

SALARY GUIDE

COMMERCIAL CONSTRUCTION FIT OUT



Salary & Insights Report
2025-2026

#BuildingTrust

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Introduction

The Commercial Construction – Fit Out sector continues to demonstrate its agility in 2025, adapting to client demands for smarter, faster, and more flexible delivery models. Unlike larger-scale developments, fit-out projects often require rapid mobilisation, tight coordination, and bespoke design thinking, which all place increasing pressure on project teams.

While the industry has remained active, particularly in metro areas such as Sydney and Melbourne, underlying pressures are mounting. Cost inflation, skill shortages, and project complexity are converging with rising worker expectations. Professionals are not just chasing higher pay, they're seeking meaning, balance, and recognition.

This guide distils data from fit-out professionals across Australia to explore how they view their work, leadership, compensation, and career trajectories. The findings reveal a workforce committed to excellence, but increasingly aware of what is missing.

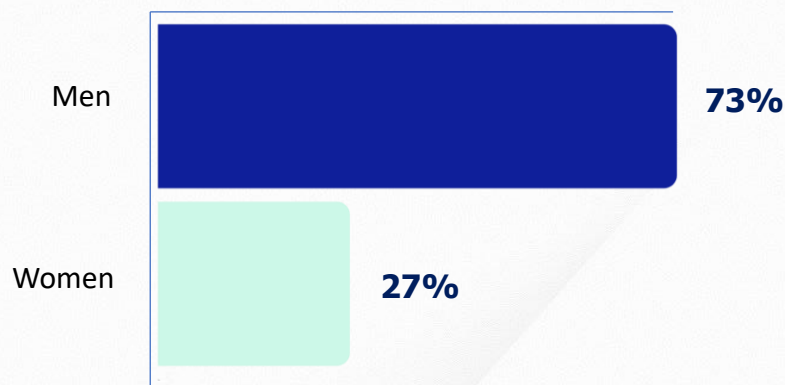
Our data captures feedback from professionals working directly in the Commercial Construction space, forming part of a broader national survey of more than 1,600 respondents. The result is a detailed view of how today's workforce feels about their salaries, work environment, benefits, and future prospects. For businesses seeking to stay ahead of shifting expectations and for candidates looking for transparency in a competitive market, these insights provide clear direction.



Industry Demographics

With **73% of respondents identifying as male** and **27% as female**, the sector remains gender imbalanced. However, compared to adjacent construction verticals, fit out shows signs of progress in representation, likely due to its closer links with interior design, client engagement, and project coordination roles.

This opens a door for employers to reshape their hiring strategies and lead the industry in inclusivity. By highlighting female leadership, flexible work models, and equitable development pathways, fit-out firms can attract a more diverse talent base and position themselves as employers of choice.

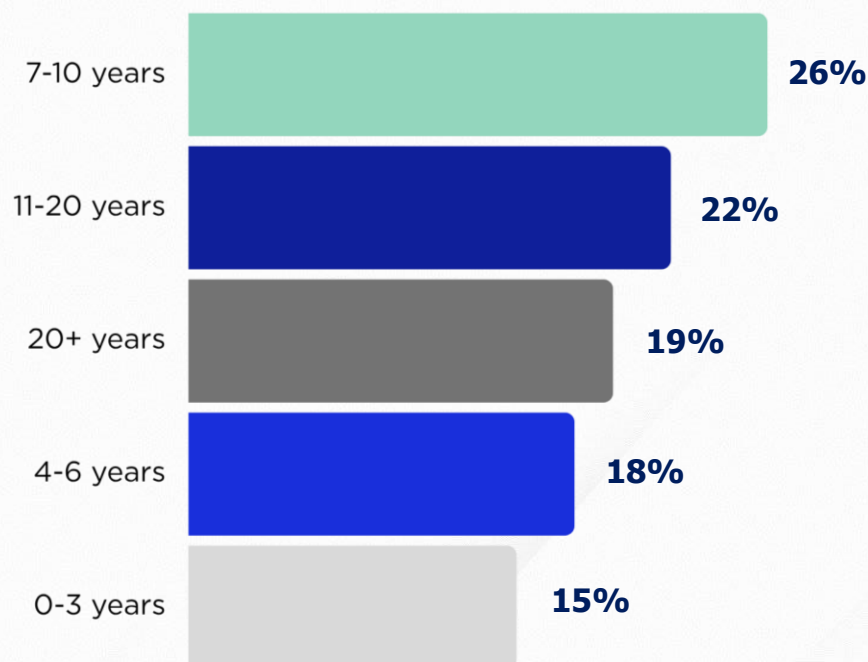


Workforce Composition and Role Levels

A substantial portion of the workforce sits at the mid-to-senior level, with **37%** of respondents identifying as mid-level professionals and **17%** as senior specialists. In contrast, entry-level professionals account for only **10%**.

This imbalance suggests a maturing workforce with limited early-career replenishment. It reflects a growing reliance on experienced hires, which, while valuable in the short term, creates long-term risks. As senior professionals progress or exit the industry, there is an insufficient pipeline of junior talent ready to step up.

Firms that invest now in structured graduate pathways, mentorship programs, and long-term career development will be best placed to avoid future capability gaps and retain operational continuity.



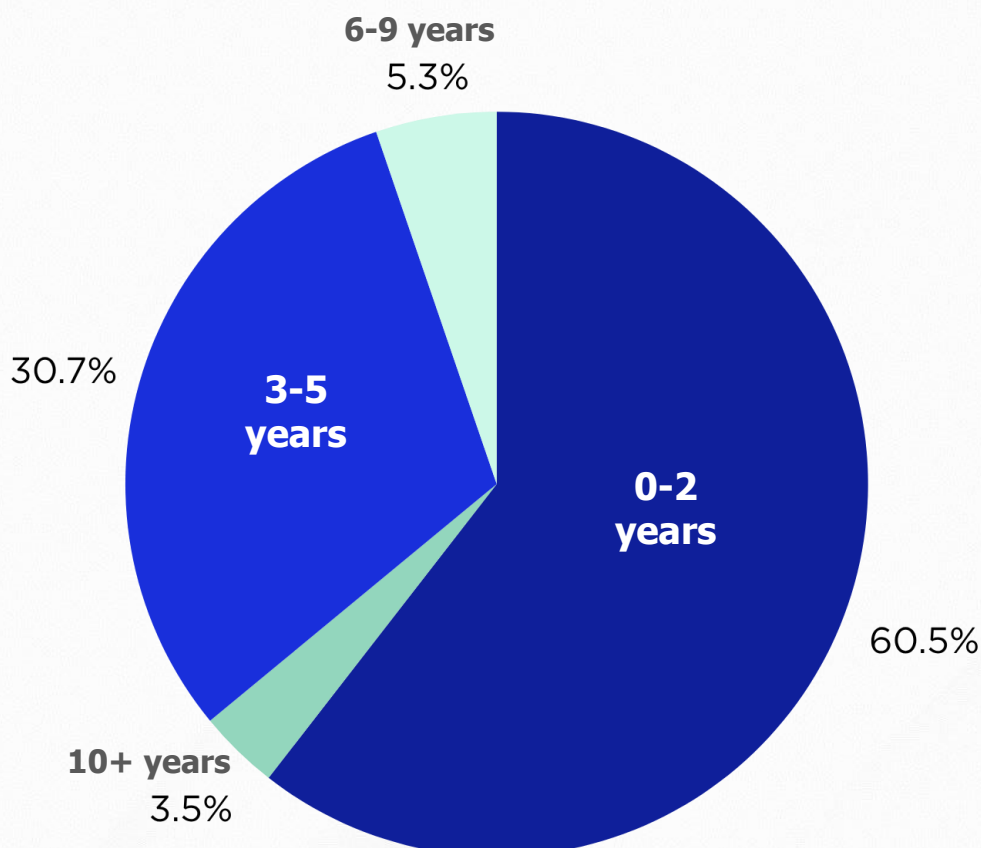
Tenure and Mobility

Nearly **60%** of professionals have been with their current employer for under three years. A long tenure is rare, with only **5%** remaining with their organisation for more than a decade.

This high rate of movement speaks to a workforce that is self-directed. Rather than staying loyal by default, professionals are actively assessing whether their organisation offers clear growth, good leadership, and meaningful recognition.

Retention, therefore, is not something earned once; it must be continuously reinforced. Employers who provide clarity on career progression, regularly check in with their staff, and foster environments of psychological safety are more likely to retain their top talent.

How long have you been in your current company?



Employment Type and Work Location

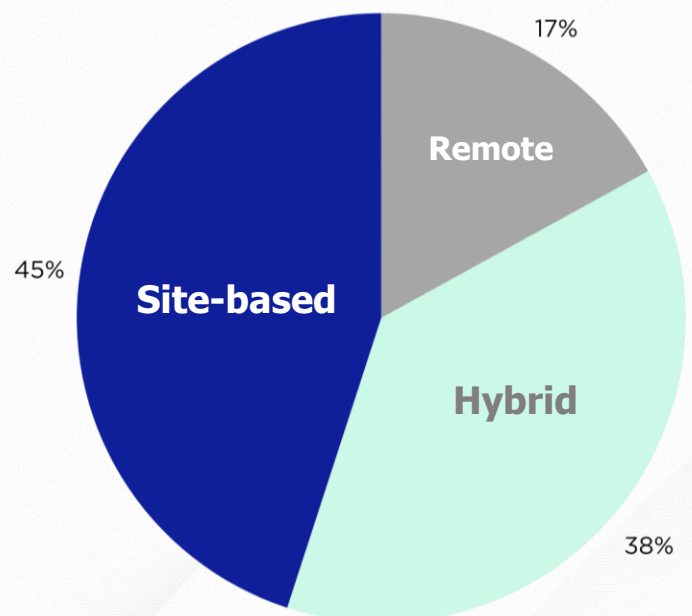
The sector's structure remains traditional in many respects: **89%** of workers are employed on a full-time permanent basis. However, workplace arrangements are shifting: **38%** of respondents work in hybrid models, which blend site and remote duties, while **45%** remain fully site-based.

This shift shows that fit-out is no longer solely about being physically present on-site. Roles in planning, estimating, and coordination increasingly offer scope for flexibility. By formally adopting hybrid work policies, even for just one or two days per week, firms can expand their talent pool and improve retention among professionals who value autonomy and work-life balance.

Employment Type



Work Location



Pathways Into Roles

Internal promotion remains a key career lever, with **24%** of respondents securing their current role via upward movement. However, **19%** applied directly, and **18%** were placed through recruitment agencies, highlighting the strength of external mobility in this sector.

This balance underscores the need for a dual focus. Employers must nurture internal talent while also building visibility in the external market. Without a compelling employer brand and proactive hiring strategy, businesses risk missing out on highly skilled professionals who are ready to make a move but aren't actively applying.

Promotions and Pay Reviews

Only **11%** of professionals reported being promoted within the past year. Meanwhile, **41%** received a pay rise, yet an equal proportion reported no increase at all.

This misalignment between effort and reward is a red flag. In a sector known for its intensity and deadline-driven delivery, the lack of tangible recognition, whether through title changes or financial progression, directly contributes to disengagement.

To stay competitive, organisations must stop treating pay and promotion as reactive tools. They should instead establish structured progression frameworks and salary benchmarking cycles that offer transparency and fairness.

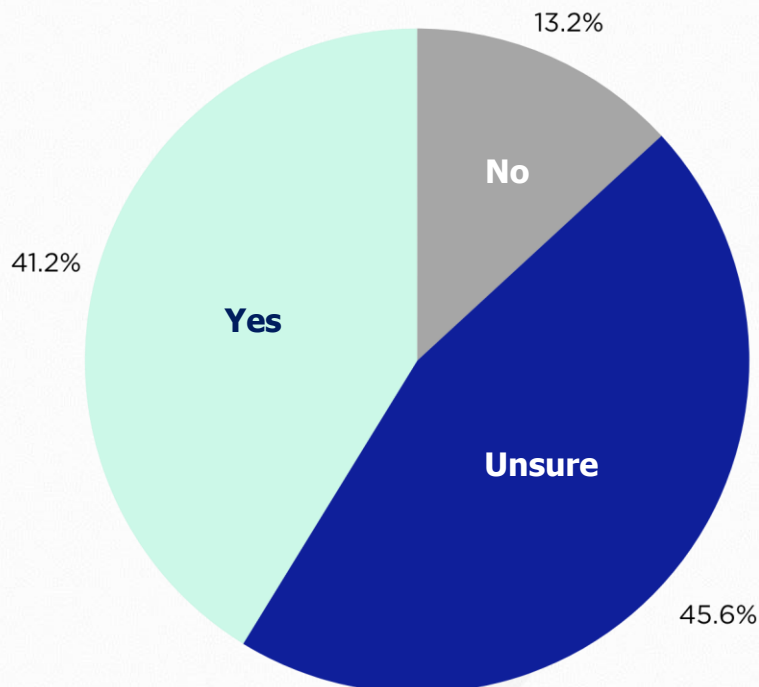
Perceived Market Alignment

Just **38%** of respondents believe they are being paid in line with the market, while the majority are either unsure or feel underpaid.

This uncertainty erodes trust. Even if salaries are objectively fair, a lack of communication about how they are determined leads professionals to question their worth. When individuals don't understand where they stand, they begin to look elsewhere.

Firms can mitigate this by implementing clear salary banding, articulating pay review timelines, and involving employees in discussions about career and compensation expectations.

Do you think you are being paid the current market rate?



Work–Life Balance and Satisfaction

Only **27%** of respondents report being satisfied with their work–life balance, while **47%** remain neutral and **26%** are dissatisfied.

This data suggests that most professionals are meeting expectations, but not necessarily thriving. Over time, this leads to fatigue, lower morale, and an increased risk of attrition.

Employers can address this by embedding mental health support, promoting more effective resourcing models, and encouraging sustainable work rhythms. Work–life balance is business-critical, directly tied to performance, safety, and retention.

Engagement and Job Search Activity

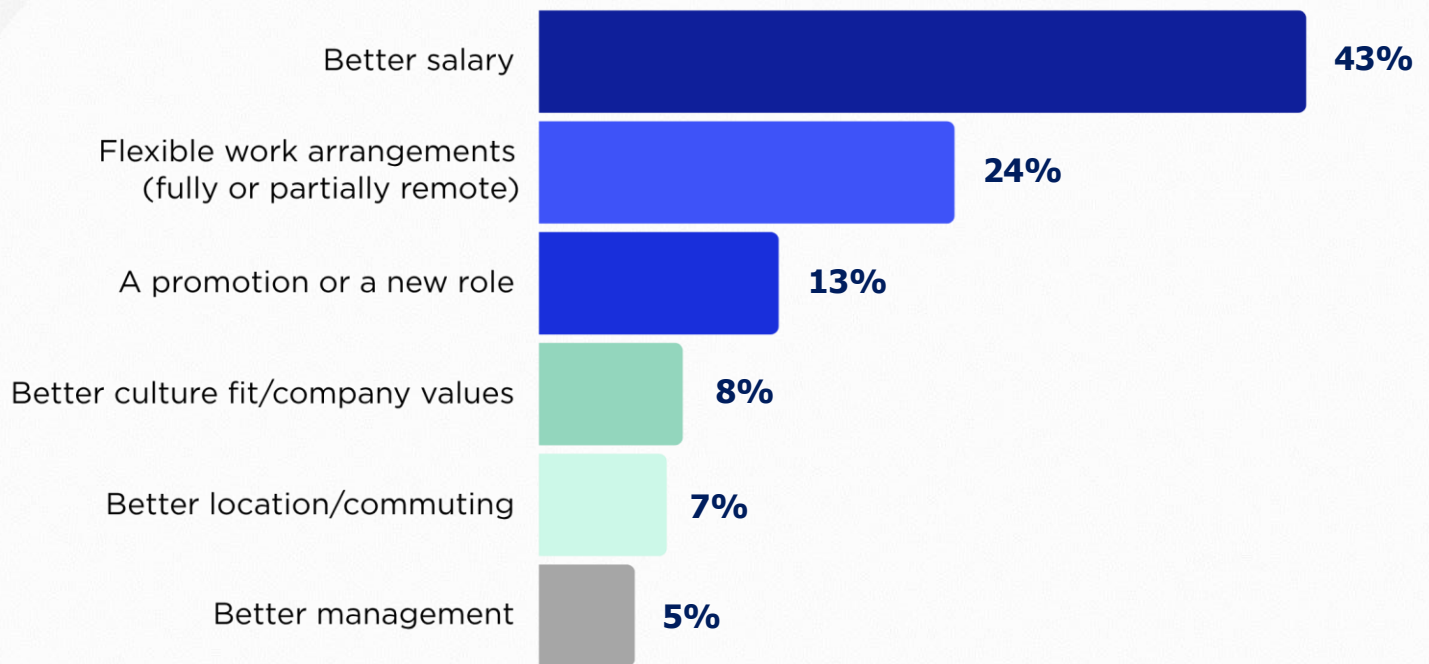
While only **24%** of professionals are actively seeking a new role, **54%** say they are open to hearing about new opportunities.

This creates a large pool of latent candidates who won't apply through job boards but will respond to well-crafted outreach and compelling propositions. It reinforces the importance of strategic recruitment partnerships and building long-term talent relationships.

Firms that rely solely on reactive hiring will miss this opportunity. Instead, a proactive, relationship-first approach is essential in accessing the hidden majority of movable talent.

Motivations to Move: What Really Matters

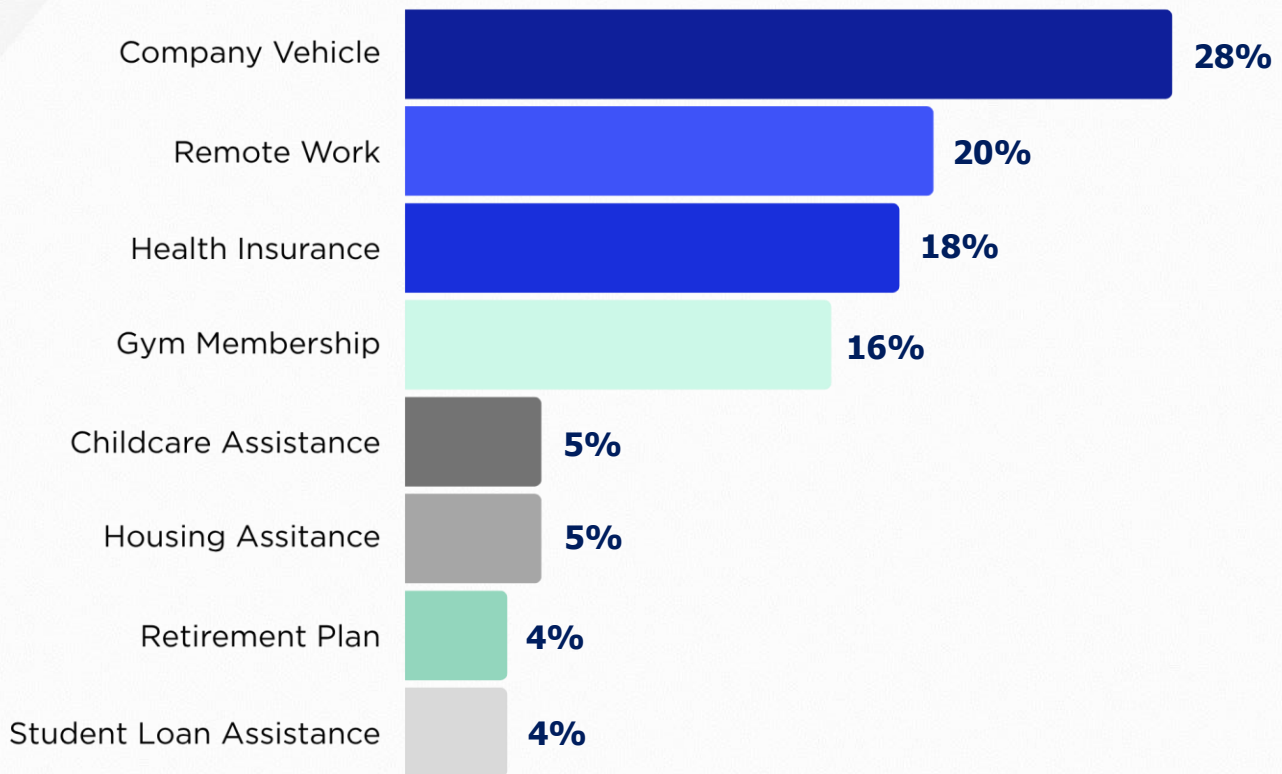
The top drivers influencing a decision to move include:



These numbers confirm that compensation is critical, but not sufficient on its own. Professionals are seeking an integrated value proposition that encompasses balance, purpose, and opportunities for growth.

The expectation has shifted. Competitive businesses are no longer just offering jobs—they are offering career journeys. And that journey must include development, flexibility, and alignment with personal values.

Benefits: Beyond the Payslip



These preferences underscore the rising cost of living and the need for employers to offer more comprehensive support beyond salary. Benefits that reduce daily stress, improve health, or offer financial relief are far more valuable than generic perks.

By aligning benefit offerings with what employees actually value, companies can build stronger engagement, loyalty, and employer brand appeal.

Conclusion

The fit-out sector is fast, complex, and rewarding, but also under pressure. Professionals are delivering more with less, and many are approaching a crossroads: stay and seek change internally, or leave for better pay, balance, or leadership elsewhere.



This guide reveals a workforce that's highly skilled, deeply committed, but increasingly aware of its own value. The challenge for employers is clear: match this professionalism with progressive practices. Offer clarity. Offer growth. Offer balance.

For candidates, these insights provide a compass. Whether you're benchmarking your salary, weighing up an offer, or planning your next move, the message is clear: don't settle for less than what you're worth because your peers aren't.

Visit our website for further market insights, all our Salary Guides, opportunities available and more:

designandbuild.com.au



SALARY GUIDE

Project Management

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Senior Project Manager

Location	T1/T2	T3/T4
NSW - Sydney	\$220,000 - \$280,000	\$200,000 - \$240,000
QLD - Brisbane	\$220,000 - \$280,000	\$170,000 - \$220,000
VIC - Melbourne	\$200,000 - \$270,000	\$190,000 - \$240,000
WA - Perth	\$200,000 - \$275,000	\$170,000 - \$200,000

Project Manager

Location	T1/T2	T3/T4
NSW - Sydney	\$180,000 - \$220,000	\$170,000 - \$200,000
QLD - Brisbane	\$170,000 - \$210,000	\$150,000 - \$200,000
VIC - Melbourne	\$170,000 - \$220,000	\$150,000 - \$180,000
WA - Perth	\$180,000 - \$250,000	\$130,000 - \$170,000

Project Coordinator

Location	T1/T2	T3/T4
NSW - Sydney	\$100,000 - \$140,000	\$80,000 - \$110,000
QLD - Brisbane	\$90,000 - \$140,000	\$80,000 - \$130,000
VIC - Melbourne	\$90,000 - \$140,000	\$90,000 - \$130,000
WA - Perth	\$80,000 - \$120,000	\$70,000 - \$100,000

SALARY GUIDE

Project Engineering

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Senior Project Engineer

Location	T1/T2	T3/T4
NSW - Sydney	\$160,000 - \$210,000	\$150,000 - \$170,000
QLD - Brisbane	\$150,000 - \$180,000	\$120,000 - \$160,000
VIC - Melbourne	\$170,000 - \$210,000	\$150,000 - \$170,000
WA - Perth	\$150,000 - \$190,000	\$120,000 - \$150,000

Project Engineer

Location	T1/T2	T3/T4
NSW - Sydney	\$130,000 - \$160,000	\$110,000 - \$140,000
QLD - Brisbane	\$120,000 - \$150,000	\$110,000 - \$140,000
VIC - Melbourne	\$130,000 - \$155,000	\$110,000 - \$130,000
WA - Perth	\$130,000 - \$150,000	\$110,000 - \$140,000

Site Engineer

Location	T1/T2	T3/T4
NSW - Sydney	\$90,000 - \$140,000	\$80,000 - \$120,000
QLD - Brisbane	\$90,000 - \$140,000	\$80,000 - \$110,000
VIC - Melbourne	\$100,000 - \$150,000	\$100,000 - \$120,000
WA - Perth	\$90,000 - \$140,000	\$80,000 - \$110,000

SALARY GUIDE

Estimating

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Estimating Manager		
Location	T1/T2	T3/T4
NSW - Sydney	\$230,000 - \$280,000	\$190,000 - \$250,000
QLD - Brisbane	\$200,000 - \$260,000	\$180,000 - \$220,000
VIC - Melbourne	\$230,000 - \$300,000	\$200,000 - \$250,000
WA - Perth	\$190,000 - \$230,000	\$180,000 - \$220,000

Senior Estimator		
Location	T1/T2	T3/T4
NSW - Sydney	\$160,000 - \$230,000	\$150,000 - \$200,000
QLD - Brisbane	\$160,000 - \$200,000	\$150,000 - \$200,000
VIC - Melbourne	\$190,000 - \$240,000	\$150,000 - \$200,000
WA - Perth	\$170,000 - \$200,000	\$150,000 - \$200,000

Estimator		
Location	T1/T2	T3/T4
NSW - Sydney	\$120,000 - \$160,000	\$100,000 - \$160,000
QLD - Brisbane	\$120,000 - \$150,000	\$100,000 - \$120,000
VIC - Melbourne	\$130,000 - \$170,000	\$100,000 - \$130,000
WA - Perth	\$120,000 - \$150,000	\$100,000 - \$120,000

SALARY GUIDE

Site Management

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Senior Site Manager		
Location	T1/T2	T3/T4
NSW - Sydney	\$200,000 - \$260,000	\$200,000 - \$230,000
QLD - Brisbane	\$190,000 - \$220,000	\$140,000 - \$190,000
VIC - Melbourne	\$240,000 - \$300,000	\$210,000 - \$260,000
WA - Perth	\$190,000 - \$230,000	\$140,000 - \$190,000

Site Manager		
Location	T1/T2	T3/T4
NSW - Sydney	\$150,000 - \$220,000	\$140,000 - \$180,000
QLD - Brisbane	\$160,000 - \$190,000	\$130,000 - \$170,000
VIC - Melbourne	\$180,000 - \$240,000	\$170,000 - \$220,000
WA - Perth	\$160,000 - \$200,000	\$130,000 - \$170,000

SALARY GUIDE

Supervisors

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Site Supervisor		
Location	T1/T2	T3/T4
NSW - Sydney	\$170,000 - \$220,000	\$160,000 - \$200,000
QLD - Brisbane	\$120,000 - \$160,000	\$100,000 - \$140,000
VIC - Melbourne	\$170,000 - \$220,000	\$160,000 - \$200,000
WA - Perth	\$170,000 - \$190,000	\$160,000 - \$180,000

Structures Supervisor		
Location	T1/T2	T3/T4
NSW - Sydney	\$170,000 - \$190,000	\$150,000 - \$165,000
QLD - Brisbane	\$150,000 - \$190,000	\$110,000 - \$160,000
VIC - Melbourne	\$170,000 - \$190,000	\$150,000 - \$165,000
WA - Perth	\$140,000 - \$180,000	\$120,000 - \$150,000

Finishes Supervisor		
Location	T1/T2	T3/T4
NSW - Sydney	\$150,000 - \$180,000	\$140,000 - \$165,000
QLD - Brisbane	\$150,000 - \$190,000	\$110,000 - \$160,000
VIC - Melbourne	\$150,000 - \$180,000	\$140,000 - \$165,000
WA - Perth	\$130,000 - \$160,000	\$110,000 - \$140,000

SALARY GUIDE

Contracts

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Contracts Manager		
Location	T1/T2	T3/T4
NSW - Sydney	\$200,000 - \$250,000	\$200,000 - \$230,000
QLD - Brisbane	\$200,000 - \$250,000	\$170,000 - \$220,000
VIC - Melbourne	\$200,000 - \$250,000	\$170,000 - \$220,000
WA - Perth	\$200,000 - \$250,000	\$170,000 - \$220,000

Senior Contracts Administrator		
Location	T1/T2	T3/T4
NSW - Sydney	\$150,000 - \$200,000	\$120,000 - \$180,000
QLD - Brisbane	\$150,000 - \$200,000	\$140,000 - \$190,000
VIC - Melbourne	\$170,000 - \$230,000	\$150,000 - \$180,000
WA - Perth	\$150,000 - \$200,000	\$130,000 - \$180,000

Contracts Administrator		
Location	T1/T2	T3/T4
NSW - Sydney	\$130,000 - \$170,000	\$100,000 - \$160,000
QLD - Brisbane	\$120,000 - \$160,000	\$100,000 - \$150,000
VIC - Melbourne	\$140,000 - \$190,000	\$100,000 - \$150,000
WA - Perth	\$120,000 - \$160,000	\$100,000 - \$140,000

SALARY GUIDE

Services

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Services Manager		
Location	T1/T2	T3/T4
NSW - Sydney	\$180,000 - \$260,000	\$140,000 - \$200,000
QLD - Brisbane	\$180,000 - \$220,000	\$140,000 - \$180,000
VIC - Melbourne	\$180,000 - \$240,000	\$150,000 - \$200,000
WA - Perth	\$150,000 - \$200,000	\$140,000 - \$180,000

Services Engineer		
Location	T1/T2	T3/T4
NSW - Sydney	\$120,000 - \$150,000	\$100,000 - \$120,000
QLD - Brisbane	\$130,000 - \$170,000	\$120,000 - \$150,000
VIC - Melbourne	\$130,000 - \$170,000	\$100,000 - \$150,000
WA - Perth	\$130,000 - \$170,000	\$130,000 - \$150,000

SALARY GUIDE

Bids

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Bid Manager		
Location	T1/T2	T3/T4
NSW - Sydney	\$150,000 - \$200,000	\$130,000 - \$180,000
QLD - Brisbane	\$120,000 - \$160,000	\$100,000 - \$120,000
VIC - Melbourne	\$150,000 - \$200,000	\$130,000 - \$180,000
WA - Perth	\$120,000 - \$160,000	\$100,000 - \$130,000

Bid Coordinator		
Location	T1/T2	T3/T4
NSW - Sydney	\$110,000 - \$140,000	\$80,000 - \$120,000
QLD - Brisbane	\$100,000 - \$140,000	\$80,000 - \$100,000
VIC - Melbourne	\$100,000 - \$140,000	\$90,000 - \$120,000
WA - Perth	\$100,000 - \$140,000	\$80,000 - \$100,000

SALARY GUIDE

Costs

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Senior Cost Planner

Location	T1/T2	T3/T4
NSW - Sydney	\$180,000 - \$230,000	\$140,000 - \$190,000
QLD - Brisbane	\$150,000 - \$200,000	\$120,000 - \$150,000
VIC - Melbourne	\$180,000 - \$230,000	\$140,000 - \$190,000
WA - Perth	\$150,000 - \$200,000	\$120,000 - \$150,000

Cost Planner

Location	T1/T2	T3/T4
NSW - Sydney	\$100,000 - \$150,000	\$100,000 - \$120,000
QLD - Brisbane	\$140,000 - \$170,000	\$110,000 - \$140,000
VIC - Melbourne	\$150,000 - \$190,000	\$130,000 - \$150,000
WA - Perth	\$140,000 - \$170,000	\$110,000 - \$140,000

SALARY GUIDE

Safety

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Safety Manager		
Location	T1/T2	T3/T4
NSW - Sydney	\$180,000 - \$250,000	\$170,000 - \$210,000
QLD - Brisbane	\$180,000 - \$250,000	\$140,000 - \$200,000
VIC - Melbourne	\$180,000 - \$250,000	\$160,000 - \$220,000
WA - Perth	\$160,000 - \$230,000	\$150,000 - \$200,000

Senior Safety Advisor		
Location	T1/T2	T3/T4
NSW - Sydney	\$170,000 - \$180,000	\$140,000 - \$180,000
QLD - Brisbane	\$140,000 - \$180,000	\$120,000 - \$150,000
VIC - Melbourne	\$150,000 - \$180,000	\$130,000 - \$140,000
WA - Perth	\$130,000 - \$150,000	\$120,000 - \$140,000

SALARY GUIDE

Safety

AVERAGE BASE SALARY

FOR 12 MONTHS

AUD

EXCLUDING SUPERANNUATION

Safety Advisor		
Location	T1/T2	T3/T4
NSW - Sydney	\$130,000 - \$160,000	\$110,000 - \$150,000
QLD - Brisbane	\$120,000 - \$150,000	\$100,000 - \$130,000
VIC - Melbourne	\$130,000 - \$160,000	\$110,000 - \$120,000
WA - Perth	\$120,000 - \$140,000	\$100,000 - \$120,000

HSE Administrator		
Location	T1/T2	T3/T4
NSW - Sydney	\$80,000 - \$90,000	\$70,000 - \$80,000
QLD - Brisbane	\$80,000 - \$90,000	\$70,000 - \$80,000
VIC - Melbourne	\$80,000 - \$90,000	\$70,000 - \$80,000
WA - Perth	\$70,000 - \$85,000	\$65,000 - \$80,000