



association of
consulting and
engineering

ACE New Zealand 2021 member remuneration survey

summary

introduction

Each year at ACE New Zealand we survey our member organisations to provide a credible, reliable and consistent source of information on the remuneration and benefits provided to employees.

This comprehensive survey covers corporate services roles and specific engineering roles, including engineers, architects, surveyors, planners, project managers, scientists and other consulting occupations and professions.

This year's report is based on data from 91 ACE New Zealand member organisations representing 11,309 workers across 71 benchmark jobs. This covers 84% of our member organisation employees.

We partnered with remuneration specialist Strategic Pay to provide detailed analyses for base salary, fixed remuneration and total remuneration breakdowns by location and organisation size. Hourly charge out rates for each job category are also included in this summary.

The survey was conducted in a period of uncertainty as New Zealand and the rest of the world has been reeling from the impacts of Covid-19. Significant government investment in infrastructure coupled with tighter immigration policies, lockdowns, supply chain disruptions and the changing nature of work continue to disrupt the certainty of our future mahi. It's also been a challenging time for recruitment as a severe skills shortage across all sectors is making it difficult for our member organisations to recruit the skilled workers they need.

While organisations in the general market report having to pay a premium to recruit or retain talent, we haven't yet seen large wage increases in our survey data. However, in the longer term we can expect to see continued upward pressure in wages. We know that Covid-19 and the skills shortage are both likely to be here for the medium to long term and managing retention will be more important than ever to keep key staff and maintain business continuity.

This report identifies the tools our members are using to attract and retain staff and which ones are proving more successful. We know that employee recognition and satisfaction isn't influenced by remuneration alone – it's a driver, but the survey shows us that good onboarding processes, mentoring and flexible working arrangements are highly valued by employees.

The report also shows us that we need to remain focused on narrowing the gender pay gap as in the majority of roles, men are being paid more than women. The Diversity Agenda and Diversity Accord are driving important behavioural change in this area, and I encourage you to make use of the resources available as we work towards becoming a more equitable, diverse and inclusive sector.

By sharing this summary report, we encourage you to use it as a valuable tool to drive employee recognition, engagement and satisfaction in what is a competitive market.



Helen Davidson
Chief Executive, ACE New Zealand

contents

2 introduction

4 salary increases and market movement

- 4 benefits
- 5 benefit allocation by staff level
- 6 changes to incentives

8 vacancies and skill shortages

- 9 vacancy trends
- 11 skills shortage

13 workforce planning

- 14 pay premiums in the general market
- 15 new employee salary
- 16 turnover
- 17 staff levels
- 17 retention tools
- 19 training
- 20 CPEng bonuses and salary increases
- 21 working from home
- 24 work / life balance
- 24 diversity and inclusion
- 25 workforce planning
- 25 workforce age group
- 26 workforce ethnicity

27 gender pay

- 28 pay bias 2018 to 2021
- 29 percentage of females 2018 to 2021
- 30 distribution of overall gender
- 31 gender policies

32 charge out rates

34 conclusion

34 feedback

35 appendix

- 35 base salary, fixed remuneration and total remuneration
- 36 by benchmark position 2020 to 2021
- 36 remuneration by location
- 39 forecast salary increase

salary increases and market movements

In the general market including both the public and private sector, overall market movements for median fixed remuneration levels ranged from 0.7% at the general staff level to 1% for senior management and 1.2% for CEO and senior executive levels.

ACE New Zealand member organisations are reporting slightly higher movements, ranging from 1.9% at the general staff levels to 1.2% for senior management positions.

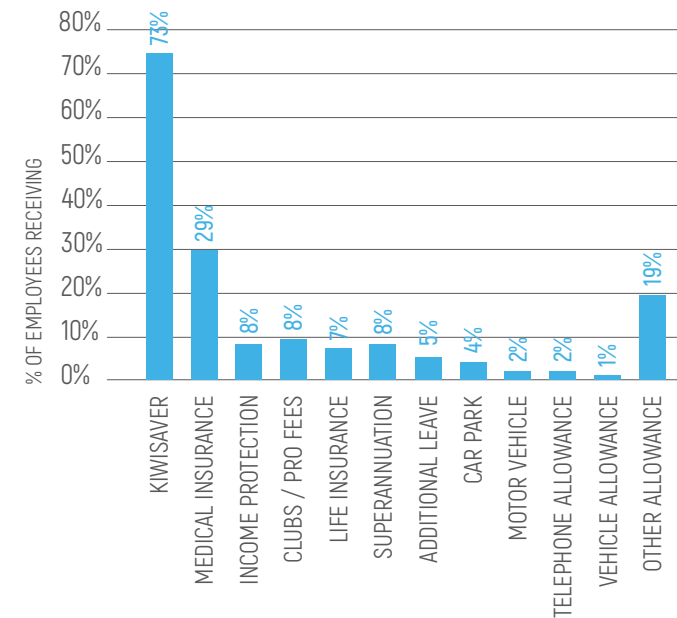
ACE New Zealand member organisations are more optimistic than the general market, forecasting median salary increases of approximately 3%, while organisations in the general market were forecasting 1.4% median salary increases earlier this year.

See Appendix for remuneration trends by staff category and benchmark position 2020 to 2021.

benefits

Ninety percent of employees receive one or more benefits in addition to salary.

BENEFITS OFFERED



benefit allocation by staff level

Mobile phones, flu vaccinations, education subsidies and insurance are some of the most common benefits provided to employees, with differences in benefit allocation across staff categories.

benefit	% OF TOTAL ORGANISATIONS	CEO	SENIOR MANAGEMENT	PROFESSIONAL/ TECHNICAL STAFF	OTHER STAFF
INSURANCES					
Health	35%	83%	94%	74%	83%
Death and disability	43%	93%	65%	49%	49%
Income protection	30%	87%	67%	57%	53%
TELECOMMUNICATIONS					
Mobile phone	85%	81%	94%	85%	56%
Home telephone rental	29%	79%	48%	10%	3%
Home internet	32%	72%	44%	13%	9%
MEMBERSHIPS AND DISCOUNTS					
Professional association fees	93%	82%	97%	81%	86%
Airline club	43%	88%	72%	30%	12%
Subsidised gym	13%	100%	85%	77%	77%
HEALTH AND WELLBEING BENEFITS					
Flu vaccinations	84%	87%	98%	82%	98%
Employee Assistance Programmes (EAP)	63%	89%	97%	90%	100%
Health checks	19%	95%	88%	63%	74%
Onsite gym, massage, fitness classes	12%	92%	83%	83%	92%
EDUCATION					
Education subsidies / full reimbursement	70%	71%	86%	73%	96%
Study allowance	36%	64%	78%	72%	89%

changes to incentives

This year we asked participants if they had made any changes in the past 12 months to incentives and how they are provided. Of the 53 organisations that responded, a third of them gave details of changes of some kind. Two thirds stated there were no changes to incentives provided to employees.

Changes made in the past 12 months include:

A focus on wellness benefits including mental health

Changes to variable pay/bonus/profit share schemes

Percentage of sick leave balance paid out to departing employees

Changes to provision of health insurance

Increased employer KiwiSaver contribution

Introduced an employee referral scheme

Implemented a formal working from home policy



vacancies and skill shortages

The significant skills shortage is one of the biggest issues we've heard about at ACE New Zealand this year, risking projects from being delivered on time and on budget. Throughout 2021 we have worked to understand the specific challenges and advocate for change.

In collaboration with Immigration New Zealand, Civil Contractors, Te Kāhui Whaihangā New Zealand Institute of Architects and Master Builders, we carried out a large piece of work that showed firms were having difficulty recruiting in New Zealand and those that would usually recruit from overseas were not doing so because of Covid-19 border restrictions. We continue to work with the Construction Sector Accord and MBIE to ensure the Government's border exception criteria for critical workers aligns with the skills needed in our sector. The findings from the 2021 ACE New Zealand Members Remuneration Survey clearly show which job categories are the most difficult to fill, and the disciplines that are most in demand. It also shows the percentages of firms reporting skills shortages have increased across all job categories compared to 2020.

Overall, the number of vacancies has decreased this year compared to last year except for roles within the CAD draughtsperson job category. However, filling vacancies has become more difficult for roles within CAD draughtsperson, technician, graduate engineers, and support staff categories.

job category	DID YOU HAVE ANY VACANCIES?		HOW MANY VACANCIES?		WAS IT EASY TO FILL?	
	SAMPLE SIZE	% ORGANISATIONS WITH VACANCIES	SAMPLE SIZE	AVERAGE NUMBER OF VACANCIES	SAMPLE SIZE	% YES
CAD draughtsperson	77	55%	36	1.8	43	30%
Technicians	62	40%	25	4.5	27	30%
Graduate engineers	79	75%	58	4.8	58	66%
Professional	82	82%	65	6.1	67	15%
Specialist	57	54%	29	5.5	27	19%
Manager level	63	45%	31	2.9	29	28%
Senior management	56	41%	25	1.4	25	32%
Support staff	70	53%	37	4.2	41	78%

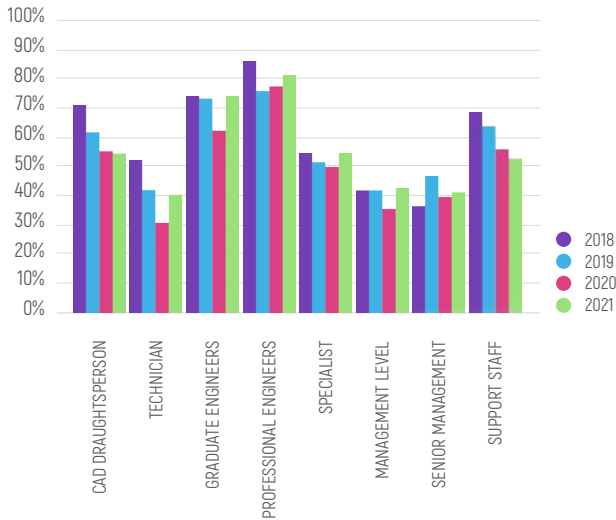
vacancy trends

Using data from this year’s survey and historical data from the previous three surveys, we can see vacancy trends over the past four years. Across those four years the professional engineers job category has consistently been the most common job category for organisations to have vacancies.

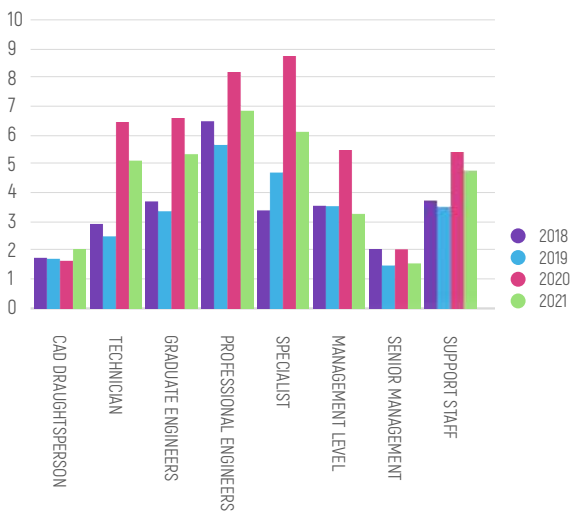
Overall, vacancies have decreased this year compared to last year except for roles within the CAD draughtsperson job category.

Filling vacancies has become more difficult for roles within CAD draughtsperson, technician, graduate engineers and support staff job categories.

PERCENTAGE OF PARTICIPANTS WITH VACANCIES
2018-2021



AVERAGE NUMBER OF VACANCIES
2018-2021



The CAD draughtsperson job category shows a downward trend of percentage of organisations with vacancies while the average number of vacancies has only increased slightly over the past four years. However, roles within the category have become more difficult to fill.

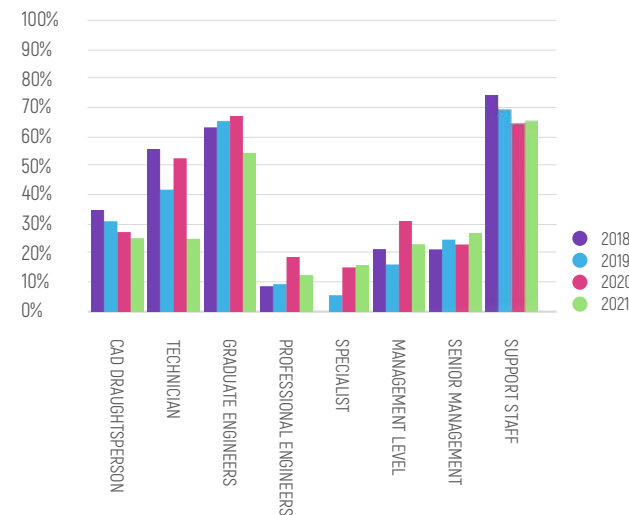
There is a downward trend of organisations with vacancies within the technician job category however an upward trend in the average number of vacancies and roles within this category have become significantly more difficult to fill.

The percentage of organisations with vacancies in the professional engineers job category are consistently high across the past four years. This category also tends to have the highest average number of vacancies and is one of the most difficult to fill.

The specialist job category has a consistent percentage of organisations with vacancies across the past four years and an upward trend of average number of vacancies. Although roles within this category have become easier to fill.

Roles at management level have a consistent percentage of organisations with vacancies over the past four years with just a slight decrease last year. However, 2020 also saw a spike in average number of vacancies within this job category.

VACANCIES EASY TO FILL
2018-2021



skills shortage

This year we asked participants to identify their top three disciplines of skill shortage. Seventy-four organisations listed at least one discipline and of those 68% listed a second discipline and 46% listed a third discipline in demand. Structural engineer was the most common discipline to be listed as the first discipline in demand, followed by civil engineer.

Percentages of respondents reporting skills shortages have increased across all job categories compared to 2020, although success rates have remained steady.

discipline	% OF ORGANISATIONS REPORTING SKILL SHORTAGE
Structural	53%
Civil	46%
Environmental/water	19%
Fire	18%
Land surveyors	18%
Geotechnical	16%
Planners	12%
Transport/traffic/rail	7%

job category	DO YOU THINK THERE IS A SKILLS SHORTAGE IN THE MARKET PLACE?		WHAT WAS YOUR SUCCESS RATE ATTRACTING THE RIGHT SKILLS FOR THE ROLE(S)?		WAS THE NEW EMPLOYEE'S SALARY OFFER IN LINE WITH CURRENT EMPLOYEES PAY IN THE SAME ROLE?	
	SAMPLE SIZE	% YES	SAMPLE SIZE	AVERAGE RATING OUT OF 5	SAMPLE SIZE	% YES
CAD draughtsperson	45	76%	42	3.4	42	86%
Technicians	27	74%	26	3.4	25	92%
Graduate engineers	59	36%	56	4.0	57	89%
Professional	68	88%	66	3.1	67	87%
Specialist	29	90%	27	3.2	26	81%
Manager level	36	72%	29	3.2	27	89%
Senior management	28	68%	25	3.1	25	88%
Support staff	43	14%	39	4.2	39	92%



workforce planning

With skills shortages increasing, managing retention will be more important than ever to keep key staff, maintain business continuity and keep down costs of recruitment and training.

While the general market has reported having to pay premiums to recruit or retain talented staff, only a small percentage of ACE New Zealand organisations in this survey report providing a retention or sign-on bonus.

The most common approach to attract and retain staff for 'key' or 'difficult to fill' positions is flexible working arrangements, followed by a relocation allowance and mentoring.

Nearly all organisations offer some form of work/life balance benefit, such as a work from home policy, flexible hours or a nine-day fortnight.

pay premiums in the general market

In the wider general market, 70% of organisations surveyed have needed to pay a premium to recruit or retain talented staff in the past six months.

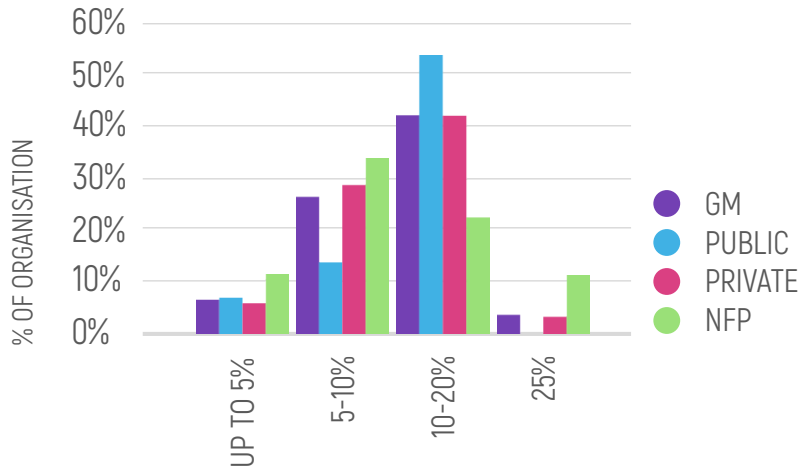
Forty-two percent of organisations reported paying a premium of 10-20% above normal. While paying above 20% was uncommon, 4% of organisations noted this was the case. More commonly, premiums ranging from 5-20% were what organisations in the private sector were paying to attract or retain skilled staff.

When asked how organisations were applying this premium, 72% of all organisations applied it to the employee's base wage or salary.

A small number of general market organisations (6%) offered an attraction bonus / one off allowance.

ACE New Zealand member organisations in this survey similarly saw lesser value in this approach, with only 12% of organisations reporting that they provide a retention bonus and a third offering a sign-on bonus.

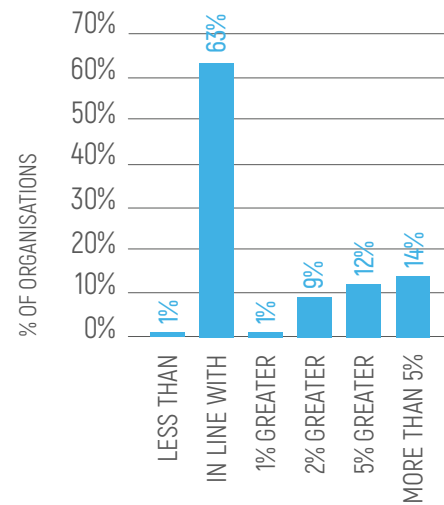
PERCENT PREMIUM PAID ABOVE NORMAL BY SECTOR



new employee salary

Sixty-three percent of respondents have on average offered salaries to new employees that were in line with current employee's pay in the same role, while a combined 26% of respondents have offered salaries that were at least 5% higher.

PAST 12 MONTHS TURNOVER
COMPARED TO PREVIOUS YEARS



turnover

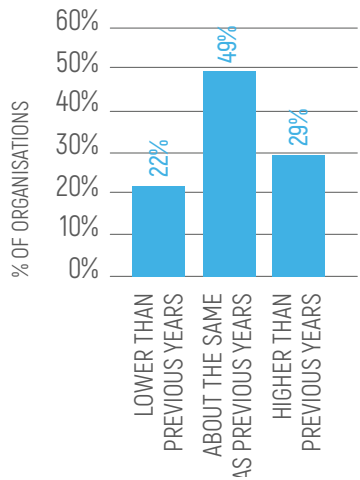
Participants were asked to provide details of employee turnover for the past 12 months in relation to previous years and for the past six months in relation to the previous 12 months.

Results indicate that turnover has increased slightly in the past six months.

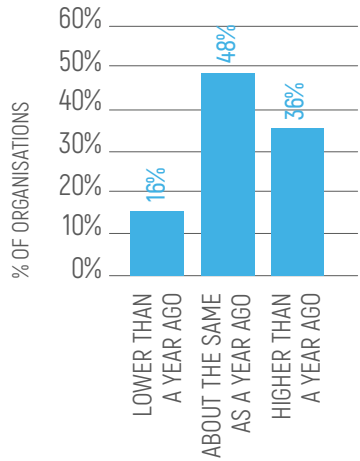
Sixty-eight percent of organisations provided details of the total number of employees that have left in the past 12 months and how many went to roles based overseas or based in New Zealand, if this information was known. Only 4% of employees are known to have left to go to roles that were based overseas.

Unless organisations have a robust exit process in place, it can be difficult to determine why employees have decided to move to different roles. Forty-four percent of organisations were not aware of where the employee had gone.

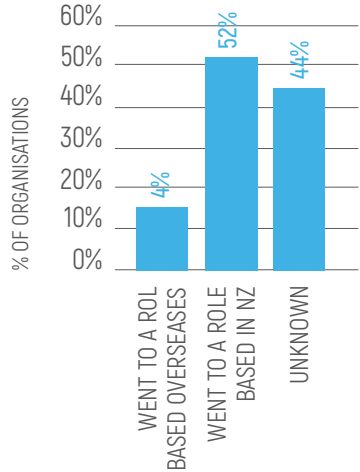
PAST 12 MONTHS TURNOVER
COMPARED TO PREVIOUS YEARS



PAST 6 MONTHS TURNOVER
COMPARED TO PREVIOUS YEARS



PREVIOUS EMPLOYEES



staff levels

Respondents were also asked to comment on patterns in terms of overall staff numbers. Figures from last year and expected statistics for next year were submitted, with 57% of organisations reporting an expected increase in overall staff numbers next year.

retention tools

The most common approach to attract and retain staff for 'key' or 'difficult to fill' positions is flexible working arrangements with 79% of organisations using this approach and 67% of them find that this has a good impact. The second most common approach is relocation allowance with 62% of organisations utilising this approach, follow by mentoring with 50% of organisations.

Other approaches include shareholding opportunities, salary sacrifice for up to four weeks, employee engagement programme, spot bonuses for one-off great performance, top up of paid parental leave payments to full salary for up to 18 weeks, paid secondary carer's leave of up to two weeks and wellbeing vouchers.

PATTERNS IN OVERALL
STAFF NUMBERS



Looking at the table, those approaches that would be used to attract new employees such as enhanced training, induction process, and benefits have the highest impact when it comes to their effectiveness in retaining employees. Monetary based offerings such as sign-on bonuses, retention bonuses and accelerated salary progression, seem to be the hardest for organisations to quantify in terms of effectiveness of the approach.

The most common approach by organisations is flexible working arrangements (with 79% of organisations providing). This is typically an easier and low-cost way to attract and retain staff particularly in a post-covid environment where more new staff could have a higher expectation of receiving flexible working or work from home arrangements.

Interestingly while only a small number of ACE New Zealand members use a retention bonus as a tool, just under half of that small number report that it had a good impact.

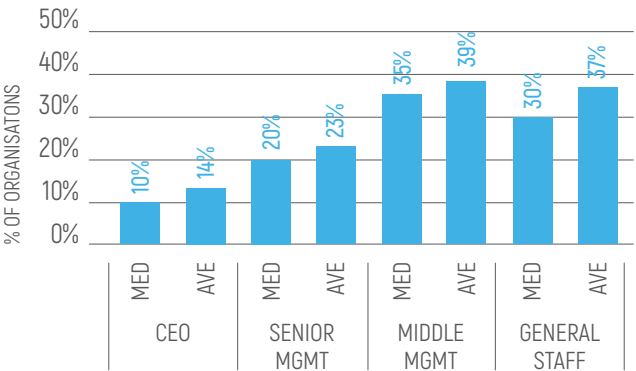
Approach	EFFECTIVENESS OF APPROACH			
	% OF ORGANISATIONS USING	GOOD IMPACT	NO LONG TERM IMPACT	CAN'T TELL
Flexible working arrangements	79%	67%	4%	15%
Relocation allowance	62%	60%	13%	21%
Mentoring	50%	50%	2%	30%
Sign-on	33%	36%	9%	45%
Accelerated salary progression	27%	44%	19%	37%
Enhanced training	27%	70%	-	19%
Additional holidays	24%	46%	21%	25%
Enhanced benefits	23%	74%	4%	13%
Enhanced management training	20%	60%	5%	25%
Enhanced induction process	13%	77%	8%	15%
Retention bonus	12%	42%	8%	33%
Other	11%	55%	-	9%

note: percentages do not add to 100% as not all organisations using an approach indicated its effectiveness.

training

Sixty-two percent of organisations have plans and/or processes in place to train or upskill existing staff to meet the skills gaps in their organisation over the next 12 months. Based on information provided by 81% of these organisations, the median training budget per employee is \$1,190 and the average training budget per employee is \$1,841.

The chart details the median and average percentages of the total training budget allocated at each employee level.



CPEng bonuses and salary increases

Participants were asked whether they pay a bonus or increase base salary when an employee achieves CPEng, the results are shown in the table.

The majority of participants have a policy of increasing the employee's base salary on achievement of CPEng with nearly all of these organisations providing a bonus or a salary increase. Just one organisation indicated they provide both. Some participants increase base salary by a fixed value instead of a percentage of base salary, with values ranging from \$2,000 to \$10,000 with a median of \$5,000.

Other provisions include moving employees up a band, and increasing base salary based on performance.

CPEng policy	% OF ORGANISATION	MEDIAN % OF BASE SALARY
Pay a bonus	11%	-
Increase base salary	67%	9%

working from home

Forty-four percent of organisations currently have a working from home policy, while only a small number of organisations reported they provide a working from home allowance.

Other working from home policies, provisions or conditions include:

At manager discretion based on needs and wants of the employee, team and role

Informal/adhoc arrangements – primarily in the office and working from home occasionally (for sickness, family, other reasons)

All staff have the option to work from home apart from junior engineers

Employees need management agreement if they want to work from home for more than two days per week

Considered on a case-by-case basis:

- staff must meet a set of principles
- consider impacts on culture and performance
- consideration of role and team impact, as well as the health and safety of the working location

Positive outcomes observed by organisations with working from home policies include better staff wellbeing and work/life balance, attraction of employees, reduced office costs, in some cases productivity has increased, employees feel trusted.

Negative outcomes observed by organisations include loss of productivity particularly for junior staff, inconsistencies across offices and managers, extra effort to ensure a sense of team and connection, extra effort for good communication and discussions, people miss out learning by osmosis from being in the office, collaboration is more difficult, negative impact on office culture.

options	JOB CATEGORIES							
	CAD DRAUGHTSPERSON	TECHNICIAN	GRAD ENGINEERS	PROFESSIONAL ENGINEERS	SPECIALISTS	MANAGEMENT LEVEL	SENIOR MANAGEMENT	SUPPORT STAFF
Can work from home regularly	33%	27%	30%	42%	35%	45%	46%	40%
Equipment supplied	27%	21%	26%	34%	26%	35%	35%	34%
Limited days at home per week (organisation wide policy)	13%	9%	10%	12%	9%	15%	15%	12%
Limited days at home per week (at manager's discretion)	19%	18%	22%	25%	23%	23%	22%	22%
Unlimited days at home per week (organisation wide policy)	3%	-	3%	5%	5%	5%	5%	4%
Unlimited days at home per week (at manager's discretion)	8%	6%	8%	10%	9%	10%	12%	10%
Other provisions or conditions	7%	7%	8%	7%	6%	5%	8%	10%



work / life balance

Ninety-four percent of total organisations offer some form of work / life balance benefit. Some organisations operate a 9-day fortnight (Monday to Thursday 9-hour days, Friday 8-hour day then Monday to Thursday 9 hours and Friday off).

work / life balance initiative	SENIOR MANAGEMENT	PROFESSIONAL / TECHNICAL STAFF	OTHER STAFF
SAMPLE SIZE	80	86	96
Flexible hours	90%	92%	87%
Working from home	90%	92%	78%
Part-time work	39%	58%	81%
Job share	5%	6%	10%

diversity and inclusion

In this survey, 26% of organisations reported they have a diversity and inclusion policy. Further details noted include:

A proactive focus on eliminating any perceived or real barriers in the traditional areas of diversity, for example the more “visible” differences between people as well as diversity of thought and attitude

Having a basic diversity and inclusion policy

Committed to being a non-discriminatory, diverse and inclusive employer

Diversity and inclusion policy promoting equity

Diversity and inclusion statement underpinned by six key principles

At ACE New Zealand, we value diversity and inclusion and the benefits these bring to our organisation and our sector. They accelerate innovation, embrace the uniqueness of our people, help us to attract and retain top talent, and enable us to better reflect and serve our communities. You can find our Diversity and Inclusion Policy on our website.

We are a partner of The Diversity Agenda along with Engineering New Zealand and Te Kāhui Whaihanga New Zealand Institute of Architects. The Diversity Agenda is an industry-wide call to action in engineering and architecture, addressing critical issues like retaining and promoting women to leadership roles, pay equity and changing the working culture for everyone's benefit. It signifies a commitment for our industries to be more inspiring and accessible to everyone.

workforce planning

Thirty-two percent of organisations have some form of workforce plan or analytics in place to understand the workforce requirements and skills. Completing a skills matrix is a common planning tool. Some respondents also noted they align the workforce with the organisation's strategic plan.

Twenty-six percent of organisations with or without a workforce plan are looking at changing or implementing one in the next 24 months. Sixty-three percent of these organisations do not currently have a plan in place.

workforce age group

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

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

AGE (% OF ORGANISATIONS)

job category	19-25	26-45	46-55	56-65	65+
CAD draughtsperson	4%	82%	11%	2%	1%
Technicians	17%	72%	4%	7%	-
Graduate engineers	77%	22%	1%	-	-
Professional	1%	88%	11%	-	-
Manager	-	56%	29%	12%	3%
Specialist	-	40%	36%	20%	4%
General manager	-	25%	51%	18%	6%

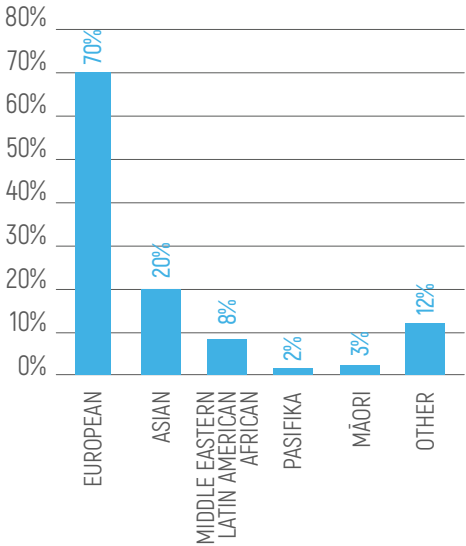
AGE (% OF ORGANISATIONS)

job category	19-25	26-45	46-55	56-65	65+
CAD draughtsperson	38%	12%	19%	17%	14%
Technicians	24%	18%	21%	31%	6%
Graduate engineers	33%	58%	3%	3%	3%
Professional	13%	23%	30%	19%	15%
Manager	11%	26%	30%	26%	7%
Specialist	14%	24%	21%	27%	14%
General manager	11%	35%	31%	19%	4%

workforce ethnicity

The average distribution of ethnicity across 85 respondents shows 70% of the workforce is European, with just 3% Māori and 2% Pasifika.

AVERAGE PERCENTAGE OF ETHNICITY IN ORGANISATION



gender pay

In the majority of roles male workers are being paid more with the exception of 'trainee technician / cadet' and 'graduate – entry' roles, where the bias is in favour of female workers. The distribution of the sample is important to note within these industry specific engineering roles, which shows the population of all of these roles is still predominantly male employees.

One role in particular, 'business / regional manager', has seen the distribution remain the same, however the bias base salary percentage to male employees has lowered from 20% in 2020 to 10% in 2021.

job category	% FEMALE	% MALE	BASE SALARY % BIAS TO MALE
Trainee CAD operator / cadet	32%	68%	5%
CAD operator	37%	63%	6%
CAD / design draughtsperson	36%	64%	2%
Senior CAD / design draughtsperson	19%	81%	7%
CAD / drawing operations supervisor / manager	10%	90%	10%
Trainee technician / cadet	23%	77%	-2%
Technician	24%	76%	2%
Senior technician	20%	80%	6%
Technician supervisor / manager	17%	83%	2%
Graduate - entry	37%	63%	-1%
Graduate 2nd year	40%	60%	0%
Graduate 3rd year	41%	59%	1%
Graduate 4th year	40%	59%	1%
Professional	33%	67%	1%
Mid-level professional	32%	68%	2%
Senior professional	24%	76%	5%
Manager	23%	77%	5%
Intermediate manager	17%	83%	0%
Senior manager	15%	85%	8%
Specialist	24%	76%	2%
Senior specialist	16%	84%	4%
Advanced specialist	14%	86%	3%
Business / regional manager	11%	89%	10%
CAD designer	15%	85%	1%
Graduate - entry quantity surveyors	36%	64%	1%
Senior quantity surveyor	27%	73%	5%
GIS analyst	36%	64%	5%

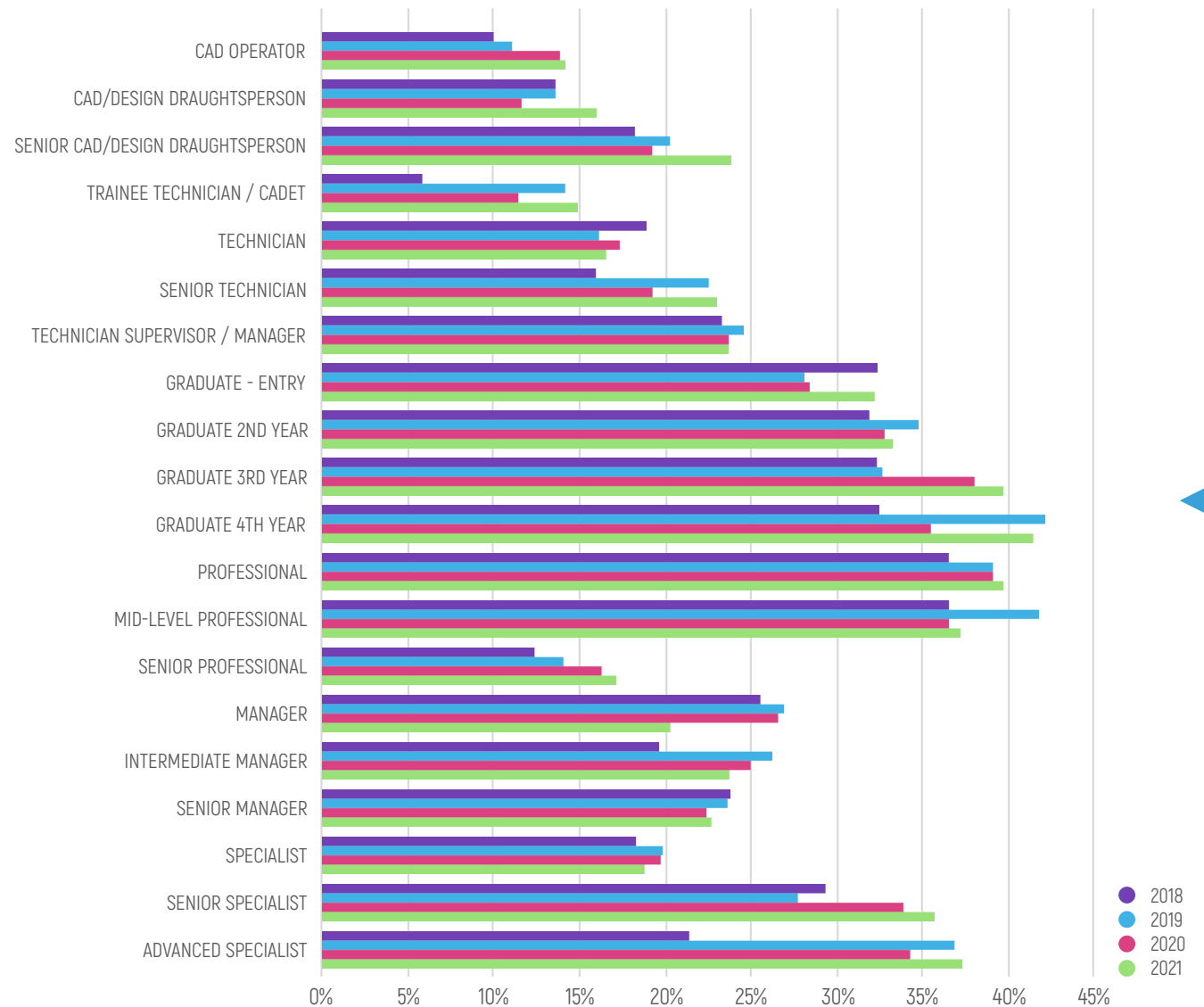
pay bias 2018 to 2021

Over the past four years, the gap has increased between male and female base salary for CAD operator, technician, senior professional, and senior manager roles. Historically, females in trainee technician / cadet roles have been better paid than males, although this gap has been decreasing.

job category	2018	2019	2020	2021
CAD operator	-3%	6%	8%	6%
CAD / design draughtsperson	2%	-1%	-1%	2%
Senior CAD / design draughtsperson	12%	10%	3%	7%
Trainee technician / cadet	-9%	-5%	-1%	-2%
Technician	-5%	1%	-1%	2%
Senior technician	11%	9%	5%	6%
Technician supervisor / manager	10%	3%	-4%	2%
Graduate - entry	1%	-1%	0%	-1%
Graduate 2nd year	0%	0%	1%	0%
Graduate 3rd year	1%	1%	1%	1%
Graduate 4th year	1%	1%	4%	1%
Professional	2%	3%	1%	1%
Mid-level professional	2%	0%	1%	2%
Senior professional	3%	4%	4%	5%
Manager	4%	1%	1%	5%
Intermediate manager	6%	3%	4%	0%
Senior manager	1%	6%	4%	8%
Specialist	7%	5%	4%	2%
Senior specialist	5%	4%	3%	4%
Advanced specialist	3%	3%	6%	3%

percentage of females 2018 to 2021

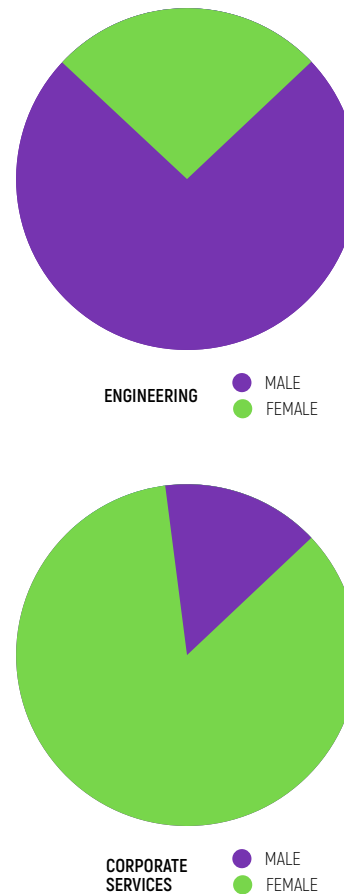
From graduate up to mid-level professional, percentages of females within these roles have ranged from 28% to 42% over the four years. However, percentages of females continue to be significantly less in senior professional roles.



distribution of overall gender

Seventy-four percent of workers in the engineering job function are male, while 85% of workers in corporate services are female.

GENDER POPULATION BY JOB FUNCTION



gender policies

Twenty-six percent of respondents have a policy around gender equity with respondents indicating roles are remunerated based on qualifications, merit and experience as well as equal opportunities for both genders. Some organisations noted they are members of The Diversity Agenda and conduct annual pay equity reviews.

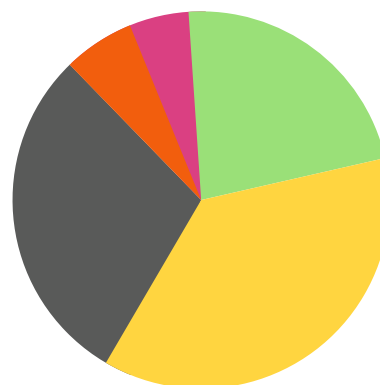


charge out rates

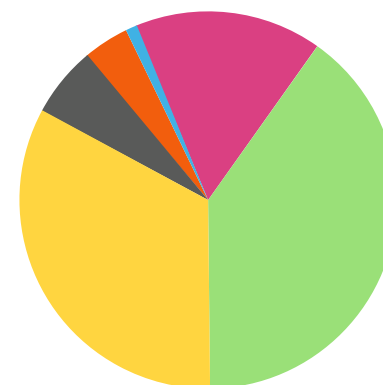
The most common range for hourly charge out remains unchanged again this year and is between \$151 and \$200 for professional / technical staff, followed by between \$101 and \$150 for other staff.

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

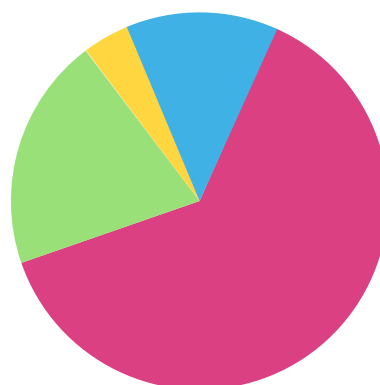
CHARGE OUT RATE PER CATEGORY



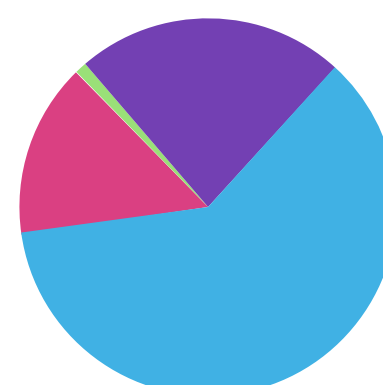
CEO



SENIOR
MANAGEMENT



PROFESSIONAL /
TECHNICAL STAFF



OTHER STAFF

- \$50-100
- \$101-150
- \$151-200
- \$201-250
- \$251-300
- \$301-350
- \$351-400

CHARGE OUT RATE PER HOUR
[% OF ORGANISATIONS]

benchmark position code	SAMPLE	\$50-100	\$101-150	\$151-200	\$201-250	\$251-300	\$301-350	\$351-400	\$401-450
Trainee CAD operator/cadet ENG101	33	61%	39%	-	-	-	-	-	-
CAD operator ENG102	39	18%	74%	8%	-	-	-	-	-
CAD draughtsperson ENG103	55	5%	80%	13%	2%	-	-	-	-
Senior CAD/draughtsperson ENG104	58	-	38%	59%	3%	-	-	-	-
CAD/drawing ops supervisor/manager ENG105	40	-	18%	73%	8%	3%	-	-	-
Trainee technician/cadet ENG106	27	48%	52%	-	-	-	-	-	-
Technician ENG107	34	23%	68%	9%	-	-	-	-	-
Senior technician ENG108	37	3%	38%	59%	-	-	-	-	-
Technician supervisor/manager ENG109	27	-	19%	81%	-	-	-	-	-
Graduate engineers 1-4 years ENG110-113	73	6%	79%	14%	1%	-	-	-	-
Professional ENG114	70	-	27%	66%	6%	1%	-	-	-
Mid-level professional ENG130	66	-	9%	70%	20%	1%	-	-	-
Senior professional ENG115	73	-	3%	46%	36%	15%	-	-	-
Manager ENG116	42	-	2%	29%	52%	12%	5%	-	-
Intermediate manager ENG117	33	-	3%	24%	52%	18%	-	3%	-
Senior manager ENG135	39	-	-	10%	41%	33%	16%	-	-
Specialist ENG118	43	-	-	14%	46%	33%	7%	-	-
Senior specialist ENG140	41	-	2%	5%	29%	44%	20%	-	-
Advanced manager ENG119	28	-	4%	4%	25%	32%	28%	7%	-
Business development manager ENG120	22	-	-	14%	41%	27%	14%	4%	-
Business / regional manager ENG121	31	-	-	3%	20%	29%	26%	16%	6%

conclusion

Our 2021 survey provides valuable insights into remuneration and benefits across the sector during what has been a challenging period in New Zealand and globally.

For ACE New Zealand member organisations, workforce planning is vital to balance the impact of the Covid-19 pandemic with the pipeline of critical infrastructure work ahead.

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

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

feedback

We welcome feedback from participating organisations regarding additions, deletions or enhancements to the survey.

Please send your feedback to:

Janet Ziegler
Finance and Administration Manager
ACE New Zealand
janet@acenz.org.nz

appendix

base salary, fixed remuneration and total remuneration

The whole sample market movements for each benchmark job show the movement in the market for those roles compared to the 2020 results. Changes in survey sample are a reflection of differing participating organisations and the changing nature of the workforce. These factors affect the remuneration market and should be taken into consideration when assessing remuneration placement.

by benchmark position 2020 to 2021

The table outlines the median whole sample movements for base salary, fixed remuneration, and total remuneration since the 2020 report.

benchmark position code	BASE SALARY	FIXED REMUNERATION	TOTAL REMUNERATION
ENG101 Trainee CAD operator/cadet	7.9%	8.6%	6.5%
ENG102 CAD operator	1.4%	2.1%	0.8%
ENG103 CAD draughtsperson	1.9%	0.8%	0.4%
ENG104 Senior CAD/draughtsperson	2.4%	1.9%	1.6%
ENG105 CAD/drawing ops supervisor/manager	2.5%	2.9%	2.3%
WEIGHTED AVERAGE DESIGN	2.4%	2.2%	1.6%
ENG106 Trainee technician/cadet	8.6%	8.6%	7.4%
ENG107 Technician	0.2%	1.6%	1.3%
ENG108 Senior technician	1.9%	2.7%	3.6%
ENG109 Technician supervisor/manager	4.6%	5.5%	6.0%
WEIGHTED AVERAGE TECHNICAL	2.8%	3.7%	3.9%
ENG110 Graduate - entry	2.6%	2.0%	2.5%
ENG111 Graduate 2nd year	3.3%	4.0%	3.5%
ENG112 Graduate 3rd year	3.4%	2.7%	3.1%
ENG113 Graduate 4th year	1.9%	2.8%	3.5%
WEIGHTED AVERAGE GRADUATE	2.8%	2.9%	3.2%
ENG114 Professional	1.8%	2.4%	2.3%
ENG130 Mid-level professional	3.3%	3.8%	3.6%
ENG115 Senior professional	3.8%	2.6%	3.0%
WEIGHTED AVERAGE PROFESSIONAL	2.9%	2.7%	2.8%
ENG116 Manager	0.5%	0.8%	3.1%
ENG117 Intermediate manager	0.7%	1.5%	3.0%
ENG135 Senior manager	1.2%	1.3%	5.1%
ENG120 Business development manager	3.7%	4.1%	8.3%
ENG121 Business / regional manager	0.4%	1.7%	2.5%
WEIGHTED AVERAGE MANAGER	0.8%	1.4%	3.6%
ENG118 Specialist	1.2%	0.3%	1.4%
ENG140 Senior specialist	0.7%	-1.0%	0.1%
ENG119 Advanced specialist	0.5%	-0.2%	1.5%
WEIGHTED AVERAGE SPECIALIST	0.8%	-0.2%	1.0%
OVERALL	2.2%	2.0%	2.6%

by benchmark position 2020 to 2021

The same incumbent median movements are the result of analysis of employees who are in the same role (benchmark position) in 2021 compared to 2020. These movements are a reflection of salary increases provided in the past 12 months to employees in each of the benchmark positions.

benchmark position code	BASE SALARY	FIXED REMUNERATION	TOTAL REMUNERATION
ENG101 Trainee CAD operator/cadet	9.3%	9.2%	9.4%
ENG102 CAD operator	3.5%	4.2%	3.2%
ENG103 CAD draughtsperson	3.8%	3.5%	3.6%
ENG104 Senior CAD/draughtsperson	2.5%	2.5%	2.4%
ENG105 CAD/drawing ops supervisor/manager	1.9%	2.0%	2.0%
AVERAGE SAME INCUMBENT MOVEMENTS DESIGN	4.2%	4.3%	4.1%
ENG106 Trainee technician/cadet	12.3%	12.1%	12.0%
ENG107 Technician	3.2%	3.4%	3.7%
ENG108 Senior technician	2.9%	2.8%	2.9%
ENG109 Technician supervisor/manager	2.0%	2.0%	1.5%
AVERAGE SAME INCUMBENT MOVEMENTS TECHNICAL	5.1%	5.1%	5.0%
ENG114 Professional	4.0%	4.0%	4.1%
ENG130 Mid-level professional	2.8%	2.8%	2.8%
ENG115 Senior professional	3.0%	3.0%	3.7%
AVERAGE SAME INCUMBENT MOVEMENTS PROFESSIONAL	3.3%	3.3%	3.5%
ENG116 Manager	3.3%	3.5%	4.0%
ENG117 Intermediate manager	3.0%	3.3%	4.9%
ENG135 Senior manager	1.4%	2.0%	2.6%
ENG120 Business development manager	2.5%	2.8%	3.8%
ENG121 Business / regional manager	0.0%	1.0%	1.6%
AVERAGE SAME INCUMBENT MOVEMENTS MANAGER	2.0%	2.5%	3.4%
ENG118 Specialist	2.5%	2.0%	2.7%
ENG140 Senior specialist	2.6%	2.4%	3.0%
ENG119 Advanced specialist	2.4%	2.2%	2.6%
AVERAGE SAME INCUMBENT MOVEMENTS SPECIALIST	2.5%	2.2%	2.8%
ENG175 CAD designer	3.0%	0.9%	0.9%

remuneration by location

The following table illustrates the difference in the current survey in median fixed remuneration between different geographical sectors of the country.

In comparing between the regions, the biggest regional difference in pay is found within Other North Island where grades 4 to 9 (general staff) are receiving 6% below the national average and grades 20 to 24 (CEO) are receiving 5% below the national average. Although grades 10 to 14 (professional) and 15 to 19 (senior executive) are receiving a 2% premium.

grade	FIXED REMUNERATION						
	ACE NZ TOTAL SAMPLE	AUCKLAND	WAIKATO / BOP	WELLINGTON	OTHER NORTH ISLAND	CHRISTCHURCH	SOUTH ISLAND
4-9	100%	102%	98%	101%	94%	100%	98%
10-14	100%	101%	98%	100%	102%	100%	100%
15-19	100%	103%	100%	100%	102%	100%	100%
20-24	100%	104%	99%	98%	95%	99%	98%
AVERAGE	100%	102%	99%	100%	98%	100%	99%

COMPARISONS OF MEDIAN FIXED REMUNERATION BY LOCATION AGAINST GENERAL MARKET

forecast salary increase

Participants in the ACE New Zealand remuneration survey were asked to forecast / project their remuneration increases for their own organisation for the next 12 months.

The overall median forecast for next year is 3% whereas the general market's median forecast is 1.5%. The median forecast for CEO level is 2% while all other staff levels median forecast is 3%.

staff level	MEDIAN	AVERAGE	RANGE
CEO	2.0%	2.1%	0-9.0%
Senior executives	3.0%	2.5%	0-9.0%
Professional staff	3.0%	2.8%	0-13.2%
Other staff	3.0%	3.1%	0-15.0%
OVERALL	3.0%	3.2%	0-10.0%

The logo for StrategicPay, featuring the word "StrategicPay" in a sans-serif font, with a small circular icon to the right containing three colored segments (blue, red, and green).

StrategicPay



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