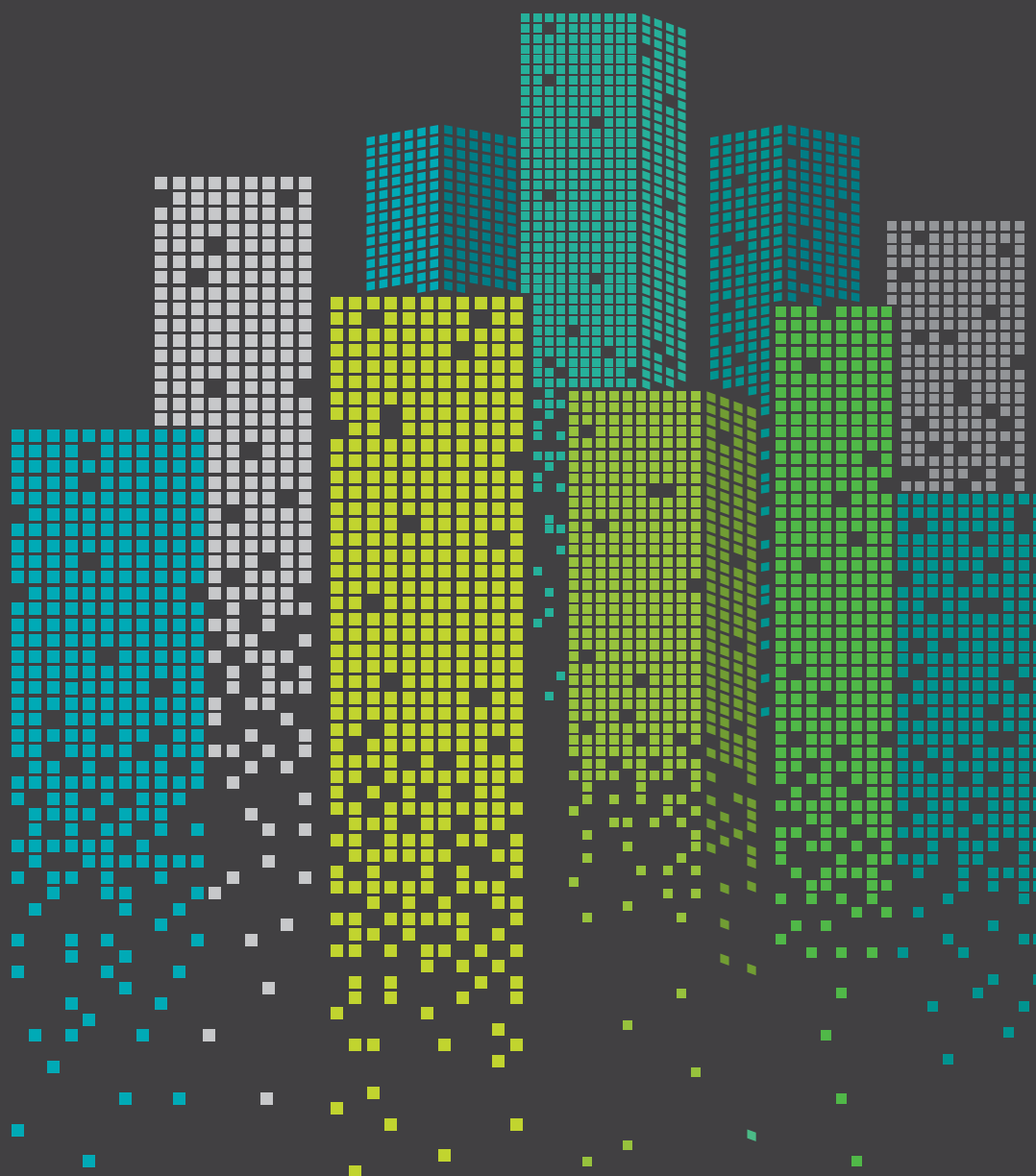


Workplace Health, Safety and Environment Employment Report 2019



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 to identify candidates 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.

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 leading experts.

Over the last 14 years, 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 specialises in search and recruitment for permanent, contract and consulting in:
- Health, Safety and Environment (HSE)
- Health and Wellbeing
- Sustainability
- Injury and Claims Management
- Workers Compensation
- Quality
- Operational Risk

What’s in a name?

As we prepared this report, we debated the way we referred to the industry and the professionals within it, and what acronym is best to use to cover all bases? WHS, HSE, OHS, SHE, SHEQ, etc, the list can go on and on. Before anyone starts pointing out the obvious (ie ‘E’ is for Environment, ‘Q’ for Quality etc), it is clear that most roles in this industry have variations to suit the needs and structure of their organisation. So for the sake of clarity and simplicity, we will refer to roles with a core Safety focus as WHS. As we move toward a more holistic approach, we must acknowledge the wellbeing of our colleagues – regardless of whether it is in or out of the workplace.

The team at Safesearch thrive on getting results for our clients and candidates alike, building credibility through strong networks, corporate partnerships and supporting WHS education initiatives. Contact one of our team members today to discuss how Safesearch can assist you.

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A Word from the Australian Institute of Health and Safety



David Clarke
Chief Executive Officer
Australian Institute of Health and Safety

For 13 years now, Safesearch has been making this important annual contribution to our understanding of the health and safety workforce marketplace, and the way it ebbs and flows.

Safesearch are now evolving this survey to widen its scope beyond remuneration to produce more expansive data, which is a very welcome development. Gathering data in its many forms is critical to good health and safety. Smart businesses know that if you count the wrong things and judge performance on those things, you are going to end up with the wrong results. Today, the trend is away from past lag indicators – counting the health and safety output measures of business processes, and toward lead indicators – measuring inputs that are predictive in that when these processes are undertaken, research shows that positive health and safety outcomes follow. A focus on lead indicators helps to move business focus from keeping the statistics looking good, (which can become a false end in itself) to a focus on the safe systems, processes and practices that produce results.

The following report invites you as the reader to add the context, depending on what issue you are exploring. Understanding the effect of these cycles on the health and safety labour market helps us prepare for the ups and downs. As some examples, the context can include:

- The inbuilt volatilities and cycles of strength and weaknesses of our high-risk industries such as mining, resources, energy and construction which have high rates of health and safety professional roles. These cycles have a flow-on effect to Health and Safety jobs and their conditions;
- The evolution of the role of the health and safety professional within business, and the emergence of a clearer framework for the work via the OHS professional Global Capability Framework;
- The continuing march of technology and its application in job processes and also directly in the profession's work;
- There are many important conversations we can have which stem from this data, and I commend Safesearch for their annual contribution to these discussions.



Market Overview



Luke Borg
General Manager
Safesearch

Welcome to the 2019 Safesearch Salary Guide & Employment Report.

For 13 years now, Safesearch has been partnering with the Health, Safety & Environment industry, to ensure that all workplaces take the wellbeing of their employees as seriously as we do.

In response to the feedback the safety community has provided us, and the questions we are regularly asked when it comes to hiring and the industry, we decided this year to extend our survey to include employment data beyond just remuneration.

The great thing of having over a decade of industry remuneration data, is the ability to show the trends year-on-year, and as you'll see later in this report, there is a softening in total take home remuneration of Health and Safety professionals, whilst those in Environmental roles have seen an uplift.

For those that have remained in the same organisation and role for 5 or more years, you may find that you are being remunerated less than those that have entered at a later stage, who have taken advantage of the forces of supply and demand. Internally, this is putting a lot of pressure on budgets, and is forcing hiring managers to hire to budget rather than position/ skillset requirement. As hiring professionals at Safesearch, we encourage those that are merely contemplating a move to better their remuneration, to first explore a conversation with their current employer. Why? Because we regularly find that when it comes time for an individual to resign, salary is noted as the key driver for their departure, with hiring managers stating they would have (or have) looked at what more they could offer.

We are continuing to experience talent shortages, with the major infrastructure projects along the east coast of Australia having moved from planning mode, to now well into construction, so we are seeing movement of talent around the projects (as the pressure of the projects creates churn).

Whilst there is an openness to looking at potential HSE candidates from outside sectors (with the view to providing them with industry specific training), the fact is, it's mostly those that are coming from a like-for-like sector that are

securing the position. The same can be said for individuals with experience from abroad, whom in the eyes of many clients, carry too much risk, uncertainty and additional requirements (sponsorship, visa applications, relocation, and localisation etc).

With such skills shortages, you are probably asking 'Why?' - Because organisations are running so lean (or in the case of projects - time critically) that there simply isn't the time or resources to onboard someone that isn't able to hit the ground running.

When asking the HSE community what their 'biggest workplace challenge is', it was no surprise to us that the 'safety culture' and 'organisational change' ranked highest. We are seeing soft skills in high demand, with the most common profile/skill requested of mid to senior HSE talent, is an individual with strong change management experience and who can influence an entire organisation's safety culture. Technical skills are at times almost treated as a 'given', and in a number of cases now, we have seen 'Heads of' safety position being taken up by individuals not from a HSE background. There is also an ever-increasing demand for diverse candidate shortlists to be presented, with female hiring often a key target, yet as you will see in this report, this presents a challenge when 2/3 of the industry talent is still male.

The sector continues to evolve and mature, particularly in organisations that carry a significantly higher risk profile (think mining, construction, waste, etc), and we are seeing a decline in unhealthy Fly-in Fly-out (FIFO) arrangements (often associated to some of these industries), as candidates reject this style of working due to the impact it has on their home life.

The emphasis is now very much on creating a strong, proactive safety culture that is embedded into day-to-day operations. HSE professionals are looking to leadership -not just in HSE, but right through to CEO/Board level to provide a strong and consistent safety message.

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

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

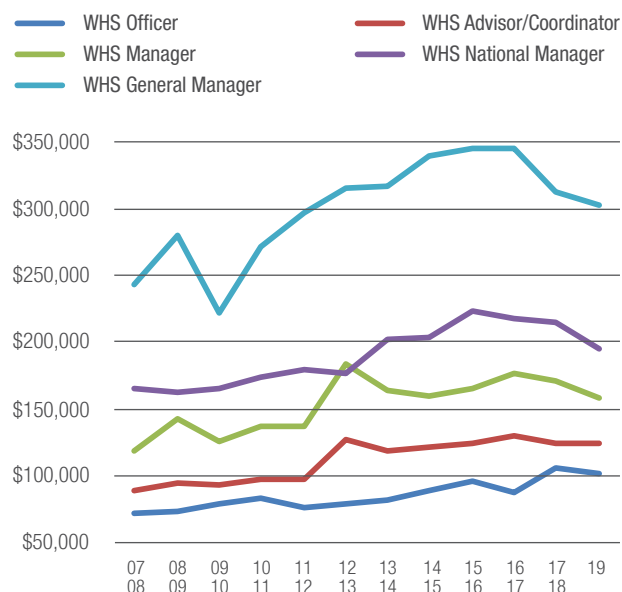
13 Year Analysis

Over the past 13 years in which Safesearch has been conducting this survey, we have seen steady salary growth across all disciplines and levels of Health, Safety & Environment. This peaked in 2016, coinciding with the construction boom and interest rates falling to 1.5%. Last year, the data indicated that salaries had plateaued, with the one abnormality being WHS Officer positions, whose remuneration hit a 12 year high. This was driven by the infrastructure boom, combined with the shortage of new entry level talent entering the sector.

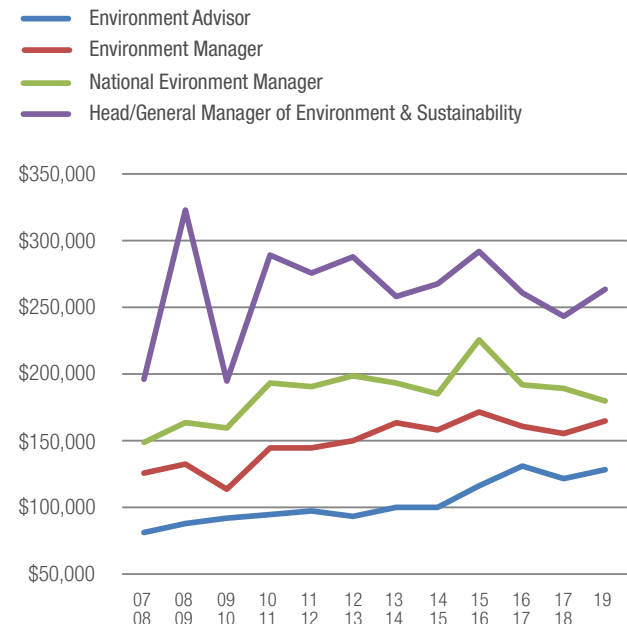
In 2019 however, there is no question that on 'average' salaries across safety disciplines have declined by 4-7% across the board. Why? Firstly, there is quite a gap between individuals target bonus and their actual bonus received, with many organisations using company performance criteria within bonus schemes (ie beyond the individual's direct influence). Then there was the looming election earlier in the year and potential change of government also came into play; the overall economic softening... and the media bash up associated with it; the lessening demand now that infrastructure projects are resourced; or likely a combination of all the above.

In stark contrast to WHS positions, Environment roles have seen a 6-8% increase in salaries over the past 12 months. With an increased industry sector focus on Environment, its broadening scope and its impact not only internally but externally, the limited supply of candidates dedicated to this space is the most likely driving force behind this.

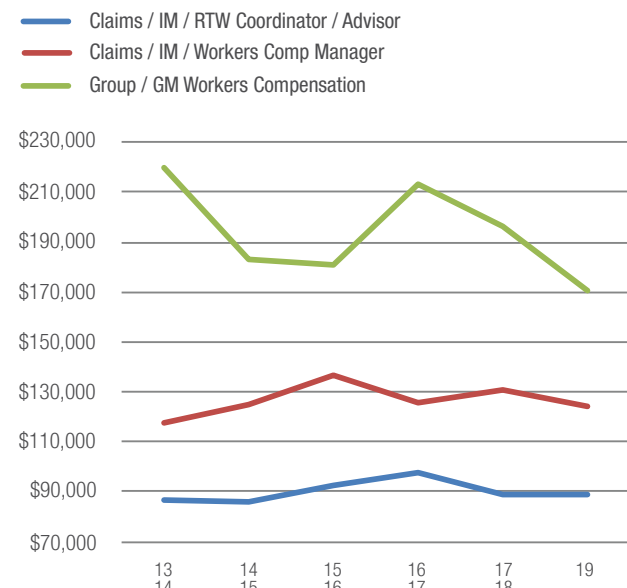
WHS Position by Average TAR*



Environment Position by Average TAR*

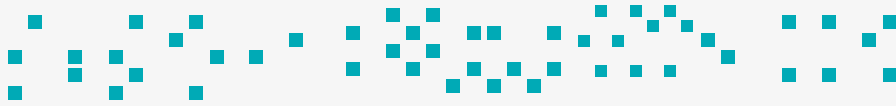


Workers Compensation Position by Average TAR*



* TAR (Total Actual Remuneration)

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



Workplace Health & Safety (WHS)

Australian Findings

Officer/Coordinator	8-9
Advisor/Business Partner	10-11
Manager	12-13
National Manager	14-15
General Manager	16-17

Australia

WHS - Officer/Coordinator

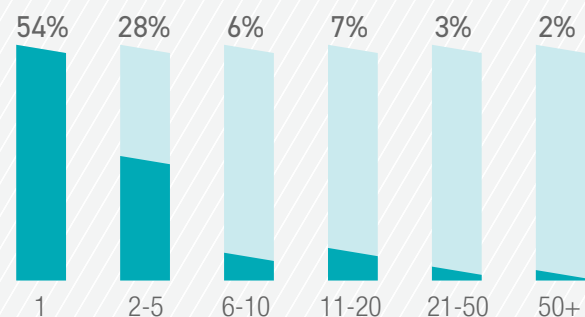
WHS Officers/Coordinators have seen a 4% YoY decline in total take home remuneration, with only 33% of respondents eligible for an annual bonus, meaning that Officers are placing strong emphasis on their base salary. Those Coordinators looking for the highest take home salaries should head to WA or QLD, and look for roles in the Resources/Mining sector, whilst

those in the Healthcare and Not-for-Profit sectors are being paid 85% less. The average profile for an officer is aged between 30-59 years (representing 75% of respondents) and 57% male, 40% female. Interestingly, 17% of the respondents indicated that they were engaged on a temporary basis, and 10% on a part time basis.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



YEARS IN SAFETY



EMPLOYMENT STATUS



Australia

WHS - Officer/Coordinator

TOTAL FIXED REMUNERATION (TFR)

Lower | Average | Upper
\$90,504 | **\$100,707** | **\$108,679**

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
\$91,150 | **\$102,046** | **\$109,500**

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
\$92,000 | **\$101,777** | **\$109,500**

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

33%

Basis of STI

36% % of base salary
3% Flat/fixed remuneration
13% Discretionary amount
48% No formal basis

16%

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

Average additional benefit

\$4,120

Position - Breakdown by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	16	96,093	97,832	97,269
VIC	26	94,309	95,636	94,999
QLD	20	110,228	111,864	112,151
SA	8	92,752	93,128	93,061
WA	23	107,156	108,765	108,440
TAS	6	97,784	97,784	97,863

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	19	111,583	112,126	111,910
Engineering	4	121,037	121,037	121,162
Government	5	104,771	104,971	104,971
Health	4	74,698	74,698	74,698
Logistics/Transport	10	88,873	91,922	90,568
Manufacturing	10	95,512	97,140	96,625
Resources (Mining, Oil, Gas)	4	128,383	139,215	136,785
Property	27	101,166	101,166	101,524
Utilities	10	96,512	99,651	99,143
Not for Profit	3	73,187	73,187	73,187
Other	2	95,176	95,176	95,176

Australia

WHS - Advisor/Business Partner

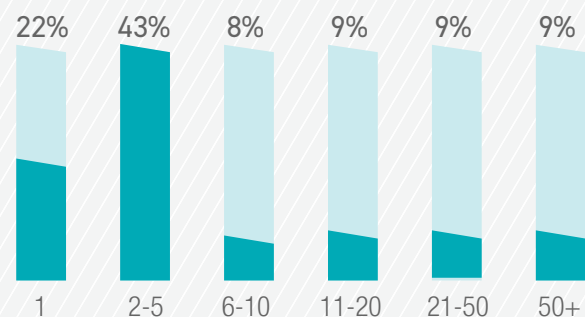
WHS Advisors/Business Partners typically have no direct reports, over 6 years' experience, and don't possess any formal qualifications, but have rather learned on the job. Advisors/BPs have had no change in their total take home remuneration, though close to half of the respondents received an annual bonus of c. \$3500 on average. Again, WA was indicating the

strongest salaries for Advisors/BPs, with NSW not too far behind. The Resources space again takes the prize for highest paid sector, commanding a \$10,000 premium over the second placed construction, with both these sectors having the majority of the industry's headcount.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



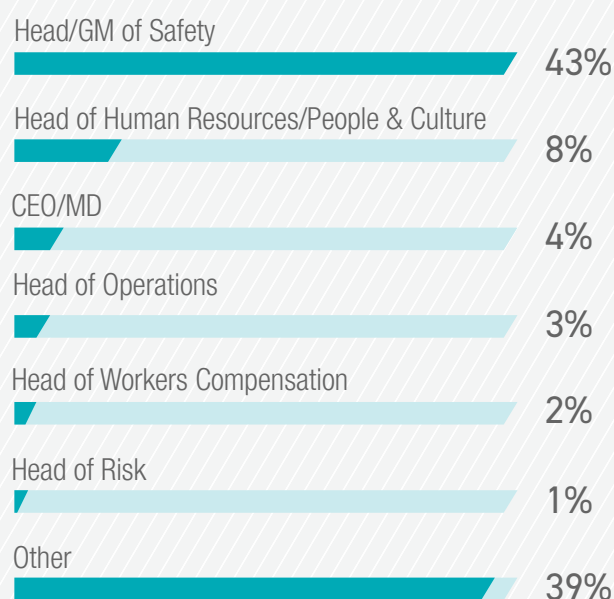
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



YEARS OF SAFETY



EMPLOYMENT STATUS



Australia

WHS - Advisor/Business Partner

TOTAL FIXED REMUNERATION (TFR)

Lower | Average | Upper
\$101,835 | **\$120,099** | **\$132,495**

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
\$104,548 | **\$123,616** | **\$133,371**

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
\$104,025 | **\$123,585** | **\$135,912**

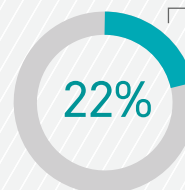
The actual remuneration received in the previous 12 months. Includes total fixed remuneration plus any short term incentive payments actually made within that period.

% WITH A STI/ANNUAL BONUS

% with a STI



40% % of base salary
1% Flat/fixed remuneration
9% Discretionary amount
50% No formal basis



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

Average additional benefit

\$10,725

Position - Breakdown by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	22	120,411	124,891	124,539
VIC	30	113,908	117,297	116,276
QLD	22	115,242	120,293	119,564
SA	5	115,987	119,788	118,338
WA	5	128,617	134,465	133,405
TAS	15	100,097	101,739	100,918

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	25	130,496	130,765	133,485
Engineering	1	118,711	119,211	119,211
Government	16	115,243	115,243	115,243
Health	2	104,533	104,533	104,533
Logistics/Transport	8	113,736	117,866	116,965
Manufacturing	8	106,526	110,753	110,912
Resources (Mining, Oil, Gas)	14	139,365	150,050	147,127
Property	7	109,796	110,690	109,872
Retail	6	104,452	110,690	110,786
Utilities	4	127,558	139,393	137,206
Not for Profit	4	89,161	89,161	89,161
Other	3	116,513	121,278	122,511

Australia

WHS - Manager

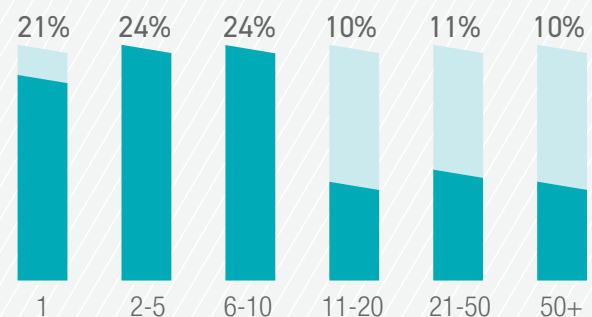
Our respondents indicated that there is a growing number of women taking up management positions in the industry, with a 29% representation in WHS Manager positions, with 86% in full time employment. YoY, there has been an 8% decline in annual remuneration of WHS Managers, which in real

world money, equates to \$13,000 pa less, which is a significant adjustment for these professionals with an average of 11+ years experience. This probably explains why tenure levels are low and we regularly see openings for these roles, with WHS Managers using an organisation move to better their income.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



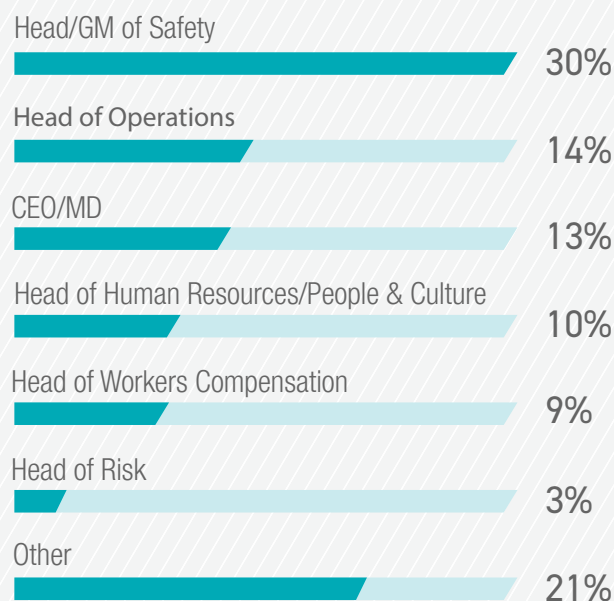
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



YEARS OF SAFETY



EMPLOYMENT STATUS



Australia

WHS - Manager

TOTAL FIXED REMUNERATION (TFR)

Lower | Average | Upper
\$127,993 | **\$154,594** | **\$170,601**

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
\$127,993 | **\$158,323** | **\$175,200**

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
\$128,767 | **\$157,851** | **\$175,200**

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

36%

Basis of STI

31% % of base salary

2% Flat/fixed remuneration

9% Discretionary amount

58% No formal basis

24%

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

Average additional benefit

\$11,469

Position - Breakdown by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	16	150,045	154,498	153,667
VIC	40	157,987	160,205	160,369
QLD	14	143,490	148,962	147,702
ACT	4	138,779	138,779	138,779
SA	6	131,003	132,848	133,270
WA	15	173,217	181,935	179,169
TAS	3	131,566	133,816	133,154

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	19	166,034	168,922	168,485
Engineering	3	155,955	155,955	159,038
Government	21	161,501	161,501	161,515
Health	7	119,236	119,643	119,699
Logistics/Transport	6	163,865	172,708	170,929
Manufacturing	13	134,271	141,573	141,006
Resources (Mining, Oil, Gas)	9	202,201	217,617	214,053
Property	14	128,710	129,313	129,676
Retail	4	145,176	129,313	147,914
Utilities	3	157,418	159,419	161,421
Not for Profit	2	120,450	120,450	120,450

Australia

WHS - National Manager

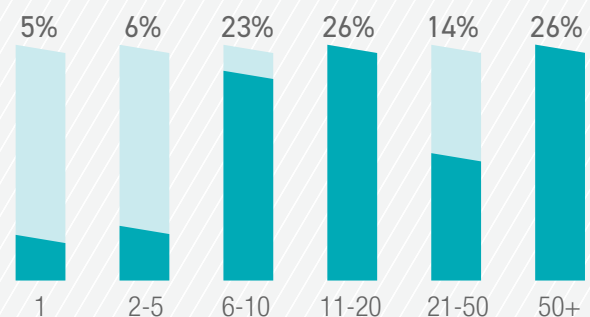
National WHS Manager roles are typically defined by their higher head count and site responsibilities. Interestingly, unlike WHS Manager positions, we are not seeing the diversity flow through into the National positions, with 64% of all surveyed positions being held by men. Annual take home salaries have fallen by 9% since last year, and it's the first time since the 2012/2013 period that we have seen them dip below

\$200,000. With a majority of positions having some sort of bonus attached to their base salaries, the survey reveals that National Managers are achieving less of their targeted bonus. Whilst those based in Victoria had the opportunity to earn the most, it was the National Managers based in NSW that took home the most, with those in the Construction, Utilities and Health sectors outperforming the national average.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



NUMBER OF DIRECT REPORTS

59% of respondents indicated they have **1-5 DIRECT REPORTS**



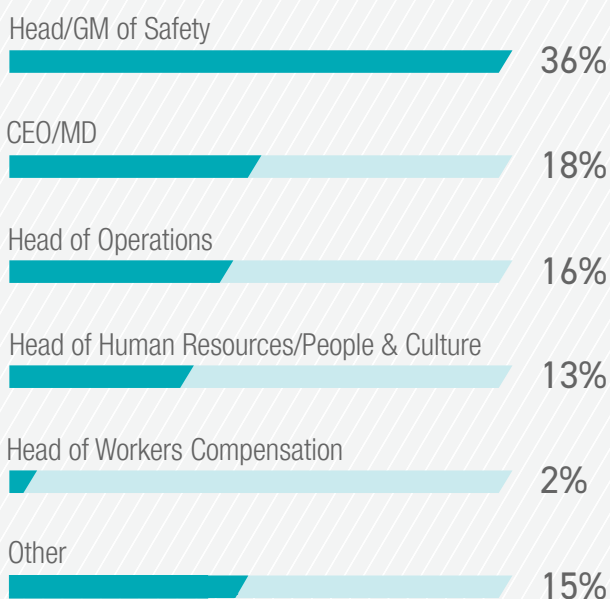
HSE QUALIFICATION

26% of respondents indicated they have

DIPLOMA/ADVANCED DIPLOMA



REPORTS TO



YEARS OF SAFETY

60% of respondents indicated they have

16+ YEARS EXPERIENCE



EMPLOYMENT STATUS



Australia

WHS - National Manager

TOTAL FIXED REMUNERATION (TFR)

Lower | Average | Upper
\$151,800 | **\$181,079** | **\$198,712**

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
\$160,142 | **\$222,319** | **\$221,628**

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
\$157,300 | **\$195,293** | **\$217,598**

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



Basis of STI

68% % of base salary
4% Flat/fixed remuneration
13% Discretionary amount
15% No formal basis

20%

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

Average additional benefit

\$16,433

Position - Breakdown by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	28	187,497	212,311	206,005
VIC	40	176,719	248,367	187,767
QLD	19	179,064	199,770	196,487
SA	5	175,463	186,642	185,870
WA	8	186,948	197,987	196,709

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	14	195,653	205,661	204,261
Engineering	9	182,955	186,955	190,655
Government	7	186,824	186,824	186,824
Health	5	188,121	213,798	210,992
Logistics/Transport	8	173,698	189,700	188,632
Manufacturing	20	170,250	190,099	183,483
Resources (Mining, Oil, Gas)	5	186,956	201,859	198,392
Property	10	165,707	177,877	171,261
Retail	9	170,945	177,877	187,042
Utilities	11	196,752	424,934	233,778

Australia

WHS - General Manager

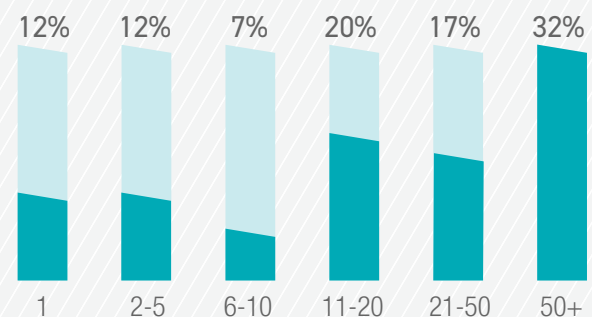
General Management positions saw a relatively smaller decline of 3% YoY, however as a \$ value this still equated to \$10,000 on average. Again, the senior position of GM is predominantly held by men (85%), with 50% responsible for 21 or more sites as part of the overall remit. As with National Managers, GM's overall take home income was most affected by individuals

falling well short of achieving their target bonus, with some organisations also setting policies such as 'any workplace fatality instantly cancelling any chance of a bonus.' But the place to earn the biggest salary as a GM is in Utilities, closely followed by the Resources, Transport/Logistics and Construction sectors, all of which outperformed the national average.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



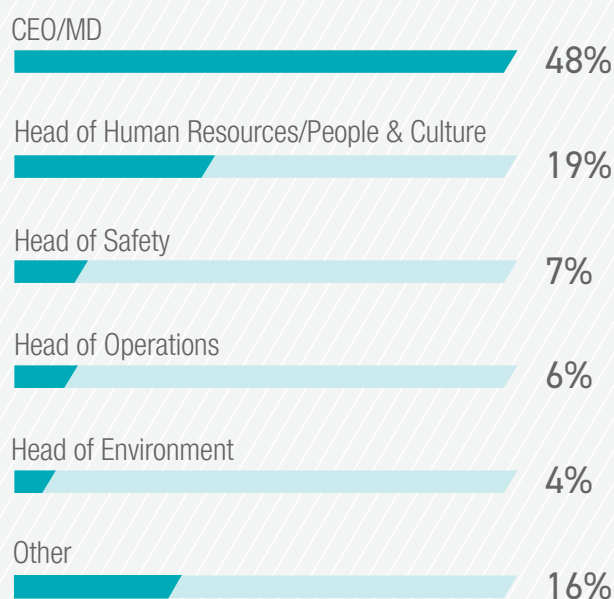
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



YEARS OF SAFETY



EMPLOYMENT STATUS



Australia

WHS - General Manager

TOTAL FIXED REMUNERATION (TFR)

Lower	Average	Upper
\$218,453	\$264,639	\$301,596

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
\$232,988	\$314,092	\$356,506

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.

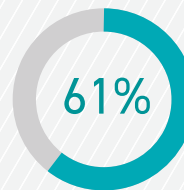
TOTAL ACTUAL REMUNERATION (TAR)

Lower	Average	Upper
\$226,558	\$302,825	\$348,175

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



Basis of STI

69%	% of base salary
7%	Flat/fixed remuneration
12%	Discretionary amount
12%	No formal basis

% with additional benefits



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

Average additional benefit

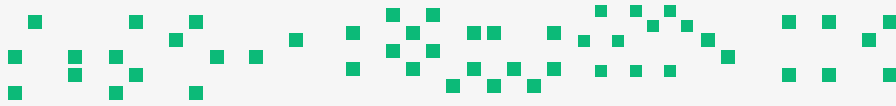
\$20,126

Position - Breakdown by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	19	245,024	298,584	282,451
VIC	45	266,263	322,892	312,194
QLD	16	271,756	297,474	287,152
WA	12	269,012	320,146	309,911

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	12	283,647	334,294	325,108
Government	12	270,558	287,567	280,271
Health	7	246,631	269,717	269,717
Logistics/Transport	16	264,194	345,920	329,771
Manufacturing	7	255,370	326,763	293,101
Resources (Mining, Oil, Gas)	13	295,002	367,945	344,176
Property	10	244,432	257,048	262,862
Retail	10	187,776	257,048	216,647
Utilities	6	303,461	393,218	382,217



Environment

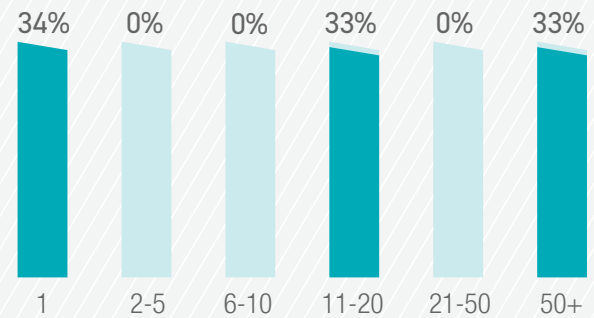
Australian Findings

Advisor	20
Manager	21
National Manager	22
Head of Environment and Sustainability	23

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



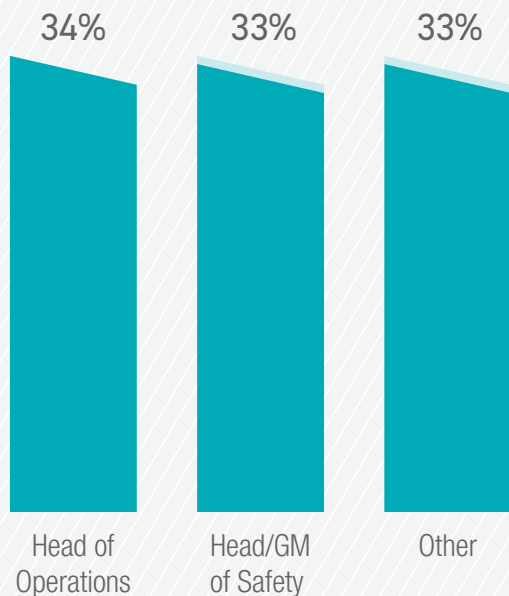
NUMBER OF DIRECT REPORTS



ENVIRONMENT QUALIFICATION



REPORTS TO



YEARS IN ENVIRONMENT



EMPLOYMENT STATUS



Australia

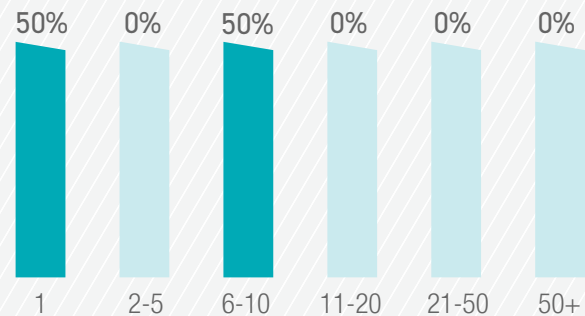
Environment - Manager

GENDER RESPONSE

100%
Male



NUMBER OF SITES RESPONSIBLE FOR



NUMBER OF DIRECT REPORTS

50%
of respondents
indicated they have

1-5
**DIRECT
REPORTS**



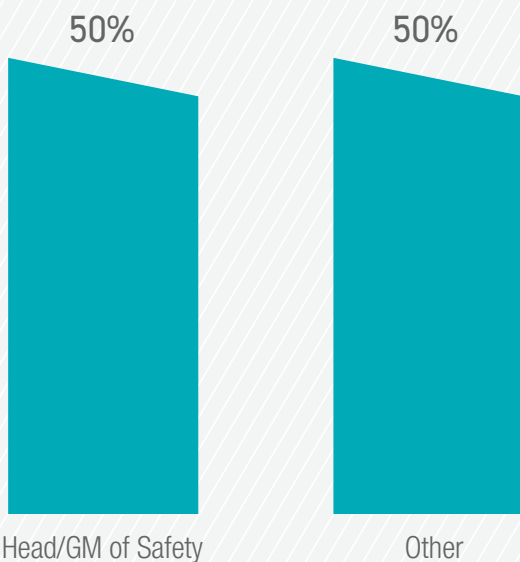
ENVIRONMENT QUALIFICATION

50%
of respondents
indicated they have

MASTERS



REPORTS TO



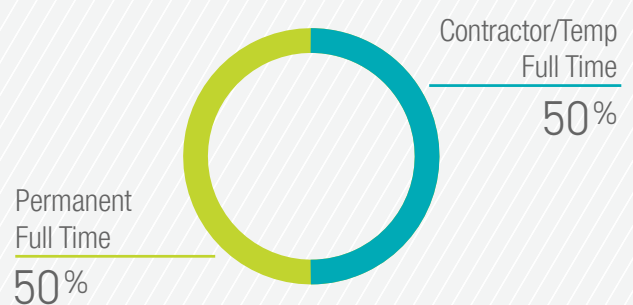
YEARS IN ENVIRONMENT

50%
of respondents
indicated they have

**6-10 YEARS
EXPERIENCE**



EMPLOYMENT STATUS



Australia

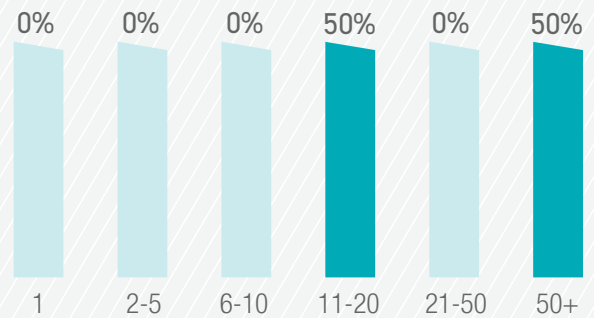
Environment - National Manager

GENDER RESPONSE

100%
Female



NUMBER OF SITES RESPONSIBLE FOR



NUMBER OF DIRECT REPORTS

100%
of respondents
indicated they have

**1-5
DIRECT
REPORTS**



ENVIRONMENT QUALIFICATION

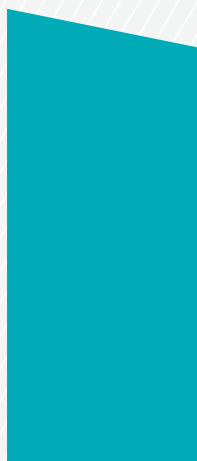
100%
of respondents
indicated they have

MASTERS



REPORTS TO

100%



Head/GM of Safety

YEARS IN ENVIRONMENT

100%
of respondents
indicated they have a

**6-10 YEARS
EXPERIENCE**



EMPLOYMENT STATUS

100%



Permanent - Full Time

Australia

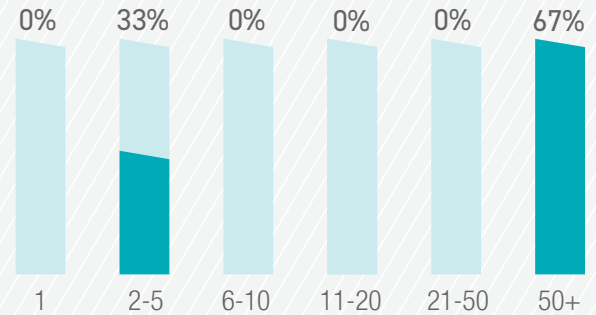
Environment - Head of Environment and Sustainability

GENDER RESPONSE

100%
Male



NUMBER OF SITES RESPONSIBLE FOR



NUMBER OF DIRECT REPORTS

67%
of respondents
indicated they have

**1-5
DIRECT
REPORTS**



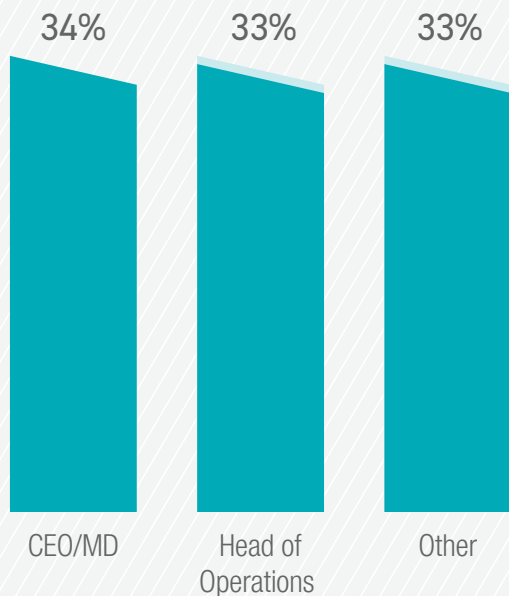
ENVIRONMENT QUALIFICATION

66%
of respondents
indicated they have

**POST GRADUATE
DIPLOMA OR
MASTERS**



REPORTS TO



YEARS OF SAFETY

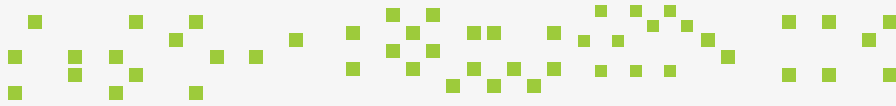
100%
of respondents
indicated they have a

**16+ YEARS
EXPERIENCE**



EMPLOYMENT STATUS





Workers Compensation Australian Findings

Claims / Injury Management / RTW - Coordinator/Advisor	26-27
Claims / Injury Management / State / Workers Compensation - Manager	28-29
Workers Compensation / Injury Management / National – Group Head/GM	30-31

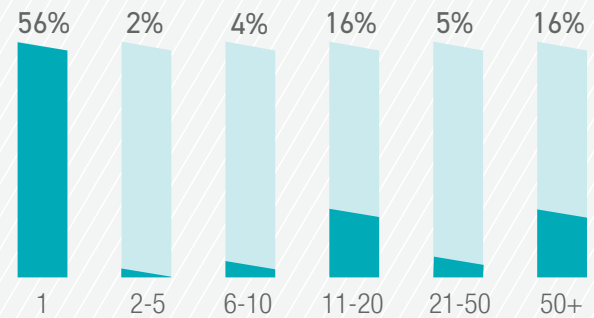
Australia

Claims/Injury Management/RTW - Coordinator/Advisor

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



NUMBER OF DIRECT REPORTS

98%
of respondents
indicated they have
NO DIRECT REPORTS

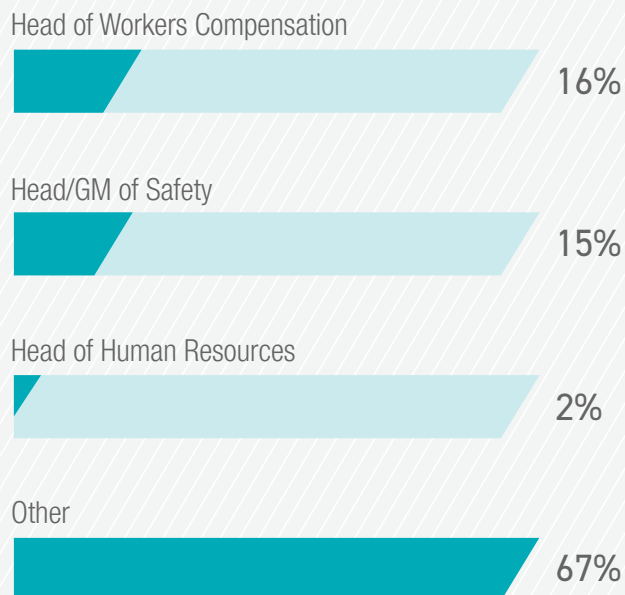


WORKERS COMP QUALIFICATION

62%
of respondents
indicated they have
NO FORMAL QUALIFICATION



REPORTS TO



YEARS OF WORKERS COMP

33%
of respondents
indicated they have
6-10 YEARS EXPERIENCE

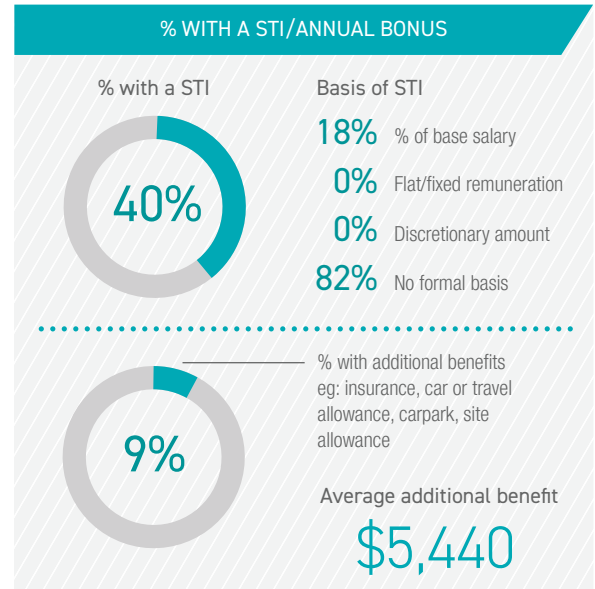
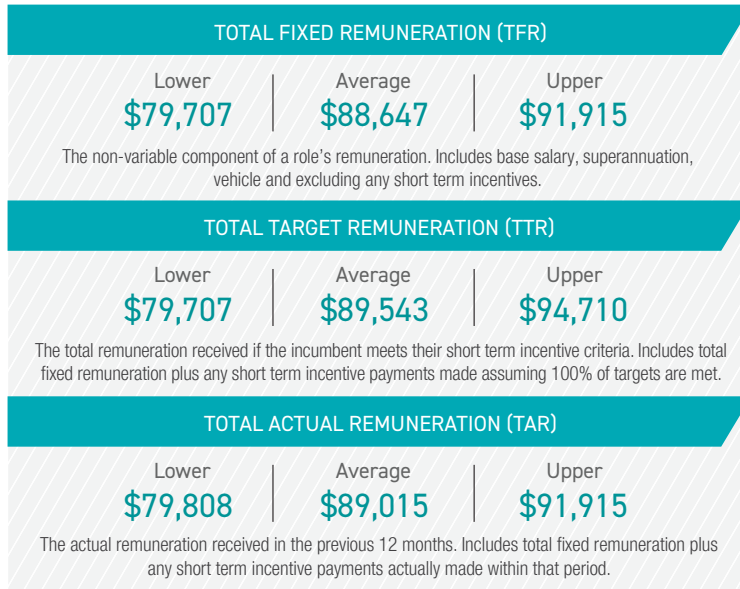


EMPLOYMENT STATUS



Australia

Claims/Injury Management/RTW - Coordinator/Advisor



Position - Breakdown by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	16	79,794	79,794	79,862
VIC	40	93,293	94,959	94,148
QLD	11	88,655	90,763	88,689
WA	29	88,544	88,544	88,575

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Health	7	92,431	92,431	92,431
Manufacturing	7	83,991	83,991	83,991
Property	47	83,250	83,250	83,320
Retail	27	89,280	83,250	89,280

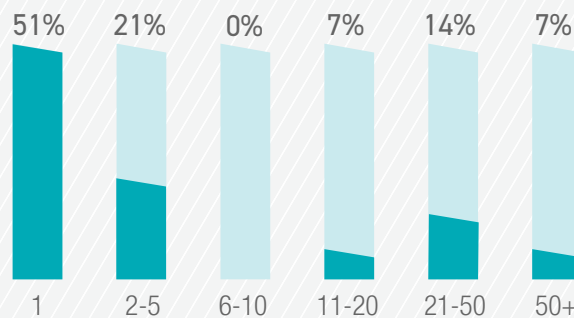
Australia

Claims / Injury Management / State / Workers Compensation - Manager

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



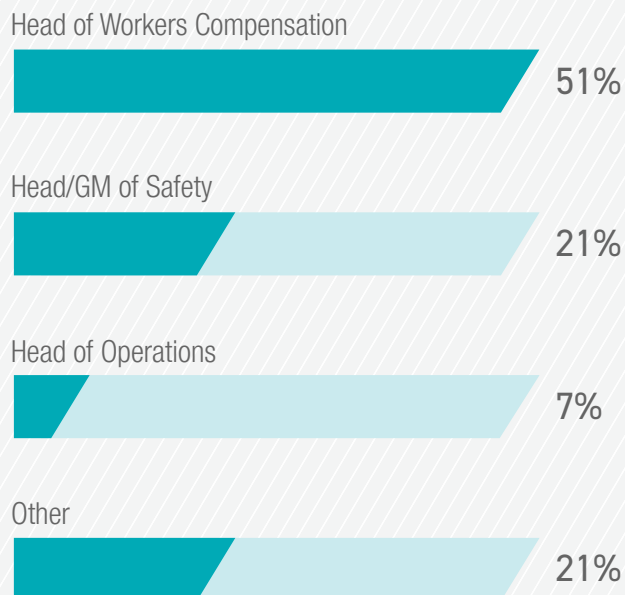
NUMBER OF DIRECT REPORTS



WORKERS COMP QUALIFICATION



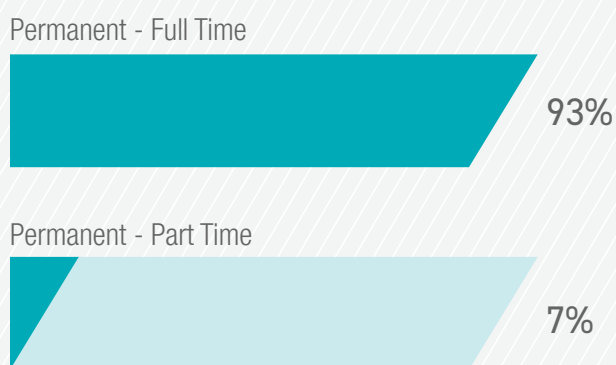
REPORTS TO



YEARS OF WORKERS COMP

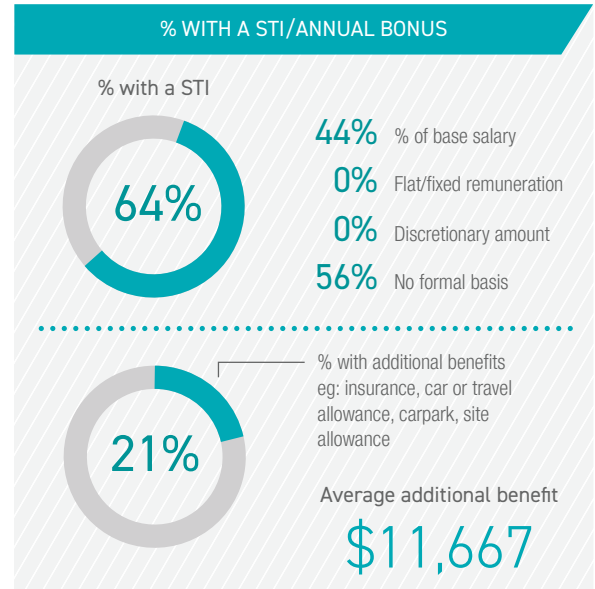
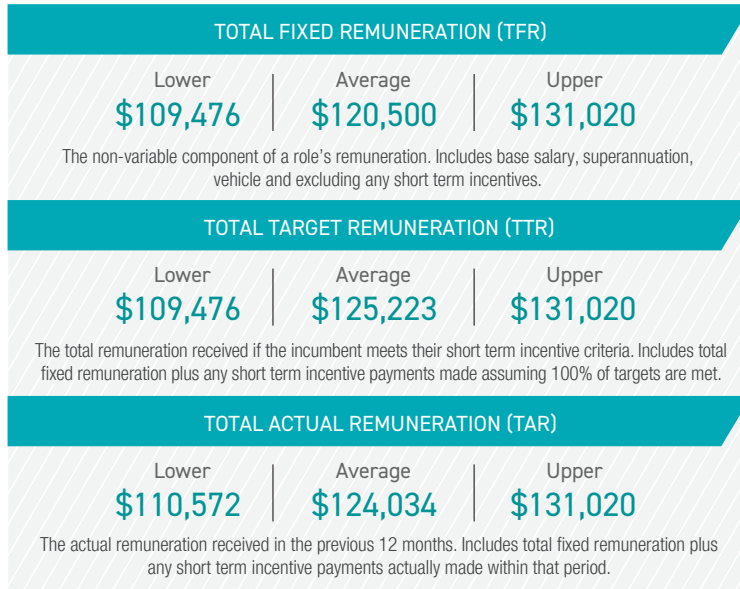


EMPLOYMENT STATUS



Australia

Claims / Injury Management / State / Workers Compensation - Manager



Position - Breakdown by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	14	130,638	138,228	138,776
VIC	64	122,111	125,556	127,770
SA	8	109,476	109,476	110,572
WA	14	130,638	138,228	138,776

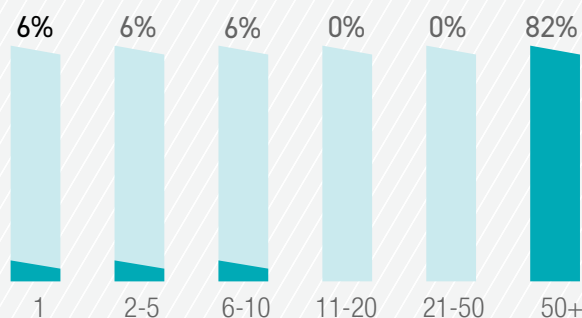
Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Government	7	134,426	134,426	134,426
Health	14	107,781	107,781	107,781
Logistics	7	120,450	120,450	120,450
Manufacturing	9	147,825	169,999	155,216
Property	42	116,530	119,060	119,060
Resources (Mining, Oil, Gas)	7	141,780	163,046	158,098
Retail	14	113,893	117,637	119,973

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



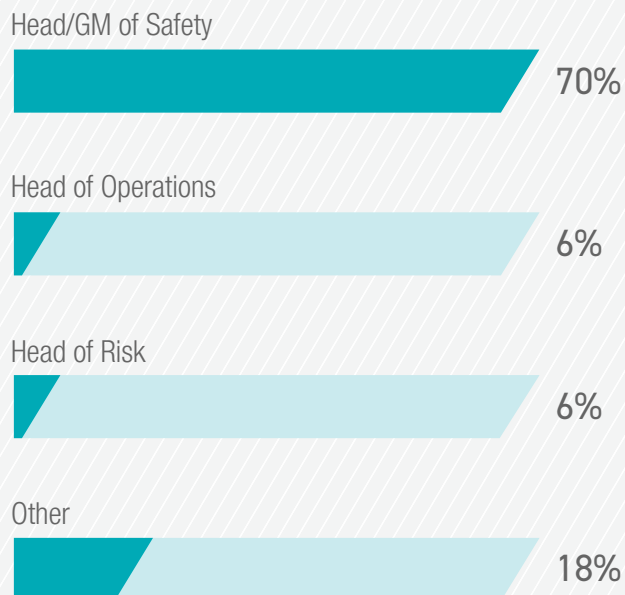
NUMBER OF DIRECT REPORTS



WORKERS COMP QUALIFICATION



REPORTS TO



YEARS OF WORKERS COMP

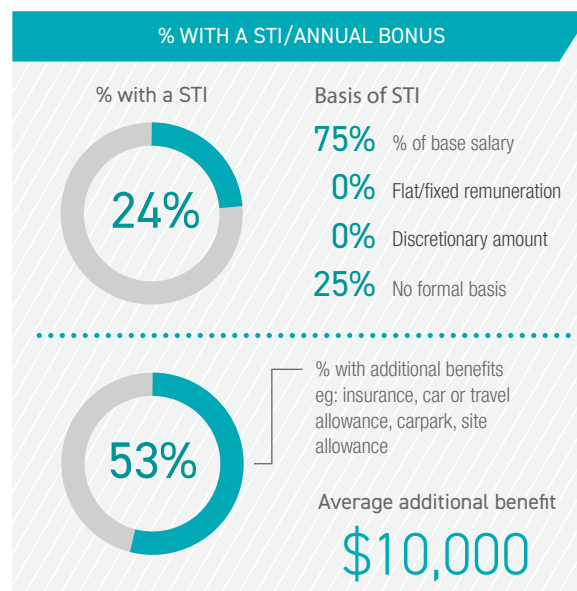
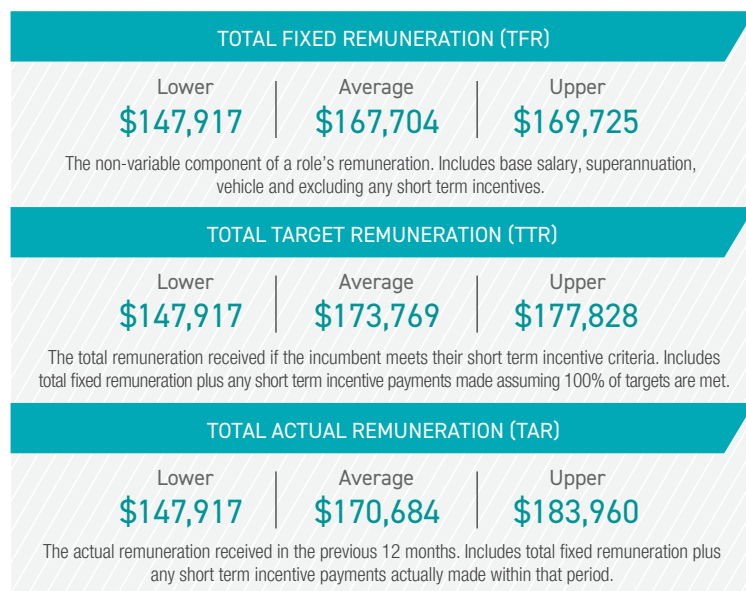


EMPLOYMENT STATUS



Australia

Workers Compensation / Injury Management / National – Group Head/GM

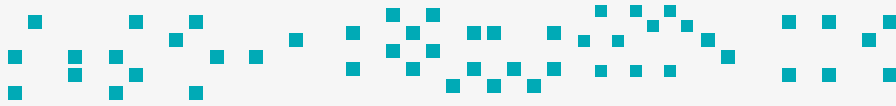


Position - Breakdown by State

STATE	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
NSW	24	191,625	217,399	204,290
QLD	6	186,150	186,150	186,150
VIC	59	146,235	146,235	146,235
WA	6	277,275	277,275	277,275
ACT	5	158,700	158,700	158,700

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
Construction	5	186,150	186,150	186,150
Health	53	147,917	147,917	147,917
Logistics	12	205,313	229,403	205,313
Manufacturing	6	131,093	131,093	131,093
Property	12	239,925	255,118	249,925
Resources (Mining, Oil, Gas)	6	153,300	177,828	183,960
Utilities	6	158,700	158,700	158,700



Workplace Health & Safety (WHS)

New Zealand Findings

Officer/Coordinator	34-35
Advisor/Business Partner	36-37
Manager	38-39
National Manager	40-41

New Zealand

WHS - Officer/Coordinator

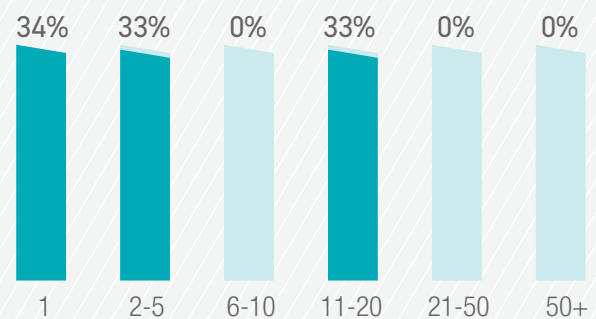
WHS Officers/Coordinators in the NZ market have seen a whopping 20% YoY increase in total take home remuneration, with only 33% of respondents eligible for an annual bonus, meaning that Officers are placing strong emphasis on their base salary. Unlike

their Australian counterparts, those with a bonus in the salary package took home the best part of their targeted figure. Interestingly, the survey captured that a third of the NZ Officer population is engaged on a contract basis.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



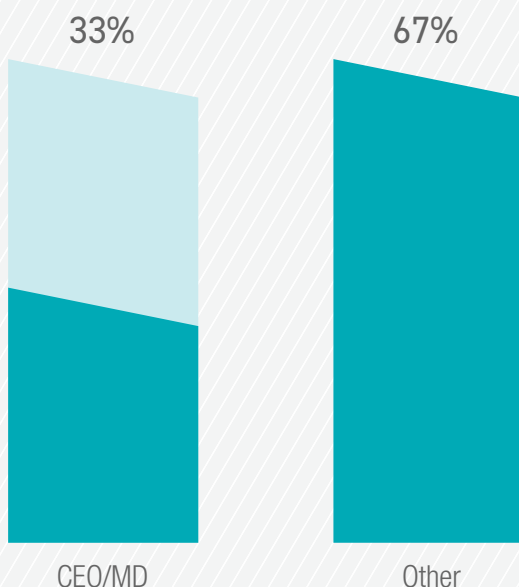
NUMBER OF DIRECT REPORTS



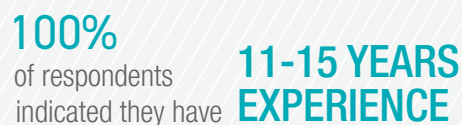
HSE QUALIFICATION



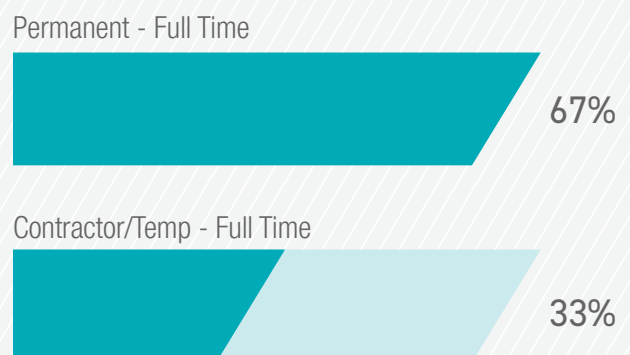
REPORTS TO



YEARS IN SAFETY



EMPLOYMENT STATUS



New Zealand

WHS- Officer/Coordinator

TOTAL FIXED REMUNERATION (TFR)

Lower	Average	Upper
\$83,630	\$96,266	\$105,775

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
\$88,130	\$99,267	\$110,275

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.

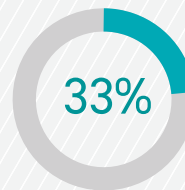
TOTAL ACTUAL REMUNERATION (TAR)

Lower	Average	Upper
\$87,230	\$98,667	\$109,375

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



Basis of STI

100%	% of base salary
0%	Flat/fixed remuneration
0%	Discretionary amount
0%	No formal basis

0%

No additional benefits

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
CONSTRUCTION	34	77,250	77,250	77,250
MANUFACTURING	66	105,775	110,275	109,375

New Zealand

WHS - Advisor/Business Partner

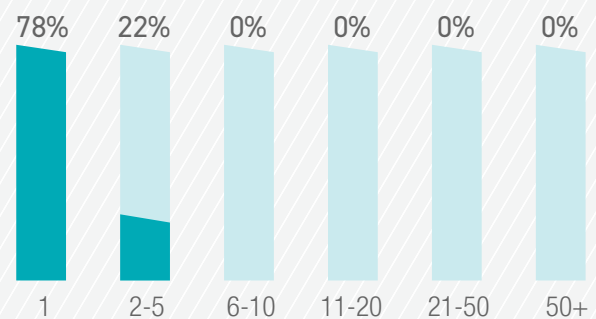
NZ WHS Advisors/Business Partners typically have 1-5 direct reports, between 3-5 years' experience, and possess a diploma qualification. Advisors/BPs have had 22% increase in their total take home remuneration,

80% of the respondents receiving an annual bonus of c. \$7000 on average. The retail sector was indicating the strongest salaries for Advisors/BPs in NZ, with 70% of the respondents in this role indicating they are female.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



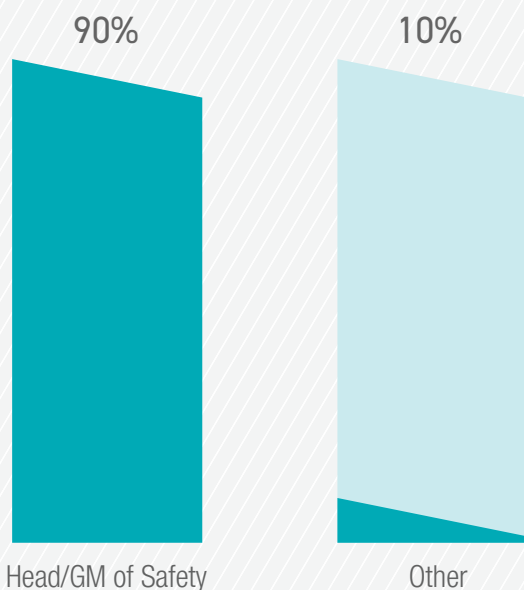
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



REPORTS TO



YEARS OF SAFETY



EMPLOYMENT STATUS



New Zealand

WHS - Advisor/Business Partner

TOTAL FIXED REMUNERATION (TFR)

Lower	Average	Upper
\$101,274	\$109,471	\$117,600

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
\$107,820	\$122,119	\$135,240

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.

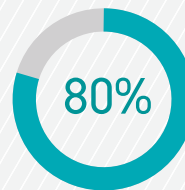
TOTAL ACTUAL REMUNERATION (TAR)

Lower	Average	Upper
\$107,820	\$122,119	\$135,240

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



Basis of STI

87%	% of base salary
13%	Flat/fixed remuneration
0%	Discretionary amount
0%	No formal basis

70%

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

Average additional benefit

\$1,200

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
MANUFACTURING	10	95,832	95,832	95,832
PROPERTY	20	87,840	89,340	89,340
RETAIL	70	117,600	135,240	135,240

New Zealand

WHS - Manager

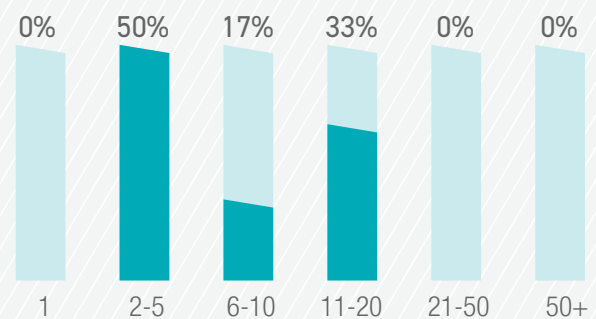
Our responses indicated that WHS Manager role in NZ was the one position we saw YoY decline of 9%, which in real world money, equates to \$10,000 pa less, which is a significant adjustment for these professionals with

11+ years' experience. Unlike in other senior positions where we have seen take home decline effected by not achieving 100% of their targeted bonus, WHS Managers surveyed in NZ have achieved a majority portion.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



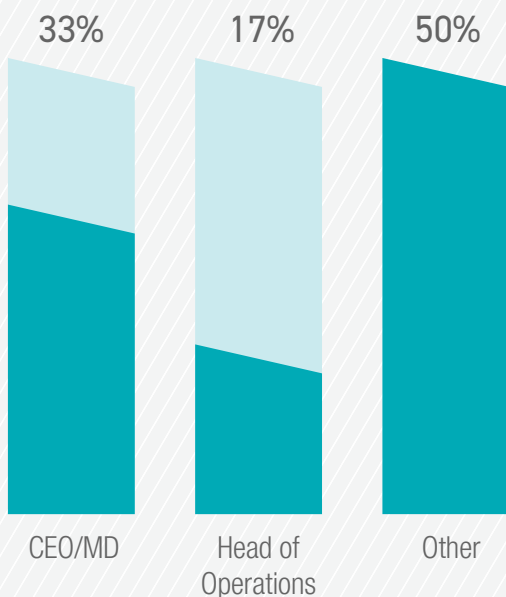
NUMBER OF DIRECT REPORTS



HSE QUALIFICATION



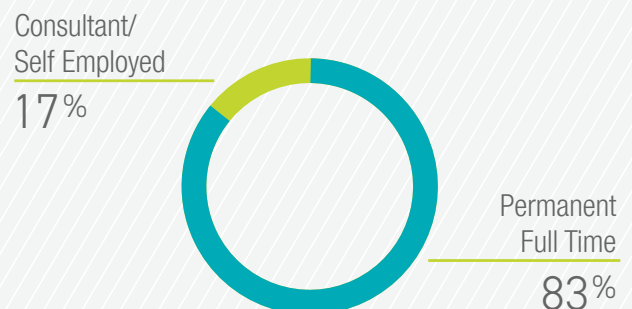
REPORTS TO



YEARS OF SAFETY



EMPLOYMENT STATUS



New Zealand

WHS - Manager

TOTAL FIXED REMUNERATION (TFR)

Lower	Average	Upper
\$99,435	\$119,221	\$133,900

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
\$101,235	\$125,467	\$141,934

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
\$101,235	\$124,258	\$141,934

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

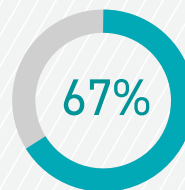
% WITH A STI/ANNUAL BONUS

% with a STI



Basis of STI

100%	% of base salary
0%	Flat/fixed remuneration
0%	Discretionary amount
0%	No formal basis

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


Average additional benefit

\$11,625

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
MANUFACTURING	50	132,867	143,701	141,283
RESOURCES	17	92,700	92,700	92,700
OTHER	33	112,000	114,500	114,500

New Zealand

WHS - National Manager

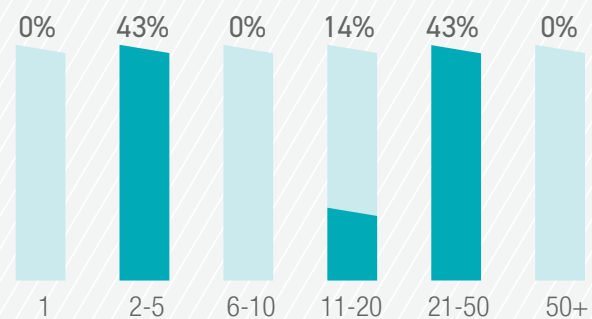
National WHS Manager roles are typically defined by their higher head count and site responsibilities. The New Zealand safety market continues to be a heavily male dominant sector, with 87% of all National Management positions being held by men. Annual take home salaries for National Managers have not risen as significantly as the positions below it, with a

comparatively smaller 3% increase since last year. With a majority of positions having some sort of bonus attached to their base salaries, the survey reveals that National Managers are achieving a majority of their targeted bonus. NZ National Managers also indicated they hold the highest qualifications being a Masters.

GENDER RESPONSE



NUMBER OF SITES RESPONSIBLE FOR



NUMBER OF DIRECT REPORTS

50% of respondents indicated they have **1-5 DIRECT REPORTS**



HSE QUALIFICATION

50% of respondents indicated they have a **MASTERS**



REPORTS TO

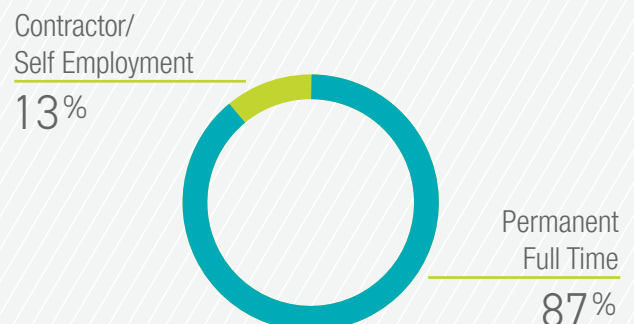


YEARS OF SAFETY

50% of respondents indicated they have **16+ YEARS EXPERIENCE**



EMPLOYMENT STATUS



New Zealand

WHS - National Manager

TOTAL FIXED REMUNERATION (TFR)

Lower	Average	Upper
\$164,025	\$182,234	\$197,506

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
\$177,510	\$208,828	\$244,115

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.

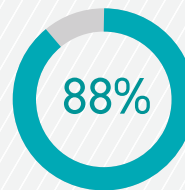
TOTAL ACTUAL REMUNERATION (TAR)

Lower	Average	Upper
\$177,105	\$207,240	\$239,850

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



Basis of STI

57%	% of base salary
0%	Flat/fixed remuneration
29%	Discretionary amount
14%	No formal basis

50%

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

Average additional benefit

\$12,925

Position - Breakdown by Industry

INDUSTRY	% OF RESPONDENTS	TFR AVERAGE \$	TTR AVERAGE \$	TAR AVERAGE \$
CONSTRUCTION	13	155,520	180,520	180,520
ENGINEERING	12	189,525	236,906	231,221
LOGISTICS/TRANSPORT	12	221,450	265,740	265,740
RESOURCES	12	185,400	185,400	185,400
PROPERTY	13	174,720	186,720	186,720
RETAIL	13	224,000	186,720	280,000
OTHER	25	153,630	167,670	164,160

Employment Market Overview

If you are a regular contributor and reader to our report, you will note that this year we have extended the Remuneration Survey to go beyond just salary related data. As industry experts, we were regularly being asked the same questions about the market, so we have now included the surveyed responses as Employment data to follow. For simplicity reasons, we have captured the strongest responses graphically, however can provide the full range of data.



Gender balance between women (41%) and men (56%) is not as far apart as one might think



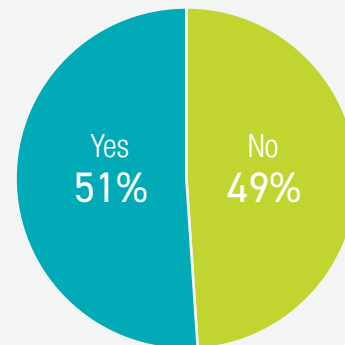
Obviously the information we received from the 1600+ respondents doesn't necessarily reflect everyone in WHS in the Australian/New Zealand market, however it does provide us with a strong indication of the current employment environment.

Some of the responses support what we are seeing day-to-day, such as a strong representation (38%) of the WHS professionals in the 50-59yo age bracket, with conservative numbers of new talent being welcomed into the sector. On the other hand, we were surprised to see the gender balance between women (41%) and men (56%) not as far apart as one might think, with the survey even capturing 3% of the market that don't identify themselves as either (showing a known or perhaps unknown diverse WHS community).

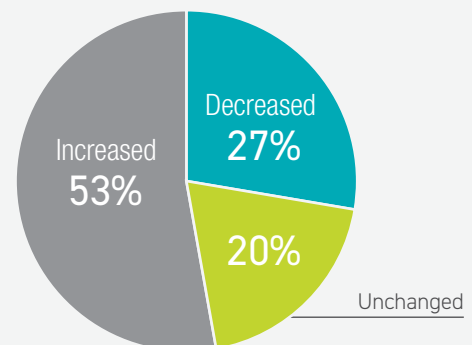
The piece of information that we perhaps are asked about most frequently, is the size of the WHS team in relation to the broader business headcount it supports. So from this report on, we will be tracking the change in this ratio from the last 12months, but also the anticipated change in the 12months to come.

We really hope you find this information as useful as we do, and we welcome your feedback and suggestions for next years report... after all this report was created for you!

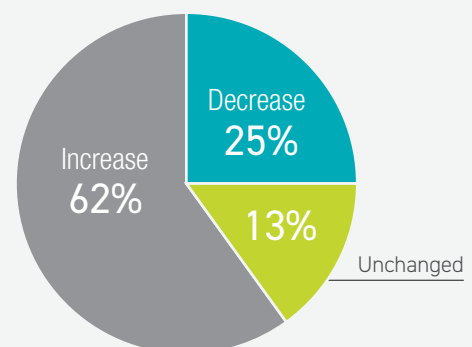
Does this position have responsibility outside of core WHS (Quality, Risk, HR, etc.)?



How has the organisation's ratio of WHS headcount to overall business headcount changed in the last 12 months?

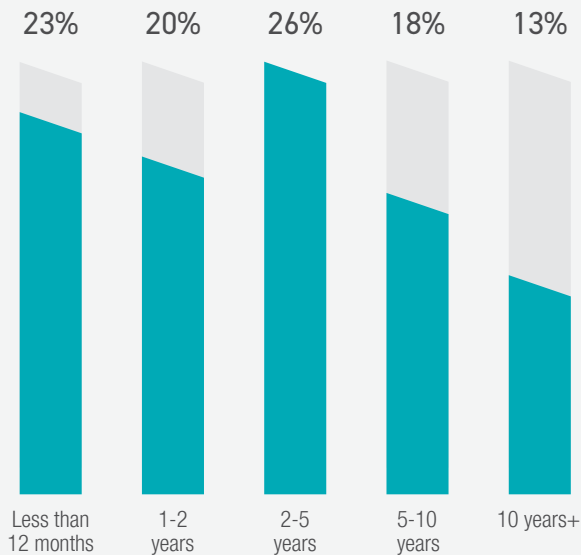


How do you expect your organisation's WHS headcount to change in the next 12 months?

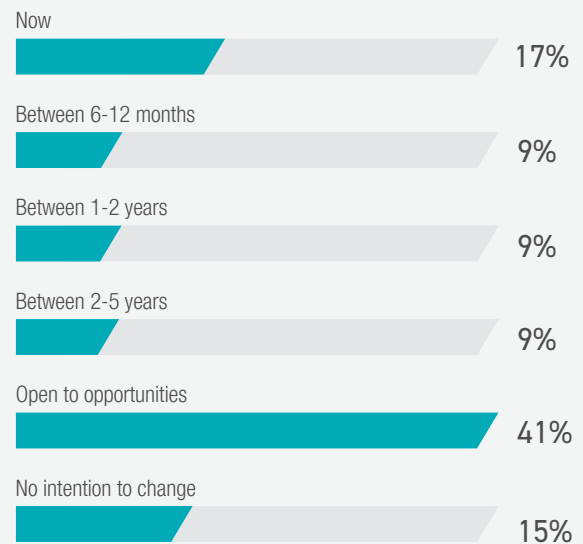


Employment Market Overview

Employment tenure in current WHS role?



When are you anticipating looking to change position?



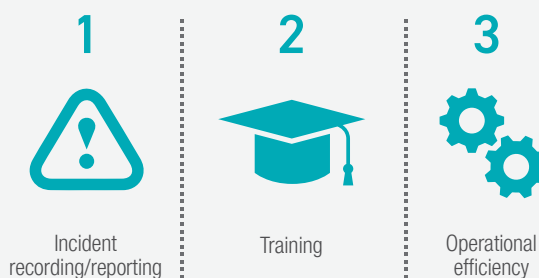
Top 3 challenges WHS professionals are anticipating in the workplace over the next 12 months



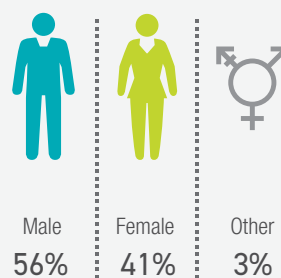
Top 3 most important factors considered by WHS professionals as part of their current role



How has technology influenced your safety function? (Top 3)



Gender representation within the WHS industry



Average age category within the WHS industry





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