

Market Insights & Salary Guide 2024

Levyl is **modern**.
Levyl is **ethical**.
Levyl is **accurate**.

The landscape of work is evolving. How and where we work has shifted as well as the skills and capabilities required for success.

Amidst geopolitical challenges, international economic instability, and the reallocation of skills in the workforce, navigating the ever-evolving landscape of how people and organisations align requires a strategic approach.

People & Culture teams continue to be a lynchpin in guiding leaders through these challenges; supporting critical business decisions, transformation, and change, whilst navigating how to best attract, select, mobilise, and retain talent. Remaining at the forefront of what capability is in demand, what is important to job seekers and what substitutes a compelling remuneration offer is critical to success.

Levyl is delighted to bring you our 2024 Market Insights Report and Salary Guide.

We trust that our insights and data will empower our network to make informed decisions.



Overview

In 2023, the strategic and proactive approach demonstrated by People & Culture teams was fundamental to what became a year characterised by organisational restructuring and the redeployment of talent.

Interest rates, inflation and the rising cost of living drove a demand for stability and competitive reward and recognition frameworks from job seekers. Contrary to what we saw from employers; a cost conscious and cautious approach. Corporate hiring sentiment became specific and deliberated; the exact requirement for new headcount fiercely debated as the sensitivities of redundancies was maneuvered by many.

The market struggled to align expectations on salaries, flexibility, and future mobility. Job seekers presented employers with an exhaustive list of desirables, driven by a need to increase their financial comfort and control of when, where and how they work.

In 2024, we expect a two-speed job market will emerge, separated by the organisations that retain hybrid working, adopt AI and automation, and embrace Diversity, Equity & Inclusion (DE&I).

Hybrid working remains a key driver of employee engagement, attraction and retention. Some organisations are linking in-office attendance to performance metrics with financial implications (both positive and negative). Creative solutions have been tested in the efforts of trying to balance the scales between flexibility and productivity.

In an Australasian 4-day work week trial of 26 organisations, 95% of participants suggested they would continue with the model after reporting positive impacts on productivity, decreased sick days and an 8.6% decrease in resignation rates. However, for organisations within the manufacturing, hospitality, and construction sectors, this solution has less appeal, as the need to unite 24-7 workforces with their head office counterparts remains a rightful cultural focus.

With the rise of AI and automation, we have seen greater investment in Learning & Development to support the uplift in employee capability and adoption of new ways of working. Transformation managed well in this space enhances productivity, the evolution of skills and feeds engagement.

Regarding this evolution of skills, according to LinkedIn data, the skills requirements for jobs has evolved by 25% since 2015, and a global projection suggests a 65% shift by 2030. Subsequently, an emerging trend of organisations reskilling their workforce as a long-term resilience initiative is gaining momentum.

An increasingly common link is being realised between a competitive EVP (Employee Value Proposition) and a commitment to DE&I. The creation of an inclusive and progressive workplace environment evidenced by representation in leadership teams, case studies and a commitment to social causes has underpinned a competitive advantage for many. Workplace policies including parental leave have played an increasingly poignant role in attracting people of all genders, as families look to navigate professional careers amongst caregiving responsibilities.

This year, we expect continued restructuring and a cautious sentiment to impact the first six months. Salary stagnation will lift towards the back end; with some reports suggesting employers intend to boost compensation packages as economic conditions improve.

This uplift will transpire while employees regain confidence in pursuing a move. In a developing case study of Gen Z & millennial employees, up to 25% are expected to be job hopping by the end of the year for an increase in salary and better working conditions. They will use platforms like TikTok as their source of truth and guidance for job seeking. Traditional methods of hiring will be tested in this climate, where candidates will leverage their future potential to compete, due to shorter professional tenures.

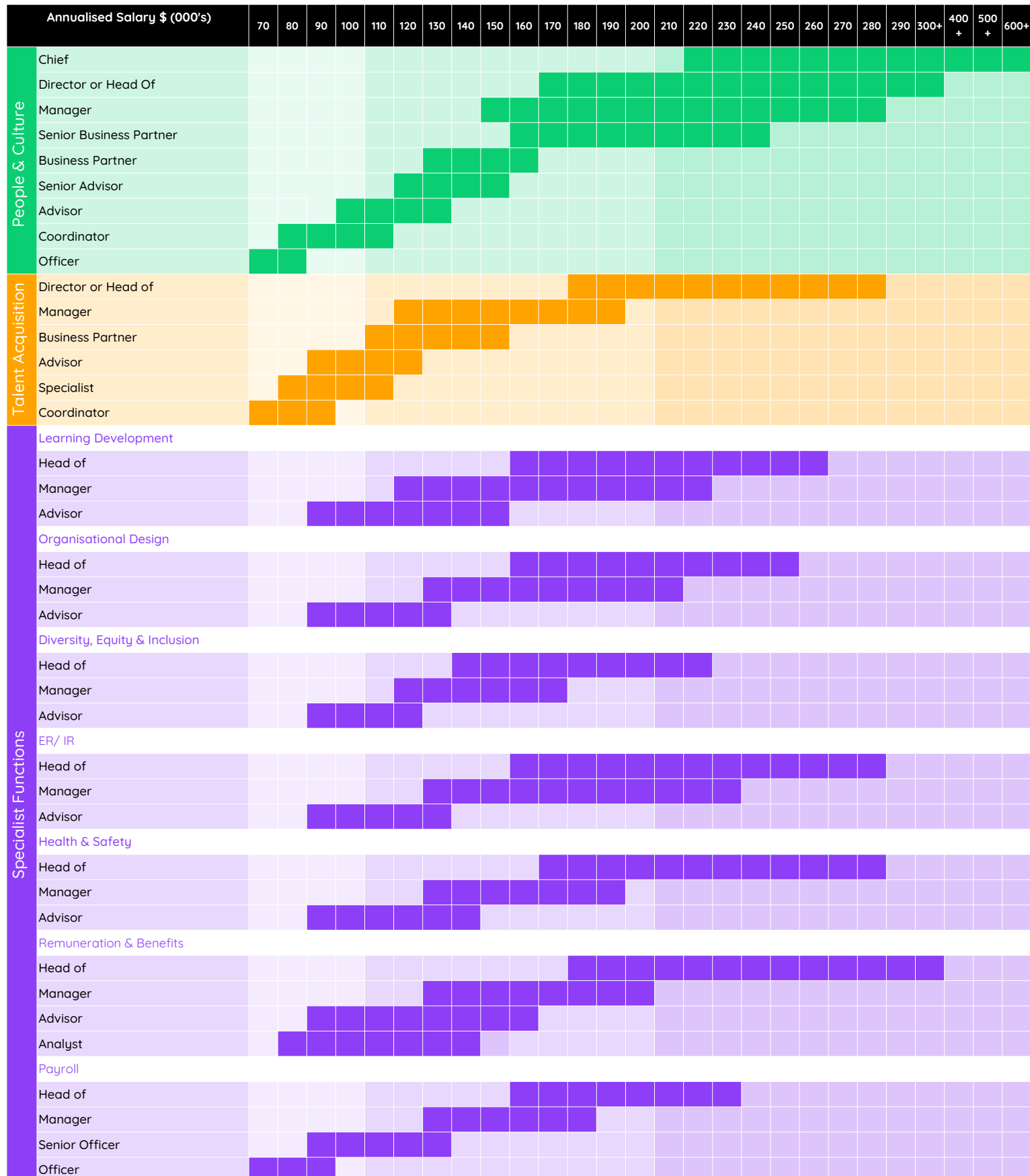
In the executive market, the desire to work for progressive leaders and organisations committed to true transformational change will underpin an appetite to move. However, these restless leaders will be met with scarce opportunities available. We anticipate that whilst more senior roles will come to market, they will remain hotly contested in what is a highly critiqued talent pool.

As we set our sights on 2024, both employers and employees will be united by strong People & Culture teams in a year that will no doubt be earmarked by continued change, transformation, and innovation. The above key themes will underpin many water cooler conversations, as remuneration trends continue to evolve.



Salary Data

In consideration of the below graph, we encourage you to reflect on further variables such as the size of company (headcount and turnover), industry sector, direct report responsibility and team size. These estimated salaries are drawn from NSW norms with a 5-10% decrease suggested for VIC, QLD and further regional areas.



This data has been collated and determined via a variety of diverse sources including relevant job boards, industry reports, client consultation, our job seeker database and government reporting. The ranges quoted are salary packages inclusive of super but exclusive of bonus payments, share schemes and other monetary benefits.

What to look out for

- The engagement of fixed-term contracts and considerations for their use shifted significantly on 6 December 2023 following new legislation that came into effect. Employers cannot engage employees on a two-year contract which includes renewals and extensions or have no more than two consecutive contracts for the same work (with exceptions). We predict that these changes will create a minor impact in the job market as organisations right size their approach to recruitment.
- It is fair to say that 2024 will see our industrial landscape experience a significant shift. The third tranche of the Federal Government's Closing the Loop Bill will introduce changes that place People & Culture teams in a critical position to help organisations wade their way through the reforms. These changes will see the employee and employer relationship shift through amendments that include the criminalisation of wage theft, 'Same Job, Same Pay', an increase in casual worker rights, and stronger discrimination protections for employees.
- Further to this, the 'Right to Disconnect' Bill will be legislated in mid-2024 and this will see People & Culture and business leaders work to understand what that means for their business and how this will intersect with workplace expectations, potential changes to employment contracts and Awards/EBAs.
- The creation and implementation of Artificial Intelligence continued throughout 2024 with some of Australia's largest corporates leading the charge. Telstra will roll out two in-house generative AI solutions following successful trials in 2023. PwC has allocated \$1.5 billion over three years into tools and training in generative AI, and KPMG has spent more than \$5 million on 'KymChat', their firm's private version of ChatGPT.
- Many other organisations continue to use what is readily available. Lendlease is one of the property and construction powerhouses who have been forthcoming in their use of AI to create competitive bids and tenders. This evolution comes amidst the continue widespread doubt on the responsible and ethical use of AI tools and how this transition will be regulated.
- Due to a growing demand for Workplace Specialists, DE&I Experts, Employee Relations and Chief People Officers, the job market for these roles will widen and salaries will become increasingly competitive. Many candidates considered experienced in these areas will possess between 5-7 years specialist exposure in what has typified some of the most niche and evolving areas of the People & Culture profession.

*This data has been collated and determined via a variety of sources, a list provided upon request.





Closing Sentiment

We are confident that the year ahead will bring continued change and opportunity. For People & Culture professionals there will be the chance to diversify one's skillset, whilst harnessing projects connected with AI, hybrid working, reskilling and legislative reform. Retaining a commercial yet humanistic focus will be paramount whilst donning the roles of advocate, trainer, cultural influencer, and changemaker.

Levyl is growing in 2024 in line with market demand and would welcome the opportunity to partner with you or your organisation.

Please reach out to discuss any sentiments or data contained in this report, or for a confidential conversation on your career or hiring needs.

Thank you for your time.

For more information, please contact hello@levyl.com.au to speak to one of our friendly team members.