



FY23

ENVIRONMENT **AND SUSTAINABILITY**

Remuneration Report

CONTENTS

About Talent Nation	3
Introduction	4
Executive Summary	5
The Sample Demographics	8
Australia	13
Sustainability Advisor	14
Senior Sustainability Advisor	16
Sustainability Manager	18
Head of Sustainability/ESG	20
Environment Advisor	22
Senior Environment Advisor	24
Environment Manager	26
Head of Environment	28
Consultant	30
Senior Consultant	32
Principal Consultant	34
Director/Partner (Consultant)	36
New Zealand	38
Sustainability Advisor	39
Senior Sustainability Advisor	40
Sustainability Manager	41
Head of Sustainability/ESG	42
Environment Advisor	43
Senior Environment Advisor	44
Environment Manager	45
Head of Environment	46
Consultant	47
Senior Consultant	48
Principal Consultant	49
Director/Partner (Consultant)	50
Definitions of Industry Sectors	51
Position Descriptions	54
Contact	55

About Talent Nation



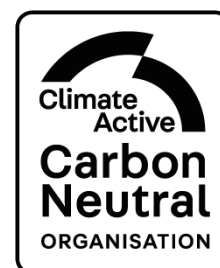
Established in 2012, Talent Nation has over a decade of experience as Australasia's market leader in executive search and recruitment services within Sustainability, Environment, ESG, Sustainable Finance/Responsible Investment, and Climate and Energy Solutions.

Our mission is to **accelerate impact by placing the right person in the right role, every time!**

Celebrating our 10th Anniversary in 2022, our sector leadership position is a responsibility we take extremely seriously. We have placed more candidates in corporate environment and sustainability roles than any other organisation across Australia and Aotearoa New Zealand. Our unrivalled talent networks have delivered immeasurable impact for our clients that have shaped the industry and will continue to influence the future health of the planet.

Not only are we the most experienced firm recruiting in this space, but we are also pioneers of the intersection between sustainability and business as one of the founding B Corporations in Australia and Aotearoa New Zealand. In addition to being BCorp™ certified, Talent Nation are participants of the UN Global Compact, a Climate Active certified carbon neutral organisation, a 1% for the Planet certified business member and, through our charity partnership, a One Girl Business Changemaker.

For every person we help into a new role across Australia and Aotearoa New Zealand, a girl from Sierra Leone, Uganda or Tonga is given access to a full education for one year through One Girl. In addition, all funds from the purchase of this Remuneration Report will provide solar lights for a One Girl scholar to complete their homework at night.



United Nations
Global Compact



Introduction

Welcome to the Talent Nation Environment and Sustainability Remuneration Report for FY23.

Talent Nation has specialised in Environment and Sustainability since 2012, and it is amazing to see how far the sector has come over the past decade. We have had the privilege of placing some of the most influential sustainability and environmental practitioners into major corporates, government entities and for-purpose organisations. They have helped catalyse much of the activity that we see across Australia and Aotearoa New Zealand today.

In this, the third edition of the report, we continue to provide a benchmark for employers and professionals who have committed their careers to driving positive environmental and social impact. This year we have evolved the content to understand what is driving the surge in demand for talent, and what is important to environment and sustainability professionals beyond salary.

Based on your feedback from last year, we have expanded our latest report to include further investigation of the demographics of participants, information on the current market demand, and statistics on employee engagement and wellbeing. There has been a notable increase in participation from Aotearoa New Zealand, and this has allowed us to provide the most meaningful benchmarking and insights.

This report would not be possible without the data provided by the respondents, and we thank all 1000+ participants who contributed this year, and all of those who participated in the previous editions. We look forward to continuing to be in service to the environment and sustainability community.



Richard Evans

Managing Director
Talent Nation

We acknowledge the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water and community. We pay respect to Elders past, present and emerging.

Executive Summary

This survey was conducted for the purpose of providing robust and accurate remuneration data to the Environment and Sustainability sector with feedback on employee engagement and wellbeing, market demand and current demographics of participants. These findings can be used to inform salary structures across different role types and regions within Australia and New Zealand. Insights gleaned from the survey demonstrate differences that exist between gender, highlighting that, in a sector that should be leading, there is a lot of work to be done to ensure pay equity.

Key Findings

Remuneration data compiled in this report is broken down into Fixed Remuneration, Long Term and Short Term Incentives, and Total Potential Remuneration as stipulated in the employment contract, and Total Remuneration actually paid. The report goes into further detail for each role based on gender, region, industry, and company structure with some of the key insights being:

- Men were paid more than women, on average, across all Sustainability roles.
- Queensland is the favourable state for Consultants across all levels for salary.
- Salaries in New Zealand are, on average, considerably lower than Australia.
- 64% of respondents have been in their role less than 2 years.
- 55% state that Climate Change is the key priority for their organisation.
- 40% of organisations have Executive KPI's linked to sustainability measures.
- Female Directors in consulting commanded higher salaries than male counterparts this year, compared with FY22.

Gender

In our previous report, we discussed the disparity in pay between genders, with women earning 8% less fixed remuneration than men across the entire sample. Whilst this gap has closed somewhat, with the disparity in pay being 6%, there is still work to be done.

It is encouraging, however, to see that when compared with FY22, women in roles such as Sustainability Advisor and Head of Sustainability have seen a significant rise in income, though it still remains less than their male counterparts. This year, female participants held more senior roles compared to last years' report, such as Sustainability Manager (59%) and Head of Sustainability (58%).

Remuneration by Gender

Gender	Male	Female
Total Fixed Remuneration	\$191,703	\$180,486
Short Term Incentive	\$12,101	\$9,146
Long Term Incentive	\$3,680	\$2,851
Total Remuneration	\$207,401	\$192,450

Industry Sector

For the third year in a row, Mining and Metals is the highest-paid sector, although the Total Fixed Remuneration amount fell slightly. Mining and Metals also remain steady in holding the most lucrative bonus schemes, as it did last year. Industrials and Materials, Utilities and Energy, and Information Technology all had a significant lift in base salary this year.

The lowest-paid industry sectors remain Government, Education, Healthcare and Not For Profit, with little in the way of Short Term Incentives, and no Long Term Incentives on offer.

Remuneration by Sector

Industry Sector	FY23 Total Remuneration
Consumer Discretionary & Staples	\$199,251
Financial and Banking	\$229,021
Government, Education, Healthcare and NFP	\$155,852
Industrials and Materials	\$215,310
Information Technology/Telco	\$224,757
Mining and Metals	\$256,813
Real Estate	\$189,991
Utilities and Energy	\$210,324

Region

The regional breakdown showed consistent remuneration across all states.

Last year, Western Australia was comfortably the highest paid region, although this year NSW has had a surge in salary increases. Western Australia still has the highest overall salaries. Victoria saw a slight decrease in Total Remuneration, with South Australia having the highest increase this year compared to the last survey. We have seen that a number of senior professionals relocated to South Australia through Covid which is potentially a contributing factor to the State's growth.

Whilst the majority of environment and sustainability roles are located in the North Island, the average salary across the country is consistent with only a 4% variance between the two islands.

Split by Age



● ACT, Australia	1%
● Northern Territory, Australia	1%
● New South Wales, Australia	29%
● Queensland, Australia	9%
● South Australia, Australia	2%

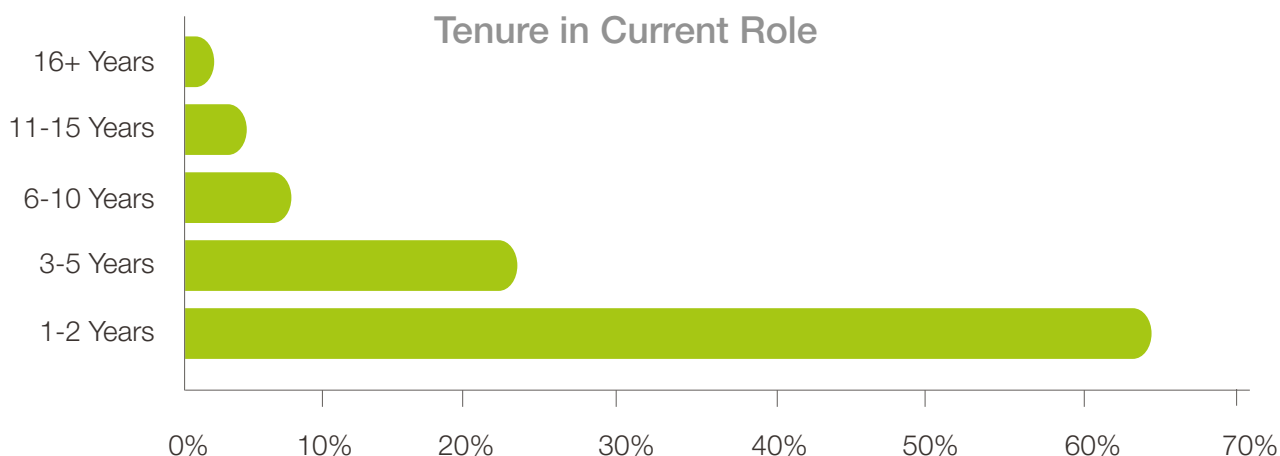
● Tasmania, Australia	1%
● Victoria, Australia	28%
● Western Australia, Australia	4%
● South Island, New Zealand	5%
● North Island, New Zealand	20%

Market Demand

As organisations and investors increase their focus on non-financial disclosures and pathways to NetZero, the demand for Environmental/Sustainability/ESG professionals over the past 24 months has been unprecedented. 40% of respondents answered that Executive Incentives are now tied to Sustainability or ESG metrics at their organisation. Interestingly 20% of respondents are currently unaware if their Executive Teams have any part of their financial bonus linked to Sustainability or ESG targets.

We have seen many organisations establish inaugural Environmental/Sustainability/ESG positions, whilst organisations that are more advanced with their Sustainability agendas are seeking highly experienced staff with specific skillsets, and expanding their team's headcount. This demand is highlighted by the amount of movement within the sector, with 64% of survey participants having been in their current role for less than two years.

In the current candidate-driven market, the highly competitive conditions are expected to continue, with nearly 70% of respondents suggesting their team's headcount will increase within the next 12 months.

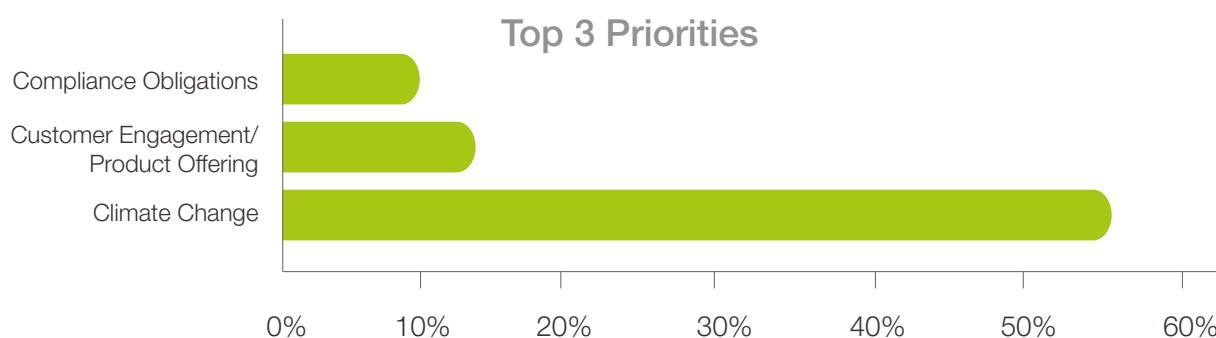


Priorities

Demand for Climate Change related skillsets is set to continue with more than half (55%) of survey participants citing Climate Change as the main priority for their organisation.

Resource Constraints (39%) was highlighted as a key challenge met by organisations in delivering their Sustainability/Environmental agenda.

The growth of the Environmental/Sustainability/ESG sector through the escalated importance of the sustainability agenda within organisations is highlighted by the 41% of participants who believe they will see a dedicated Sustainability/ESG role on their Executive Leadership Teams within the next three years. This is in addition to 29% of participants who already have a dedicated Sustainability/ESG role on their Executive Leadership Team.



The Sample Demographics

SAMPLE BREAKDOWN

We collected information from 1,071 distinct data sets provided across twelve different role types. This data has come from a variety of industries and locations across Australia and New Zealand. Industry Sector definitions are contained in Appendix 1.

Split by Role



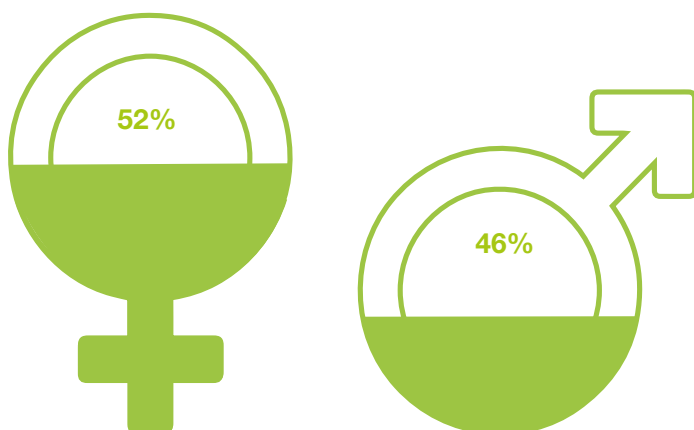
● Sustainability Advisor	11%	● Environment Manager	6%
● Senior Sustainability Advisor	18%	● Head of Environment	2%
● Sustainability Manager	18%	● Consultant	3%
● Head of Sustainability	12%	● Senior Consultant	8%
● Environment Advisor	4%	● Principal Consultant	7%
● Senior Environment Advisor	5%	● Director/Partner	6%

Split by Industry Sector



● Consumer Discretionary and Staples	10%	● Information Technology/Telco	5%
● Financial and Banking	19%	● Mining and Metals	10%
● Government, Education, Healthcare and NFP	21%	● Real Estate	12%
● Industrials and Materials	9%	● Utilities and Energy	14%

Split by Gender



Female	52.1%
Male	46.3%
Non-binary	0.3%
Transgender	0.1%
Prefer not to say	1.2%

Split by Age



Under 25	1%
25-30 Years	12%
31-40 Years	38%

41-50 Years	32%
51-60 Years	15%
60+ Years	2%

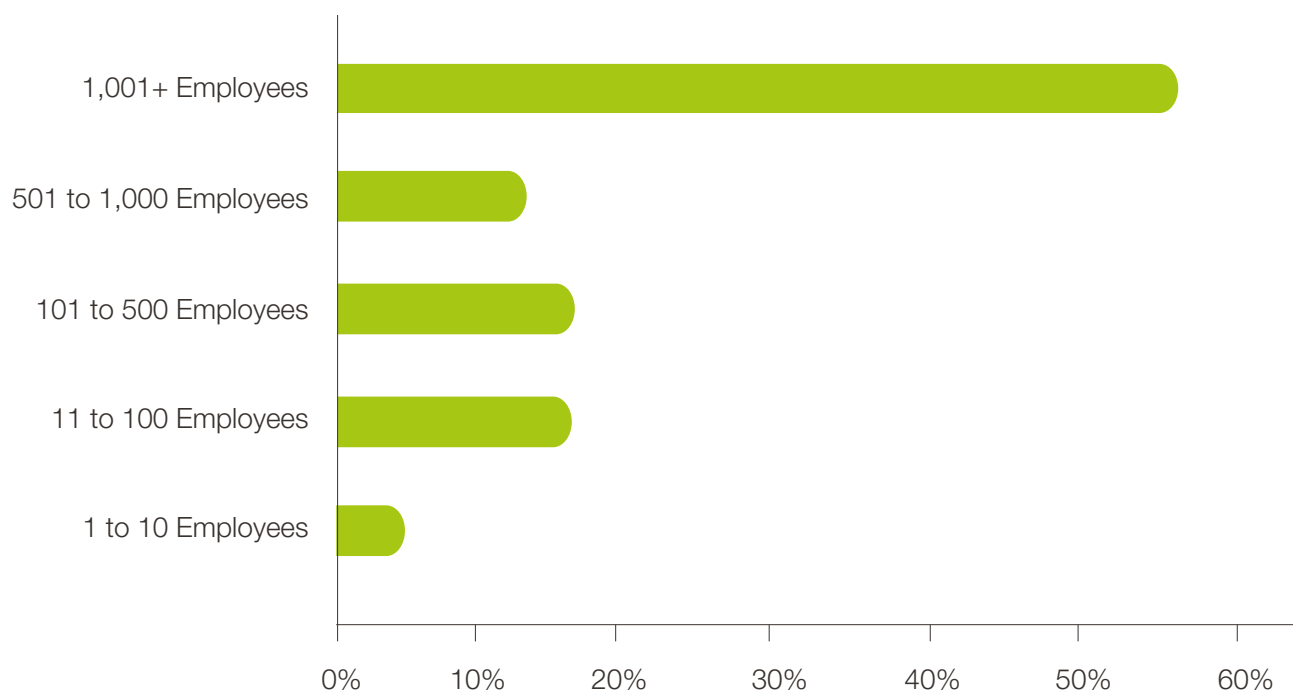
Split by Qualification



High School	1%
Diploma	2%
Bachelors	43%

Masters	45%
Doctorate	5%
Other	4%

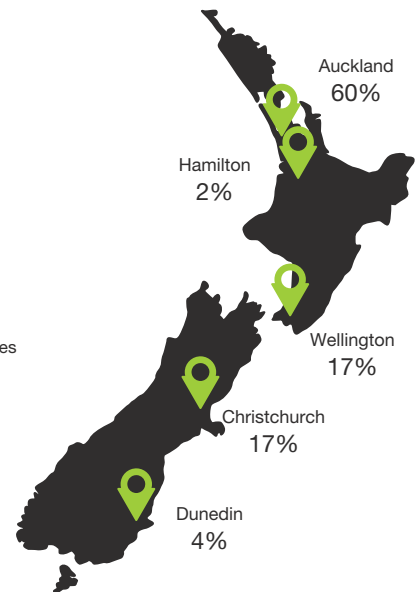
Split by Size of Organisation



Australian Respondents Split by Region



New Zealand Respondents Split by Region



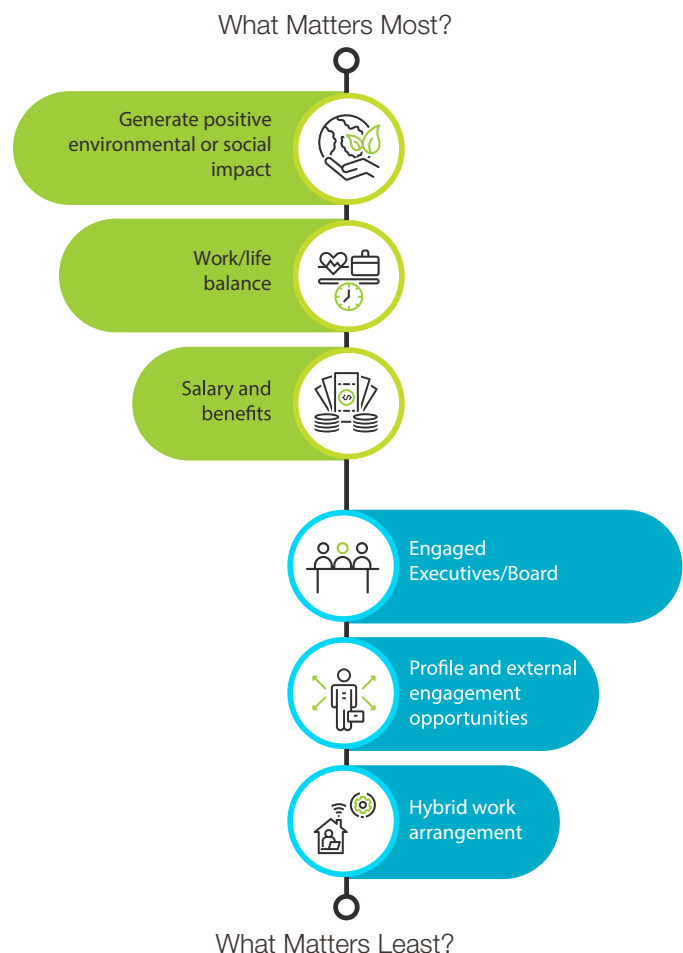
The Australian Bureau of Statistics has published a preliminary 2021 census-based estimate that Aboriginal and Torres Strait Islander people represent 3.8% of the total Australian population. With only 0.5% of our Australian based respondents identifying as Aboriginal or Torres Strait Islander, there is more work to do in this space.

Employee Engagement and Wellbeing

What Matters Most

Participants could choose more than one answer for what matters most to them. The most popular answer by far, with 77%, is generating a positive environmental or social impact.

This figure is closely followed by 62% of participants voting for work/life balance. If we consider that flexible working arrangements have become mainstream since the pandemic, it is positive to see that 84% of respondents are satisfied with their current flexible working arrangements.

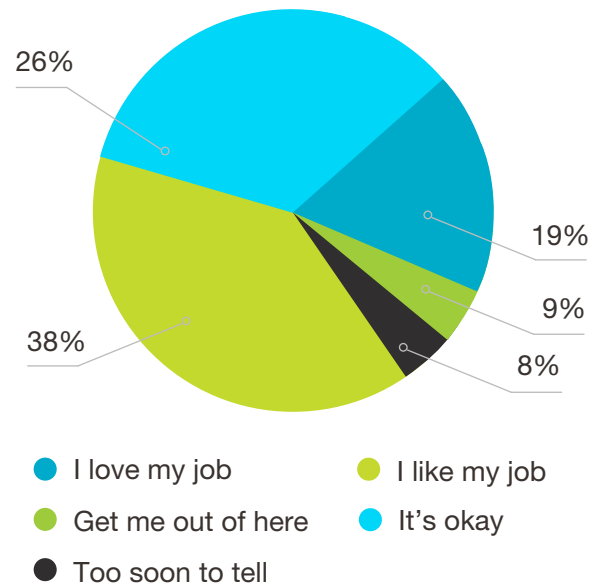


Job Satisfaction

The focus on employee satisfaction across all industries is at an all-time high. With the changes in the workplace, and with the market being talent-tight, employers are working hard to ensure that they retain their existing employees.

Whilst generating a positive environmental or social impact ranks as the most important factor in participants current positions, the data highlights that those who are paid more are the most satisfied in their role, regardless of tenure.

Job Satisfaction Levels



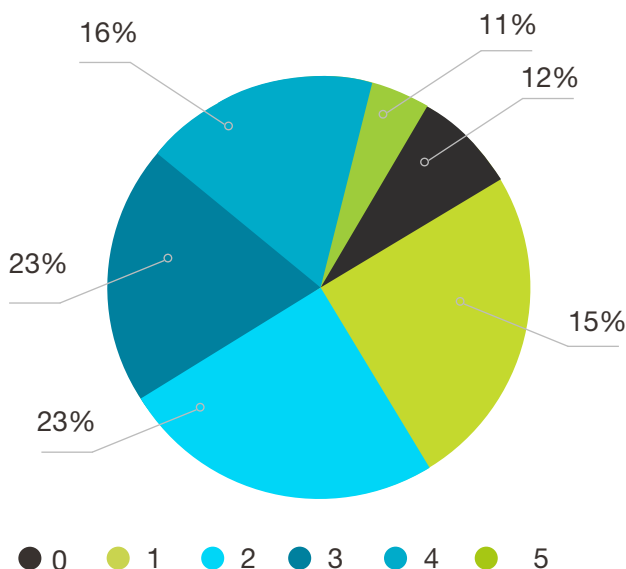
Flexible Work Arrangements

The pandemic had a significant impact on the number of people who work from home and who continue to do so since the world started to return to a semblance of normal. With most people getting used to working from home during lockdowns, and maintaining their productivity throughout, employees are looking to continue to maintain flexibility.

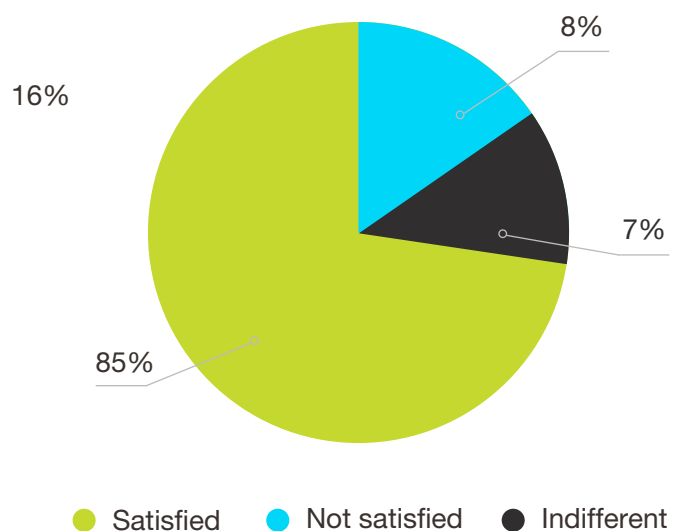
Currently, 11% of respondents are exclusively working from home five days per week and 50% are working from home three or more days per week.

Overall, 85% of the respondents indicated that they are satisfied with their current flexible work arrangements, which means that employers in this space are listening to what their employees want. The graphs below highlight that 46% of respondents are working from home 2-3 days per week and have stated they are satisfied with this arrangement.

Days Worked from Home Per Week



Satisfaction Levels with Current Flexible Work Arrangements



Standing Apart from Other Organisations

With more than 700 unique responses to this question, we can see that more than 10% of participants spoke directly about the work and culture of their business in a positive light. The accommodation of work/life balance, excellent working relationships, and a high level of trust in their ability to do their work, continued to be a theme across the board.

9% of the responses to this question discussed culture. For some, the workplace culture in their business made it a great place to work, with momentum for sustainability being core to the business values. Many of the companies were said to be excellent at looking after their people, with plenty of opportunities for progression and collaboration.



A photograph of Uluru, a large red sandstone rock formation, illuminated at night. The rock is a vibrant orange-red color, contrasting with the deep blue and purple night sky filled with numerous stars. The foreground is a dark, flat landscape with some sparse vegetation.

Australia

Pictured: Uluru-Kata Tjuta National Park,
on the land of the Yankunytjatjara and
Pitjantjatjara people.

talent  **nation**
sustainable recruitment



Sustainability Advisor

The average Total Actual Remuneration paid for a Sustainability Advisor for FY23 was \$110,634, an increase of more than 5% from FY22. This includes an average Total Fixed Remuneration (TFR) of \$108,698 (up from \$103,920 in FY22).

This year, Potential Short Term Incentives (STI) and Long Term Incentives (LTI) have dropped, but the average Actual STI and LTI paid has grown.

More than 70% of the participants surveyed were female and, on average, are earning 3.5% more than their male colleagues. Women are earning 6.5% more than they did in FY22.

For Sustainability Advisors in Consumer Discretionary & Staples, Total Remuneration has jumped by over 15% in FY23, and Sustainability Advisors in the Financial and Banking industry reported the highest average salaries this year.

	FY20 Actual	FY22 Actual	FY23 Actual	FY20 Potential	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$93,644	\$103,920	\$108,698	\$93,644	\$103,920	\$108,698
Short Term Incentive (STI)	\$3,582	\$1,230	\$1,400	\$6,488	\$2,410	\$2,355
Long Term Incentive (LTI)	N/A	N/A	\$478	N/A	\$910	\$580
Total Remuneration	\$97,226	\$105,150	\$110,634	\$100,132	\$107,240	\$111,690

Gender	FY20 Total Remuneration	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$92,690	\$110,950	\$107,693
Female	\$99,342	\$104,250	\$111,392

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Consumer Discretionary & Staples	\$101,550	\$117,255
Government, Education, Healthcare and NFP	\$104,970	\$118,233
Real Estate	\$111,060	\$98,815
Financial and Banking	N/A	\$131,821
Utilities and Energy	N/A	\$105,054
Information Technology/Telco	N/A	\$110,025
Industrials and Materials	N/A	\$113,217

State	FY22 Total Remuneration	FY23 Total Remuneration
New South Wales	\$111,330	\$114,593
Victoria	\$108,490	\$109,674
Australian Capital Territory	N/A	\$78,400
Queensland	N/A	\$103,481
South Australia	N/A	\$118,383
Western Australia	N/A	\$82,539

Company Type	FY22 Total Remuneration	FY23 Total Remuneration
Listed	\$108,800	\$118,781
Private	\$100,340	\$109,466
Public	\$102,130	\$111,039
NFP	N/A	\$101,767



Senior Sustainability Advisor

The average Total Actual Remuneration for a Senior Sustainability Advisor for FY23 was \$152,226, a slight decrease from \$156,780 in FY22. We have seen the rapid promotion of individuals in this space into Senior Advisor roles where their experience would have previously been classified at an Advisor level; this may be a contributing factor in the reduction in salaries.

More than 60% of respondents were female and have seen their salaries decrease in FY23, although not as much as their male colleagues. This has led to the gap between salaries for male and female Senior Sustainability Advisors closing, although males are still being paid more than their female counterparts.

Short Term Incentives and Long Term Incentives have decreased in FY23 compared to FY20 and FY22.

There was an even spread of salaries across all industry sectors with Mining & Metals the highest paid. This is also reflected in the state-by-state comparison, with Western Australia the highest paid state.

	FY20 Actual	FY22 Actual	FY23 Actual	FY20 Potential	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$142,688	\$150,380	\$148,035	\$142,688	\$150,380	\$148,035
Short Term Incentive (STI)	\$10,856	\$5,260	\$4,103	\$14,781	\$10,530	\$7,790
Long Term Incentive (LTI)	N/A	\$1,140	\$166	N/A	\$2,560	\$1,495
Total Remuneration	\$153,544	\$156,780	\$152,226	\$157,469	\$163,470	\$157,321

Gender	FY20 Total Remuneration	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$151,498	\$160,890	\$154,310
Female	\$154,454	\$154,360	\$151,205

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Consumer Discretionary & Staples	\$154,540	\$147,953
Financial and Banking	\$142,900	\$159,954
Government, Education, Healthcare and NFP	\$141,500	\$142,674
Industrials and Materials	\$153,610	\$142,451
Information Technology/Telco	\$145,910	\$155,560
Mining and Metals	\$220,500	\$178,846
Real Estate	\$158,230	\$159,808
Utilities and Energy	\$176,440	\$159,435

State	FY22 Total Remuneration	FY23 Total Remuneration
New South Wales	\$153,730	\$154,074
Australian Capital Territory	N/A	\$122,655
Queensland	\$164,040	\$148,206
South Australia	\$135,060	\$152,952
Victoria	\$158,760	\$150,677
Western Australia	N/A	\$168,703

Company Type	FY22 Total Remuneration	FY23 Total Remuneration
Listed	\$161,130	\$149,464
NFP	\$140,800	\$152,346
Private	\$152,140	\$153,732
Public	\$148,520	\$151,102





Sustainability Manager

The average Total Actual Remuneration (TAR) for a Sustainability Manager in FY23 was \$216,170, a marginal increase from \$214,170 in 2022.

Base salaries have not increased as much as they did between FY20 and FY22, but there is still some upward movement. Short Term Incentives have continued to reduce slightly, and Long Term Incentives have grown by a small percentage. As with Senior Sustainability Advisors, we have seen organisations promoting candidates into roles with a Sustainability Manager title with less experience, and may account for small growth in salaries for this level.

On average, male Sustainability Managers earn 3% more than their female counterparts and have seen a Total Actual Remuneration growth of almost 5%.

Sustainability Managers in Mining and Metals continue to be the highest paid this year (TAR average: \$262,534) despite the decrease in Total Remuneration since FY22. This is closely followed by Industrials and Materials, fuelled by demand from state-funded infrastructure projects.

Sustainability Managers in Western Australia commanded the highest salaries, heavily influenced by the resurgence we are seeing in the Mining and Metals sector.

	FY20 Actual	FY22 Actual	FY23 Actual	FY20 Potential	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$163,526	\$202,310	\$205,400	\$163,526	\$202,310	\$205,400
Short Term Incentive (STI)	\$16,676	\$10,680	\$10,197	\$25,870	\$27,940	\$20,320
Long Term Incentive (LTI)	N/A	\$1,180	\$1,437	N/A	\$3,480	\$5,019
Total Remuneration	\$180,202	\$214,170	\$216,982	\$189,396	\$233,730	\$230,702

Gender	FY20 Total Remuneration	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$184,122	\$209,890	\$220,072
Female	\$179,179	\$218,730	\$214,140

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Consumer Discretionary & Staples	\$221,690	\$212,447
Financial and Banking	\$220,370	\$214,014
Government, Education, Healthcare and NFP	\$193,640	\$209,907
Industrials and Materials	\$200,030	\$207,481
Information Technology/Telco	\$174,150	\$209,124
Mining and Metals	\$271,770	\$262,534
Real Estate	\$197,370	\$210,147
Utilities and Energy	\$225,910	\$233,203

State	FY22 Total Remuneration	FY23 Total Remuneration
New South Wales	\$213,310	\$214,010
Queensland	\$265,400	\$228,470
Northern Territory	N/A	\$192,325
South Australia	\$179,090	\$209,950
Victoria	\$210,880	\$214,376
Western Australia	\$270,920	\$262,258
Australian Capital Territory	N/A	\$189,991

Company Type	FY22 Total Remuneration	FY23 Total Remuneration
Listed	\$217,850	\$223,080
NFP	\$197,150	\$201,093
Private	\$192,250	\$218,014
Public	\$216,470	\$214,549





Head of Sustainability/ESG

The greatest growth in salaries was seen at the Head of Sustainability/ESG level, largely due to the impact of incentives which we are seeing being used to great effect in the attraction, and retention, of key talent at this level. Total Actual Remuneration (TAR) for Heads of Sustainability/ESG for FY23 was \$348,911, up from \$309,990 in FY22, an overall increase of 12.5%.

Total Fixed Remuneration only increased slightly from FY22, however the salary structure in FY23 highlights the influence of incentives. Actual Long Term Incentives (LTIs) paid increased from \$7,580 in FY22 to \$18,794 in FY23.

Males, as has been the case with all sustainability roles this year, are being paid more than females with the pay gap widening in this year's report.

Salaries across all organisation types are relatively consistent at this level, other than Government, Education and NFP, which sit significantly lower than the rest. Mining and Metals continue their trend as the highest paid sector.

	FY20 Actual	FY22 Actual	FY23 Actual	FY20 Potential	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$253,890	\$285,690	\$290,123	\$253,890	\$285,690	\$290,123
Short Term Incentive (STI)	\$48,779	\$16,720	\$40,436	\$69,020	\$53,280	\$62,443
Long Term Incentive (LTI)	\$11,490	\$7,580	\$18,794	\$13,281	\$27,280	\$38,406
Total Remuneration	\$314,159	\$309,990	\$348,911	\$336,191	\$366,250	\$390,973

Gender	FY20 Total Remuneration	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$308,887	\$319,380	\$357,982
Female	\$316,003	\$311,190	\$338,185

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Consumer Discretionary & Staples	\$303,800	\$347,490
Financial and Banking	\$306,780	\$352,209
Government, Education, Healthcare and NFP	\$292,320	\$289,557
Industrials and Materials	\$290,100	\$352,964
Information Technology/Telco	\$253,000	\$326,172
Mining and Metals	\$361,330	\$368,980
Real Estate	\$338,390	\$354,007
Utilities and Energy	\$410,000	\$356,879

State	FY22 Total Remuneration	FY23 Total Remuneration
New South Wales	\$322,510	\$367,978
Queensland	N/A	\$331,149
South Australia	\$222,900	\$306,082
Tasmania	N/A	\$221,000
Victoria	\$313,570	\$334,643
Western Australia	N/A	\$370,263

Company Type	FY22 Total Remuneration	FY23 Total Remuneration
Listed	\$316,750	\$336,827
NFP	\$263,320	\$294,021
Private	\$310,400	\$359,057
Public	N/A	\$337,765



Environment Advisor

The average Total Actual Remuneration (TAR) for an Environment Advisor for FY23 was \$105,605, marginally down from \$107,540 in FY22.

Interestingly, participants reported a decrease in Short Term Incentive payments at this level being offered, and paid.

In previous reports, female Environment Advisors have been paid more than their male counterparts. This trend has reversed in FY23 with males reporting an average salary more than 10% higher than their female counterparts.

The highest paid sector for Environment Advisors is Utilities and Energy, with Mining and Metals only slightly lower.

	FY20 Actual	FY22 Actual	FY23 Actual	FY20 Potential	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$100,713	\$105,770	\$104,875	\$100,713	\$105,770	\$104,875
Short Term Incentive (STI)	\$2,355	\$1,770	\$731	\$3,556	\$2,120	\$1,292
Long Term Incentive (LTI)	N/A	N/A	N/A	N/A	N/A	\$221
Total Remuneration	\$103,068	\$107,540	\$105,605	\$104,269	\$107,890	\$106,388

Gender	FY20 Total Remuneration	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$100,401	\$105,420	\$112,947
Female	\$105,202	\$110,830	\$101,427

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Consumer Discretionary & Staples	\$95,880	\$102,322
Industrials and Materials	\$119,900	\$83,273
Mining and Metals	N/A	\$113,202
Real Estate	N/A	\$71,825
Utilities and Energy	\$116,630	\$115,979

State	FY22 Total Remuneration	FY23 Total Remuneration
Australian Capital Territory	N/A	\$129,950
New South Wales	\$93,880	\$114,143
Queensland	N/A	\$111,495
South Australia	N/A	\$96,135
Tasmania	N/A	\$121,550
Victoria	\$111,170	\$101,095
Western Australia	N/A	\$82,875

Company Type	FY22 Total Remuneration	FY23 Total Remuneration
Listed	\$129,990	\$87,428
NFP	\$83,600	\$87,678
Private	\$109,700	\$107,931
Public	\$99,390	\$111,604



Senior Environment Advisor

The average Total Actual Remuneration (TAR) for a Senior Environment Advisor for FY23 was \$164,220, up from \$160,760 in FY22.

In FY22, males were paid 16% more than females in this role. This gap has narrowed significantly however females are still earning 4% less than their male counterparts.

Those working in Utilities and Energy are the highest earners, despite the TAR decreasing from \$185,170 to \$180,558.

Western Australia reported the highest TAR of \$183,122, with participants working in listed organisations recording the highest salaries.

	FY20 Actual	FY22 Actual	FY23 Actual	FY20 Potential	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$141,897	\$156,770	\$161,993	\$141,897	\$156,770	\$161,993
Short Term Incentive (STI)	\$9,808	\$3,990	\$2,183	\$13,447	\$6,650	\$4,995
Long Term Incentive (LTI)	N/A	N/A	\$44	N/A	N/A	\$819
Total Remuneration	\$151,705	\$160,760	\$164,220	\$155,344	\$163,420	\$167,807

Gender	FY20 Total Remuneration	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$148,642	\$173,330	\$167,302
Female	\$154,526	\$145,600	\$160,651

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Consumer Discretionary & Staples	N/A	\$164,782
Government, Education, Healthcare and NFP	\$131,340	\$132,363
Industrials and Materials	\$149,110	\$138,481
Mining and Metals	\$186,350	\$170,616
Utilities and Energy	\$185,170	\$180,558

State	FY22 Total Remuneration	FY23 Total Remuneration
New South Wales	\$169,020	\$170,557
Queensland	\$133,410	\$155,816
Victoria	\$151,890	\$158,037
Western Australia	\$213,190	\$183,122

Company Type	FY22 Total Remuneration	FY23 Total Remuneration
Listed	\$178,470	\$176,340
NFP	N/A	\$149,119
Private	\$152,400	\$164,518
Public	\$133,570	\$158,356



Environment Manager

The average Total Actual Remuneration (TAR) for an Environment Manager for FY23 increased to \$205,606, up from \$193,730 in FY22.

This year, potential Short Term Incentives (STIs) decreased, however Actual STIs paid rose from \$6,210 in FY22 to \$11,061 in FY23. We also saw the addition of Long Term Incentives (LTIs) offered in FY23.

The pay gap between male and female Environment Managers was 1% of Total Remuneration this year, although males still record a higher salary than their female counterparts.

In FY22, the Mining and Metals sector was the highest paid sector for Environment Managers, but that has changed in FY23, with Utilities and Energy taking that spot with \$212,920, closely followed by Industrials and Materials. Infrastructure projects are driving high demand for individuals with Victoria being the state with the highest paid Environment Managers, and South Australia recording the largest increase in Total Remuneration year-on-year.

	FY20 Actual	FY22 Actual	FY23 Actual	FY20 Potential	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$173,079	\$187,520	\$194,160	\$173,079	\$187,250	\$194,160
Short Term Incentive (STI)	\$12,926	\$6,210	\$11,061	\$18,537	\$19,580	\$15,219
Long Term Incentive (LTI)	N/A	N/A	\$385	N/A	N/A	\$436
Total Remuneration	\$186,005	\$193,730	\$205,606	\$191,616	\$206,830	\$209,815

Gender	FY20 Total Remuneration	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$187,352	\$195,000	\$206,509
Female	\$184,312	\$190,100	\$204,199

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Consumer Discretionary & Staples	\$168,350	\$187,920
Financial and Banking	N/A	\$182,325
Government, Education, Healthcare and NFP	\$152,130	\$195,703
Industrials and Materials	\$199,000	\$211,625
Information Technology/Telco	N/A	\$198,868
Mining and Metals	\$238,220	\$202,087
Utilities and Energy	\$217,590	\$212,920

State	FY22 Total Remuneration	FY23 Total Remuneration
Australian Capital Territory	N/A	\$193,713
New South Wales	\$185,920	\$192,673
Queensland	\$191,700	\$206,691
South Australia	\$163,240	\$194,109
Tasmania	N/A	\$185,123
Victoria	\$203,670	\$223,469
Western Australia	\$215,900	\$205,358

Company Type	FY22 Total Remuneration	FY23 Total Remuneration
Listed	\$204,260	\$206,287
NFP	N/A	\$196,978
Private	\$220,810	\$199,298
Public	N/A	\$211,657



Head of Environment

The average Total Actual Remuneration (TAR) for a Head of Environment for FY23 was \$312,691, which is a marginal decrease from \$313,690 in FY22. The data highlighted that although Total Fixed Remuneration increased, the overall packages remained static, due to a reduction in STIs and LTIs offered, and paid.

Female Heads of Environment are paid, on average 8%, more than their male counterparts in FY23, a statistic which is consistent with last year's report.

Those in the Mining and Metals sector are paid significantly more than colleagues in other sectors.

In FY22, Western Australia commanded the highest salaries and this has continued in FY23. Victoria has the lowest paid Heads of Environment with the salary differential not significantly higher than Environment Managers, largely due to the high demand for experienced project-based Environmental Managers pushing up their packages closer to that of the Head of Environment.

	FY20 Actual	FY22 Actual	FY23 Actual	FY20 Potential	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$228,316	\$286,200	\$295,741	\$228,316	\$286,200	\$295,741
Short Term Incentive (STI)	\$24,698	\$20,320	\$14,450	\$34,536	\$53,620	\$23,404
Long Term Incentive (LTI)	\$2,303	\$7,170	\$2,500	\$4,605	\$20,780	\$13,623
Total Remuneration	\$255,317	\$313,690	\$312,691	\$267,457	\$360,600	\$332,768

Gender	FY20 Total Remuneration	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$262,228	\$312,750	\$307,650
Female	\$238,179	\$329,630	\$332,854

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Financial and Banking	N/A	\$306,379
Government, Education, Healthcare and NFP	\$269,500	\$268,515
Information Technology/Telco	N/A	\$302,210
Mining and Metals	\$474,630	\$365,320
Other	N/A	\$241,075

State	FY22 Total Remuneration	FY23 Total Remuneration
New South Wales	\$311,630	\$314,409
Queensland	\$342,430	\$298,877
Victoria	\$309,160	\$250,222
Western Australia	\$372,880	\$363,000

Company Type	FY22 Total Remuneration	FY23 Total Remuneration
Listed	\$314,460	\$250,564
Private	\$325,060	\$302,210
Public	\$269,980	\$360,575



Consultant

The average Total Actual Remuneration (TAR) for a Consultant for FY23 was \$95,967, up from \$87,520 in FY22.

Female Consultants were paid more than their male counterparts in FY22, but that has reversed this year, with males being paid slightly higher.

Short Term Incentives (STIs), although low, were fully paid out in FY23 signalling a return to profitability for consultancies post-Pandemic.

Government, Education, Healthcare and NFP paid the highest salaries for Consultants, with Utilities and Energy paying the lowest at \$87,659.

Queensland is the highest paid state in FY23 for Consultants with an average remuneration of \$106,213, and NSW was the lowest paid state for Consultants, with an average of \$93,410.

	FY22 Actual	FY23 Actual	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$87,000	\$93,828	\$87,000	\$93,828
Short Term Incentive (STI)	\$520	\$1,356	\$1,460	\$1,352
Long Term Incentive (LTI)	N/A	\$783	N/A	\$630
Total Remuneration	\$87,520	\$95,967	\$88,460	\$95,810

Gender	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$81,720	\$96,680
Female	\$91,390	\$94,400

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Industrials and Materials	\$80,960	\$90,058
Information Technology/Telco	N/A	\$97,349
Government, Education, Healthcare and NFP	\$91,250	\$99,450
Utilities and Energy	\$84,480	\$87,659

State	FY22 Total Remuneration	FY23 Total Remuneration
New South Wales	\$88,260	\$93,410
Queensland	\$89,430	\$106,213
Victoria	\$83,810	\$94,113
Western Australia	\$96,210	\$98,975



Senior Consultant

The average Total Actual Remuneration (TAR) for a Senior Consultant for FY23 was \$133,457, slightly up from \$130,200 in FY22. A higher percentage of STIs were paid out in this year's report.

In FY22, male and female Senior Consultants had a 19% difference in Total Remuneration in favour of males, but in FY23 this gap, while still in favour of male participants has closed to 4%.

Senior Consultants working in Finance and Banking, closely followed by Real Estate, were the highest paid, reflecting the increased demand for ESG services, in particular data analysis, by both sectors.

Victoria and NSW were the highest paid states, mirroring the sector information with the majority of consulting clients in Real Estate, and Finance and Banking, based in Melbourne and Sydney.

	FY22 Actual	FY23 Actual	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$128,600	\$131,073	\$128,600	\$131,073
Short Term Incentive (STI)	\$1,600	\$2,384	\$4,980	\$3,461
Long Term Incentive (LTI)	N/A	N/A	\$580	\$136
Total Remuneration	\$130,200	\$133,457	\$134,160	\$134,670

Gender	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$128,820	\$137,495
Female	\$133,960	\$127,245

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Financial and Banking	N/A	\$147,498
Government, Education, Healthcare and NFP	\$115,780	\$120,080
Industrials and Materials	\$130,400	\$132,600
Mining and Metals	\$174,720	\$125,019
Real Estate	\$112,200	\$146,634
Utilities and Energy	\$134,490	\$132,448

State	FY22 Total Remuneration	FY23 Total Remuneration
New South Wales	\$124,160	\$136,096
Australian Capital Territory	N/A	\$130,692
Queensland	N/A	\$114,541
South Australia	N/A	\$119,654
Victoria	\$131,040	\$136,341
Western Australia	N/A	\$126,796



Principal Consultant

The average Total Actual Remuneration (TAR) for a Principal Consultant for FY23 was \$198,140, up from \$190,690 in FY22.

In FY22, male Principal Consultants earned more than their female colleagues, but in FY23, women are the higher earners by a small margin. Total Remuneration for both groups have increased this year.

Utilities and Energy then Information Technology/Telco, Principal Consultants received the highest salaries with Queensland being the highest paid state.

	FY22 Actual	FY23 Actual	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$186,210	\$190,037	\$186,210	\$190,037
Short Term Incentive (STI)	\$4,480	\$6,251	\$6,280	\$7,141
Long Term Incentive (LTI)	N/A	\$1,852	\$580	\$1,505
Total Remuneration	\$190,690	\$198,140	\$192,490	\$198,683

Gender	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$196,830	\$197,656
Female	\$187,800	\$199,137

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Financial and Banking	\$201,950	\$200,244
Government, Education, Healthcare and NFP	\$223,080	\$166,825
Information Technology/Telco	N/A	\$251,826
Mining and Metals	\$215,050	\$211,175
Utilities and Energy	\$177,650	\$256,258
Real Estate	N/A	\$215,508

State	FY22 Total Remuneration	FY23 Total Remuneration
Australian Capital Territory	\$160,600	\$176,882
New South Wales	\$184,880	\$198,584
Queensland	\$187,670	\$229,202
South Australia	N/A	\$168,980
Tasmania	N/A	\$154,700
Victoria	\$187,670	\$203,047
Western Australia	\$194,570	\$186,421



Director/Partner (Consultant)

The average Total Actual Remuneration (TAR) for a Director for FY23 was \$293,540, a slight reduction from last year's report.

Females commanded a higher salary than their male colleagues, reversing the result from FY22.

In FY22 Mining and Metals paid the highest salaries by a significant margin, but this has been surpassed by participants working the Financial and Banking, and Information Technology/Telco space.

New South Wales, Queensland, and Victoria all earn similar figures for Total Actual Remuneration, with salaries in Western Australia slightly lower.

	FY22 Actual	FY23 Actual	FY22 Potential	FY23 Potential
Total Fixed Remuneration	\$288,610	\$271,378	\$288,610	\$271,378
Short Term Incentive (STI)	\$8,370	\$17,040	\$24,160	\$25,921
Long Term Incentive (LTI)	\$5,280	\$5,122	\$24,300	\$5,062
Total Remuneration	\$302,260	\$293,540	\$337,070	\$302,361

Gender	FY22 Total Remuneration	FY23 Total Remuneration
Male	\$302,361	\$290,087
Female	\$286,000	\$298,831

Industry Sector	FY22 Total Remuneration	FY23 Total Remuneration
Financial and Banking	\$292,100	\$307,662
Government, Education, Healthcare and NFP	N/A	\$240,338
Information Technology/Telco	N/A	\$309,691
Mining and Metals	\$413,280	\$284,935
Real Estate	N/A	\$227,926
Utilities and Energy	N/A	\$268,479

State	FY22 Total Remuneration	FY23 Total Remuneration
New South Wales	\$308,010	\$299,193
Queensland	\$344,770	\$283,214
Victoria	\$300,210	\$293,464
Western Australia	\$174,500	\$265,965



Aotearoa - New Zealand

Pictured: Franz Josef Glacier /Kā Roimata o
Hine Hukatere, in Westland Tai Poutini National
Park on the West Coast of New Zealand's
South Island.





Sustainability Advisor

The average Total Actual Remuneration (TAR) for a Sustainability Advisor in FY23 was \$87,281. This is made up of an average Total Fixed Remuneration (TFR) of \$86,358, with an average Short Term Incentive (STI) pay out of 1%, and a potential STI of 2%. Long Term Incentives were not paid to any of the respondents.

75% of the participants surveyed were female however, on average, they are earning 1.7% less than their male colleagues.

The highest paying sector for Sustainability Advisors in New Zealand is Financial and Banking at \$101,438.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$86,358	\$86,358
Short Term Incentive (STI)	\$923	\$1,761
Long Term Incentive (LTI)	N/A	N/A
Total Remuneration	\$87,281	\$88,120

Gender	FY23 Total Remuneration
Male	\$88,400
Female	\$86,934

Industry Sector	FY23 Total Remuneration
Consumer Discretionary & Staples	\$95,500
Government, Education, Healthcare and NFP	\$99,093
Financial and Banking	\$101,438
Utilities and Energy	\$76,220
Information Technology/Telco	\$82,874
Industrials and Materials	\$88,578



Senior Sustainability Advisor

The average Total Actual Remuneration (TAR) for a Senior Sustainability Advisor in FY23 was \$141,176. This is made up of an average Total Fixed Remuneration (TFR) of \$139,030, with an average Short Term Incentive (STI) pay out of 1%, and a potential STI of 1.5%. Long Term Incentives were not paid to any of the respondents.

Male and female Senior Sustainability Advisors earned almost identical Total Remuneration in New Zealand in FY23.

There was a wide range in salaries at this level with Utilities and Energy offering the highest salaries in FY23.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$139,030	\$139,030
Short Term Incentive (STI)	\$2,146	\$3,045
Long Term Incentive (LTI)	N/A	N/A
Total Remuneration	\$141,176	\$142,075

Gender	FY23 Total Remuneration
Male	\$141,416
Female	\$141,003

Industry Sector	FY23 Total Remuneration
Consumer Discretionary & Staples	\$143,383
Financial and Banking	\$131,465
Government, Education, Healthcare and NFP	\$143,826
Industrials and Materials	\$128,970
Information Technology/Telco	\$157,112
Mining and Metals	\$124,728
Utilities and Energy	\$175,462



Sustainability Manager

The average Total Actual Remuneration (TAR) for a Sustainability Manager in FY23 was \$200,822. This is comprised of an average Total Fixed Remuneration (TFR) of \$189,631, with an average Short Term Incentive (STI) pay out of 5%, against a potential STI of 8.5%. In FY23, the Potential Long Term Incentive allocations were fully paid out.

On average, female Sustainability Managers earn 6.6% more than their male counterparts in FY23.

As with Sustainability Advisors, Financial and Banking was the sector that offered the highest salaries in FY23 with an average TAR of \$232,241.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$189,631	\$189,631
Short Term Incentive (STI)	\$9,439	\$16,219
Long Term Incentive (LTI)	\$1,812	\$1,812
Total Remuneration	\$200,882	\$207,659

Gender	FY23 Total Remuneration
Male	\$192,869
Female	\$205,689

Industry Sector	FY23 Total Remuneration
Consumer Discretionary & Staples	\$186,582
Financial and Banking	\$232,241
Government, Education, Healthcare and NFP	\$198,007
Mining and Metals	\$190,312
Real Estate	\$178,000
Utilities and Energy	\$219,893



Head of Sustainability/ESG

The average Total Actual Remuneration (TAR) for a Head of Sustainability/ESG in FY23 was \$290,710.

This is made up of an average Total Fixed Remuneration (TFR) of \$248,285, with an average Short Term Incentive (STI) pay out of 16%, and a potential STI of 21%. Long Term Incentives comprised a small percentage of the total packages on offer and, of that, less than half of the allocations were paid out.

On average, female Heads of Sustainability/ESG earn 7.7% more than their male counterparts in FY23.

As with Senior Sustainability Advisors, the highest paid sector for Heads of Sustainability/ESG in FY23 is Industrials and Materials at \$327,686, closely followed by Utilities and Energy.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$248,285	\$248,285
Short Term Incentive (STI)	\$39,916	\$52,030
Long Term Incentive (LTI)	\$2,622	\$5,784
Total Remuneration	\$290,710	\$306,099

Gender	FY23 Total Remuneration
Male	\$277,669
Female	\$299,093

Industry Sector	FY23 Total Remuneration
Consumer Discretionary & Staples	\$238,542
Financial and Banking	\$292,217
Government, Education, Healthcare and NFP	\$289,050
Industrials and Materials	\$327,686
Real Estate	\$283,974
Utilities and Energy	\$322,691



Environment Advisor

The average Total Actual Remuneration (TAR) for an Environment Advisor in FY23 was \$91,344.

This is made up of an average Total Fixed Remuneration (TFR) of \$90,510. Short Term Incentives (STIs) at this level are minimal (Potential STI of 1%) and Long Term Incentives were not offered to any of the respondents in FY23.

On average, female Environment Advisors earn 3.6% more than their male counterparts in FY23.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$90,510	\$90,510
Short Term Incentive (STI)	\$822	\$876
Long Term Incentive (LTI)	N/A	N/A
Total Remuneration	\$91,344	\$91,386

Gender	FY23 Total Remuneration
Male	\$89,179
Female	\$92,426

Senior Environment Advisor



The average Total Actual Remuneration (TAR) for a Senior Environment Advisor in FY23 was \$124,281.

This is made up of an average Total Fixed Remuneration (TFR) of \$122,481, with an average Short Term Incentive (STI) pay out of 1.5%, and a Potential STI of 1.6%. Long Term Incentives were not paid to any of the respondents in FY23.

Female Senior Environment Advisors earned on average \$5,126 (4.3%) more per year than their male colleagues.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$122,481	\$122,481
Short Term Incentive (STI)	\$1,800	\$2,001
Long Term Incentive (LTI)	N/A	N/A
Total Remuneration	\$124,281	\$124,482

Gender	FY23 Total Remuneration
Male	\$120,180
Female	\$125,306



Environment Manager

The average Total Actual Remuneration (TAR) for an Environment Manager in FY23 was \$170,533.

This is made up of an average Total Fixed Remuneration (TFR) of \$166,231, with an average Actual Short Term Incentive (STI) pay out of 3%, and a Potential STI of 4%. Long Term Incentives are uncommon at this level and, those that had them on offer, were not paid out in FY23.

Male Environment Managers earned on average \$7,754 (4.7%) more per year than their female colleagues, and the highest paid sector is Consumer Discretionary and Staples.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$166,231	\$166,231
Short Term Incentive (STI)	\$4,302	\$6,679
Long Term Incentive (LTI)	N/A	\$925
Total Remuneration	\$170,533	\$173,835

Gender	FY23 Total Remuneration
Male	\$172,471
Female	\$164,717



Head of Environment

The average Total Actual Remuneration (TAR) for a Head of Environment in FY23 was \$233,109.

This is made up of an average Total Fixed Remuneration (TFR) of \$218,109, with an average Short Term Incentive (STI) pay out of 7%. Nearly 100% of Potential STIs were paid out to respondents in FY23. Long Term Incentives were not paid to any of the respondents in FY23.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$218,109	\$218,109
Short Term Incentive (STI)	\$15,000	\$15,375
Long Term Incentive (LTI)	N/A	N/A
Total Remuneration	\$233,109	\$233,484

Gender	FY23 Total Remuneration
Male	\$242,718
Female	\$223,506



Consultant

The average Total Actual Remuneration (TAR) for a Consultant for FY23 was \$85,457.

Female Consultants were paid 5% less than their male counterparts in FY23, and no Short Term Incentives or Long Term Incentives were offered.

Consumer Discretionary and Staples paid the highest salaries for Consultants at \$94,760.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$85,457	\$85,457
Short Term Incentive (STI)	N/A	N/A
Long Term Incentive (LTI)	N/A	N/A
Total Remuneration	\$85,457	\$85,457

Gender	FY23 Total Remuneration
Male	\$87,717
Female	\$83,761



Senior Consultant



The average Total Actual Remuneration (TAR) for a Senior Consultant for FY23 was \$122,528.

Female Consultants were paid 3% less than their male counterparts in FY23, and no Long Term Incentives were paid out or expected. 75% of Short Term Incentives on offer were paid out.

Industrials and Materials paid the highest salaries for Senior Consultants at \$139,400.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$120,255	\$120,255
Short Term Incentive (STI)	\$2,273	\$3,000
Long Term Incentive (LTI)	N/A	N/A
Total Remuneration	\$122,528	\$123,255

Gender	FY23 Total Remuneration
Male	\$125,217
Female	\$122,133



Principal Consultant

The average Total Actual Remuneration (TAR) for a Principal Consultant for FY23 was \$188,817.

Female Consultants were paid 13% more than their male colleagues in FY23. While Short Term Incentives were a part of the Total Remuneration package, Long Term Incentives were neither paid nor expected.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$183,715	\$183,715
Short Term Incentive (STI)	\$5,102	\$5,553
Long Term Incentive (LTI)	N/A	N/A
Total Remuneration	\$188,817	\$189,268

Gender	FY23 Total Remuneration
Male	\$179,784
Female	\$203,493

Director/Partner (Consultant)



The average Total Actual Remuneration (TAR) for a Director/Partner for FY23 was \$233,414.

Both male and female Director/Partners were paid almost the same, with only \$132 difference in Total Remuneration paid. Short Term Incentives (STIs) only formed a small component of the overall packages and, surprisingly, Long Term Incentives (LTIs) were not offered to any respondents.

	FY23 Actual	FY23 Potential
Total Fixed Remuneration	\$232,914	\$218,109
Short Term Incentive (STI)	\$500	\$1,293
Long Term Incentive (LTI)	N/A	N/A
Total Remuneration	\$233,414	\$234,207

Gender	FY23 Total Remuneration
Male	\$233,480
Female	\$233,348

A photograph of a large white wind turbine against a clear blue sky at sunset. The sun is low on the horizon, creating a warm orange glow. Another smaller wind turbine is visible in the background to the left. The foreground shows a gravel path and some low-lying vegetation.

Definition of Industry Sectors

talent  **nation**
sustainable recruitment

Consumer Discretionary & Staples*

Manufacturing segment includes automotive, household durable goods, textiles and apparel and leisure equipment. The services segment includes hotels, restaurants and other leisure facilities, media production and services, and consumer retailing and services. Includes manufacturers and distributors of food, beverages and tobacco and producers of non-durable household goods and personal products. It also includes food & drug retailing companies as well as supermarkets and consumer super centres.

Financial*

Companies involved in activities such as banking, mortgage finance, consumer finance, specialised finance, investment banking and brokerage, asset management and custody, corporate lending, insurance, financial investment, and real estate, including REITs.

Industrials & Materials*

Includes companies whose businesses are dominated by one of the following activities: the manufacture and distribution of capital goods, including aerospace & defense, construction, engineering & building products, electrical equipment and industrial machinery; or the provision of commercial services and supplies, including printing, employment, environmental and office services; or the provision of transportation services, including airlines, couriers, marine, road & rail and transportation infrastructure. Encompasses a wide range of commodity-related manufacturing industries. Included in this sector are companies that manufacture chemicals, construction materials, glass, paper, forest products and related packaging products.

Mining and Metals (TN defined sector)*

Includes companies whose businesses are dominated by the extraction of metals and minerals. This also includes producers of steel.

Information Technology*

Covers the following general areas: firstly, Software & Services, including companies that primarily develop software in various fields such as the Internet, applications, systems, databases management and/or home entertainment, and companies that provide information technology consulting and services, as well as data processing and outsourced services; secondly, Technology Hardware & Equipment, including manufacturers and distributors of communications equipment, computers & peripherals, electronic equipment and related instruments; and thirdly, Semiconductors & Semiconductor Equipment Manufacturers.

Real Estate*

Members of the GICS real estate sector and REITs. REITs own property and derive income from rental returns. A REITs sector has been created for the Australian market, where REITs are treated almost as a separate asset class to equity, and are often managed on a separate basis. Includes Facilities Management Services & Real Estate Services organisations.

Utilities & Energy*

Encompasses those companies considered to be electric, gas or water utilities, or companies that operate as independent producers and/or distributors of power. Also includes companies whose businesses are dominated by either of the following activities: the construction or provision of oil rigs, drilling equipment and other energy related service and equipment, including seismic data collection; or, companies engaged in the exploration, production, marketing, refining and/or transportation of oil and gas products, coal and other consumable fuels.

Government, Education, Healthcare and NFP (TN defined sector)

Encompasses Local, State, and Federal government and agencies, State Government Statutory Authorities. Universities, TAFE colleges, and Not for Profit organisations. Also includes companies who manufacture healthcare equipment and supplies or provide healthcare related services, and owners and operators of healthcare products, providers of basic healthcare services, and owners and operators of healthcare facilities and organisations.

*Reference: Sector Index Overviews- ASX; June 2019
www.asx.com.au/products/sector-indices.htm

Disclaimer

The information contained in this report has been prepared based on material gathered through a detailed industry survey. The findings in this report are based on a quantitative study and the reported results reflect data where it is robust enough to be meaningfully included. The sources of the information provided are confidential and Talent Nation has not sought to independently verify those sources.

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The report is intended to provide an overview of remuneration packages at various levels in the Environment and Sustainability industries. As the report is provided for information purposes only, it does not constitute, nor should be regarded in any manner whatsoever, as advice intended to influence a person in making hiring decisions.

Position Descriptions

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[Head of Environment](#)

[Sustainability Advisor](#)

[Senior Sustainability Advisor](#)

[Sustainability Manager](#)

[Head of Sustainability/ESG](#)

[Consultant](#)

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