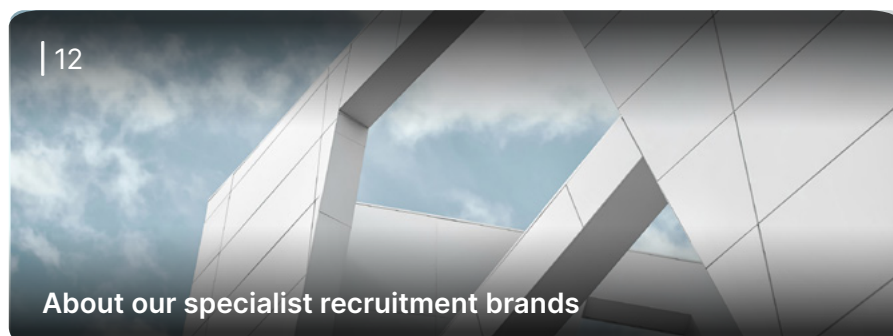
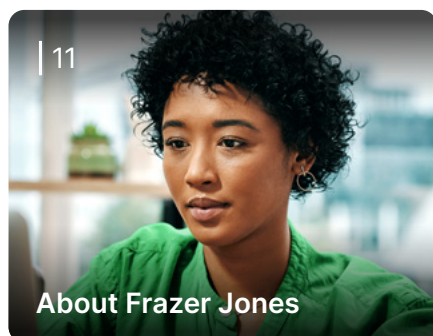


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HR market report and salary guide Australia

2025 - 2026

Contents



Introduction

Welcome to the Frazer Jones Australia HR market report and salary guide for 2025-2026.

In an environment marked by economic uncertainty and evolving workforce dynamics, HR leaders in 2025 are navigating a complex landscape of strategic priorities. As organisations adapt to shifting market conditions and technological advancements, the role of HR has become increasingly pivotal in shaping resilient, future-ready workforces.

Our latest survey highlights the key areas commanding attention this year, from talent retention and leadership development to AI integration, recruitment, and compliance. These priorities reflect a broader commitment to enhancing employee experience, driving cultural transformation, and ensuring operational agility in a rapidly changing world.

Top HR priorities in 2025

Findings from our survey indicate that HR leaders are concentrating on a number of strategic priorities:-

1. Talent retention and engagement

Retention remains the most dominant theme, with organisations investing in employee experience, engagement initiatives, and wellbeing strategies to reduce turnover and build loyalty.

2. Leadership capability

Leadership development is also a major focus, with organisations prioritising manager capability uplift, succession planning, and frontline leadership training.

3. Digital transformation and AI integration

Digital transformation is accelerating, with 70% of HR professionals now using AI tools regularly. ChatGPT and Microsoft Copilot are the most widely adopted platforms, followed by tools like Google Gemini, Claude, and Perplexity. These tools are primarily used for writing, documentation, and strategic HR tasks. There's also growing use of embedded AI within HRIS platforms and custom-built internal tools.

4. Recruitment

Recruitment continues to be a critical focus, particularly in competitive markets. Organisations are scaling strategically, refining their EVP, and targeting critical talent to support transformation.

5. Culture, DEI and wellbeing

Meanwhile, culture-building, DEI, and psychological safety remain central to HR strategies, especially in post-restructure environments.

6. Compliance and Industrial Relations

Compliance and IR are also high on the agenda, with EA negotiations, payroll accuracy, and employment law compliance being key concerns. Additionally, psychosocial risk management and burnout prevention are gaining attention as organisations prioritise mental health and wellbeing.

Economic outlook

2025 has been shaped by local economic pressures and global uncertainty, impacting confidence in budgeting and workforce planning. While the full effects are still unfolding, the Australian economy is expected to experience moderate growth with ongoing volatility. Despite this, unemployment has remained steady between 4.1% and 4.3% in the first half of the year.



Salary trends

Wage growth for junior to mid-level HR professionals has continued to be strong. In recent years, and particularly in response to a challenging commercial environment, some employers have accelerated pay increases for junior staff more rapidly than for senior colleagues. In today's competitive job market, salary remains a key indicator of employee value and plays a critical role in job satisfaction and retention.

Our survey revealed that 35% of HR professionals would consider changing jobs to increase their earnings, followed by 26% who would move for career growth opportunities.

Job satisfaction and retention risks

Beyond salary, we explored what impacts job satisfaction. Key findings include:

- 32% feel undervalued for the work they do
- 31% report unclear progression pathways
- 23% don't find their work challenging or interesting enough

Other common concerns include poor leadership, lack of work-life balance, and insufficient resources. Despite these challenges, many respondents reported enjoying their roles, highlighting the importance of supportive environments and meaningful work.

While competitive salaries are important, they must be balanced with internal equity and budget constraints. For the 55% of HR professionals who did not receive a bonus in the past year, this can pose a retention risk. Among those who did receive a bonus, most reported payouts between 10% and 20%, with the overall range spanning from 5% to 30%.

About the guide

The Frazer Jones salary guide offers the HR profession in Australia a comprehensive benchmark of current HR salaries.

Whether you're a seasoned HR leader evaluating your market value or an emerging HR advisor planning your next move, we hope this guide provides valuable insights.

The data has been compiled from our national survey, proprietary database, recent placements over the past 12 months, and ongoing conversations with clients and candidates. As always, salary bands may include outliers due to the diversity of organisations represented.

For tailored salary benchmarking or advice for you or your team, please reach out to our consultants.



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Australian HR market data



264,700

HR professionals in Australia



2.9 years

Median tenure when professionals are most likely to change jobs



14%

Changed jobs in the last 12 months

Top locations for in-house professionals

- 1 Greater Sydney area
- 2 Greater Melbourne area
- 3 Greater Brisbane area
- 4 Greater Perth area
- 5 Greater Adelaide area



Hidden gem locations

(Locations where the supply of HR professionals is high relative to hiring demand)

- 1 Greater Perth area
- 2 Greater Adelaide area
- 3 Gold Coast area

Hiring demand



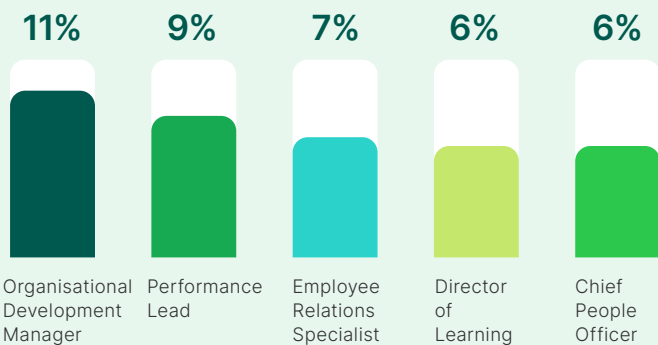
High – HR talent is hard to hire



Industries hiring the most human resources talent

- 1 Consumer Services
- 2 Banking
- 3 Real Estate
- 4 Insurance
- 5 Financial Services



Fastest growing job titles

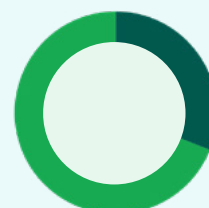


The most common HR job titles

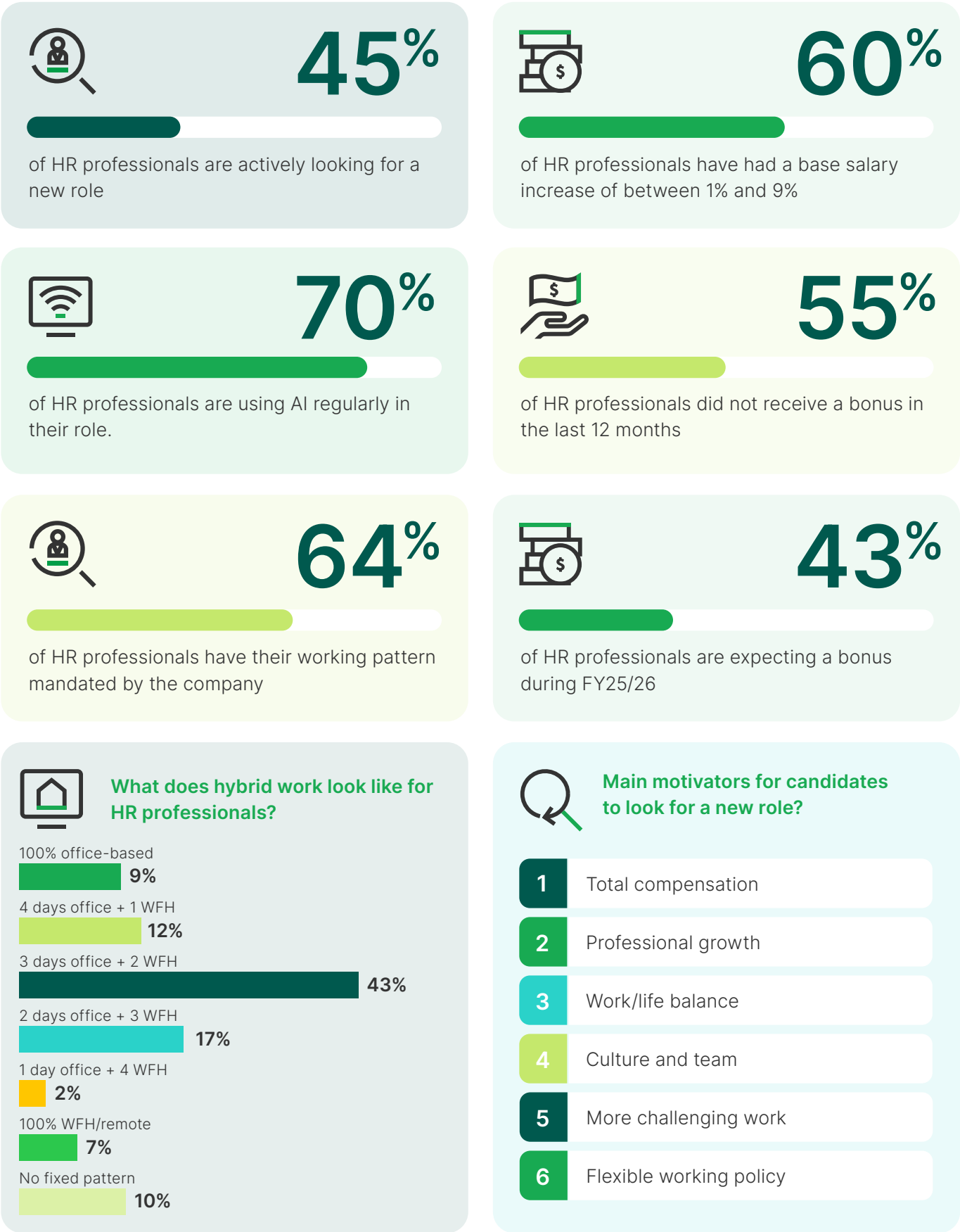
- 1 HR Manager
- 2 Recruitment Consultant
- 3 HR Advisor
- 4 HR Business Partner

Gender diversity

 **69%** Female
 **31%** Male



Australian HR recruitment market insights



Australian HR salaries

With our global footprint and decades of experience, we understand every niche and nuance of HR recruitment.

Although salary ranges have remained broadly aligned with 2024 figures, there continues to be significant variation in what employers are offering for identical job titles. These discrepancies are often influenced by factors such as industry, company size, team structure, and budget constraints. We're observing a mixed approach: some organisations are offering above-market compensation to retain key talent following team downsizing, often requiring remaining staff to take on dual responsibilities. Conversely, others are attempting to fill new or replacement roles with very limited budgets.

This year, we've included average figures for short-term incentives (STIs) and bonuses where applicable. Please note, long-term incentives (LTIs) are not reflected in these numbers.

At Frazer Jones we cover every HR and people function, with dedicated teams working on HR generalist, learning and development, reward, payroll, HRIS, human capital and talent acquisition hires, among others.

Our teams work at every level too – hiring everyone from entry level to Chief HR Officer (CHRO).

All salaries are base salary in AUD excluding superannuation, and are an indication of market averages. There are anomalies outside of these bandings where exceptional compensation structures apply.

If you're interested in tailored salary and total package benchmarking, please get in touch with one of our team.

HR Generalists

	Average salary range	Average bonus
Chief People Officer	300,000 - 475,000	30%
HR Director	200,000 - 320,000	25%
Head of HR / People & Culture	180,000 - 260,000	20%
HR Manager	140,000 - 200,000	20%
Senior HR Business Partner	160,000 - 200,000	15%
HR Business Partner	120,000 - 180,000	15%
Senior HR Advisor	110,000 - 140,000	10%
HR Advisor	85,000 - 130,000	7%
HR Coordinator	70,000 - 90,000	5%
HR Administrator	60,000 - 80,000	5%

All salaries are a base salary range in AUD (excluding superannuation)

Learning and Development (L&D) and Organisational Development (OD)

	Average salary range	Average bonus
Head of Learning and Organisational Development	180,000 - 300,000	25%
Organisational Development Manager	140,000 - 200,000	20%
Learning and Development Manager	140,000 - 200,000	20%
Instructional Designer	115,000 - 160,000	15%
Diversity and Inclusion Manager	100,000 - 210,000	15%
Organisational Development Consultant/Specialist	120,000 - 160,000	15%
Learning & Development Consultant	100,000 - 140,000	15%
Organisational Development Advisor	85,000 - 130,000	10%
Learning & Development Advisor	85,000 - 130,000	10%

Talent Acquisition

	Average salary range	Average bonus
Director of Talent Acquisition	180,000 - 325,000	20%
Head of Talent Acquisition	180,000 - 220,000	20%
Talent Acquisition Manager	140,000 - 190,000	15%
Talent Acquisition Partner	120,000 - 160,000	15%
Talent Acquisition Consultant	110,000 - 130,000	15%
Talent Acquisition Advisor	85,000 - 125,000	15%
Talent Acquisition Coordinator	65,000 - 90,000	15%

Employee and Industrial Relations

	Average salary range	Average bonus
Head of ER/IR	190,000 - 260,000	20%
ER/IR Manager	160,000 - 230,000	15%
ER/IR Specialist	130,000 - 200,000	15%
ER/IR Advisor	110,000 - 160,000	15%

All salaries are a base salary range in AUD (excluding superannuation)

Payroll

	Average salary range	Average bonus
Payroll Manager	140,000 - 220,000	10%
Payroll Supervisor	100,000 - 150,000	10%
Payroll Analyst / Accountant	85,000 - 120,000	5%
Payroll Officer	75,000 - 115,000	5%
Payroll Administration	60,000 - 100,000	5%

Reward

	Average salary range	Average bonus
Head of Remuneration and Benefits	175,000 - 300,000	30%
Remuneration and Benefits Director	175,000 - 250,000	30%
Executive Remuneration Manager	160,000 - 230,000	20%
Remuneration and Benefits Manager	140,000 - 200,000	20%
Remuneration and Benefits Specialist	125,000 - 170,000	15%
Remuneration and Benefits Consultant/Advisor	95,000 - 135,000	15%

HR Services

	Average salary range	Average bonus
Head of/Director HR Services	180,000 - 310,000	30%
HR Services Manager	140,000 - 220,000	20%
HRIS Manager	120,000 - 180,000	20%
HR Project Manager	140,000 - 180,000	15%
HRIS Consultant	110,000 - 150,000	15%
HR Project Consultant	90,000 - 150,000	15%

All salaries are a base salary range in AUD (excluding superannuation)

Meet the team

Our expert consultants have vast industry experience and an unrivalled network of connections throughout the HR community.

Interested in an informal chat with one of our consultants?
Get in touch here – we would love to hear from you.



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About Frazer Jones

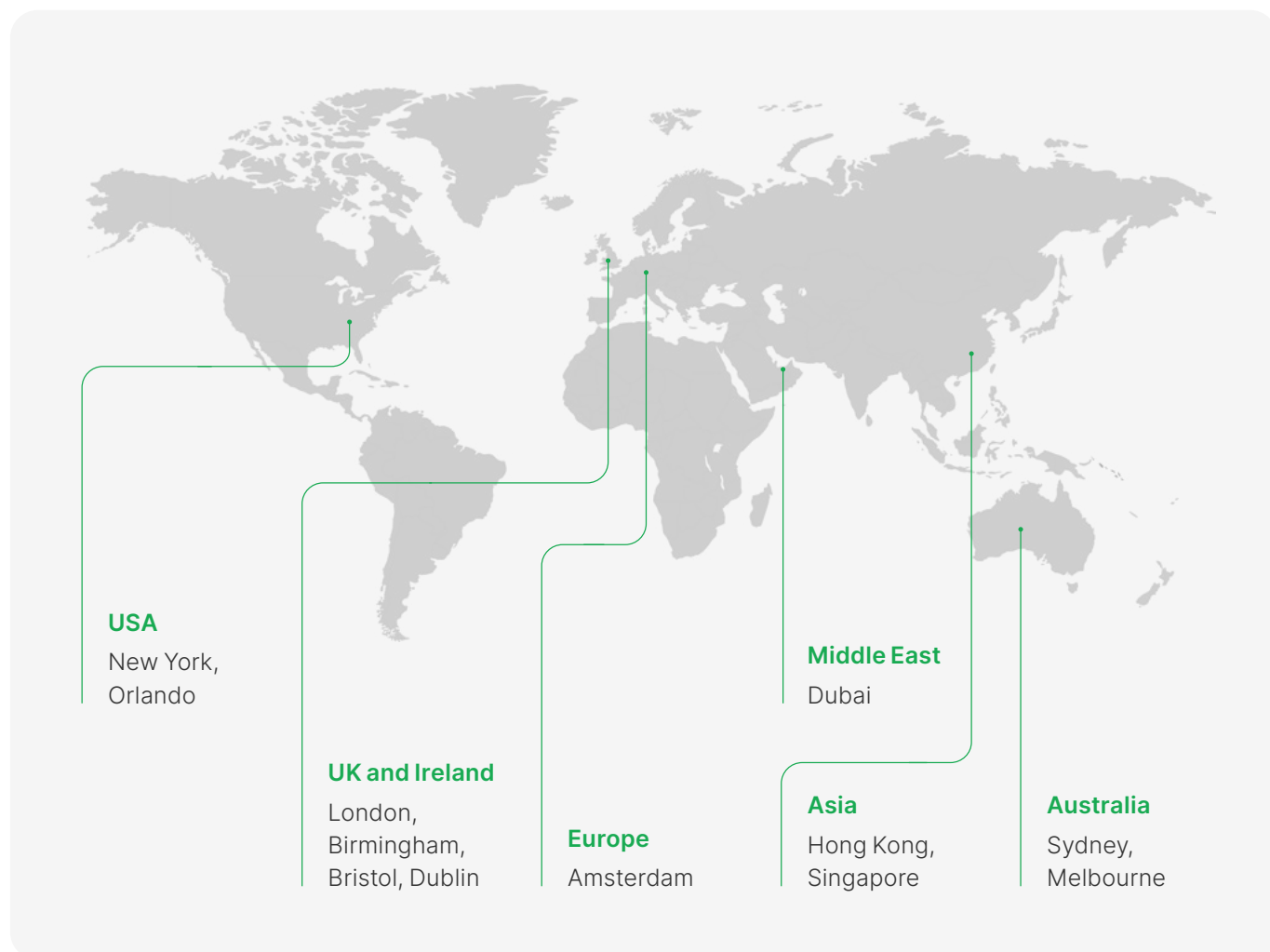
We're a global HR executive search and recruitment consultancy.

We help HR professionals thrive and empower HR leaders to put people and culture at the heart of their business – creating a more progressive future, for everyone.

We support companies of every size and within all sectors, from professional services, retail, legal, banking and financial services through to technology, media and telecommunications, pharmaceuticals, consumer and more.

We have an extensive global network and unrivalled reach – with trusted experts on the ground across 16 international locations, including the UK and Europe, North America, the Middle East, Asia and Australia.

We are part of The SR Group, a fast-growing and hugely successful collection of specialist search and recruitment consultancies covering everything from tax, treasury and senior finance, as well as legal, risk and compliance to marketing, sales and HR.



About our specialist recruitment brands

We're part of The SR Group, a global recruitment company comprising five specialist search and recruitment consultancies, Brewer Morris, Carter Murray, Frazer Jones, Keller West and Taylor Root.

With strong management, a clear vision and the recruitment, training and retention of inspiring people, we have developed successful brands synonymous with quality around the world. Each of

these brands support clients on mandates at all levels of seniority, from entry-level through to Heads of, Director and C-Suite positions on both a permanent and interim basis.

