



ACE NZ // REMUNERATION SURVEY 2025

What's the situation with remuneration?

Explore the findings
from our member
survey on base
salary, fixed
remuneration and
benefits

Each year at ACE 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 technical roles, including engineers, architects, surveyors, planners, project managers, scientists and other consulting occupations and professions.

This year 107 of our members were represented in the responses, along with 71 members of Consulting Surveyors New Zealand. This represents 13,550 consultants, engineers and surveyors in Aotearoa across 76 benchmark jobs, making our report the most credible and reliable source of remuneration information in professional services consulting in New Zealand's built and natural environment.

Despite the anticipated improvement in the economy this year, this hasn't materialised, and it's been another extremely challenging 12 months for ACE New Zealand members as they navigate economic uncertainty and the Government's shift in direction for infrastructure planning and delivery. The first half of 2025 was particularly difficult with many firms continuing to struggle with a major slowdown in work, despite Government announcements that billions of dollars' worth of projects were getting underway following the introduction in 2024 of the 30-year National Infrastructure Plan. This led to many firms cutting staff numbers, or shifting staff on to limited hours, to help them survive one of the toughest periods in recent history.

But staff numbers of ACE New Zealand and Consulting Surveyors New Zealand members have now stabilised, with employee turnover tracking similar or lower than last year for almost 80% of organisations compared to six months ago. Our latest [How's business?](#) survey report in the mid-year revealed a mood of cautious optimism, and we're beginning to see a slow increase in work coming to market, an improvement in business confidence, and members are starting to look ahead with renewed hope.

Pay movement overall has remained steady with increases for specialist level and above. This ranges from 4.1% for those in specialist and technical positions to 3.3% for senior management roles and CEOs of small organisations. These increases are offset by smaller increases for general staff with the large increases in the previous five years driven by increases in the minimum and living wage.

We were pleased to see the draft National Infrastructure Plan focus on central government as a leader in infrastructure and its opportunity to step up and set an example for everyone. The plan calls for a persistent effort to improve the operating environment for infrastructure and grow the capacity and capability for our workforce to build and maintain the infrastructure we need.

As we gear up for more work coming into the infrastructure pipeline, there's a real risk that staff and capability gaps could hinder our ability to deliver. Long-term workforce planning is crucial to reverse the engineering exodus Aotearoa is experiencing, and we also need to think strategically about retaining the people we have.

The skill shortage we are still experiencing will continue to challenge employers, including the lower pay increases at graduate level compared to the overall market. Having remuneration policies that are fair, equitable, robust, flexible, and transparent, with performance linked to pay, will help firms retain key staff and meet market demands as the pipeline picks up.

This survey also showed that while money is important to attract and retain staff, employees place high value on flexible working arrangements, enhanced management training, and mentoring. I encourage you to assess your organisation's approach to employee recognition and remuneration, and workforce planning to ensure that you're prioritising your efforts on the most effective aspects of talent attraction and retention.

Being future ready also means it is essential to acknowledge, prepare for and respond to the trends that are shaping the future of work, such as the rapid advances in machine learning and AI, and the increasing demand for remote and hybrid work. Don't get left behind – to enable your organisation to thrive and meet the changing nature of our work and environment, your people need to be equipped with the right skills and able to work in a way that's beneficial to them and the business.

To help bring in and hold on to the best people, we also need to keep our focus on the gender pay gap, which continues to have some concerning movement, a detraction from some of last year's positive gains. The largest pay gap in this year's report is in CAD / drawing operations supervisor / manager (13%) and digital specialist – all levels (13%) – where men continue to be paid significantly more than women. However, at the senior manager level, women are now paid 6% more than men, whereas historically men held a slight pay advantage (men were paid 1% more in 2024). We encourage you to look at gender pay gaps in your firms, investigate why these are still present, and act where possible.

Women's overall representation in leadership has remained steady, but the number of women in senior leadership roles has declined by nearly 5% from last year. Despite this disappointing reduction, there is an increasing number of women in people leadership (which has a much larger volume than senior leadership). This may signal progress in building a robust leadership pipeline, with more women advancing and being retained at mid to senior level. Check out [The Diversity Agenda](#) for news, events and resources to help you build on this encouraging progress and stay focused on the retention of women within organisations.

We invite you to use this summary report as a strategic resource to enhance employee recognition, engagement, and satisfaction in today's challenging and competitive market. And, if you're looking for further support and guidance in these areas, check out our comprehensive member-only resources and programmes. These include [MindSpace](#), our initiative for promoting mentally healthy workplaces, providing essential tools and resources for cultivating a thriving work environment, and [The Pillars Competency Framework](#), which highlights the key non-technical skills and competencies necessary for success in professional services consulting. We also offer templated policies on our website to help you establish sound business practices, for example a [flexible working policy](#), [return from parental leave policy](#), and [time off in lieu policy](#).

For any member firm that wants the full report, the best way to get this is to participate in our Strategic Pay survey next year – participating firms get access to all the data. If your firm didn't participate and you're still interested in a copy of this year's report, please get in touch.



Helen Davidson

Chief Executive, ACE New Zealand

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Market movements and salary increases

In the general market, including both public and private sector, overall market movements from March 2024 to March 2025 for median fixed remuneration levels¹ ranged from 1.8% at senior management level to 3.2% at the general staff level.

We are continuing to see a decrease in the range of movement for ACE and CSNZ members, with this year ranging from 3.3% at senior management level to 1.5% at general staff level. This compares to 1.5% and 5.3% last year, and 1.2% and 10.2% in 2023. Of note are the smaller increases for general staff as compared to previous years' increases, which were driven by increases in the minimum and living wage.

However, although the range continues to decrease, pay increases for job grades have reversed for the first time in three years with those in more senior grades receiving larger increases. But, in line with previous years, the data shows that increases continue to be unevenly distributed across all career levels.

Year	All staff	General staff	Specialist / Technical	Senior management / CEO small org
	Grade range 6 – 25	Grade range 6 – 12	Grade range 13 – 20	Grade range 21 – 25
2021 - 2022	4.7%	6.7%	4.5%	2.9%
2022 – 2023	5.1%	10.2%	3.8%	1.2%
2023 – 2024	3.1%	5.3%	2.4%	1.5%
2024 – 2025	3.1%	1.5%	4.1%	3.3%

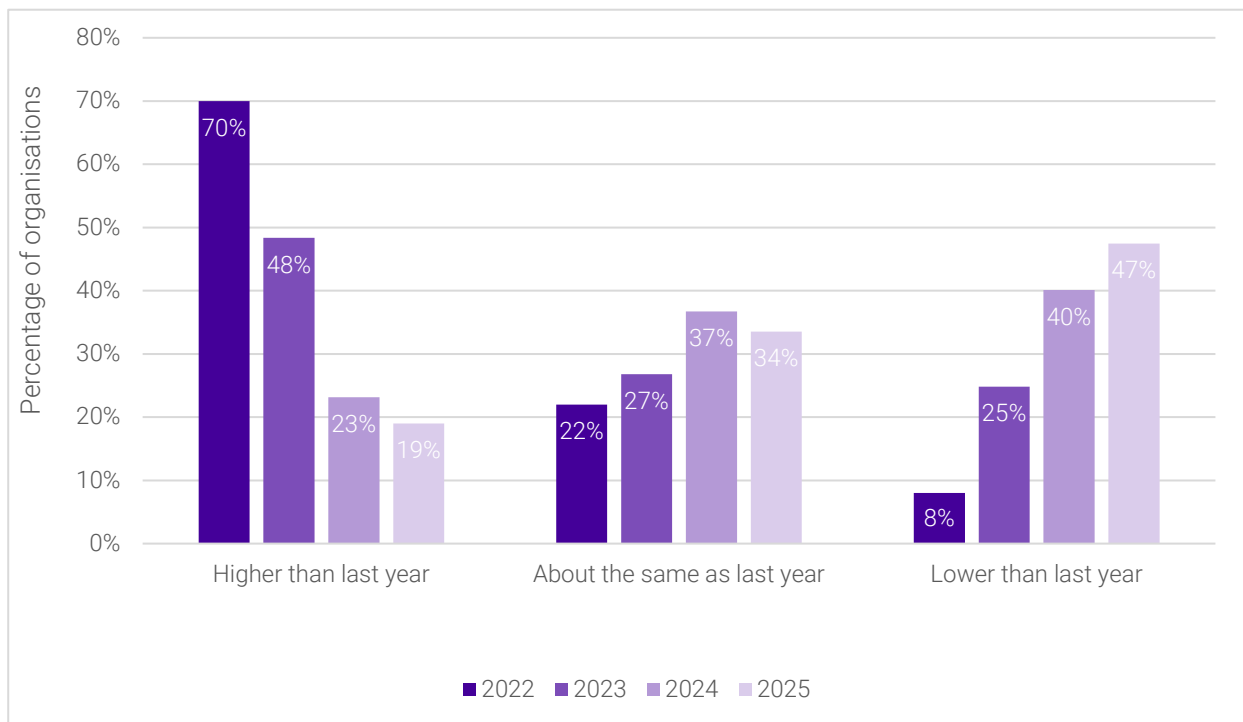
What's the forecast for salary increases?

Member organisations are forecasting lower median salary increases, continuing the decline from last year, with an overall median forecast of 3%, down from 4% last year, and 5% in 2023. The data shows the increases vary depending on the career level.

Staff level	Median	Average	Range
CEO	3.0%	2.5%	0% – 15.0%
Senior management	3.0%	2.8%	0% – 8.0%
Middle management / Specialist	3.0%	3.4%	0% – 8.0%
General staff	3.0%	3.6%	0% – 9.0%
Overall	3.0%	3.4%	0% – 10.0%

This year, just 19% of organisations reported their most recent salary increases were higher than the previous year, compared to 23% last year, and 48% in 2023. Forty-seven percent of organisations stated their most recent salary increases were lower than the year before, compared to 40% last year, and 25% in 2023.

Salary increases



What’s driving salary increases?

Sixty-three percent of organisations use a formal performance appraisal system to assess employee performance (the same as last year) and, of those, 96% inform employees of the relationship between performance and pay. Ninety-one percent of organisations vary the level of the salary increase according to performance (up from 86% last year).

Of the organisations that don’t have a performance appraisal system in place, 55% are considering implementing one.

Salary increases based on	CEO	Senior management	Middle management / Specialist	Other staff
Sample Size	122	153	156	165
Market data	80%	88%	88%	85%
Performance	73%	82%	88%	87%
Affordability	59%	56%	56%	59%
Cost of living (CPI)	57%	61%	66%	72%
Tenure	17%	19%	22%	21%

Union agreements	-	-	1%	2%
Other	2%	3%	4%	4%

Performance and market data are consistently reported as the most common drivers for salary increases followed by affordability and cost of living (CPI).



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Benefits

Eighty-two percent of employees are receiving employer contributions to KiwiSaver (up from 80% last year), with most respondents having policies that provide a flat 3% contribution. Seventy-two percent of organisations fund employer KiwiSaver contributions in addition to total remuneration, and 70% of organisations continue employer contributions to KiwiSaver for all employees who are over the current retirement age.

At what level are benefits allocated?

The percentage of firms offering insurances covering health, death and disability, and income protection has increased slightly from last year on the back of significant decreases from 2022 to 2023. This year, the percentage of firms offering health insurance is slightly more than last year (37% compared to 34% in 2024), and there are also slight increases in those offering death and disability insurance (29% up from 23% in 2024) and income protection insurance (19% up from 15% in 2024).

Memberships and discount benefits, and health and wellbeing benefits, have all increased slightly too from 2024, and there has been a small increase in education subsidies offered (35% up from 33% in 2024), which followed a significant decrease from 2022 to 2023 (29% in 2023, down from 70% in 2022).

The following table details the percentage of organisations providing various benefits, including a breakdown of the percentage of organisations providing each benefit to employees within each staff level.

Benefit	% of total organisations	CEO	Senior management	Middle management / Specialist	General staff
Insurances					
Health insurance	37%	33%	30%	30%	30%
Death & disability insurance	29%	26%	17%	11%	11%
Income protection insurance	19%	15%	11%	8%	9%
Telecommunications					
Mobile phone	72%	62%	59%	58%	39%
Mobile phone plan contribution	38%	19%	26%	29%	31%
Home telephone rental	13%	11%	3%	1%	1%
Home internet	22%	17%	10%	2%	2%
Memberships and Discounts					
Professional association fees	80%	66%	73%	75%	64%
Airline club	16%	14%	10%	6%	1%
Gym membership	9%	6%	7%	7%	7%
Staff discounts	13%	12%	12%	13%	13%

Benefit	% of total organisations	CEO	Senior management	Middle management / Specialist	General staff
Expense allowance	15%	14%	14%	13%	13%
Service payment	7%	7%	7%	7%	7%
Health and Wellbeing					
Flu vaccinations	69%	59%	66%	65%	67%
Employee Assistance Programme (EAP)	50%	45%	50%	50%	50%
Wellbeing allowance	18%	17%	17%	17%	18%
Onsite gym, massage, fitness classes	6%	5%	5%	5%	6%
Education					
Education subsidies / full reimbursement	35%	19%	27%	30%	33%
Study allowance	26%	11%	14%	19%	24%

How have incentives changed?

Participants were asked if they have made any changes to incentives in the past 12 months and how they are provided. Responses were submitted by 173 organisations and 63% stated no changes have been made.

The remaining 37% indicated changes of some kind have been made in the past 12 months, with most once again relating to bonuses or profit share schemes. The changes made by organisations in the past 12 months are:

Bonus / profit share

- Bonus scheme introduced
- Long service bonus

Allowances

- Increases to wellbeing allowances
- Vehicle allowance

Leave

- Additional paid leave
- Special leave as part of remuneration package

Other

- Enhanced wellbeing benefits
- Company vehicle cash-up options
- Salary sacrifice for commuting (pre-tax deduction)
- High-performance reward schemes
- Vehicle provided upon promotion
- Removal of performance-related incentives in some organisations

Vacancies

The skills shortage remains widespread with 71% of organisations listing at least one discipline in which they are experiencing a skills shortage. However, overall, there has been a slight decrease in the number of organisations reporting a skills shortage compared with last year. The only exception is graduate surveyors, which increased by 1% from last year, while support staff remained unchanged.

The percentage of organisations with vacancies has decreased compared to the 2024 report. The greatest decrease in vacancies was for graduate surveyors (38% this year, down from 45% in 2024). Other roles with decreases in vacancies were CAD draughtspersons (34% this year, down from 36% in 2024), technicians (40%, down from 43% in 2024), and professional engineers (69%, down from 71% in 2024).

In contrast, vacancy rates have increased slightly for graduate engineers, professional surveyors, specialists, management, and senior management roles. The largest increase was among specialists, rising to 58% this year, up from 49% in 2024.

The average number of vacancies has decreased slightly across most of the roles listed in the table below compared with the 2024 report, with the exception of graduate surveyors and senior management, which remain unchanged from last year.

Professional surveyor roles continue to be among the most difficult positions to fill with only 17% of organisations reporting that vacancies for this role were easy to fill, although this is an improvement from just 8% in 2024.

Other roles in which organisations reported vacancies were becoming easier to fill than last year were CAD draughtsperson, graduate engineers, professional surveyors, professional engineers, specialist, management level, and support staff. However, overall percentages remain fairly low, indicating the continuing importance of retaining current professionals.

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	85	34%	36	1.1	38	39%
Technician	84	40%	36	1.6	42	40%
Graduate surveyors	74	38%	34	1.5	38	32%
Graduate engineers	90	59%	47	2.9	56	71%
Professional surveyors	75	49%	39	1.3	42	17%
Professional engineers	107	69%	66	3.2	80	20%
Specialist	76	58%	37	1.8	45	31%
Management level	71	42%	28	1.6	33	33%
Senior management	68	35%	22	1.5	22	32%

Support staff	87	63%	49	1.4	60	80%
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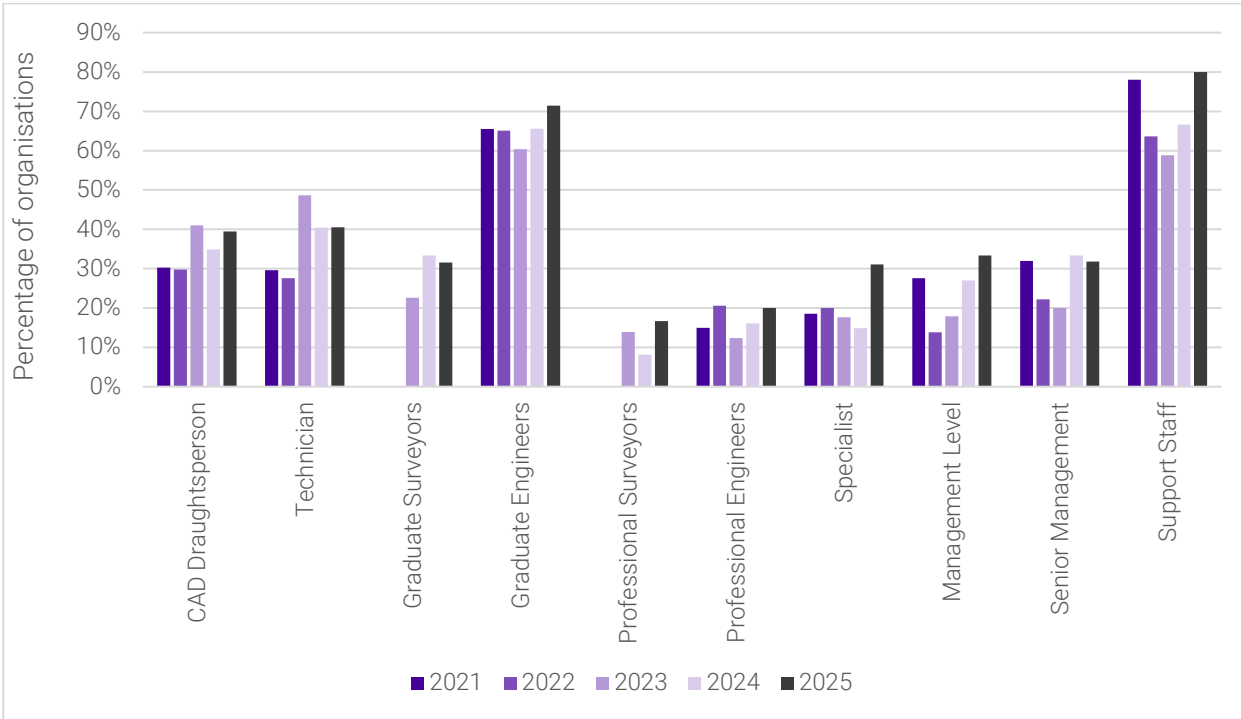
Are vacancies becoming easier to fill?

The percentage of organisations with vacancies for graduate surveyor roles continues to trend downward. However, the average number of vacancies is similar to last year, suggesting that while fewer organisations are recruiting graduate surveyors, those that do still have multiple positions to fill.

The percentage of organisations with vacancies for specialist roles has increased, but the average number of vacancies per organisation has decreased significantly (1.8 this year, down from 3.6 in 2024). Additionally, these vacancies are reported as increasingly difficult to fill, indicating that while more organisations are recruiting specialists, the actual demand per organisation is lower, and recruitment challenges are rising.

For professional engineer roles, both the percentage of organisations with vacancies and the average number of vacancies have shown an overall downward trend since 2022, indicating a gradual easing of recruitment pressure in this category.

Vacancies easy to fill



What roles are hardest to fill?

Survey participants were asked to identify their top three disciplines experiencing a skills shortage, with 71% of organisations listing at least one discipline – of those, 58% listed a second discipline and 39% listed a third discipline in demand.

While nearly all disciplines were identified by at least one organisation as being in demand, the table below lists the top nine disciplines experiencing skills shortages. Civil engineering topped the list with 45% of organisations reporting a skills shortage (down from 47% in 2024).

The percentage of organisations reporting skills shortages in eight disciplines stayed the same or decreased. Decreases were in civil (45%, down from 47%), structural (29%, down from 33%), geotechnical (19%, down from 20%), and planners (12%, down from 13%).

The sole increase from 2024 in reported skills shortages was land surveyors (42%, up from 40%).

Percentage of organisations reporting skills shortage	
Civil	45%
Land surveyors	41%
Structural	29%
Geotechnical	19%
Environmental / Water	17%
Planners	12%
Mechanical	5%
Project management (professional)	5%
Transport / Traffic / Rail	5%

The percentage of organisations that think there is a skills shortage in the marketplace has decreased slightly from the high figures reported last year. The only exception is graduate surveyors, which saw a very slight increase from 71% last year to 72% this year.

The most notable change in the perceived skills shortage is for CAD draughtsperson (from 77% last year to 68% this year). Graduate engineer (from 57% last year to 50% this year), management level (from 83% last year to 76% this year) and technician (from 73% last year to 67% this year) also saw slight reductions.

The table shows the perception of skills shortage in the engineering market for each category.

Job category	Do you think there is a skills shortage in the marketplace?		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	38	68%	38	3.0	26	92%
Technician	42	67%	42	3.0	32	84%
Graduate surveyors	36	72%	36	2.6	21	86%
Graduate engineers	54	50%	54	3.6	37	97%
Professional surveyors	41	93%	41	2.2	25	80%

Professional engineers	77	88%	77	2.8	48	79%
Specialist	46	83%	46	3.0	27	81%
Management level	33	76%	33	3.2	21	76%
Senior management	23	78%	23	3.0	16	81%
Support staff	58	31%	58	3.7	40	95%



Managing retention is critically important to retain key staff.

Workforce planning

Are specific roles being paid premiums?

Compared with 2024, the percentage of organisations paying premiums has increased noticeably across all positions listed below.

However, this is largely due to a higher response rate to this survey question compared with the previous year and may not necessarily reflect a significant shift in practice.

Positions which are now paid premiums as compared to last year are CAD operator, trainee technician / cadet, technician, senior technician and technician supervisor / manager.

There has been no decrease in the positions for which organisations are paying premiums.

The table below shows the percentage of respondents that pay a premium for industry specific roles.

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Position	Organisations paying premiums
Trainee CAD operator / Cadet (ENG101)	40%
CAD operator (ENG102)	54%
CAD / Draughtsperson (ENG103)	48%
Senior CAD / Draughtsperson (ENG104)	61%
CAD / Drawing operations supervisor / Manager (ENG105)	57%
Trainee technician / Cadet (ENG106)	55%
Technician (ENG107)	64%
Senior technician (ENG108)	63%
Technician supervisor / Manager (ENG109)	53%
Graduate surveyors 1-4 years	52%
Graduate engineers 1-4 years (ENG110 - ENG113)	62%
Professional surveyors	48%
Professional (ENG114)	68%
Mid-level professional (ENG130)	67%
Senior professional (ENG115)	79%
Manager (ENG116)	63%
Intermediate manager (ENG117)	59%
Senior manager (ENG135)	62%
Specialist (ENG118)	59%
Senior specialist (ENG140)	59%

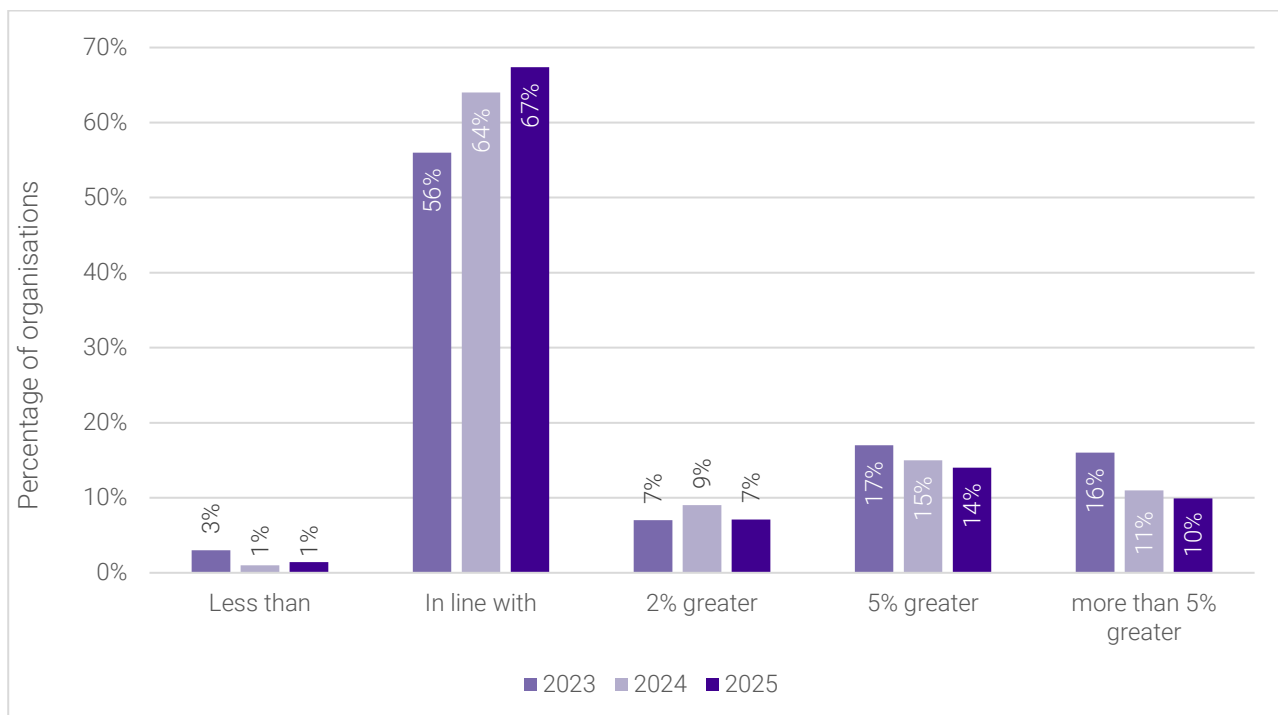
Position	Organisations paying premiums
Advanced specialist (ENG119)	67%
Business development manager (ENG120)	67%
Business / Regional manager (ENG121)	70%

Are new employees getting paid higher salaries?

In the past six months, 67% of respondents have, on average, offered salaries to new employees that were in line with current or previous employees' pay in the same role. Thirteen percent have offered salaries that were 5% higher, and 10% have offered salaries that were more than 5% higher than the current or previous employee's salary.

Compared to 12 months ago, more organisations are offering salaries to new employees that are in line with current or previous employees' pay in the same role. No organisations report offering salaries to new employees that were 1% greater than current or previous employees' pay.

New employee salary



Staff turnover – are more employees heading overseas?

The average employee turnover of all staff in the past 12 months, as a percentage of total employee numbers for ACE New Zealand and Consulting Surveyor New Zealand members, is 16%. This is the same as reported last year.

Over the last two years, we've surveyed members to better understand the state of the sector and business confidence, enabling us to provide the Government with up-to-date information on market sentiment to inform its decision-making processes. The data showed 2024 was a tough year for many of our members and some found it increasingly difficult to operate.

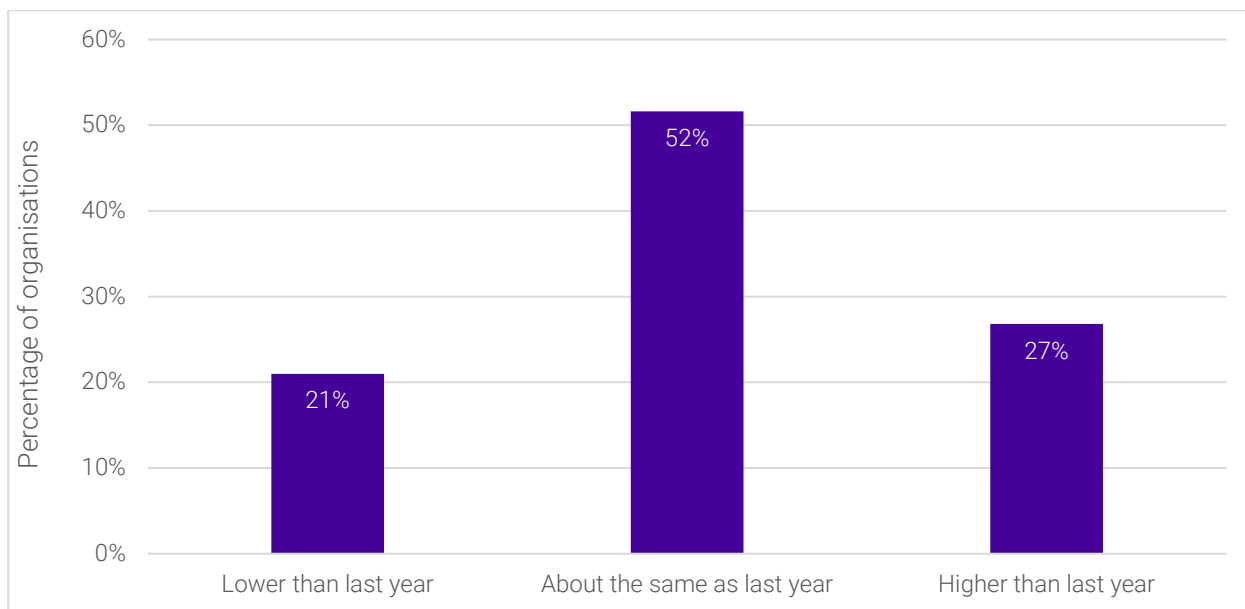
However, our March 2025 *How's business* survey showed that while business remained slow as we moved into the first quarter of 2025, many business owners were confident about the year ahead. In early July 2025, we repeated our survey covering areas in which we are seeing the biggest slowdowns, how this is impacting businesses and the future of the sector, and further opportunities to deliver the existing pipeline more efficiently and effectively in the immediate and longer term.

The results of this latest survey showed that the first half of 2025 remained tough, particularly in the private and residential development sectors, with some firms having to undergo further restructures and some larger firms redeploying staff to offshore projects to keep them in work and retain them. However, the results also showed that we were starting to see a slow increase in work coming to market and improved business confidence looking forward over the next year. A real concern remains that when work does start to come back to a more sustainable level, we won't have the staff and capability to deliver these projects efficiently. You can read the results of this [How's business survey July 2025](#) here.

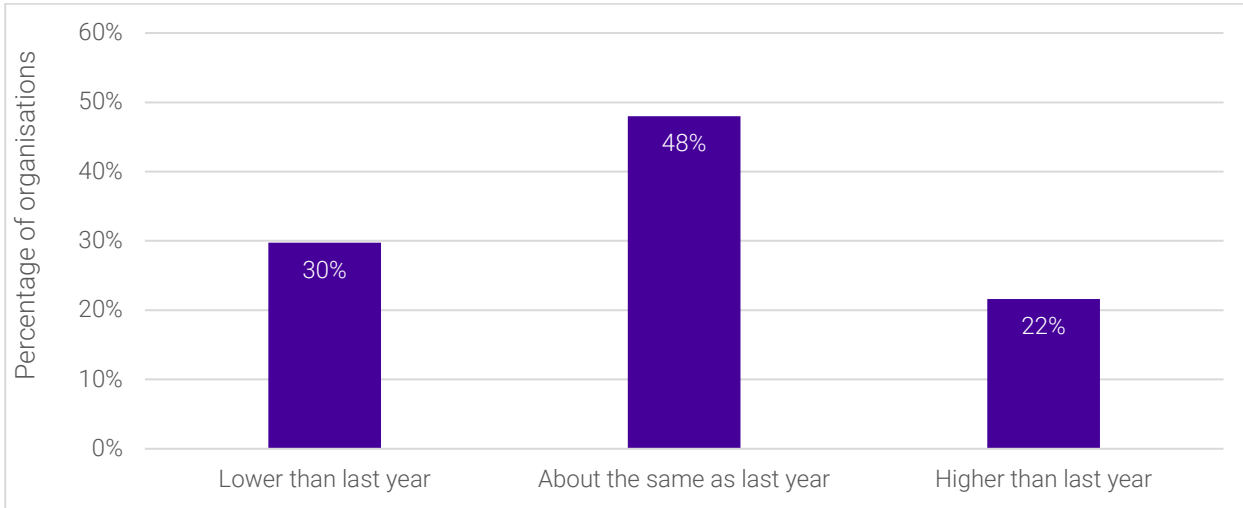
Employee level	Average number of employees		
	Total staff turnover	Voluntary turnover	Involuntary turnover
Senior management	4.2	4.5	0.9
Middle management / Specialist	7.7	6.1	4.7
General staff	10.8	8.6	4.9

Participants were asked to provide details of employee turnover for the past 12 months in relation to the previous year, and for the past six months in relation to the previous 12 months. Compared to the 2024 results, a greater percentage of organisations reported turnover to be about the same as last year, while fewer reported turnover to be higher, both for the past 12 months and the past six months.

Past 12 months turnover compared to previous year



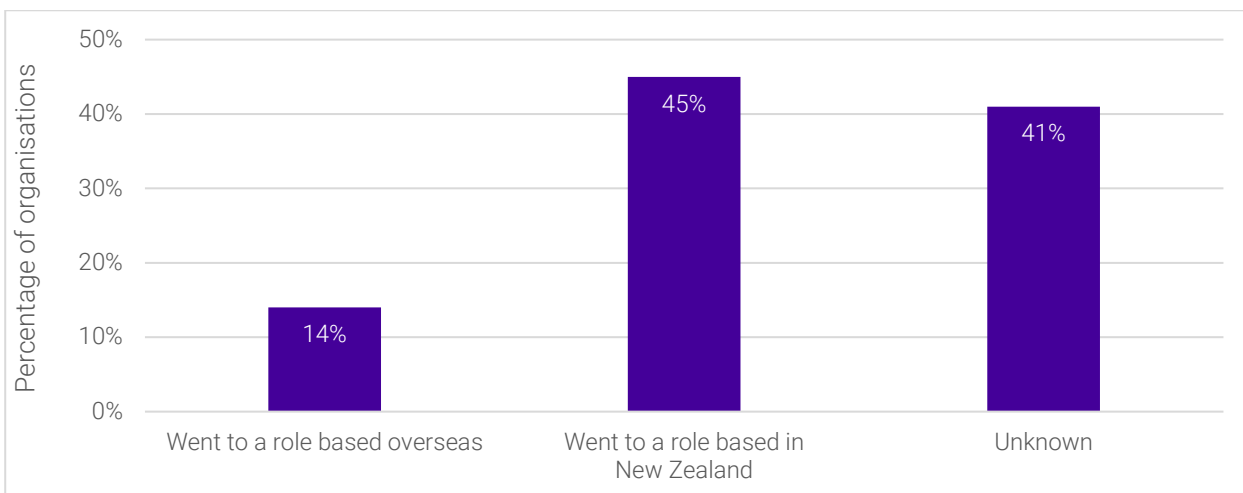
Past six months turnover compared to previous year



Seventy-one percent of organisations provided details of the total number of employees that have left in the past 12 months, broken down into how many left for roles based overseas or based in New Zealand (if this information was known). This year, 14% of employees are known to have left to go to roles that were based overseas, which is the same as last year.

Unless organisations have a robust exit process in place, it can be difficult to determine if employees have decided to move to a different role within New Zealand or have moved to a role overseas. This is reflected in the graph below with 41% of organisations not aware of where the employee has moved.

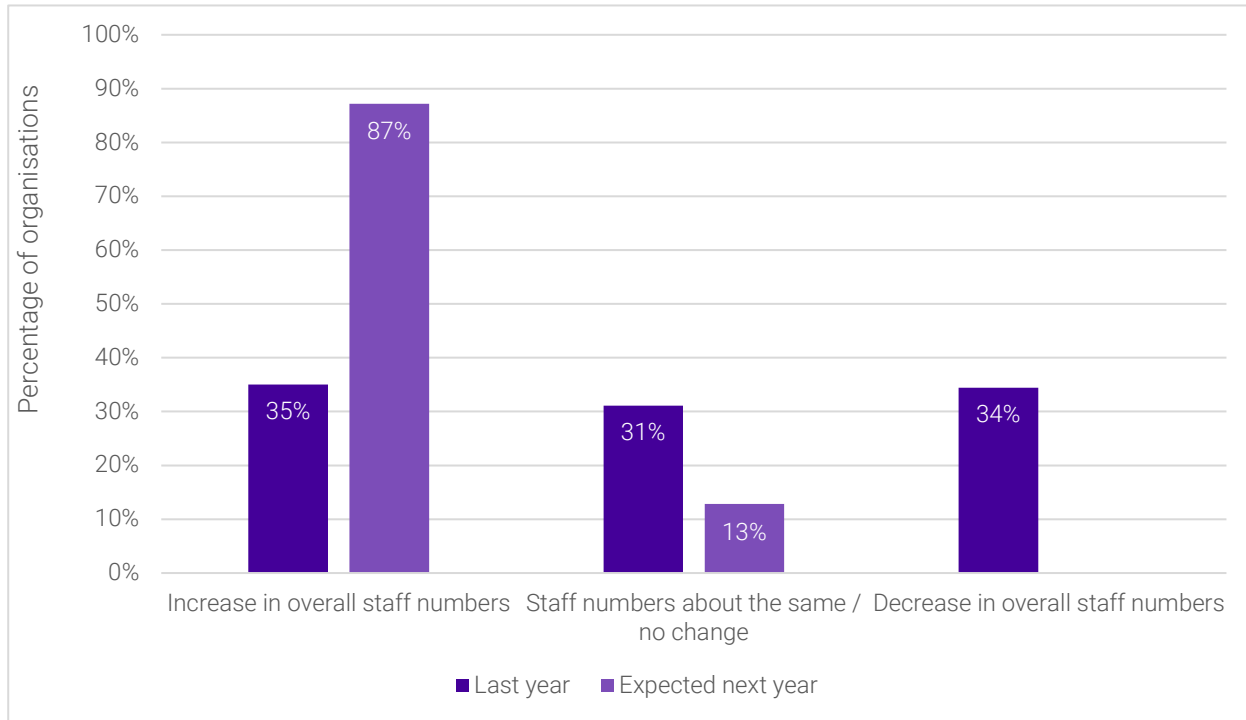
Previous employees



Are overall staff numbers expected to grow?

Respondents were asked to comment on patterns in terms of overall staff numbers. The graph shows figures from last year and expected statistics for next year, indicating most organisations are expecting to grow, with none expecting to decrease (down from 34% last year).

Patterns in overall staff numbers



How are organisations attracting and retaining staff?

Seventy-one percent of organisations indicated they use at least one of the listed approaches to attract and retain staff for key or difficult-to-fill positions.

Percentages for all approaches have increased, which is a marked turnaround from 2024 when percentages for all approaches, aside from mentoring, decreased or stayed the same (flexible working arrangements).

This year, the most common approach to attract and retain staff for key or difficult-to-fill positions continues to be flexible working arrangements (56% this year, up from 49% last year). Other notable increases from last year include relocation allowance (37%, up from 31%), mentoring (34%, up from 28%), sign-on bonuses (22%, up from 17%) and additional holidays / paid leave (20%, up from 15%).

Approach	% of organisations using
Flexible working arrangements	56%
Relocation allowance	37%
Mentoring	34%
Sign-on	22%
Additional holidays / Paid leave	20%

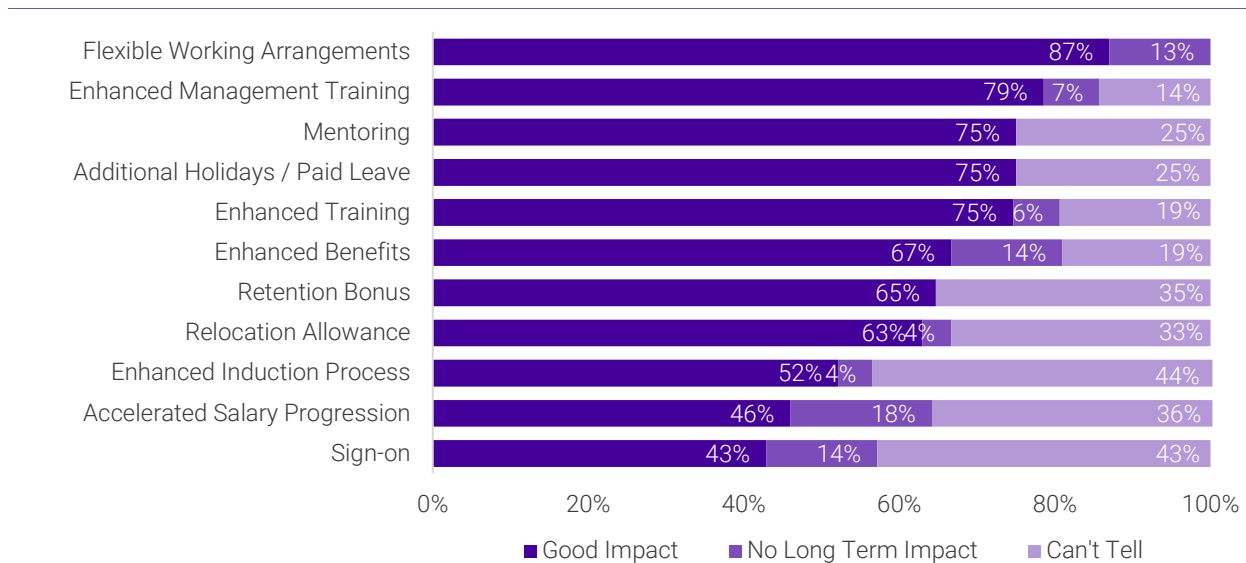
Enhanced training	16%
Enhanced benefits	13%
Enhanced management training	11%
Retention bonus	10%
Accelerated salary progression	9%
Enhanced induction process	6%

Effectiveness of approach

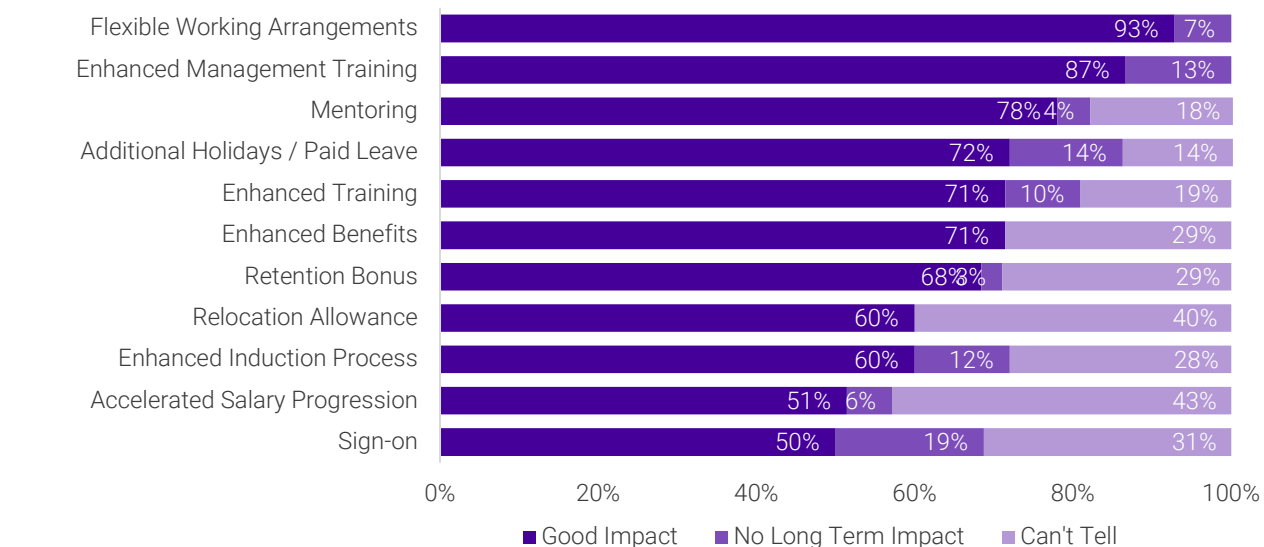
Firms reported the most effective approach for retaining staff for senior management, middle management / specialist and general staff was flexible working arrangements. Enhanced management training was the second most effective approach across all levels, and mentoring was the third most attractive approach across all levels. Check out The Pillars Competency Framework, which offers support and guidance for members in this area.

These graphs show three different employee levels and illustrate the effectiveness of each approach to retention.

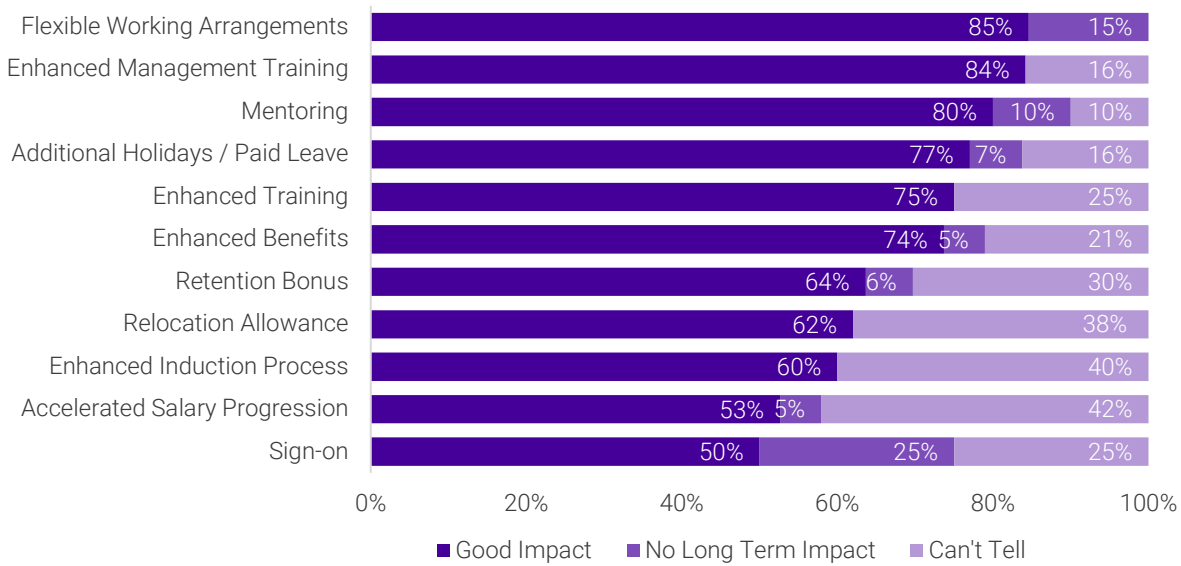
Senior management



Middle management / Specialist



General staff



Other approaches used for retention and attraction include:

- Shareholding opportunities
- Additional parental leave
- Reduced working week
- Wellbeing allowance / vouchers
- Relocation allowance
- Social and sporting events
- Recognition as 'Employer of the Year'
- Paid overtime
- Employee referral programme / bonus
- Physical and mental health support programmes
- Employee career pathway plans
- Performance-related bonuses
- Professional development – experience and exposure
- Accommodation support
- Additional paid leave
- Graduate development support
- Strong organisational culture

Retention – specific roles

The table below shows the percentage of organisations that have experienced retention issues with current staff over the past 12 months, and the percentage of organisations with tools to aid retention.

Most roles experienced a reduction in retention issues with current staff compared to last year. The greatest decreases were in technician (13%, down from 19%), professional engineers (35%, down from 39%) and support staff (16%, down from 20%). Graduate surveyors and professional surveyors saw slight increases in retention issues with current staff.

Job category	Did you experience retention issues with current staff?		Do you have specific retention tools?	
	Sample size	% yes	Sample size	% yes
CAD draughtsperson	85	11%	48	38%
Technician	82	13 %	54	20%
Graduate surveyors	78	18%	45	24%
Graduate engineers	89	19%	52	38%
Professional surveyors	72	19%	44	30%
Professional engineers	94	35%	69	43%
Specialist	74	23%	50	38%
Management level	74	7%	43	30%
Senior management	79	3%	47	30%
Support staff	83	16%	53	26%

Attraction – specific roles

The table below shows the percentage of organisations with specific attraction tools in hiring new staff.

Job category	Do you have specific attraction tools?		Do you offer bonus or incentive schemes?	
	Sample Size	% Yes	Sample Size	% Yes
CAD draughtsperson	47	38%	45	47%
Technicians	52	31%	52	44%
Graduate surveyors	42	29%	41	24%
Graduate engineers	53	53%	53	57%
Professional surveyors	42	31%	41	32%

Professional engineers	67	51%	65	55%
Specialist	49	41%	50	58%
Management level	41	39%	41	61%
Senior management	45	44%	47	57%
Support staff	52	31%	48	35%

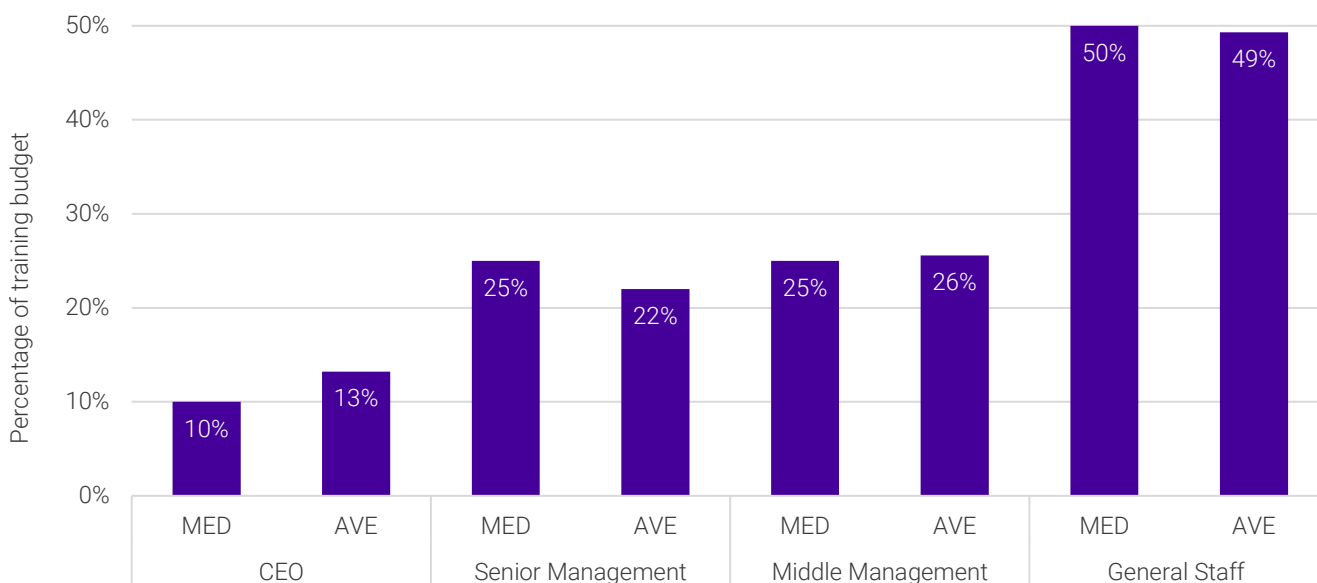
How much is spent on training for existing staff?

Seventy-three 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, an increase from last year's 64%.

Sixty-nine percent of organisations report they have an allocated budget for training or upskilling employees (up from 50% last year). The median training budget per employee is \$2,143 (compared to \$1,333 in 2024 and \$1000 in 2023) and the average training budget is \$4,814 per employee (compared to \$1,846 in 2024 and \$1,439 in 2023).

The chart below details the median and average percentage of total training budget allocated by organisations at each employee level.

Allocation of training budget



What do firms offer when an employee achieves CPEng?

Twenty-five percent of organisations have a policy of increasing an employee's base salary when they achieve CPEng (compared to 42% last year and 37% in 2023), with the median increase being 10% of base salary (up from 9% last year). For organisations that increase an employee's base salary by a set dollar value, the median increase is \$7,500, up from \$7,000 last year.

The sample size of organisations paying a bonus on achieving CPEng did not meet the minimum requirement for publication.

CPEng policy	% of organisations	Median % of base salary	Median set dollar value
Pay a bonus	-	-	-
Increase base salary	15%	10%	\$10000

Do all firms have a working from home policy?

Sixty percent of organisations currently have a working from home policy, up from 56% last year. Like last year, no organisations reported providing a working from home allowance.

Although there is a slight increase this year in the number of organisations with a working from home policy, many organisations require staff to work in the office for a certain number of days per week. Given the competitive job market and that the most effective approach to retaining staff at all levels is flexible working arrangements, it will be interesting to see whether the number of organisations with working from home policies continues to grow and if the anticipated opening up of the infrastructure pipeline in the coming year has any impact. Consideration must also be given to the challenges of flexible working arrangements, which include reduced productivity and efficiency, slower development of graduate and junior staff, and the effect on collaboration, communication and office culture.

The tables below show the percentage of organisations providing working from home options to each job category.

Options	Job categories				
	Support staff	CAD draughtperson	Technician	Grad surveyors	Grad engineers
Can work from home regularly	23%	18%	10%	6%	15%
Equipment supplied	15%	14%	9%	2%	10%
Limited days at home per week (organisation wide policy)	13%	10%	8%	5%	11%
Limited days at home per week (at manager's discretion)	13%	12%	11%	6%	13%
Unlimited days at home per week (organisation wide policy)	3%	2%	2%	1%	2%
Unlimited days at home per week (at manager's discretion)	7%	6%	5%	3%	5%
Other provisions or conditions	9%	8%	6%	4%	7%

Other working from home policies, provisions or conditions include:

- Operate flexible working environments that allow for working from home
- At manager discretion based on needs and wants of the employee, team and role
- Laptop or PC provided only if required due to family circumstances for working from home
- Informal / ad-hoc arrangements – primarily in the office and working from home occasionally (for sickness, family, other reasons)

- Employees can work from home if they need to - but are encouraged to work from the office
- Permitted on the basis the employee is not required in the field
- International remote working
- Flexi hours, nine-day or ten-day fortnight
- Ad-hoc or permanent arrangements possible depending on role, tasks, and individual circumstances
- Generally 60% of employees in the office as a minimum

Positive outcomes observed by organisations include:

- *Improved wellbeing and work-life balance:* staff report better balance, less stress, and more time for family, hobbies, and personal commitments. Mental wellness is supported, and employees appreciate being trusted
- *Higher productivity and focus:* many organisations noted productivity was maintained or improved, with staff able to concentrate better on complex tasks in quieter home environments
- *Flexibility and family support:* working from home provides flexibility for childcare, school holidays, caring for sick family members, or managing unexpected home emergencies
- *Reduced illness and absenteeism:* allowing staff to work from home when mildly unwell or isolating reduces the spread of illness in the workplace and minimises sick leave
- *Time and cost savings:* staff save commuting time, while organisations benefit from lower office costs and the ability to manage workspace needs more efficiently
- *Retention and attraction:* flexibility supports the retention of staff who may otherwise leave (e.g., working parents) and helps attract new employees
- *Stronger connections and agility:* remote work improves communication across satellite offices, maintains delivery continuity, and enables faster adoption of new digital systems
- *Positive staff sentiment:* employees value the option to work from home, even if only occasionally, and many organisations report happier, more engaged teams

Negative outcomes observed by organisations include:

- *Reduced productivity and efficiency:* some staff are less productive at home, requiring more regular check-ins, increased communication, and closer monitoring
- *Challenges for junior staff:* graduates and junior employees develop more slowly, struggle to stay on task, and miss out on mentoring, on-the-job learning, and leadership presence
- *Collaboration difficulties:* certain technical aspects of projects, problem-solving, and cross disciplinary work are harder to manage remotely. Some clients also prefer in-person meetings
- *Communication issues:* slower or inconsistent communication, difficulties arranging meetings, and reduced availability of staff impact workflows and team effectiveness
- *Office culture and cohesion:* less social connection, reduced team spirit, and fewer spontaneous interactions weaken culture and morale. Some organisations note disengagement from community and business development
- *Isolation and wellbeing:* staff can feel disconnected or isolated, which negatively affects morale and accountability
- *Equity concerns:* staff in roles unable to work from home feel disadvantaged compared with those with greater flexibility
- *Practical barriers:* IT and internet connectivity issues, additional technology costs, and challenges managing calendars or availability have been noted

- *Misuse or misalignment:* a small minority of staff misuse flexibility (e.g., not working when expected), while some organisations report staff expecting to work from home more often than intended
- *Impact on office dynamics:* empty offices reduce workplace “vibe,” and some organisations feel culture risks degradation if working from home is overused

What's on offer for work / life balance?

Seventy percent of organisations offer some form of work / life balance benefit to one or more employee categories (up from 66% last year and 67% in 2023). The table below shows the percentage of organisations offering each initiative across the varying staff categories and the average percentage of employees utilising the initiative within those organisations. Only 3% of organisations offer job-share and no organisation has employees utilising this offering.

Work / life balance initiative	% of total organisations offering initiative	Senior management		Middle management / Specialist		General staff	
		Initiative available	Average % utilising initiative	Initiative available	Average % utilising initiative	Initiative available	Average % utilising initiative
Part-time work	50%	66%	20%	63%	20%	89%	26%
Flexible hours	60%	85%	60%	78%	60%	84%	51%
Working from home	54%	84%	59%	69%	52%	76%	51%

Other work / life balance initiatives utilised by organisations include:

- Flexible workdays, for example, Sunday to Thursday
- Parents can work from home during school holidays with prior approval
- New parents can work from home to support their partner
- Paid home office setup provided to enable effective work from home
- Staff can work from home if a site visit or meeting is near their home
- Temporary remote work arrangements, including working from overseas
- Monthly company social events, such as drinks, paid by the company

Diversity and inclusion

At ACE New Zealand we value diversity and inclusion and the benefits these bring to our organisations and our sector. Giving attention to the diversity of our workforce, and the inclusivity of our firms, is not only the right thing to do, but also what we need to do to ensure a sustainable sector and strong businesses into the future. That's why better understanding of our workforce and creating pathways for participation and growth, to create equitable and inclusive cultures where everybody thrives, and to build a network of champions advocating for diversity and inclusion, is so crucial.

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.

Whatever stage of the journey your organisation is at regarding diversity, equity and inclusion, the Diversity Agenda is a valuable source of insights, events, tools and connections that can help you build and maintain professional credibility in this area. The Diversity Agenda shares information on best practice so you can ensure your organisation is an attractive place for women, Māori, Pacific People, LGBTQIA+, those who identify with disabilities and neurodiversity, and other minority groups. By becoming a member, you join a network of engineering and architecture firms committed to driving change, and you also show your current and prospective employees that you take diversity and inclusion seriously. Find out more at diversityagenda.org.

How old is our workforce?

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

Job category	19 - 25 years old (% of organisations)	26 - 45 years old (% of organisations)	46 - 55 years old (% of organisations)	56 - 65 years Old (% of organisations)	65+ years old (% of organisations)
CAD draughtsperson	4%	67%	22%	6%	1%
Technicians	16%	62%	10%	10%	2%
Graduate surveyors	64%	33%	3%	-	-
Graduate engineers	73%	27%	-	-	-
Professional surveyors	-	65%	25%	8%	2%
Professional engineers	-	85%	11%	2%	-
Manager	-	53%	38%	9%	-
Specialist	-	51%	27%	16%	6%
General manager	1%	33%	40%	25%	1%

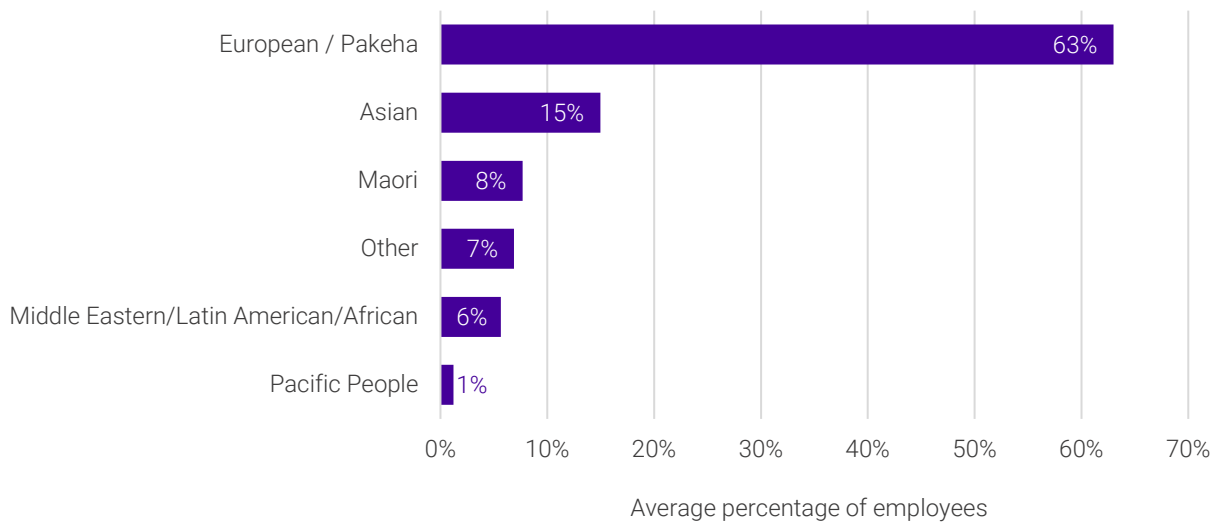
The table below shows the **minority** age group per each job category/level.

Job category	19 - 25 years old (% of organisations)	26 - 45 years old (% of organisations)	46 - 55 years old (% of organisations)	56 - 65 years old (% of organisations)	65+ years old (% of organisations)
CAD draughtsperson	20%	29%	21%	18%	12%
Technicians	21%	29%	14%	21%	15%
Graduate surveyors	29%	47%	10%	-	14%
Graduate engineers	29%	40%	12%	-	19%
Professional surveyors	13%	22%	34%	22%	9%
Professional engineers	11%	20%	25%	24%	20%
Manager	11%	21%	30%	21%	17%
Specialist	13%	22%	32%	10%	23%
General manager	22%	26%	13%	26%	13%

What's the ethnic makeup of our workforce?

Despite Māori making up 17% of the New Zealand population and Pacific People 9%, they remain underrepresented in our workforce – Māori sit at 8% and Pacific People at 1%. There has been a notable increase in the reported Māori population in our workforce from last year (up from 2%) but the percentage of Pacific People is unchanged. The chart below shows the average distribution of ethnicity across 107 respondents.

Average percentage of ethnicity in organisation



Have we closed the gender pay gap yet?

Pay gaps continue to be present despite some positive movement in the last year, and we urge you to investigate gender pay gaps within your firms and take action to address any inequities. [The Diversity Agenda](#) has a comprehensive toolkit containing resources, best practice and a directory of industry experts to guide and support members in taking active steps to close gender pay and gender pay equity gaps.

Jobs where the pay gap has widened (by more than 1%) this year include CAD operator (4%, up from 1% last year), professional (7%, up from 5% last year), and advanced specialist (5%, up from 3% last year).

Jobs with improved pay gaps this year are CAD / design draughtsperson (2%, down from 5%), technician (3%, down from 8%), technician supervisor / manager (6%, down from 7%), manager (2%, down from 5%) and senior specialist (4%, down from 6%).

The largest pay gap of concern is in CAD / drawing operations supervisor / manager (13%) and digital specialist – all levels (13%) – where men continue to be paid significantly more than women. In contrast, at the senior manager level, women are now paid 6% more than men, whereas historically men held a slight pay advantage (men were paid 1% more in 2024).

There has also been significant movement in the role of senior GIS technician where women are now paid slightly more than men (4%) compared to last year when men were paid 16% more, and the pay gap continues to increase for the role of BIM technician (women paid 16% more, up from 9% last year).

Job code	Job category	Total gender sample size (female and male)	% female	% male	Base salary % bias to male
ENG101	Trainee CAD operator / Cadet	19	58%	42%	0%
ENG102	CAD operator	50	40%	60%	4%
ENG103	CAD / Design draughtsperson	116	34%	66%	2%
ENG104	Senior CAD / Design draughtsperson	156	24%	76%	-5%
ENG105	CAD / Drawing operations supervisor / Manager	96	10%	90%	13%
ENG106	Trainee technician / Cadet	97	21%	79%	5%
ENG107	Technician	213	15%	85%	3%
ENG108	Senior technician	193	26%	74%	6%
ENG109	Technician supervisor / Manager	213	24%	76%	6%
ENG110	Graduate - entry	296	36%	64%	0%
ENG111	Graduate 2nd year	301	42%	58%	1%
ENG112	Graduate 3rd year	322	38%	62%	3%
ENG113	Graduate 4th year	322	38%	62%	3%

Job code	Job category	Total gender sample size (female and male)	% female	% male	Base salary % bias to male
ENG114	Professional	1201	35%	65%	7%
ENG130	Mid-level professional	1125	35%	65%	5%
ENG115	Senior professional	1478	30%	70%	5%
ENG116	Manager	376	25%	75%	2%
ENG117	Intermediate manager	293	20%	80%	1%
ENG135	Senior manager	338	16%	84%	-6%
ENG118	Specialist	712	25%	75%	3%
ENG140	Senior specialist	1026	21%	79%	4%
ENG119	Advanced specialist	705	14%	86%	5%
ENG190*	Digital specialist – all levels	88	19%	81%	13%
ENG191	Digital specialist	38	29%	71%	8%
ENG120	Business development manager	75	20%	80%	3%
ENG121	Business / Regional manager	129	8%	92%	-11%
ENG175	CAD designer	60	40%	60%	3%
ENG185	CAD design team lead / Manager	58	12%	88%	-1%
ET96	Quantity surveyor	30	53%	47%	4%
ET95	Senior quantity surveyor	25	56%	44%	8%
TR36	BIM technician	27	30%	70%	-16%
ICT1014	GIS manager	11	45%	55%	1%
ICT1016	GIS analyst	17	47%	53%	11%
ICT1017	Senior GIS technician	15	40%	60%	-4%
PL12	Planner 3	80	73%	28%	5%
PL11	Planner 2	55	75%	25%	-2%
PL10	Planner 1	53	51%	49%	-3%

*New job codes published

Pay bias 2021 to 2025

The table below details the percentage of pay in bias of men at base salary for 2021 to 2025. It's important to remember that the percentage pay gap can be volatile when there are smaller sample sizes, either in the total gender sample or the proportion of women in the sample.

Benchmark job	2021	2022	2023	2024	2025
Trainee CAD operator / Cadet	-	-	-	-	0%
CAD operator	6%	-4%	-4%	1%	4%
CAD / Design draughtsperson	2%	1%	3%	5%	2%
Senior CAD / Design draughtsperson	7%	8%	6%	-1%	-5%
CAD / Drawing operations supervisor / Manager	-	-	-	-	13%
Trainee technician / Cadet	-2%	1%	3%	-1%	-5%
Technician	2%	5%	-3%	8%	3%
Technician supervisor / Manager	-4%	2%	1%	7%	7%
Senior technician	-	-	-	-	6%
Graduate - entry	-1%	2%	0%	0%	0%
Graduate 2nd year	0%	1%	0%	1%	1%
Graduate 3rd year	1%	4%	3%	2%	3%
Graduate 4th year	1%	1%	-1%	3%	3%
Professional	1%	2%	0%	5%	7%
Mid-level professional	2%	3%	2%	4%	5%
Senior professional	5%	4%	4%	5%	5%
Manager	5%	2%	-1%	5%	2%
Intermediate manager	0%	3%	0%	2%	-1%
Senior manager	8%	5%	0%	1%	-6%
Specialist	2%	2%	3%	2%	3%
Senior specialist	4%	1%	0%	6%	4%
Advanced specialist	3%	5%	5%	3%	5%
Digital specialist – all levels	-	-	-	-	13%
Digital specialist	-	-	-	-	8%
Business development manager	-	-	-	-	3%
Business / Regional manager	-	-	-	-	-11%

CAD designer	-	-	-	-	3%
CAD design team lead / Manager	-	-	-	-	-1%
Quantity surveyor	-	-	-	-	-4%
Senior quantity surveyor	-	-	-	-	8%
BIM technician	-	-	-	-	-16%
GIS analyst	-	-	-	-	11%
Senior GIS technician	-	-	-	-	-4%
Planner 3	-	-	-	-	5%
Planner 2	-	-	-	-	-2%
Planner 1	-	-	-	-	-3%

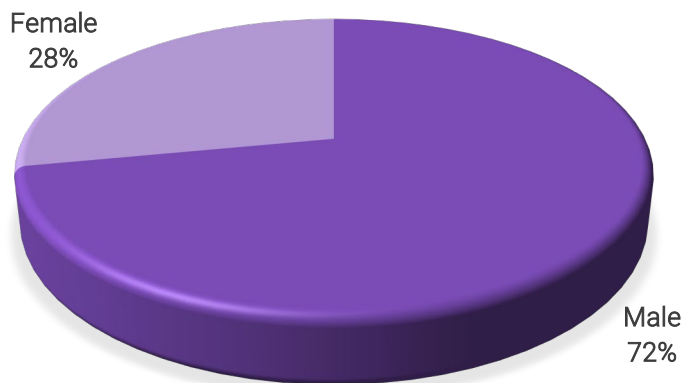
A person is seen from behind, sitting at a desk and working on a laptop. The laptop screen displays a 3D architectural rendering of a city block, titled "SURROUNDINGS". The rendering shows various buildings, streets, and landmarks. A list of labels is visible on the left side of the screen, including "Parks & Reserves", "Carparks", "Bus Routes", "Bus Stops", "Place of Interest", "Harrington Library", "Harrington District Council", and "Totals". The person's hands are on the laptop keyboard. The background is a blurred office setting with a desk lamp and some fruit on a plate. The entire image has a purple tint.

Investigate gender pay gaps within your firms and take action to address any inequities.

What's the gender split in our workforce?

The chart below shows the gender population across benchmark job codes specific to the ACE New Zealand and Consulting Surveyors New Zealand industry (this excludes corporate and support roles). Compared to 2024, the percentage of women in the workforce has decreased by 6% from 34% to 28%, which is similar to 2023 when the percentage of women in the workforce was 27%.

Gender population



How do organisations support gender equity?

Nineteen percent of organisations report they have a policy around gender equity (an increase from 15% last year although still well below 31% in 2022) with respondents indicating roles are remunerated based on qualifications, merit and experience as well as equal opportunities for both genders.

Organisations also support gender equity by:

- Being members of The Diversity Agenda and / or Diversity Accord
- Having an Equal Employment Opportunities Policy
- Implementing gender split ratios within some roles
- Emphasis on closing gender pay gap
- Monitoring pay equity for each role
- Fostering a safe and equitable work environment
- Encouraging more women in leadership roles

Percentage of women 2021 to 2025

There has been significant growth this year in the number of women employed in the roles of CAD operator and CAD / design draughtsperson – an encouraging turnaround following a concerning decrease in 2024.

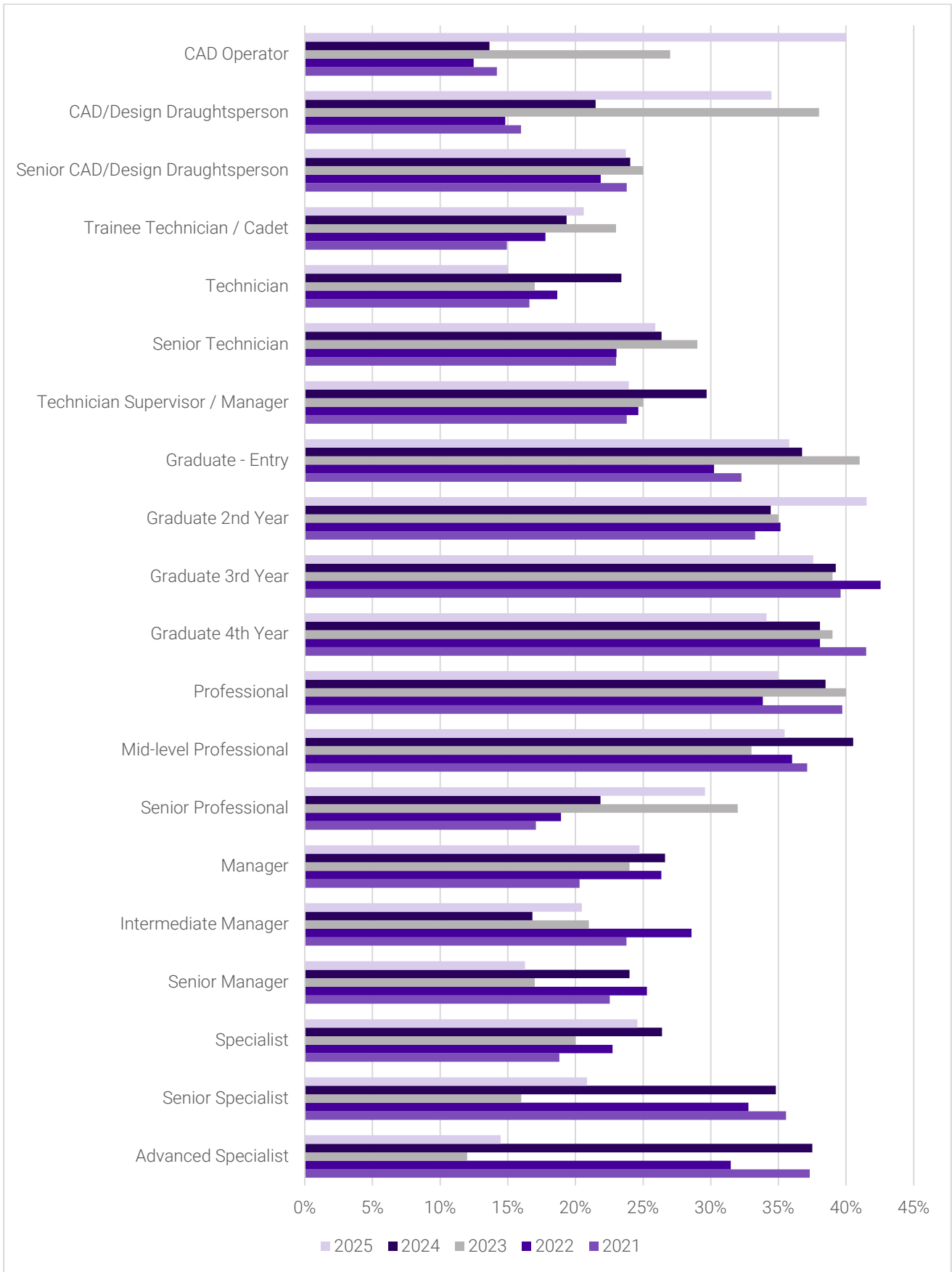
Smaller growth has also occurred in the number of women employed in the roles of senior professional, intermediate manager, graduate second year and trainee technician / cadet.

However, of concern is the large decrease in the number of women employed in the more senior roles of senior specialist and advanced specialist following significant increases in these roles last year. Firms need to critically assess why this decrease has been so sharp off the back of such a significant increase in 2024. The [Diversity Agenda Insights Report 2025](#) also highlighted the decrease of women in more senior roles, reporting that while women's overall representation in leadership has remained steady, the number of women in senior leadership roles has declined by nearly 5%.

The roles of technician, technician supervisor / manager and senior manager have also seen decreases in the number of women employed in these positions.

Overall, while it is encouraging to see growth in some areas, the reversal in trends of women in more senior leadership roles highlights the importance of continuing to focus on the retention of women within organisations and building a robust leadership pipeline. This issue remains a focus for The Diversity Agenda in 2026, and we encourage you to look out for news, events and resources in this area.

The chart below details the percentage of women within each benchmark job from 2021 to 2025.

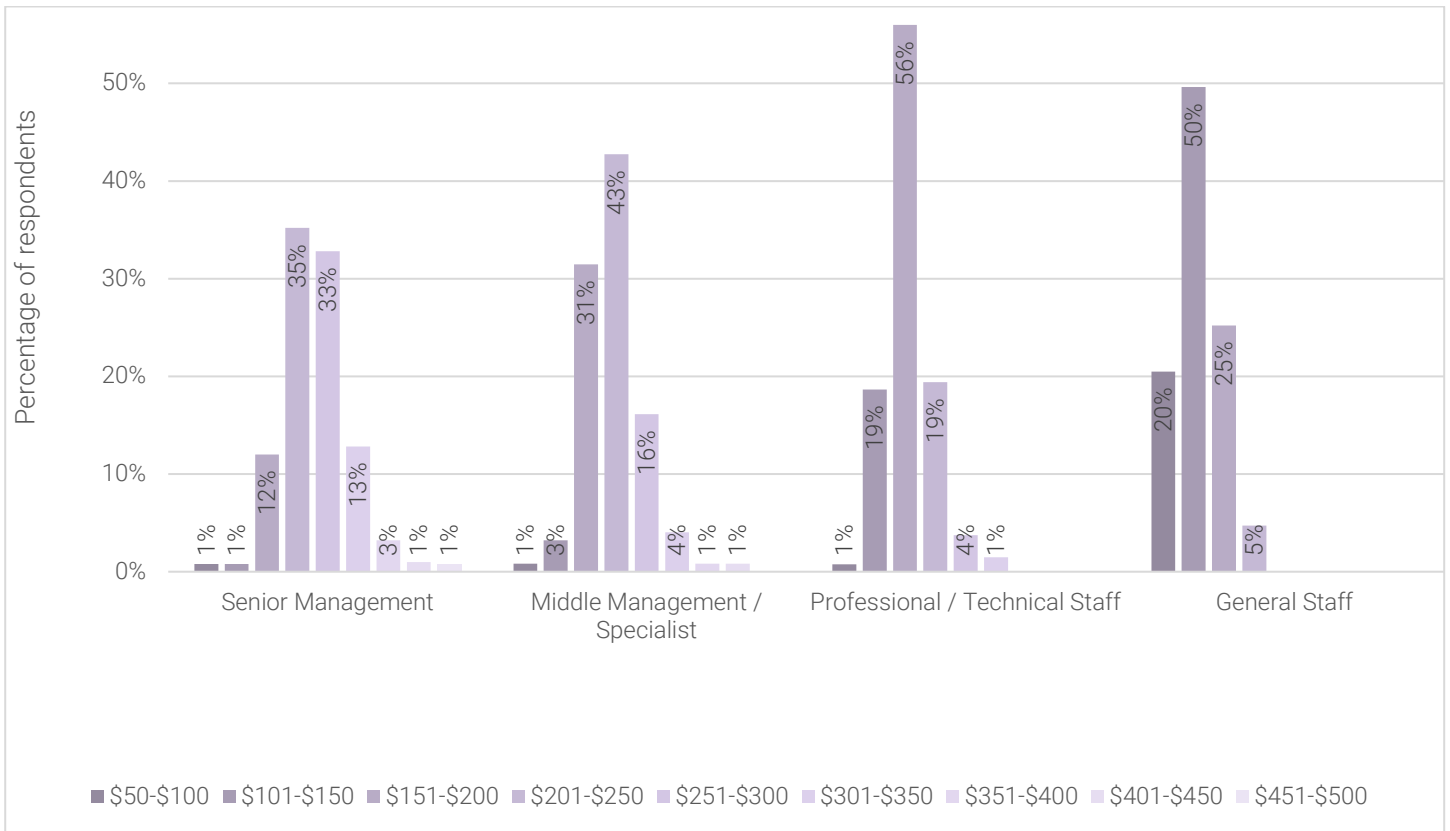


Charge out rates

The most common ranges for hourly charge out rates for each employee category are unchanged from last year. They are:

- CEO: \$251 to \$300
- Senior management: \$201 to \$250
- Middle management / specialist: \$201 to \$250
- Professional / technical staff: \$151 to \$200
- General staff: \$101 to \$150

Charge out rate per category



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

Benchmark position and job code	Sample size	Charge out rate per hour (% of organisations)									
		\$50	\$101	\$151	\$201	\$251	\$301	\$351	\$401	\$451	\$500+
		-	-	-	-	-	-	-	-	-	-
		\$100	\$150	\$200	\$250	\$300	\$350	\$400	\$450	\$500	
Trainee CAD operator / Cadet (ENG101)	46	39%	44%	15%	-	-	2%	-	-	-	-
CAD operator (ENG102)	45	11%	58%	29%	2%	-	-	-	-	-	-
CAD / Draughtsperson (ENG103)	53	2%	56%	38%	4%	-	-	-	-	-	-
Senior CAD / Draughtsperson (ENG104)	62	2%	11%	58%	29%	-	-	-	-	-	-
CAD / Drawing operations supervisor / Manager (ENG105)	38	-	8%	37%	37%	15%	3%	-	-	-	-
Trainee technician / Cadet (ENG106)	41	29%	59%	10%	-	2%	-	-	-	-	-
Technician (ENG107)	61	5%	64%	29%	2%	-	-	-	-	-	-
Senior technician (ENG108)	61	-	28%	64%	6%	-	2%	-	-	-	-
Technician supervisor / Manager (ENG109)	28	4%	7%	31%	43%	11%	-	-	4%	-	-
Graduate surveyors 1-4 years (ENG110-ENG113)	45	-	55%	38%	7%	-	-	-	-	-	-
Graduate engineers 1-4 years (ENG110-ENG113)	81	4%	37%	50%	9%	-	-	-	-	-	-
Professional surveyors (ENG114)	47	-	4%	45%	43%	8%	-	-	-	-	-
Professional (ENG114)	79	-	13%	52%	31%	3%	1%	-	-	-	-
Mid-level professional (ENG130)	66	2%	3%	47%	42%	4%	-	2%	-	-	-
Senior professional (ENG115)	92	-	1%	27%	49%	19%	4%	-	-	-	-
Manager (ENG116)	56	2%	2%	21%	43%	23%	5%	2%	2%	-	-

Benchmark position and job code	Sample size	Charge out rate per hour (% of organisations)									
		\$50	\$101	\$151	\$201	\$251	\$301	\$351	\$401	\$451	\$500+
		\$100	\$150	\$200	\$250	\$300	\$350	\$400	\$450	\$500	
Intermediate manager (ENG117)	47	-	2%	15%	38%	28%	11%	2%	4%	-	-
Senior manager (ENG135)	49	-	-	2%	39%	39%	14%	2%	2%	2%	-
Specialist (ENG118)	49	-	2%	10%	33%	35%	14%	4%	2%	-	-
Senior specialist (ENG140)	45	-	-	9%	36%	30%	21%	2%	2%	-	-
Advanced specialist (ENG119)	43	-	-	5%	34%	24%	22%	5%	5%	5%	-
Business development manager (ENG120)	24	-	4%	4%	17%	42%	12%	12%	-	4%	4%
Business / Regional manager (ENG121)	36	3%	-	3%	19%	19%	42%	8%	6%	-	3%

What does this all mean?

Our 2025 survey report provides valuable insights into remuneration and benefits across the sector during what has been another very tough and complex year in Aotearoa.

Amidst the increasing volatility and global instability over the last 12 months, ACE New Zealand member organisations have continued to face many significant challenges, including the lack of work flowing into market and the engineering exodus to Australia. These serve to reinforce the critical importance of long-term workforce planning to balance the impact of the departure of talent if we are to meet demand when the pipeline of critical infrastructure work picks up.

We were encouraged earlier this year by the Government's response to our letter detailing our concerns about the lack of work flowing into market following the announcement in 2024 of the Government's 30-year National Infrastructure Plan. Minister Bishop's acknowledgement is a positive sign that our collective voice is being heard and our relationships with influential Government ministers are strengthening. But, as is increasingly apparent, these long-term plans will take time to implement, so we must continue to confront and manage the short-term barriers for infrastructure delivery such as the challenge of attracting and retaining talent.

As the survey reports, employees across all levels place high value on flexible working arrangements, followed by enhanced management training, and mentoring, highlighting that while money plays an important role in attracting and retaining staff, this is only one of multiple factors to consider when determining how best to retain staff and attract new employees.

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

Tell us what you think

If there's something you would like to see included in next year's survey, or if you have any other feedback, please let us know. Email the team at letstalk@acenz.org.nz.

Appendix

Base salary, fixed remuneration and total remuneration 2024 to 2025

Movements for each remuneration component have decreased at the general staff level compared to the 2024 report.

The specialist / technical and senior management / CEO small organisation level has slightly higher movements for each remuneration level compared to last year (aside from the total remuneration for senior management / CEO small organisation, which has stayed the same as last year (2.1%).

Grade range	Employee level	Base salary	Fixed remuneration	Total remuneration
6 - 25	All staff	3.4%	3.1%	2.5%
6 - 12	General staff	3.2%	1.5%	1.6%
13 - 20	Specialist / Technical	4.2%	4.1%	3.3%
21 - 25	Senior management / CEO small organisation	2.5%	3.3%	2.1%

Movements from organisations that participated in both the 2024 and 2025 remuneration surveys show that the median matched movements for each remuneration component at general staff levels are lower than in 2024.

At the middle management / specialist / technical level, movement for each remuneration component is higher than in 2024. For senior management / CEO small organisation, the base salary is higher than last year (4.2%, up from 2.4%), but decreases have occurred in the fixed remuneration component (2.1%, down from 3.1% last year) and the total remuneration component (1%, down from 3.8% last year).

SP10® points	Employee level	Base salary	Fixed remuneration	Total remuneration
Up to 400	General staff	3.5%	3.5%	3.3%
400 – 800	Middle management / Specialist / Technical	5.3%	5.5%	5.3%
800 – 1200	Senior management / CEO small organisation	4.2%	2.1%	1.0%

The table below shows the whole sample median movements in base salary, fixed remuneration, and total remuneration since the 2024 report.

Benchmark position code	Benchmark position title	Base salary	Fixed remuneration	Total remuneration
ENG101	Trainee CAD operator / Cadet	6.3%	2.7%	3.4%
ENG102	CAD operator	5.4%	5.0%	4.4%

ENG103	CAD / Design draughtsperson	2.2%	3.7%	3.0%
ENG104	Senior CAD / Design draughtsperson	2.8%	5.1%	4.8%
ENG105	CAD / Drawing operations supervisor / Manager	2.6%	3.0%	4.4%
ENG175	CAD designer	2.3%	2.3%	0.5%
ENG180	Senior CAD designer	4.2%	3.0%	4.4%
ENG185	CAD design team lead / Manager	3.4%	4.9%	1.9%
Weighted Average Design		3.1%	4.0%	3.6%
ENG106	Trainee technician / Cadet	5.8%	5.9%	6.2%
ENG107	Technician	5.2%	4.3%	3.6%
ENG108	Senior technician	5.4%	6.6%	6.8%
ENG109	Technician supervisor / Manager	2.8%	4.8%	3.6%
Weighted Average Technical		4.8%	5.1%	4.9%
ENG110	Graduate - entry	4.7%	4.5%	4.9%
ENG111	Graduate 2nd year	4.4%	5.1%	5.4%
ENG112	Graduate 3rd year	1.6%	2.9%	2.9%
ENG113	Graduate 4th year	3.2%	4.2%	3.7%
Weighted Average Graduate		3.5%	4.2%	4.2%
ENG114	Professional	0.0%	1.2%	0.8%
ENG130	Mid-level professional	0.6%	1.4%	0.9%
ENG115	Senior professional	2.9%	2.3%	1.5%
Weighted Average Professional		3.9%	3.7%	3.9%
ENG116	Manager	4.4%	4.6%	4.0%
ENG117	Intermediate manager	3.4%	3.7%	3.0%
ENG135	Senior manager	1.5%	0.6%	0.4%
ENG120	Business development manager	4.7%	3.4%	2.6%
ENG121	Business / Regional manager	0.9%	-0.2%	0.9%
Weighted Average Manager		3.0%	2.7%	2.4%
ENG118	Specialist	2.4%	1.9%	2.4%
ENG140	Senior specialist	1.2%	0.9%	-0.6%
ENG119	Advanced specialist	2.4%	2.2%	-0.3%
ENG191	Digital specialist	1.7%	0.9%	1.9%
ENG192	Senior digital specialist	1.1%	0.8%	1.1%

ENG193	Advanced digital specialist	4.9%	5.3%	1.0%
Weighted average specialist		2.0%	1.6%	0.4%
Overall		2.4%	2.5%	1.9%

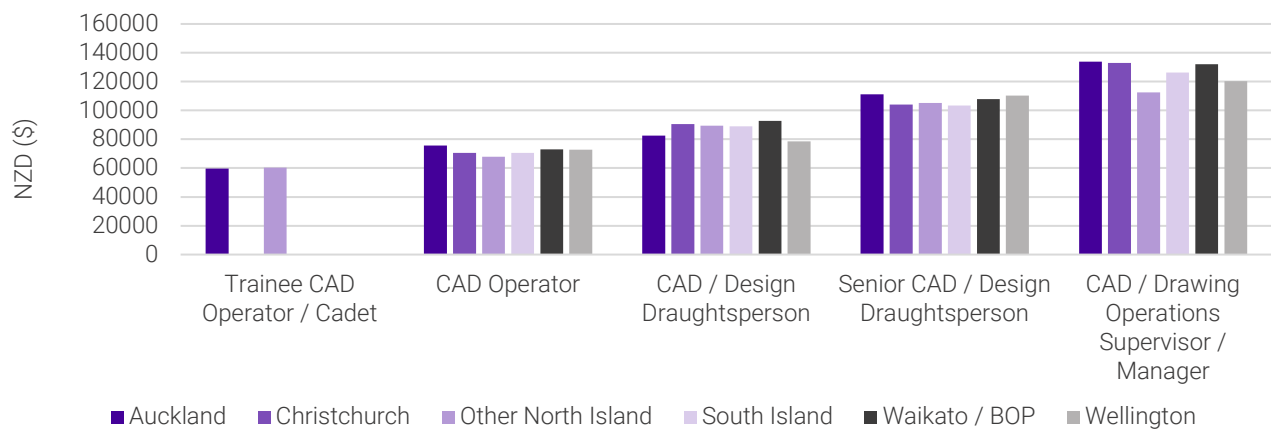
Are urban employees getting paid more?

Only 2.9% of respondents indicated they pay a regional premium to employees, with Auckland being the most common region where premiums are paid. This is a slight decrease from last year's figure of 4.5% and is consistent with previous years, which show very few organisations will pay a premium based on a specific region.

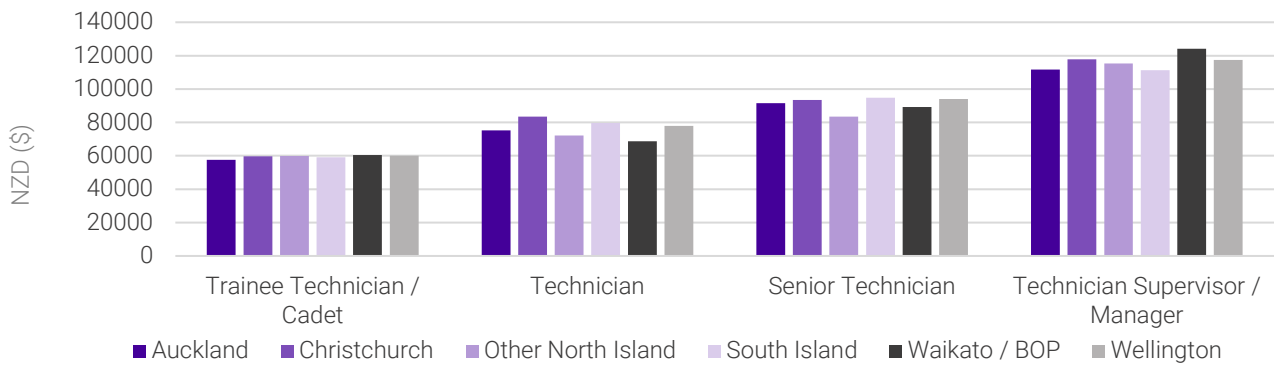
Just 12% of respondents reported they have regions where their charge out rates are higher, a slight increase from 8.4% in 2024, with Other South Island and Auckland the most common regions to apply higher rates.

These charts compare the regional difference with each benchmark job.

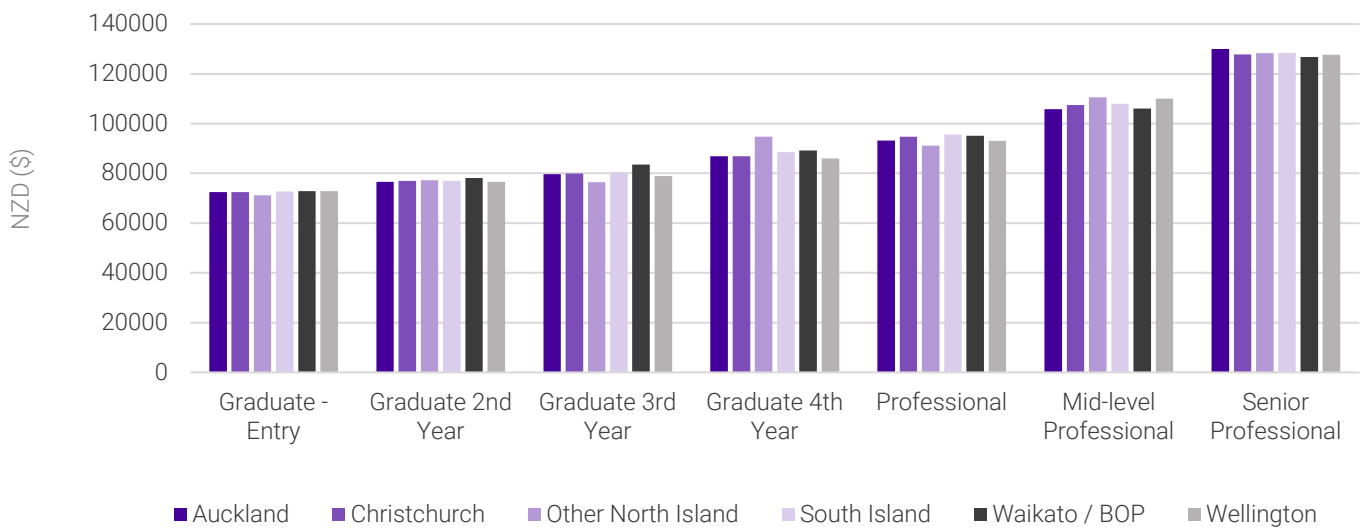
Median fixed remuneration – design



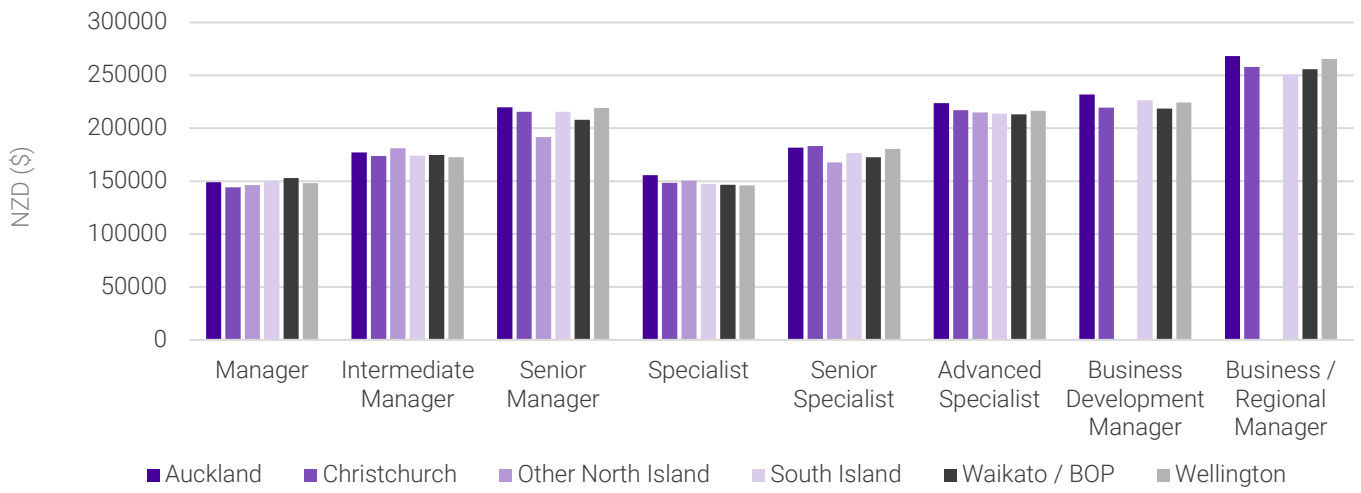
Median fixed remuneration – technical



Median fixed remuneration – engineering 1



Median fixed remuneration – engineering 2





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