lead through the pandemic while supporting all levels of the organisation.

1. Source: Household Impacts of Covid-19 Survey – November 2020.

2. <https://www.safeworkaustralia.gov.au/sites/default/files/2020-11/COVID-19%20Infographic%20-%20Worker%27s%20Comp%20Claims%2031%20July.pdf>

The Future of Workplace Health and Safety

COVID-19 Impact

Top challenges your organisation has faced due to the current pandemic

70%	Mental health
57%	Organisation change
54%	Flexible work arrangements
35%	Long hours
14%	Increased workload
14%	Physical health/illness
13%	*Talent shortage
4%	Other

* Talent Shortage due to reduction in workforce caused by reductions, reduced work hours or employees being stood down or increased demand/workload.

With many employees working from home, what challenges have you faced managing workplaces (homes)?

69%	Mental health & wellbeing
65%	Ergonomic set-ups
60%	Isolation
50%	Ability to communicate effectively with workforce
30%	Negative/positive impact from others in home
21%	General hazards
12%	Increased exposure to domestic violence
16%	Other

The Future of Workplace Health and Safety

COVID-19 Impact

To help combat workplace challenges, organisations have been quick to address and implement a wide range of programmes to support their employees. The majority of respondents said their company implemented employee assistance and benefits programs, including access to wellness apps and virtual fitness classes. Our findings show

more than 50% of respondents surveyed were provided access to mental health professionals indicating organisations are becoming more committed to supporting employees and improve mental health in the workforce.

What type of programs has your organisation implemented to support workers during the pandemic?



The workforce can adapt quickly with the right planning and implementation.

The Future of Workplace Health and Safety

COVID-19 Impact

When asking respondents what key processes they would like to see implemented post COVID, 60% are hoping to see work from home and flexible options remain in place.



You can never prepare enough for worst case scenarios.

As part of your company workplace safety, what key processes would you like to see implemented post Covid?

60%	Option to work from home to remain
57%	Flexible work options
40%	Work from home if employee shows any signs of sickness
31%	Social distancing (aligned to government policy)
22%	Better work from home support - checklists, ergonomic support, technology
18%	Staggered work shifts
17%	Virtual safety inductions
14%	Distance between workplace
3%	Other

Now is an opportunity for companies to be agile and leaders more visible as our work environment adapts and continues to change. Communication will be key, in supporting the mental and physical safety and wellbeing of employees.



When we all pull together we can achieve really great results.

Workplace Health & Safety (WHS)

Australian Findings

Officer/Coordinator	13-14
Advisor/Business Partner	15-16
Manager	17-18
National Manager	19-20
General Manager	21-22



WHS - Officer/Coordinator

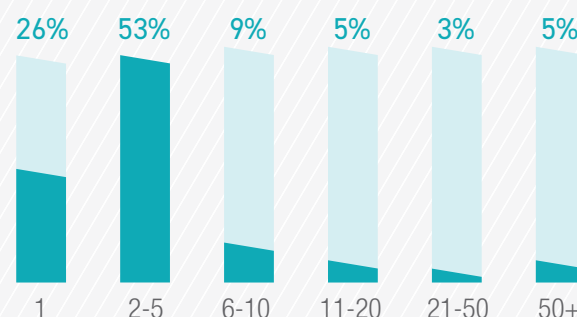
WHS Officers remuneration slightly declined in 2020 by 1.5% YoY with an average take home remuneration (TAR) of AUD \$100,860. This is the lowest salary recorded since 2016/2017. The majority of respondents rely heavily on their take home remuneration, with only 15% surveyed eligible for a bonus, which is a considerable drop when compared to the

33% that were eligible last year. Results indicate a pay gap between male and females in average TAR for WHS officers, with males earning 8% more. Only 5% of respondents have no formal safety qualifications with the majority holding a minimum of a HSE diploma and close to half have less than five years safety experience.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



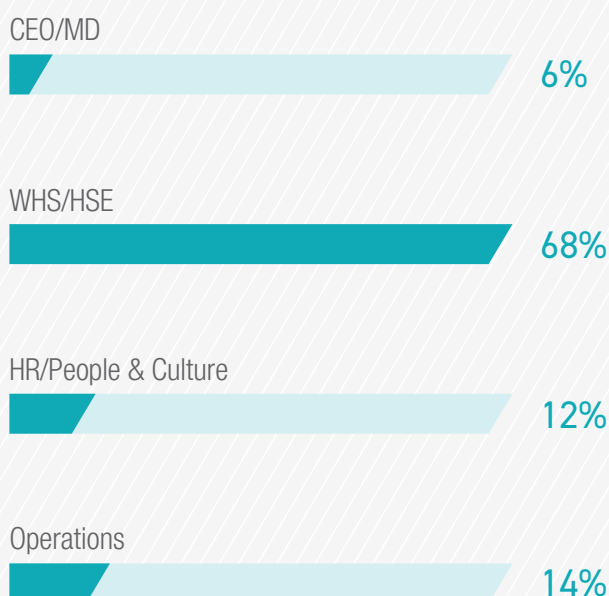
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



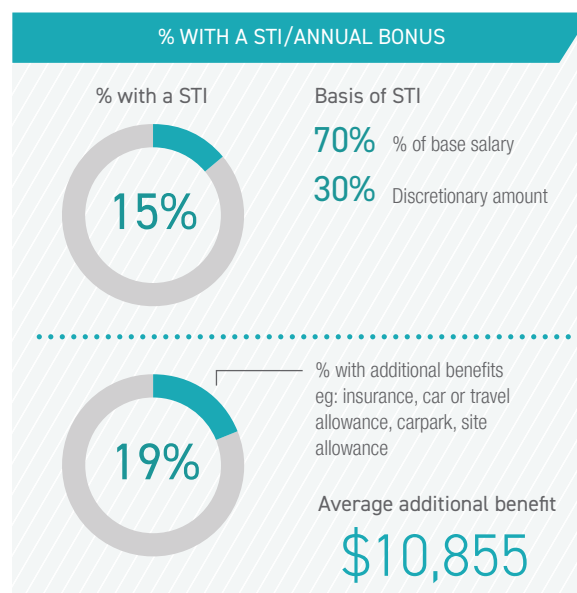
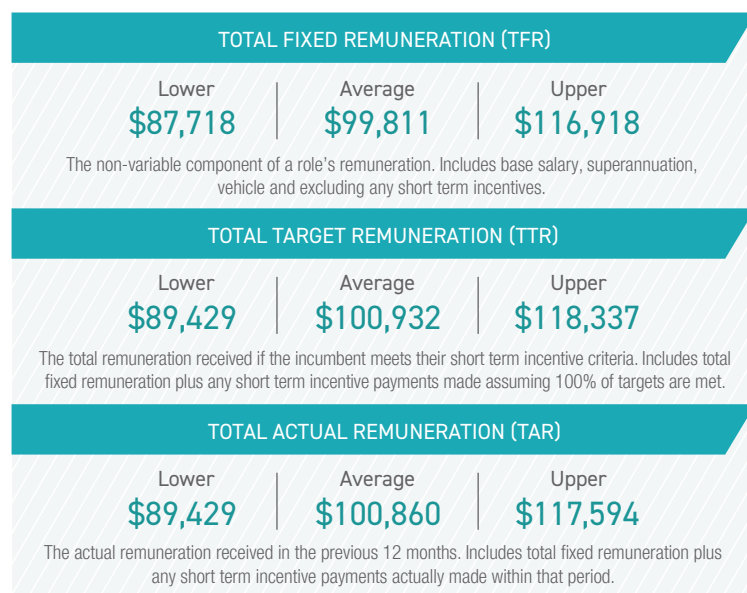
YEARS IN SAFETY



EMPLOYMENT STATUS



WHS - Officer/Coordinator



Position Breakdown - by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
ACT	7	120,165	120,165	120,165
NSW	23	96,995	100,318	101,363
QLD	10	93,762	94,967	94,726
SA	12	103,644	107,550	107,550
VIC	28	95,286	95,589	95,459
WA	17	103,918	104,959	103,918

Position Breakdown - by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	12	100,281	103,766	105,508
Government	25	106,038	106,177	106,038
Health	13	93,438	96,517	96,517
Manufacturing	14	98,571	102,119	101,878
Resources	14	99,514	101,423	99,514
Retail	6	77,253	103,930	78,172

WHS - Advisor/Business Partner

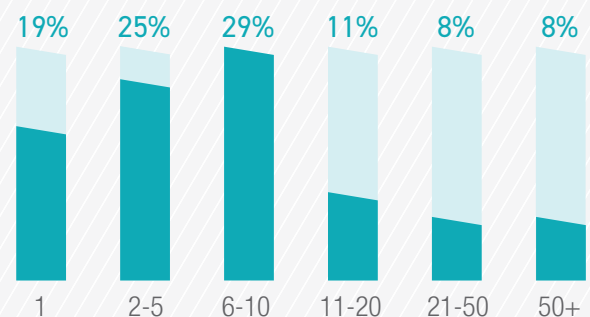
Safety professionals at the Advisor/Business Partner level saw remuneration increase for the second consecutive year, up 4.1% earning an average TAR of \$ 131,293 with just over 30% receiving an actual STI bonus of approximately \$10,732. More than half of those surveyed were responsible for 6 sites or more. The majority (77%) hold a safety qualification at diploma level or higher, with only 3% of respondents

having no formal safety qualification. More than half of the respondents were aged over 40 years old and at this level, we are seeing a gender pay gap of 6% with males earning more than females. Utilities and Telco industry is the place to earn higher salaries, which has moved ahead of salaries in the resource sector.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



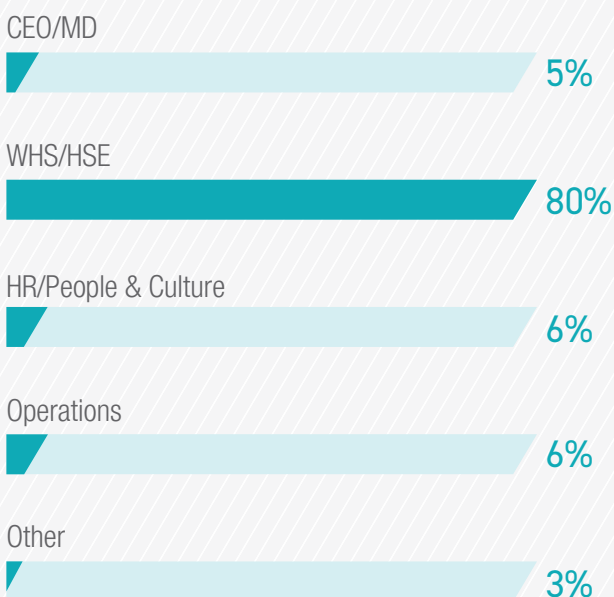
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HSE QUALIFICATION



REPORTS TO



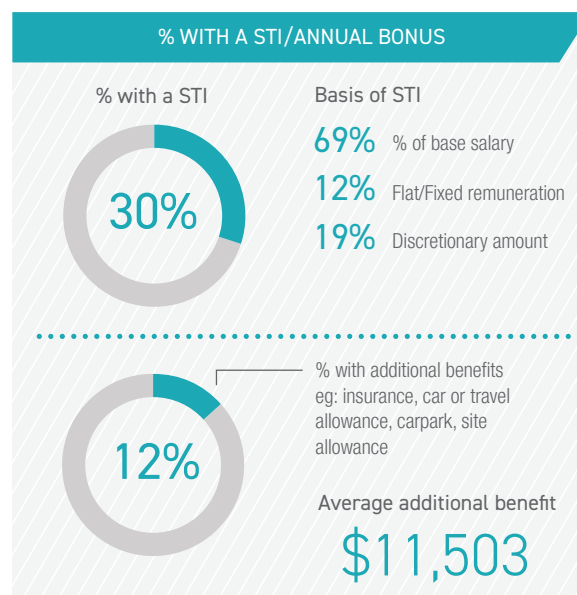
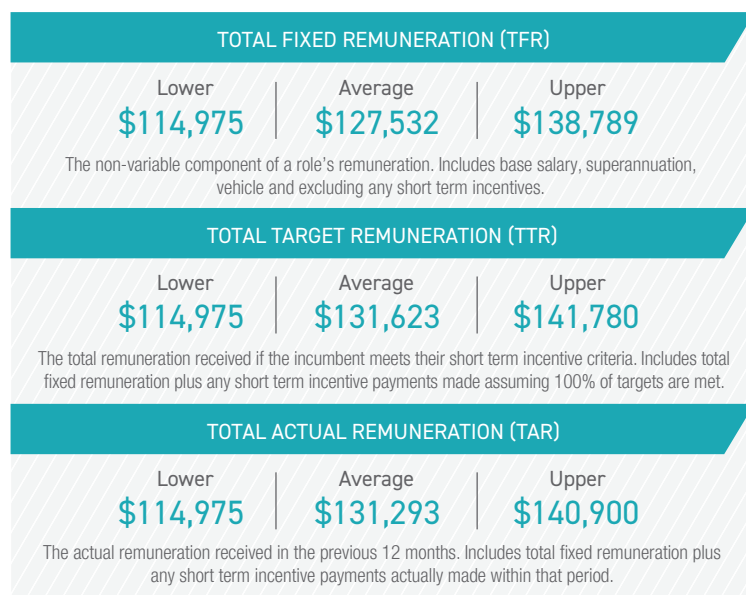
YEARS IN SAFETY



EMPLOYMENT STATUS



WHS - Advisor/Business Partner



Position Breakdown - by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	23	122,363	124,895	125,063
QLD	13	119,970	122,316	122,083
SA	7	127,307	131,407	130,819
TAS	2	128,774	140,672	140,672
VIC	39	127,978	132,790	132,209
WA	16	134,950	141,399	140,908

Position Breakdown - by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	6	131,001	131,334	131,334
Engineering Services	7	127,997	129,018	129,674
Government	12	124,712	125,598	124,973
Health	3	106,379	106,575	91,542
Transport & Logistics	12	131,883	132,749	132,749
Manufacturing	13	128,956	130,668	130,247
Resources (Mining, Oil & Gas)	8	126,936	130,703	129,319
Facilities Management & Property	6	119,506	122,751	123,206
Retail	7	119,564	122,751	121,773
Utilities & Telecommunications	24	134,861	145,545	145,130
Other	2	95,265	99,864	99,864

WHS - Manager

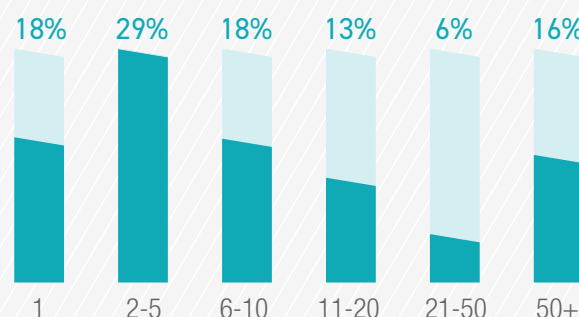
The average remuneration for WHS Managers has improved after two years of consecutive decline, increasing YoY by 1.8%. Our report indicates a slight increase in the number of females taking up WHS management positions at 32% when compared to 29% the previous year, although females on average are earning 14% less than their male counterparts. Almost all of those surveyed (91%) have formal safety

qualifications at diploma level or higher, with 27% holding a post graduate qualification and 15% a masters. Only 5% have no formal safety qualifications, when compared to 15% the previous year. The majority of respondents (76%) have more than 11 years safety experience and are aged between 40-59 years old.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



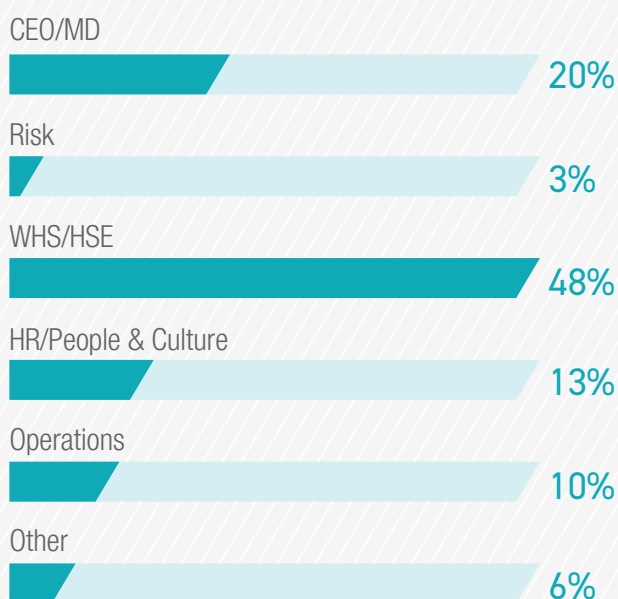
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



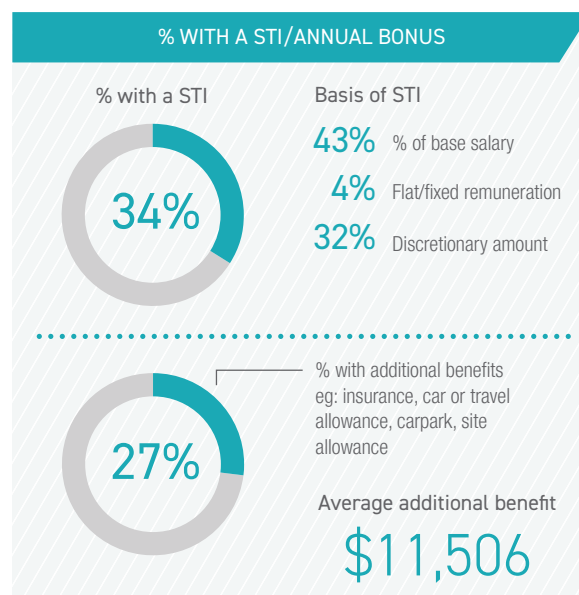
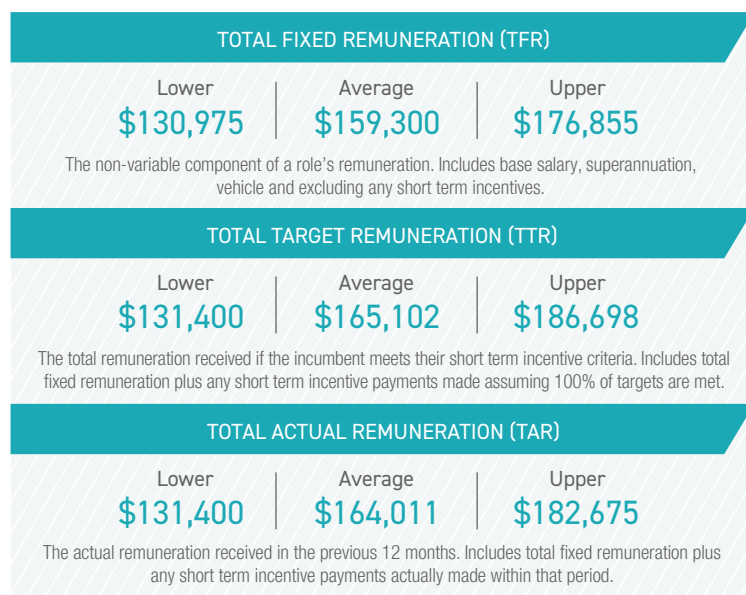
YEARS IN SAFETY



EMPLOYMENT STATUS



WHS - Manager



Position Breakdown - by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	19	162,016	168,065	167,286
QLD	17	146,313	151,201	150,520
SA	7	162,586	170,369	169,332
VIC	44	156,365	160,091	158,886
WA	13	181,640	194,658	192,797

Position Breakdown - by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	20	184,602	187,002	186,660
Engineering Services	4	186,930	186,930	189,111
Government	10	145,102	145,641	145,281
Health	10	128,516	129,024	128,516
Transport & Logistics	7	148,850	152,111	149,407
Manufacturing	11	145,006	155,498	153,526
Resources (Mining, Oil & Gas)	11	204,282	224,951	222,052
Facilities Management & Property	4	142,901	145,063	146,568
Retail	12	132,091	145,063	135,954
Utilities & Telecommunications	6	165,538	175,244	175,298
Not for profit	2	136,158	136,158	136,992
Other	2	131,083	136,964	134,583

WHS - National Manager

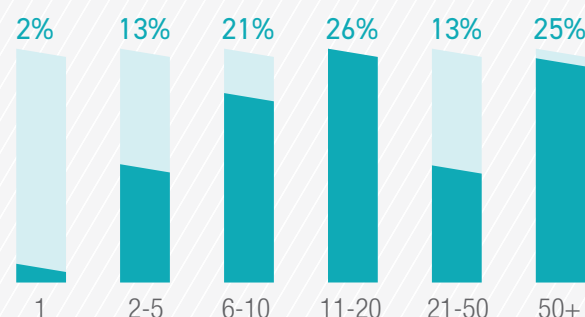
The majority (57%) of National Managers surveyed have more than 16 years of safety experience with over a third holding a safety related diploma - undergraduate degree (11%) followed by post grad (26%) and masters (21%). Overall only a small number have no formal safety qualifications (6%), with 66% having a bonus included in their remuneration. Annual take home salaries increased by 3.3% after experiencing three

years of decline. Approximately 66% of National Managers have a Short Term Incentive (STI) included as part of their remuneration package. Our results show females are earning slightly higher in average TAR, however when it comes to average total target remuneration (TTR) males are earning more.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



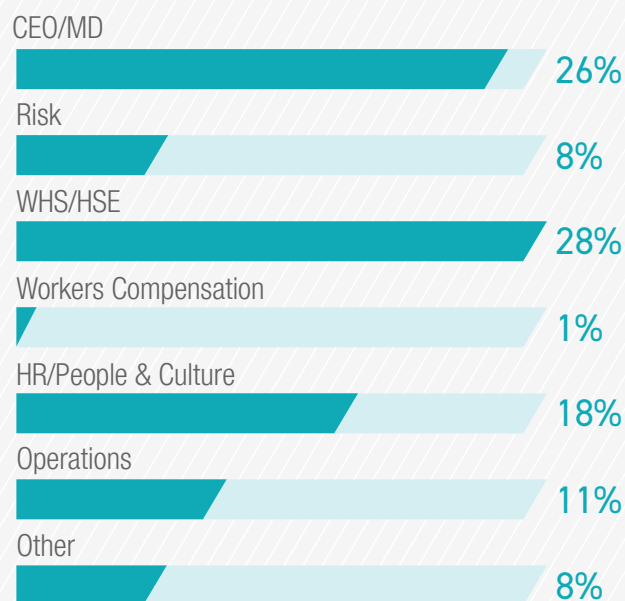
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



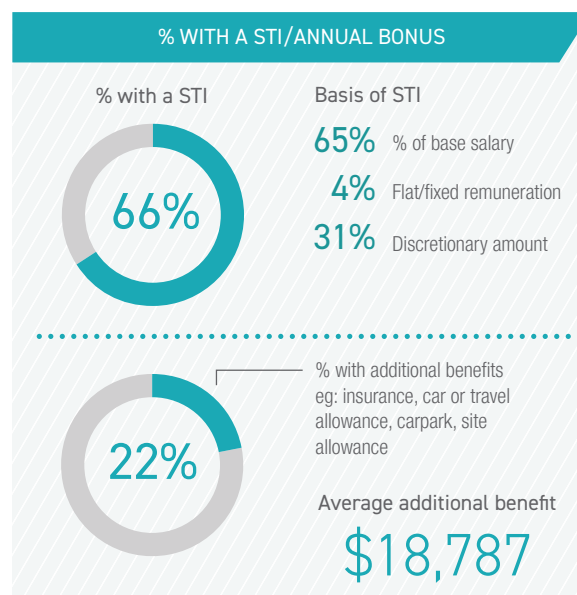
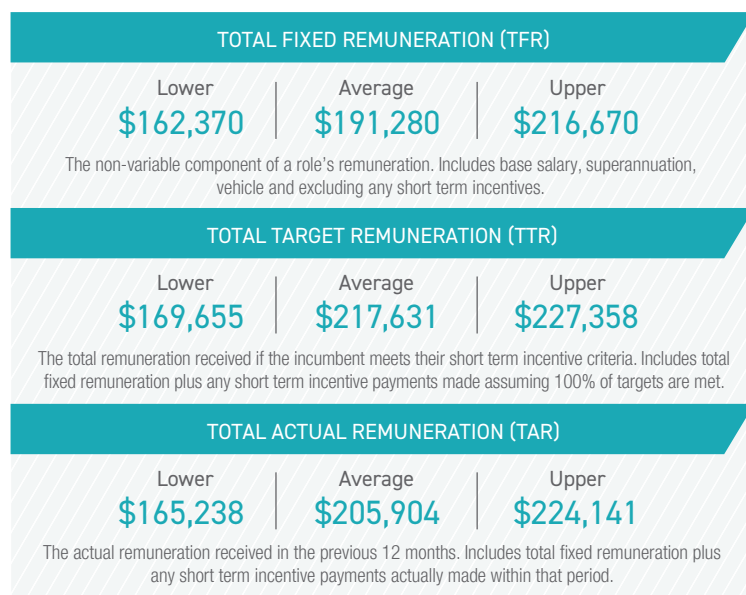
YEARS IN SAFETY



EMPLOYMENT STATUS



WHS - National Manager



Position Breakdown - by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	32	197,017	213,303	212,640
QLD	8	174,813	183,743	181,421
SA	4	188,638	516,346	190,473
VIC	50	190,766	209,636	207,474
WA	5	199,312	214,383	205,979

Position Breakdown - by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	18	190,534	199,029	198,249
Engineering Services	7	242,819	268,312	260,714
Transport	10	177,724	183,919	178,867
Manufacturing	22	183,150	247,239	198,619
Resources (Mining, Oil, Gas)	7	159,280	184,128	177,810
Facilities	6	199,514	209,912	218,555
Retail	14	198,868	209,912	223,347
Utilities & Telecommunications	11	205,470	232,849	230,151

WHS - General Manager

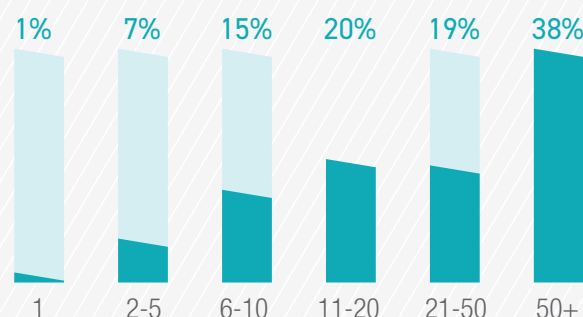
Remuneration at WHS General Manager level declined by 8% YoY equating to a reduction of \$24,200 on average. The role is predominately held by males with their take home salary (TAR) equating to approximately 10% more than females. Close to 60% of General Managers are responsible for 21 or more sites, with 65% responsible for more than 500 employees. Out of those surveyed, only 5% have no formal safety qualification. Our findings indicate 70% have obtained

more than 16 years' experience in the safety industry with the majority of respondents aged between 40-59 years, similar to previous years. Approximately 67% of General Managers receive a bonus although on average they only reached 50% of their target bonus in the surveyed time period. The sectors to earn the biggest salary as a GM is in Resources (Mining), closely followed by Engineering Services, & Utilities & Telecommunications.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



NUMBER OF DIRECT REPORTS

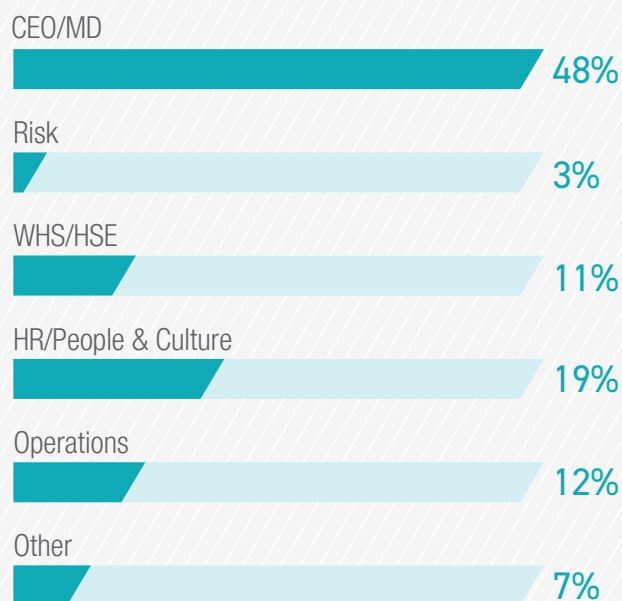


HSE QUALIFICATION

30%
POSTGRADUATE DIPLOMA



REPORTS TO



YEARS IN SAFETY

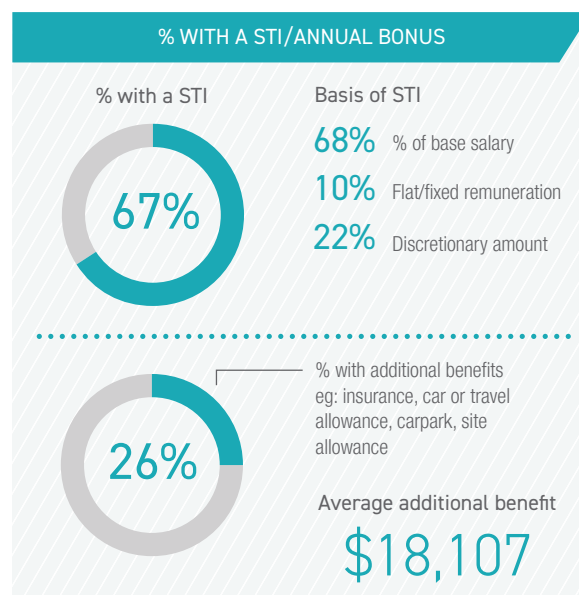
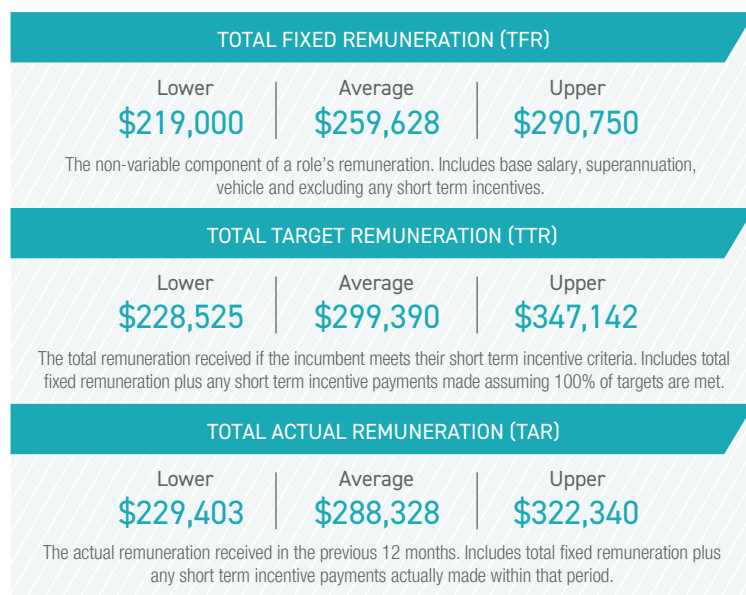
70% of respondents indicated they have **16+ YEARS EXPERIENCE**



EMPLOYMENT STATUS



WHS - General Manager



Position Breakdown - by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	33	272,261	309,579	303,423
VIC	56	251,589	285,485	279,237
WA	7	284,133	390,783	325,195

Position Breakdown - by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	14	288,638	305,610	301,803
Engineering Services	5	294,932	356,326	333,033
Government	7	234,420	245,561	237,625
Health	8	214,620	220,157	216,465
Transport & Logistics	14	249,482	282,723	269,876
Manufacturing	11	259,838	291,107	277,614
Resources (Mining, Oil & Gas)	8	279,747	382,527	317,715
Facilities Management & Property	7	240,640	273,103	263,011
Retail	8	260,010	273,103	320,658
Utilities & Telecommunications	15	281,892	343,109	340,961
Other	4	230,987	252,666	304,696

Sustainability

Australian Findings

Advisor

24



Sustainability - Advisor

GENDER RESPONSE



NUMBER OF DIRECT REPORTS

100%
of respondents
indicated they have

**NO
DIRECT
REPORTS**



REPORTS TO



TOTAL FIXED REMUNERATION (TFR)

Lower	Average	Upper
\$95,000	\$112,186	\$133,840

The non-variable component of a role's remuneration. Includes base salary, superannuation, vehicle and excluding any short term incentives.

TOTAL TARGET REMUNERATION (TTR)

Lower	Average	Upper
\$95,000	\$114,340	\$136,146

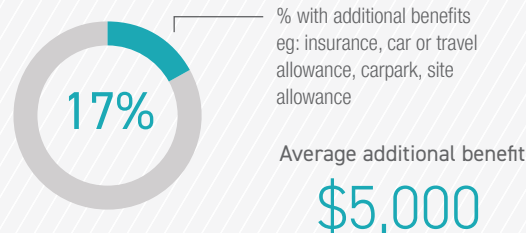
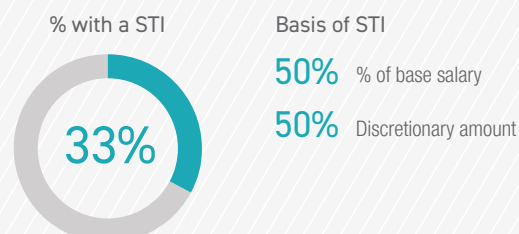
The total remuneration received if the incumbent meets their short term incentive criteria. Includes total fixed remuneration plus any short term incentive payments made assuming 100% of targets are met.

TOTAL ACTUAL REMUNERATION (TAR)

Lower	Average	Upper
\$95,000	\$112,186	\$133,840

The actual remuneration received in the previous 12 months. Includes total fixed remuneration plus any short term incentive payments actually made within that period.

% WITH A STI/ANNUAL BONUS



Environment

Australian Findings

Advisor	26
Manager	27
National Manager	28
Head of Environment and Sustainability	29

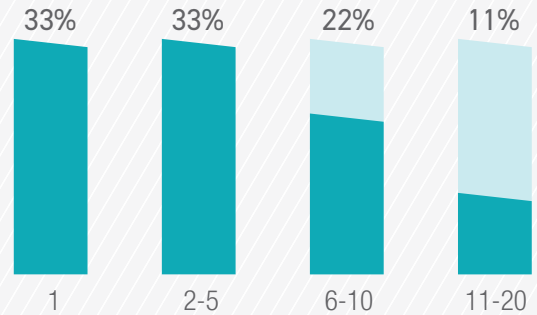


Environment - Advisor

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



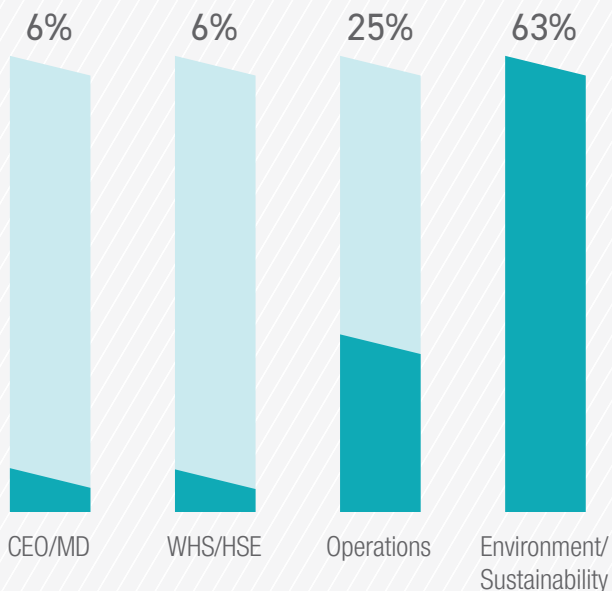
NUMBER OF DIRECT REPORTS



ENVIRONMENT QUALIFICATION



REPORTS TO



YEARS IN ENVIRONMENT



EMPLOYMENT STATUS



Environment - Manager

GENDER RESPONSE



ENVIRONMENT QUALIFICATION

33%
of respondents
indicated they have an
**UNDERGRADUATE
DEGREE**



NUMBER OF DIRECT REPORTS

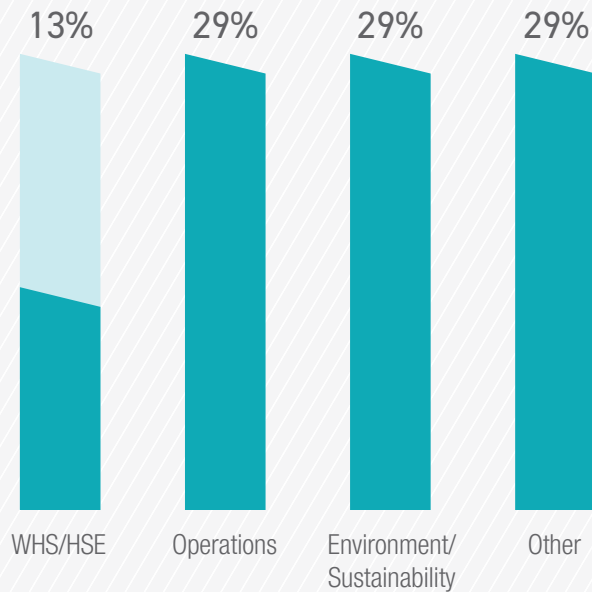
67%
of respondents
indicated they have
**1-5
DIRECT
REPORTS**

YEARS IN ENVIRONMENT

67%
of respondents
indicated they have
**16+ YEARS
EXPERIENCE**



REPORTS TO



EMPLOYMENT STATUS

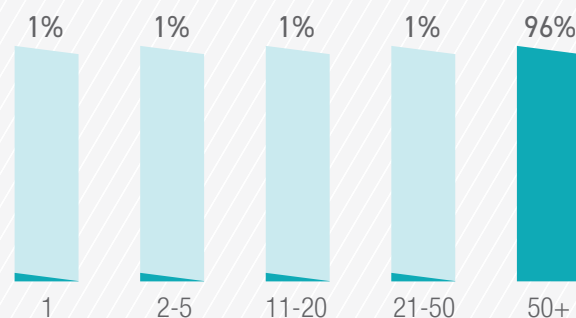


Environment - National Manager

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



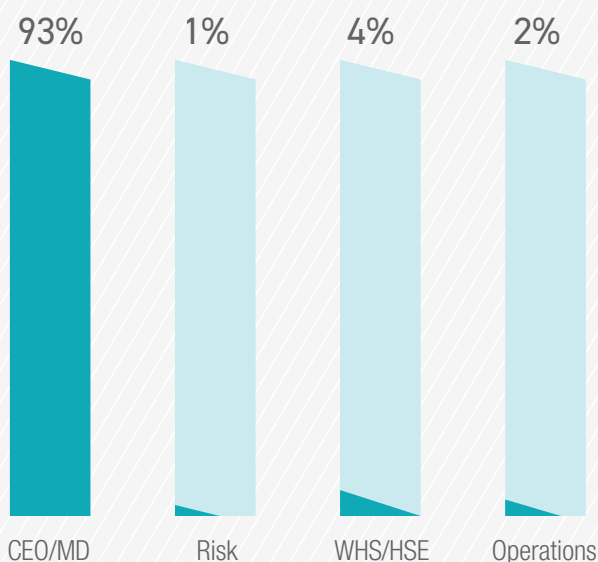
NUMBER OF DIRECT REPORTS



ENVIRONMENT QUALIFICATION



REPORTS TO



YEARS IN ENVIRONMENT



EMPLOYMENT STATUS

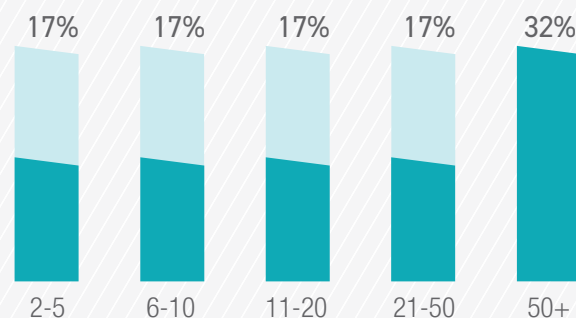


Environment - Head of Environment & Sustainability

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



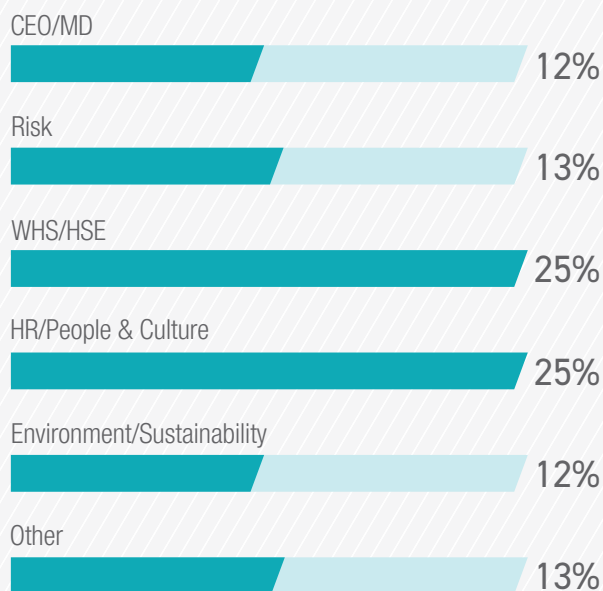
NUMBER OF DIRECT REPORTS



ENVIRONMENT QUALIFICATION



REPORTS TO



YEARS IN ENVIRONMENT



EMPLOYMENT STATUS



Workers Compensation

Australian Findings

Claims / Injury Management / RTW - Coordinator/Advisor	31-32
Claims / Injury Management / State / Workers Compensation - Manager	33-34
Workers Compensation / Injury Management / National – Group Head/GM	35-36

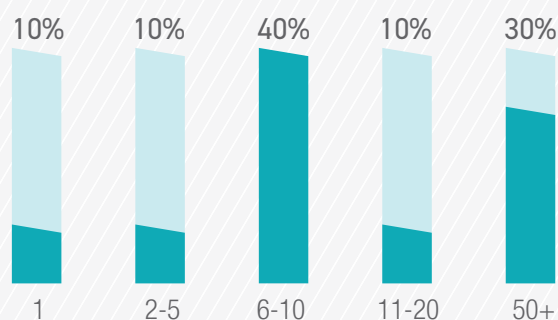


Claims/Injury Management/RTW - Coordinator/Advisor

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



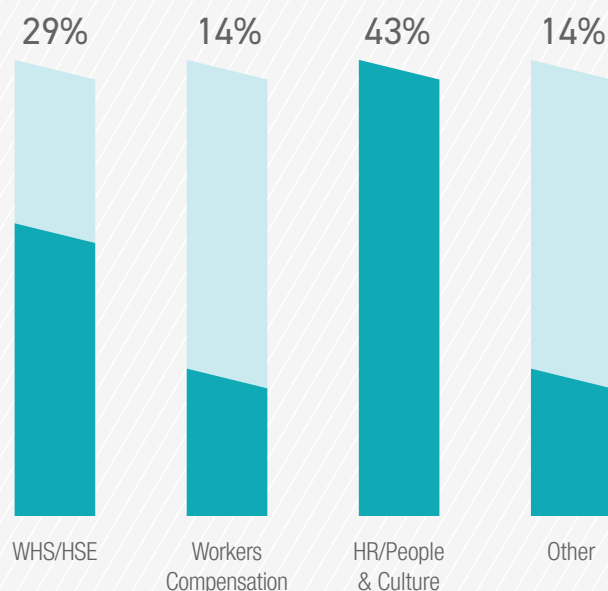
NUMBER OF DIRECT REPORTS



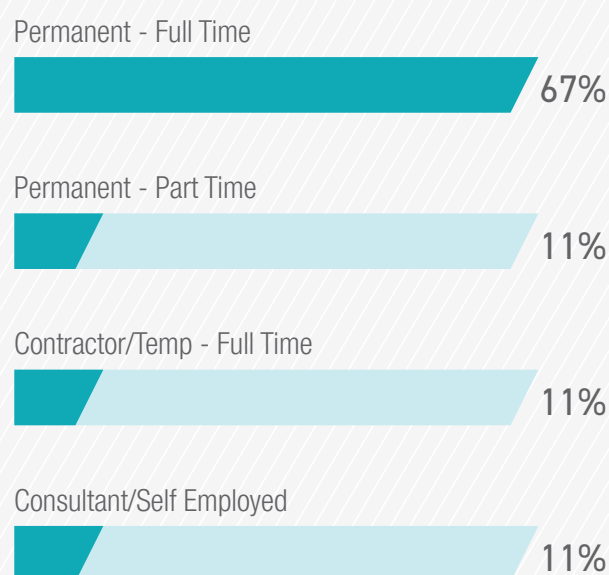
WORKERS COMP QUALIFICATION



REPORTS TO



EMPLOYMENT STATUS



Claims/Injury Management/RTW - Coordinator/Advisor

TOTAL FIXED REMUNERATION (TFR)

Lower	Average	Upper
\$90,600	\$95,455	\$104,954

The non-variable component of a role's remuneration. Includes base salary, superannuation, vehicle and excluding any short term incentives.

TOTAL TARGET REMUNERATION (TTR)

Lower	Average	Upper
\$93,944	\$97,591	\$108,952

The total remuneration received if the incumbent meets their short term incentive criteria. Includes total fixed remuneration plus any short term incentive payments made assuming 100% of targets are met.

TOTAL ACTUAL REMUNERATION (TAR)

Lower	Average	Upper
\$93,944	\$95,993	\$104,954

The actual remuneration received in the previous 12 months. Includes total fixed remuneration plus any short term incentive payments actually made within that period.

POSITION BREAKDOWN - BY INDUSTRY

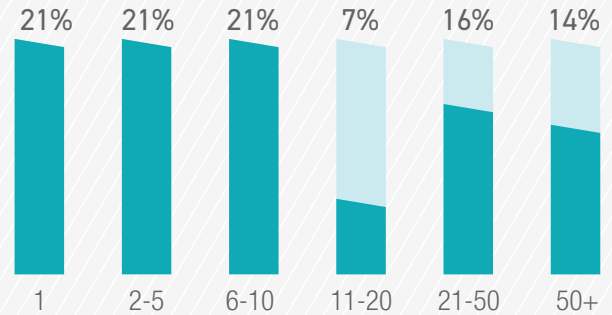
Government Local, State, Federal Education & Training, Regulator, Defence	TFR Average	\$100,196
	TTR Average	\$103,394
	TAR Average	\$100,196
.....		
Health Hospitals, Aged Care, Disability, Allied Health	TFR Average	\$97,427
	TTR Average	\$98,771
	TAR Average	\$98,771

Claims/Injury Management/State/Workers Compensation - Manager

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



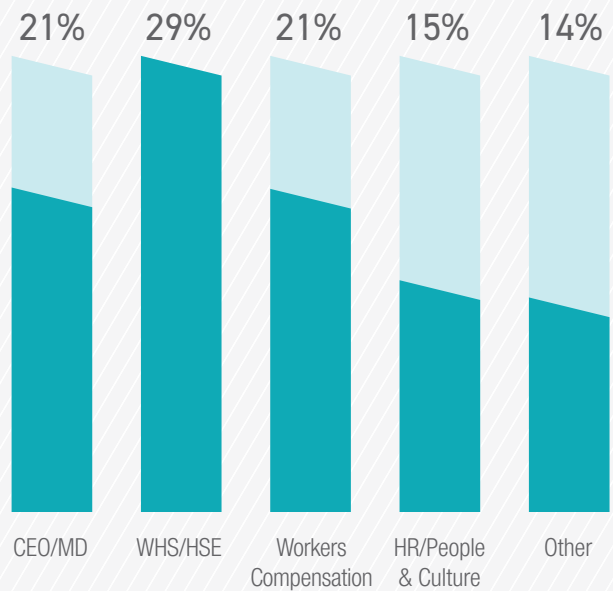
NUMBER OF DIRECT REPORTS



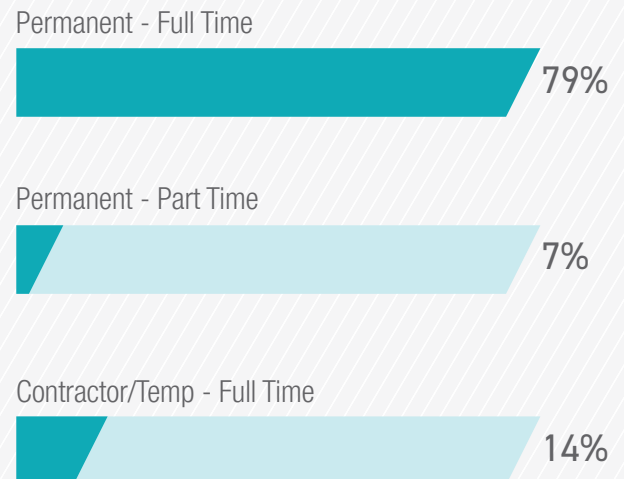
WORKERS COMP QUALIFICATION



REPORTS TO



EMPLOYMENT STATUS



Claims/Injury Management/State/Workers Compensation - Manager

TOTAL FIXED REMUNERATION (TFR)

Lower	Average	Upper
\$99,419	\$126,930	\$141,416

The non-variable component of a role's remuneration. Includes base salary, superannuation, vehicle and excluding any short term incentives.

TOTAL TARGET REMUNERATION (TTR)

Lower	Average	Upper
\$99,419	\$129,281	\$147,895

The total remuneration received if the incumbent meets their short term incentive criteria. Includes total fixed remuneration plus any short term incentive payments made assuming 100% of targets are met.

TOTAL ACTUAL REMUNERATION (TAR)

Lower	Average	Upper
\$99,419	\$129,515	\$148,446

The actual remuneration received in the previous 12 months. Includes total fixed remuneration plus any short term incentive payments actually made within that period.

% WITH A STI/ANNUAL BONUS

% with a STI



50% % of base salary
25% Flat/fixed remuneration
25% Discretionary amount

14%

% with additional benefits
eg: insurance, car or travel
allowance, carpark, site
allowance

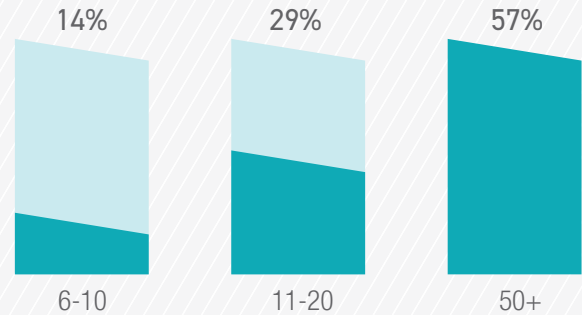
Average additional benefit
\$2,750

Workers Compensation/Injury Management/**National- Group Head/GM**

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



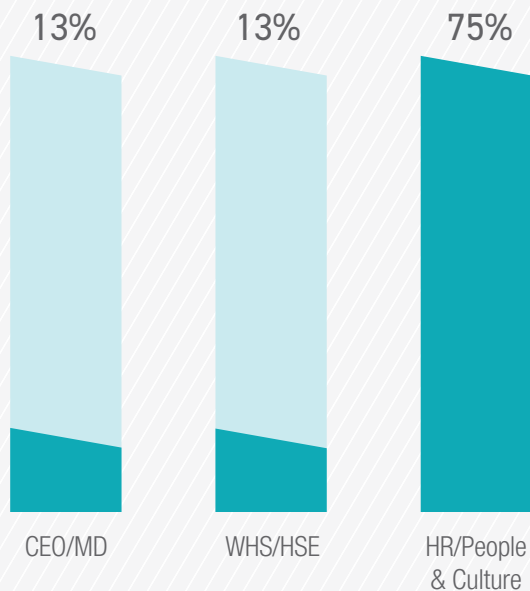
NUMBER OF DIRECT REPORTS



WORKERS COMP QUALIFICATION



REPORTS TO



YEARS IN WORKERS COMP



EMPLOYMENT STATUS



Workers Compensation/Injury Management/**National- Group Head/GM**

TOTAL FIXED REMUNERATION (TFR)

Lower	Average	Upper
\$141,113	\$188,239	\$203,025

The non-variable component of a role's remuneration. Includes base salary, superannuation, vehicle and excluding any short term incentives.

TOTAL TARGET REMUNERATION (TTR)

Lower	Average	Upper
\$152,349	\$205,991	\$217,358

The total remuneration received if the incumbent meets their short term incentive criteria. Includes total fixed remuneration plus any short term incentive payments made assuming 100% of targets are met.

TOTAL ACTUAL REMUNERATION (TAR)

Lower	Average	Upper
\$148,111	\$201,700	\$207,025

The actual remuneration received in the previous 12 months. Includes total fixed remuneration plus any short term incentive payments actually made within that period.

% WITH A STI/ANNUAL BONUS

% with a STI



80% % of base salary

20% Discretionary amount

25%

% with additional benefits
eg: insurance, car or travel
allowance, carpark, site
allowance

Average additional benefit

\$31,500

Workplace Health & Safety (WHS)

New Zealand Findings

Advisor/Business Partner	38-39
Manager	40-41
National Manager	42-43
General Manager	44-45



WHS - Advisor/Business Partner

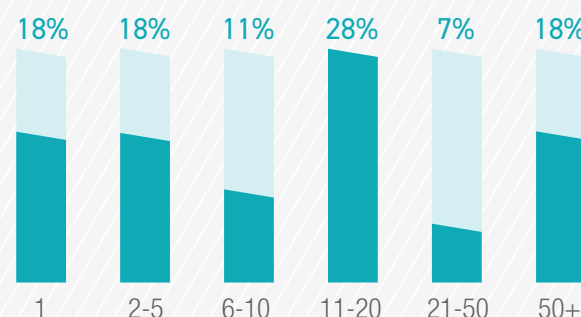
The average TAR for WHS/HSE Advisor in New Zealand is \$NZ104,998 with just over 38% receiving a Short Term Incentive (STI) as a part of their remuneration package. Results indicate Advisors are reaching only 70% of their average Target STI at \$13,593. The majority (90%) of those surveyed had multi-site responsibility with 52% holding

responsibility for at least 11 sites or more. A large number of those surveyed have a HSE qualification at diploma level (44%) followed by certificate 3-4 (20%). Findings indicate females are ahead of males in take home pay (TAR) by a considerable 13%.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



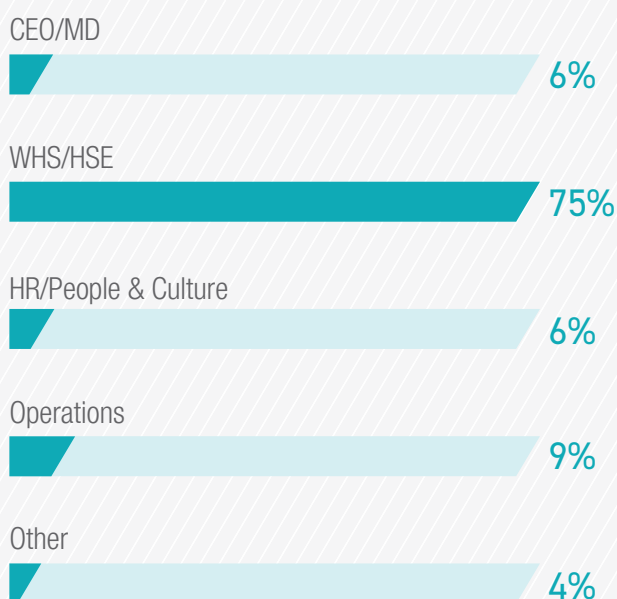
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



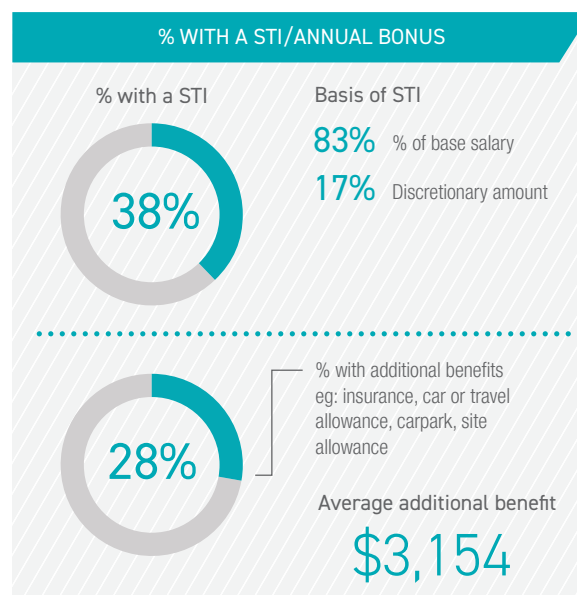
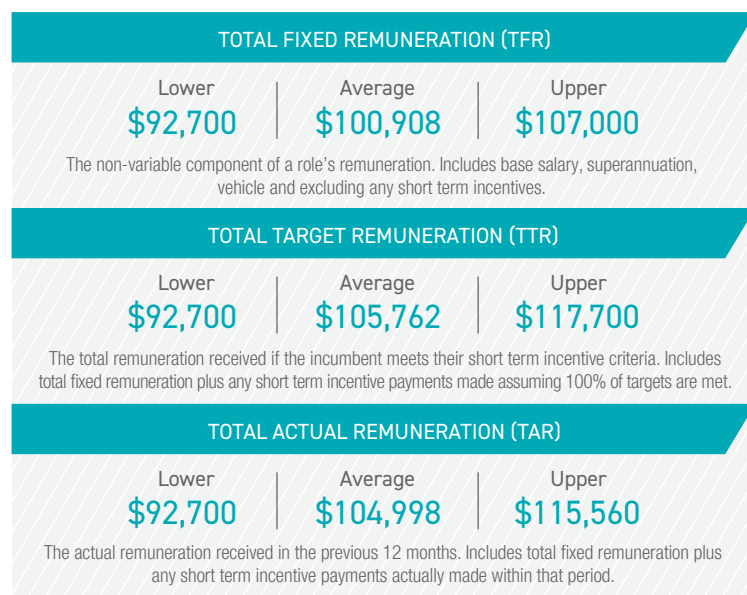
YEARS IN SAFETY



EMPLOYMENT STATUS



WHS - Advisor/Business Partner



Position Breakdown - by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	9	95,000	95,000	95,000
Government	13	105,169	105,513	105,513
Manufacturing	17	86,324	93,567	89,928
Retail	17	87,531	87,531	87,513
Utilities & Telecommunications	23	120,890	135,279	133,781
Other	15	104,400	104,400	104,400

WHS - Manager

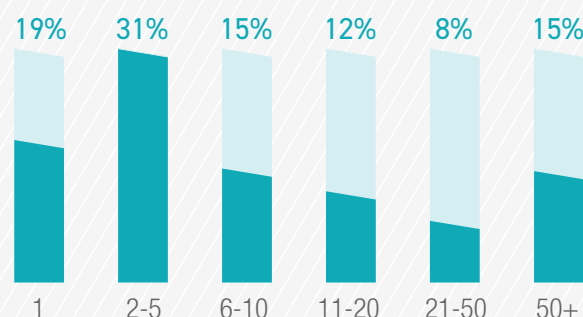
WHS Managers take home pay improved YoY by 12%, with respondents receiving an average TAR of NZ\$150,499 and an actual average STI of \$10,903. More than 95% of those surveyed have at least 6 years safety experience and hold a certification. All respondents have a safety qualification at

diploma level or higher, with 42% holding a diploma, followed by post graduate degree (31%) and masters (23%). Based on responses, females employed as a WHS Manager are earning 8% average TAR more than men.

GENDER RESPONSE



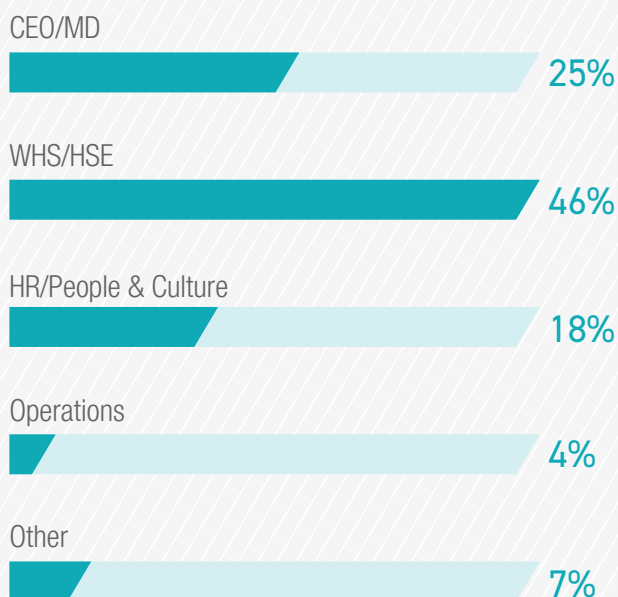
NUMBER OF SITES RESPONSIBLE FOR



NUMBER OF DIRECT REPORTS



REPORTS TO



HSE QUALIFICATION



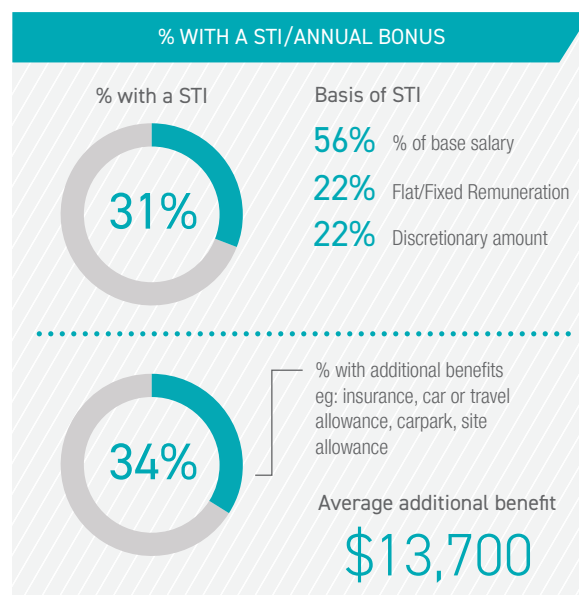
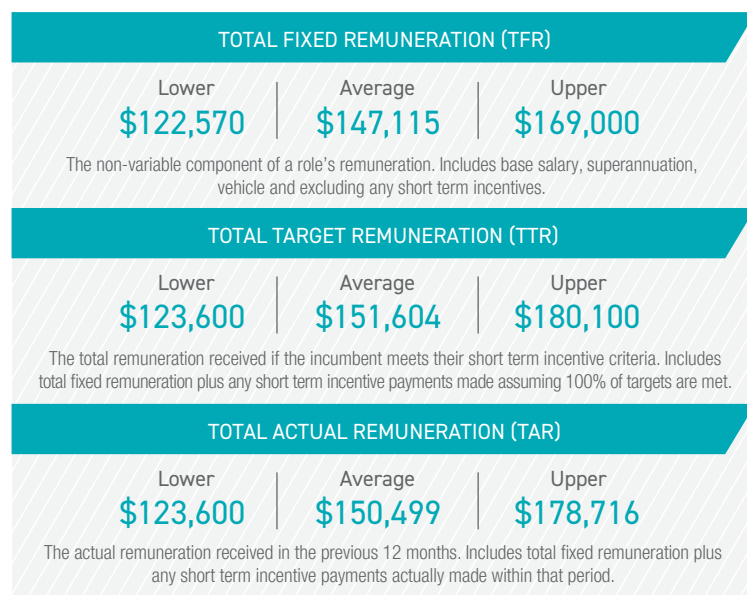
YEARS IN SAFETY



EMPLOYMENT STATUS



WHS - Manager



Position Breakdown - by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Government	14	123,560	123,560	123,560
Manufacturing	14	155,013	159,739	158,489
Retail	14	148,950	159,739	151,479
Utilities & Telecommunications	17	178,234	190,994	187,804

WHS - National Manager

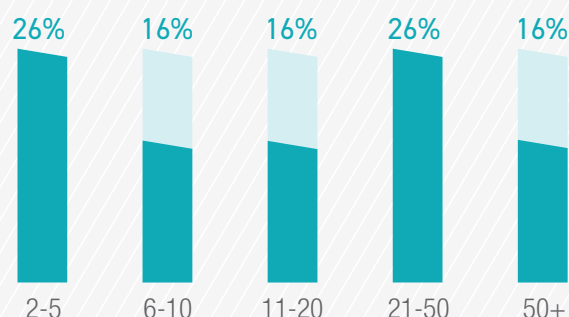
Safety professionals at the National Manager level in New Zealand saw their average take home salary decline YoY, earning an average TAR of NZ\$159,414. Out of those surveyed, 42% were eligible for an annual bonus, with Managers achieving a majority of their targeted bonus. More than half of those surveyed were responsible for more

than 11 sites with all respondents holding an official safety qualification with the majority (77%) at diploma level or higher. This role continues to be dominated by males, who are earning 9% more than females in average TAR.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



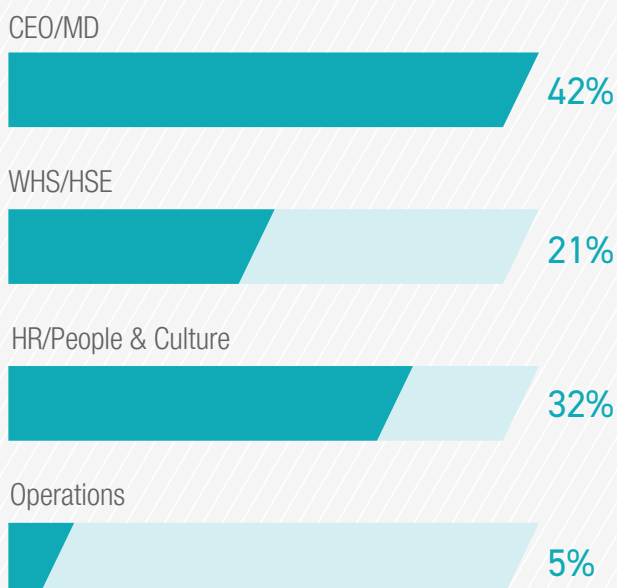
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



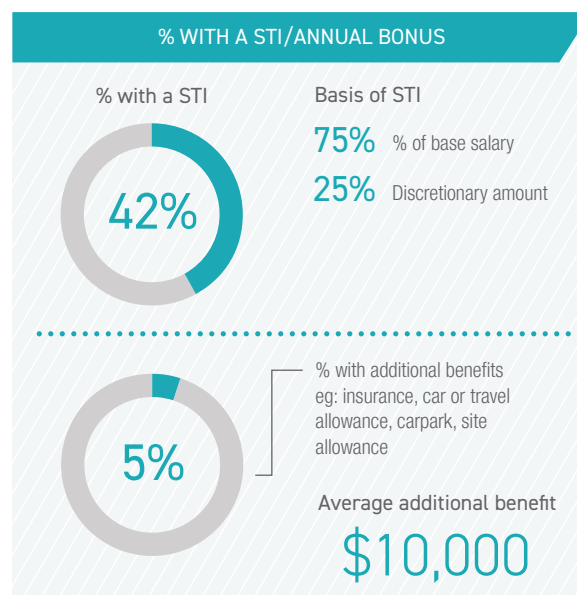
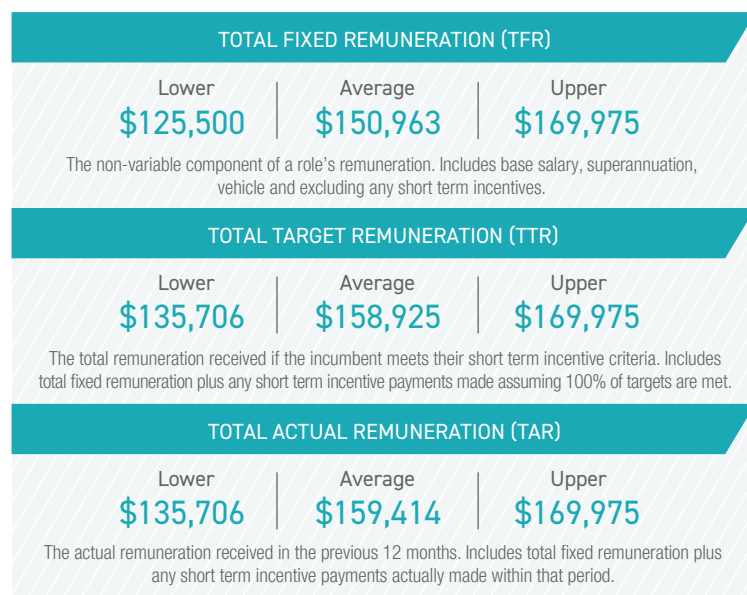
YEARS IN SAFETY



EMPLOYMENT STATUS



WHS - National Manager



Position Breakdown - by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Government	21	145,028	145,028	145,028
Manufacturing	21	149,625	159,538	162,538

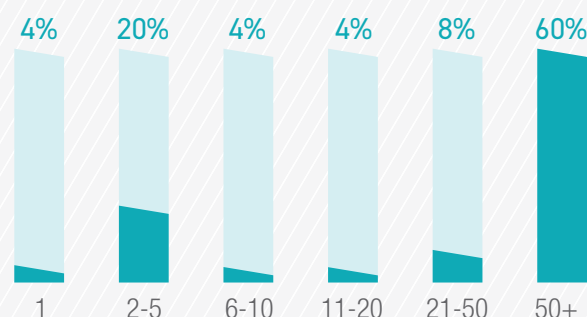
WHS - General Manager

General Managers in New Zealand earned an average TAR of NZ\$261,615 in 2020. At this level, 65% of General Managers have a Short Term Incentive (STI) included as part of their remuneration package. Average actual STI is \$39,360 which is well short of the average Target STI of \$64,350. The majority of respondents (60%) reported responsibility for over 50 sites.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



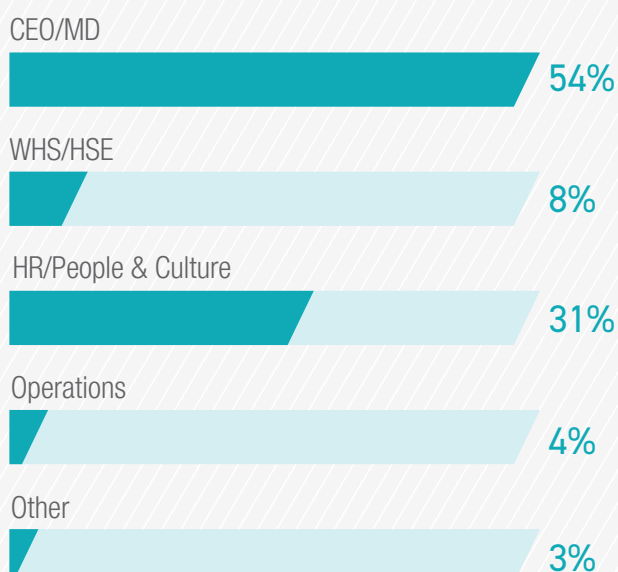
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



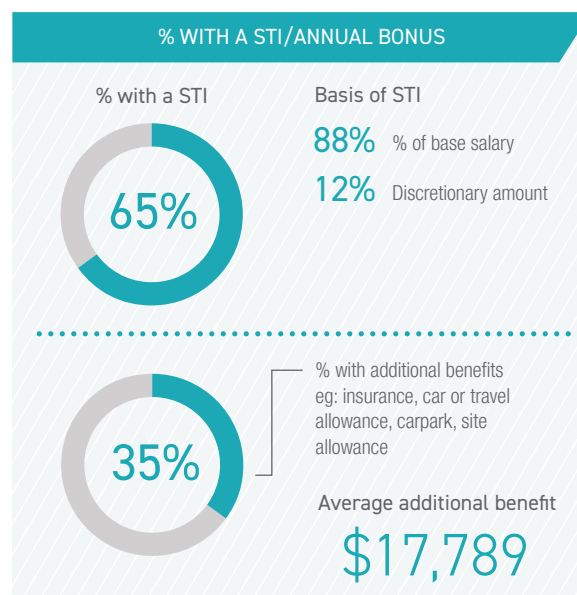
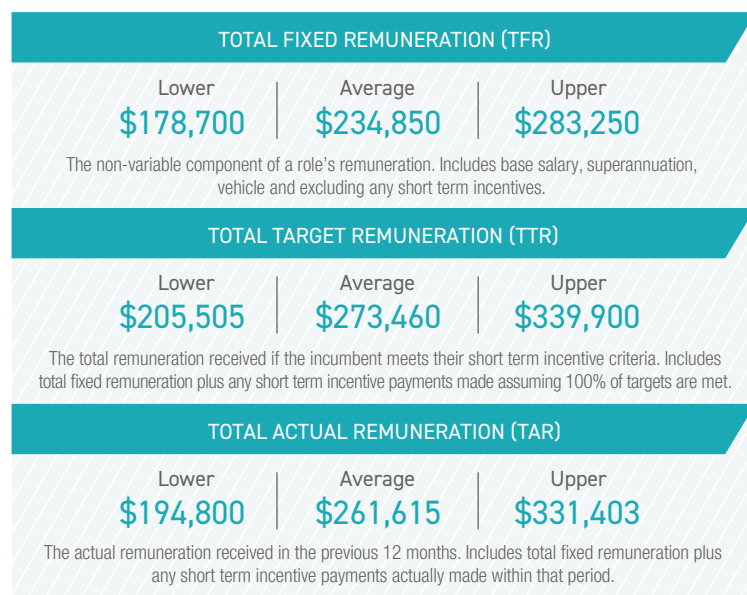
YEARS IN SAFETY



EMPLOYMENT STATUS



WHS - General Manager



Position Breakdown - by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	15	227,475	258,760	252,505
Manufacturing	38	222,945	264,686	246,090



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