

2022

WA Sport Industry Remuneration and Benefits Report

SPORT
WEST

A study of employee demographics, remuneration and
benefits within the sport industry of Western Australia.



Leederville Mt Hawthorn
Junior Cricket Club

KINGS



Executive Summary

CONTEXT AND BACKGROUND

SportWest is passionate about creating a strong West Australian sporting community and ensuring the industry can attract and retain quality professionals. SportWest works collaboratively with its Members, the Department of Local Government, Sport and Cultural Industries (DLGSC), community organisations and other key stakeholders.

Both SportWest and DLGSC play an active role in supporting WA sporting organisations and their clubs, including providing guidance to make informed human resource decisions.

The last Sport and Recreation Remuneration and Benefits Report was published in 2014 and provided a comprehensive overview of salary and benefits for employees in the industry in Western Australia. According to data from the Australian Bureau of Statistics (2021), since the 2014 report was released the wage price index (full-time ordinary hours) in Western Australia has increased 12 per cent from 2014 to December 2021.

With the support of the Chamber of Commerce and Industry of WA (CCIWA), SportWest was commissioned by DLGSC to complete a 2022 Sport Industry Remuneration and Benefits Study to provide an updated perspective of industry remuneration and benefit trends. The results will assist West Australian sport organisations to benchmark their remuneration strategies to ensure marketplace competitiveness and alignment to industry standards. Several recommendations for employers in the sector have been included at the end of this report based on the identified trends.

This report draws comparison with the 2014 data and provides an updated overview of current salary ranges and common benefits for most employee roles in the WA sport industry. The results capture the input of approximately 62 per cent of WA State Sporting Organisations and represents more than 1,200 employees within the industry.

The 2022 report reveals a substantial shift in demographics with more females than males now employed in the industry in Western Australia and strong growth of women in management roles. However, there does remain a gender pay gap at the leadership level and throughout the industry.

Full-time employment remains the most common method of engagement of employees across WA sport. Although this has reduced significantly since 2014 as the workforce shifts to a more prevalent casual and fixed term environment for employed staff.

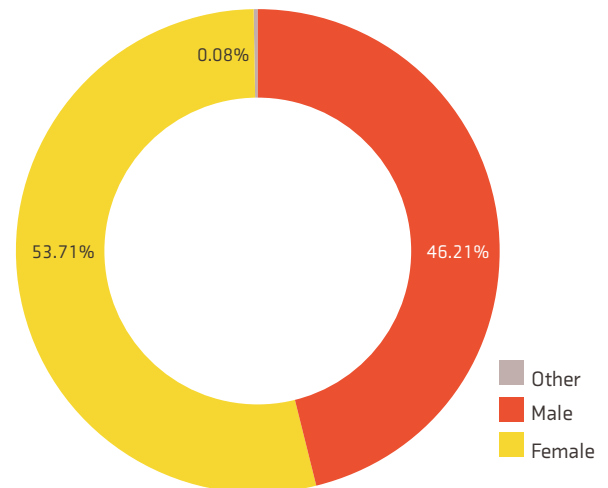
Length of service across the industry has decreased since 2014 which is consistent with the broader Australian workforce. With high job mobility (individuals changing jobs), there is an opportunity for employers in the WA sport industry to make adjustment to their approach to the employment market. To attract the highest calibre staff in the future, employers should consider the recommendations presented within this report for the recruitment and retention of future talent.

Outcomes at a glance

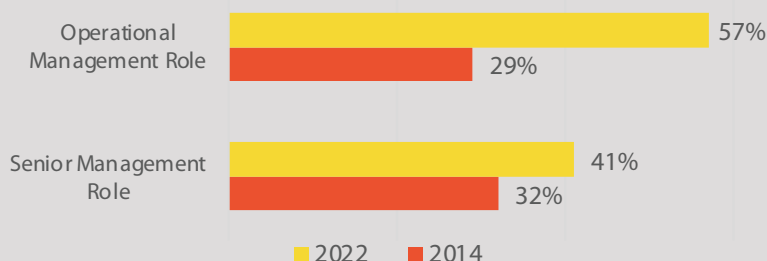
DEMOGRAPHICS

- Within the industry gender balance is currently 46.21% male, 53.71% female.
- 58% have been working for their employer for less than 2 years.
- 58% work in full-time roles, with a marked increase in casual and fixed term.
- The average age in the industry is 39 years of age.

INDUSTRY GENDER BALANCE



Females in Operational and Senior Management roles



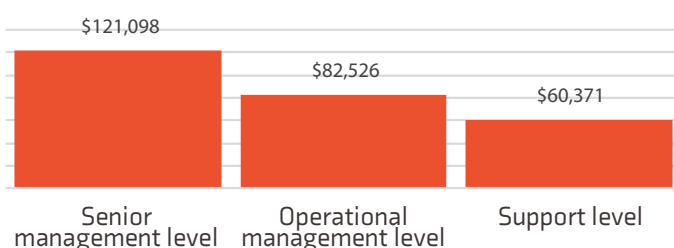
Between 2014 to 2022, the number of women in Senior Management roles increased by 9% and women in Operational Management roles increased by 28%.

BOARD LEVEL GENDER DIVERSITY

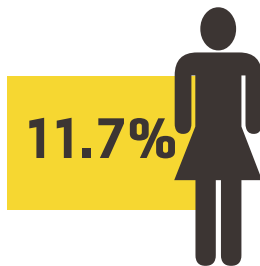


AVERAGE (MEDIAN) SALARY

- At Senior Leadership level, the median salary is \$121,098.
- At Operational Management level, the median salary is \$82,526.
- At Operational Coordination/Support level, the median salary is \$60,371.
- Overall, salaries have increased by 10% since the last survey in 2014.



GENDER PAY GAP @ LEADERSHIP LEVEL



Senior Management level:
on average, women earn \$15k less

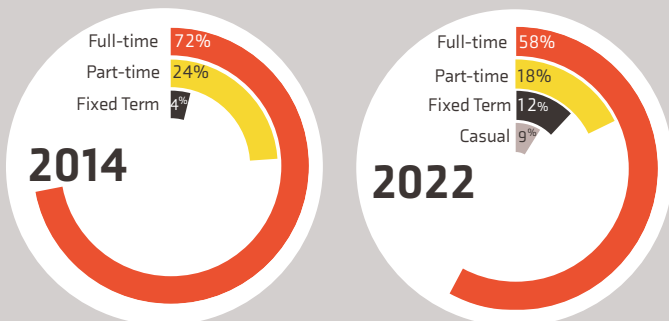
Operational Management level:
on average, women earn \$10k less

MOST COMMON BENEFITS

The most common employment benefits in the industry are:

1. Laptop/Tablet (77%)
2. Flexible Hours (68%)
3. Working from Home (67%)
4. Work Mobile (52%)
5. Free Gym Access (46%)
6. Professional Development (40%)
7. Salary Sacrifice (29%)

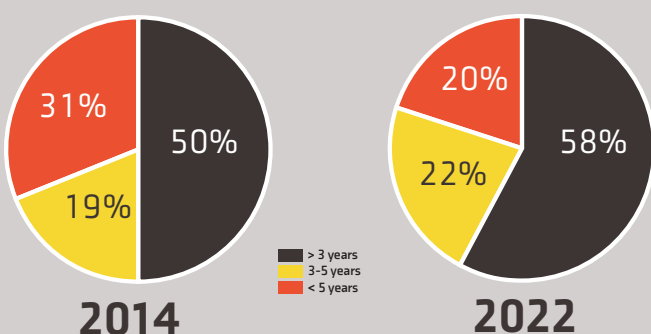
NATURE OF EMPLOYMENT



KEY CHANGES SINCE 2014

- The West Australian sport industry now employs more female than male employees.
- The number of women in Senior Management roles increased by 9% and women in Operational Management roles increased by 28%.
- The number of full-time roles has decreased by 20%.
- Average tenure has decreased, with less than 10% having over 10 years tenure, yet the number of employees with less than two years tenure has increased by 7%.
- Employment benefits are much more prevalent for all levels, with flexible hours and working from home being two highly common benefits in the industry, which aligns to general trends within the Australian workforce brought about by adapting to the COVID-19 pandemic.

CHANGE IN INDUSTRY TENURE





Process

The 2022 Sport and Recreation Remuneration and Benefits Survey was conducted over the following four steps:

1. **Scoping** – Defining the project objectives, deliverables, key stakeholders and timelines.
2. **Survey** – Drafting of survey, consultation with stakeholders, finalisation of survey questions, communication of survey to Members, survey responses submitted via Survey Monkey and Member follow-up ensuring relevant sample size.
3. **Analysis** – Analysis of raw data, data visualisation, drafting of report, sneak peek sent to Members and initial findings to SportWest.
4. **Reporting** – Final report sent by SportWest to Members.

KEY CATEGORIES

The survey questions were developed by CCIWA, in consultation with SportWest, to determine the median and range remuneration and benefits within the sport industry of Western Australia.

The key categories were aligned to the 2014 categories and are:

1. **Demographics** – Includes gender, age, nature of employment and length of service. Data was also collected to enable analysis of gender ratios.
2. **Remuneration** – Includes the annual base salary and hourly rates. Data was also collected on bonuses to determine whether this is a common industry practice.
3. **Benefits** – Includes both benefits identified in the 2014 survey, as well as some more prevalent employee benefits in 2022, for example working from home or flexible work arrangements.

These categories are analysed at various hierarchical levels, including Role, Industry, Organisation size and Team. Regional analysis was also included in the scope however, data did not provide any significant findings.

The survey was distributed to SportWest Member organisations in December 2021. For the purposes of this survey, sport is defined as: “a game, competition or similar organised activity, done for enjoyment that takes physical effort and skill and is played or done by following particular rules.” Therefore, this report provides data on sporting organisations within Western Australia and does not include recreation organisations.

By the end of February 2022, 51 out of 90 responses had been received, which represents a sample size of approximately 62 per cent of West Australian sporting organisations and represents more than 1,200 employees within the industry. Responses were received from four Profile One Organisations, 12 Profile Two Organisations, 17 Profile Three Organisations and four Profile Four Organisations. See **Appendix 3 – Profile Categories** for details on which category applies to your organisation.

Respondents included both employing and non-employing entities. The data was cleaned for anomalies and a draft report was provided to SportWest in May 2022. The report was published to SportWest Members in July 2022.

About this report

This report provides analysis and reporting at five levels of analysis:

INDUSTRY ANALYSIS

The industry level of analysis provides an overview of demographics: gender, age, nature of employment and length of service. It also provides an overview of the key remuneration and benefit trends impacting the West Australian sport industry.

EMPLOYMENT LEVEL ANALYSIS

Employment level analysis is done on three levels, enabling organisations to benchmark remuneration and benefits at an employee role level.

The Senior Management category included a total of 84 employees, encompassing the following roles:

- > Chief Executive Officer (CEO);
- > Executive Director;
- > General Manager;
- > Chief Human Resources Officer (CHRO);
- > Chief Operating Officer (COO); and
- > Chief Financial Officer (CFO).

The Operational Management category included a total of 106 employees, encompassing the following roles:

- > Communications Manager;
- > Commercial Manager;
- > Competitions Manager;
- > Development Manager;
- > Event Manager;
- > Finance Manager;
- > High Performance Manager;
- > Human Resources Manager;
- > Marketing Manager;
- > Membership Manager; and
- > Operations Manager.

The Operational Support/Coordination category included a total of 206 employees, encompassing the following roles:

- > Administration Coordinator/ Officer;
- > Competition Coordinator/ Officer;
- > Development Coordinator/ Officer;
- > Events Coordinator/Officer;
- > Finance Coordinator/ Officer;
- > Communications Coordinator/ Officer;
- > High Performance Coordinator/ Officer;
- > Human Resources Coordinator/ Officer;
- > Marketing Coordinator/ Officer;
- > Membership Coordinator/ Officer;
- > Operations Coordinator/ Officer;
- > Participation Coordinator/ Officer;
- > Program Coordinator/ Officer; and
- > Project Coordinator/ Officer.



TEAM ANALYSIS

Team analysis was conducted on the four most common teams within the West Australian sport industry (Operations, Finance, Marketing and Sport Management). This level of analysis enables organisations to benchmark at a team level.

ROLE ANALYSIS

Role analysis was completed on the most common roles within the West Australian sport industry. This level of analysis enables organisations to benchmark remuneration and benefits at a role level. Both the median base salary and the median range is provided.

Sufficient data was available to provide analysis for the following roles:

- > Chief Executive Officer
- > General Manager
- > Chief Financial Officer
- > Chief Operating Officer
- > Executive Officer/Director/Manager
- > Commercial Manager
- > Communications Manager
- > Competitions Manager
- > Development Manager
- > Event Manager
- > Finance Manager
- > High Performance Manager
- > Human Resources Manager
- > Marketing Manager
- > Operations Manager
- > Administration Coordinator/ Officer
- > Communications Coordinator/ Officer
- > Competition Coordinator/ Officer
- > Development Coordinator/ Officer
- > Event Coordinator/Officer
- > Finance Coordinator/ Officer
- > High Performance Coordinator/ Officer
- > Human Resources Coordinator/ Officer

- > Marketing Coordinator/ Officer
- > Membership Coordinator/ Officer
- > Operations Coordinator/ Officer
- > Participation Coordinator/ Officer
- > Program Coordinator/ Officer
- > Project Coordinator/ Officer

PROFILE ANALYSIS

Profile is determined by the DLGSC and SportWest, based on the organisation's size and scale. Profile One Organisations are the smallest within the industry and are generally non-employing entities, while Profile Four Organisations are multi-million dollar turnover sport organisations. This level of analysis allows organisations to benchmark salaries and benefits against similar size organisations within the industry.



Industry analysis

DEMOGRAPHICS

Within the West Australian sport industry gender balance is currently 46.21% male, 53.71% female and 0.08% who identify as other gender/s. In comparison, the Australian workforce is made up of 52% male and 48% female workers .

There has been a marked improvement in gender balance at management level, most notably at Operational Management level. During the last eight years, the number of women in Senior Management roles increased by 9% and women in Operational Management roles increased by 28%.

- > Males occupy 50% of the Senior and Operational Management roles in the industry, down from 75% in 2014.
- > At a board level, females currently occupy 49% of positions.
- > Senior Management is 58.34% male, 40.48% female and 1.18% other.
- > Operational Management is 43% male and 57% female.
- > Operational Support/Coordination is 39% male and 61% female.

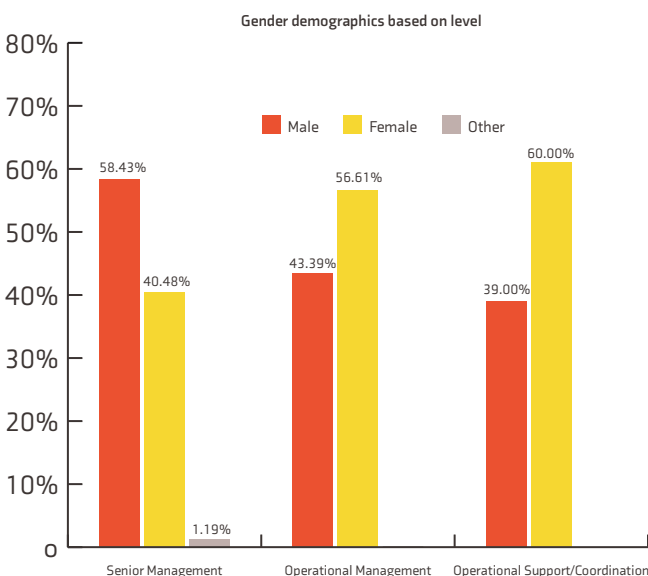


Figure 1 - Category by gender

Gender demographics of the total industry

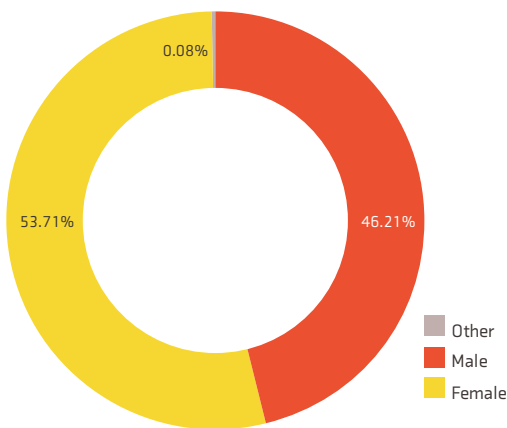


Figure 2 - Total industry demographics

Industry Length of Service

In general, job tenure has decreased since the 2014 data, consistent with trends within the Australian workforce. The most common length of service within the West Australian sport industry is currently one to two years however, this does differ depending on role. In comparison, the most common length of service in a current job within the Australian workforce is currently one to four years. Job mobility in the state of Western Australia is relatively high, with the current job mobility rate at 11.4%.¹ Job mobility is the number of people who changed jobs during the year as a proportion of people who were employed at the end of the year.

However, employees at the Operational Support/Coordination level have the shortest tenure, with 64% with less than two years tenure in the organisation. In comparison, at Senior Management level 60% have more than two years tenure however, this drops to 40% at Operational Management level. Data from the Australian Bureau of Statistics indicate that 10% of all employed people in Australia do not expect to be with their current employer in 12 months' time.² This supports the general trend of a declining average tenure per job role and presents a risk to organisations in the West Australian sport industry.

1 Australian Bureau of Statistics, Labour Force Survey April 2022
2 Australian Bureau of Statistics, Labour Force Statistics March 2022

Figure 3 indicates that 58% of employees in the industry have one to two years tenure, while 20% have 10+ years tenure.

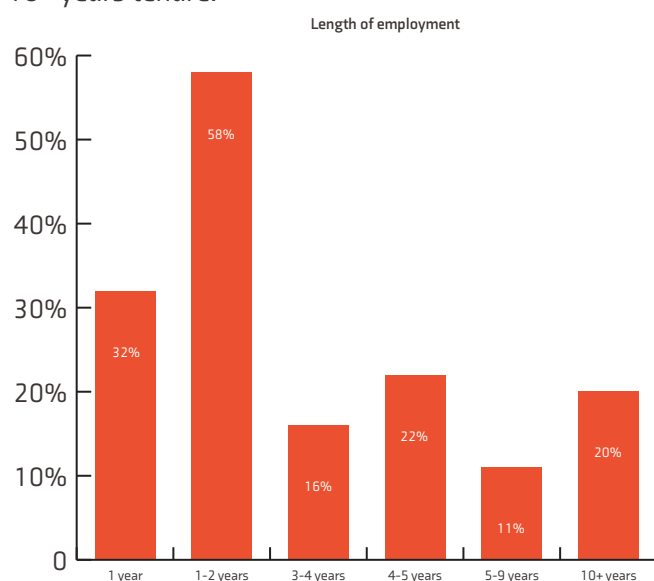


Figure 3 - Average length of employment

Industry Nature of Employment

Within the West Australian sport industry, full-time is the most common nature of employment, with 58% of employees working in full-time roles. This compares to Australian workforce data indicating that 69.7% of employed people are employed on a full-time basis.³ Female employees were more likely to work part-time in comparison to men however, the share of full-time roles for females was still higher than the Australian average of 40%⁴.

Part-time employment is more prevalent in Operational Support/Coordination roles at 25% of all roles at this level. The percentage of individuals in casual roles as measured by this survey is significantly less than the Australian workforce industry figure of 22% of the total workforce⁵.

- > 18% work in a part-time role.
- > 9% work in a casual role (Casual roles were not measured in previous surveys).
- > 12% work under a fixed term contract. In 2014 this figure was only 4%.

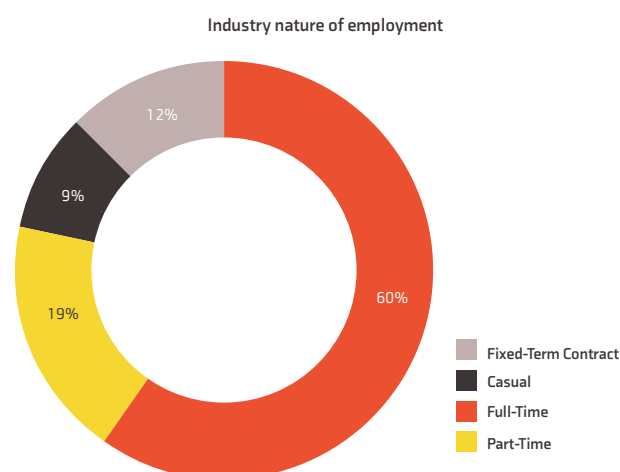


Figure 4 - Nature of employment

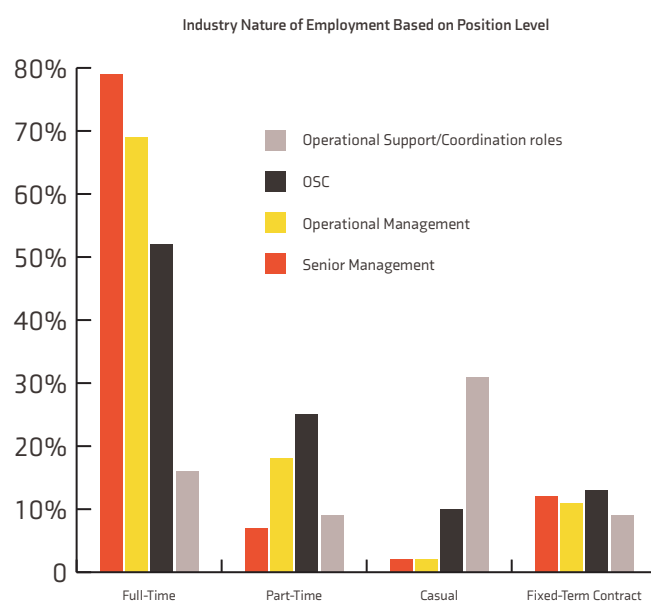


Figure 5 - Nature of employment, based on level

³ Australian Bureau of Statistics, Labour Force Survey April 2022

⁴ University of Melbourne, HILDA Statistical Report 2021

⁵ University of Melbourne, HILDA Statistical Report 2021

Industry Age of Employees

The average age of employees working in the industry is 39 years old, with the largest group 26-35 years of age. However, those in management roles are more likely to be in the 36-45 years age group.

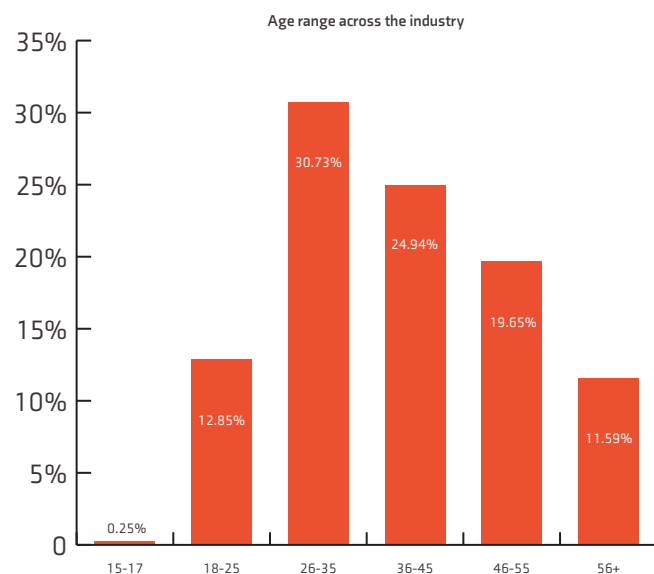


Figure 6 - Age range across industry

REMUNERATION

Industry Annual Salary (Full-time equivalent)

Overall, salaries in the industry have increased on average by 10% across all levels of the organisation. This does not differ significantly across the three levels: Senior Management, Operational Management and Operational Support/Coordination.

This figure (10%) compares to the Wage Price Index (ABS data), which indicates that annual salary of all employed persons increased by 12% from December 2014 to December 2022.⁶

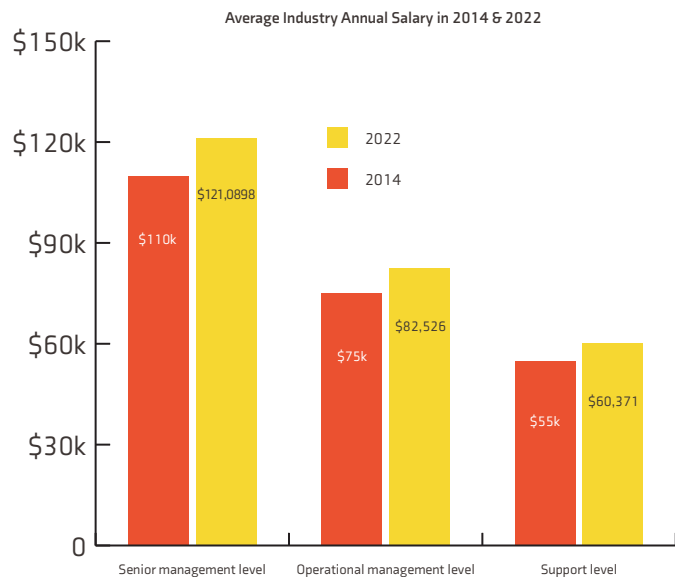


Figure 7 - Industry annual salary at senior, operational and support levels

Industry Average Annual Salary changes since 2014

The below figure shows the change in annual base salary since the 2014 survey. This chart indicates the overall trend in annual base salary to higher levels in the 2022 survey. The percentage corresponds to the number of respondents earning that annual base salary.

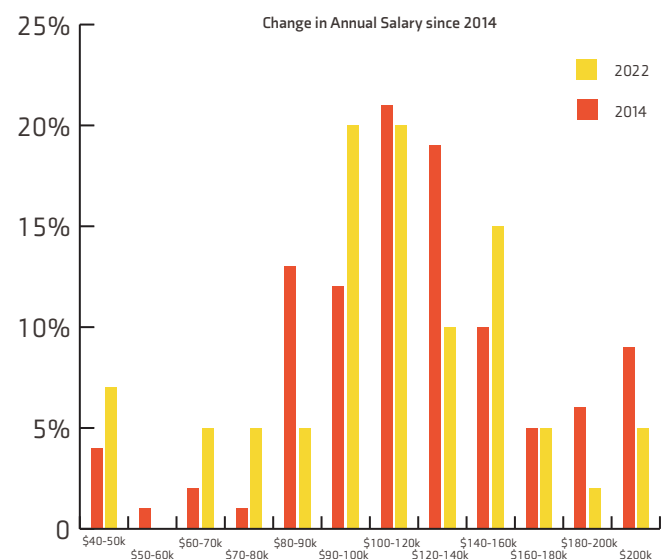
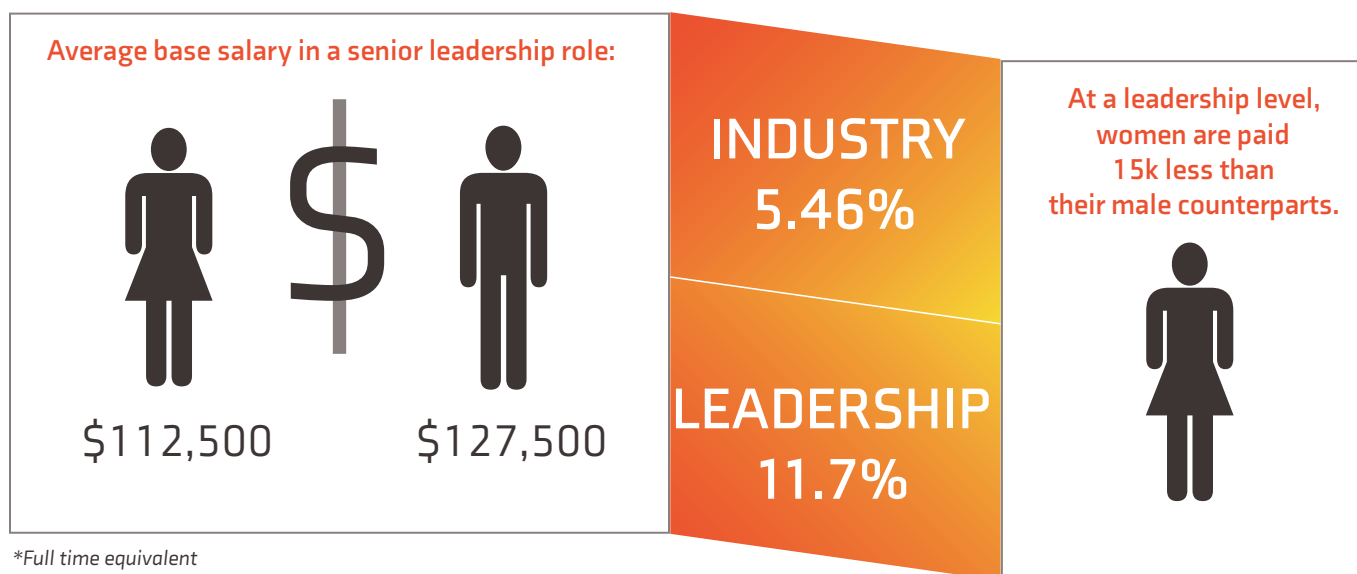


Figure 8 - % change in annual salary overall since 2014

⁶ ABS 2022 Wage Price Index, Australia released 23/02/2022

GENDER PAY GAP



Remuneration data was analysed to identify whether a gender pay gap was apparent in the industry. Analysis was done at a full-time equivalent level, meaning that any data for part-time roles were calculated on what they would have been paid if they worked 38 hours a week. This enabled comparison across all permanent roles. Any data on part-time roles that was insufficient to determine full-time equivalency was removed from analysis for the purposes of determining the gender pay gap.

At a Senior Management level, the gender pay gap is 11.7%, which is consistent with data from the Workplace Gender Equality Agency, which identifies that in Australia the gender pay gap is 13.8%⁷. However, this is higher than the 8.6% gender pay gap of the 'Arts and Recreation Services' industry that the sport industry falls into, but is considerably lower than the West Australian gender pay gap of 21.2%. While the figure of 11.7% for the West Australian sport industry is below the Australian senior manager category gender pay gap of 17.7%, overall, on average, men at this level are still paid more than women. In dollar figures, women in senior leadership in the West

Australian sport industry on average earn \$15,000 less per year than men at the same level.

At an Operational Management level, the gender pay gap is 11.7%, which in real dollar figures equates to women earning \$10,000 less per year than men at the same level. However, there is no gender pay gap

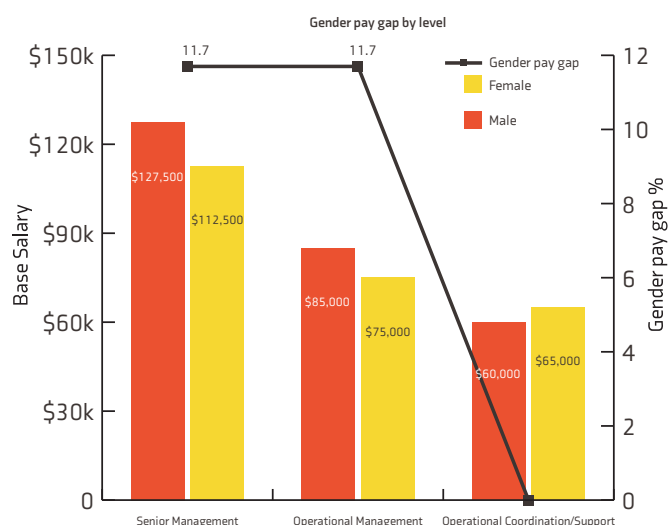


Figure 10 - Gender pay gap by level

⁷ Workplace Gender Equality Agency, Australia's Gender Pay Gap Statistics Feb 2022

at Operational Coordination/Support level. In fact, at the Operational Coordination/Support level women, on average earn 7% more than men however, this result is likely skewed by a small number of high salaries for specialist roles that are currently held by women at this level (marketing and finance). This indicates that the gender pay gap is a leadership issue in the West Australian sporting industry.

It should be noted that this data does not mean that all women are paid less than their male counterparts. In fact, in some circumstances, a woman is paid more than her counterparts however, when base salary is analysed by level, the data indicates that overall, on average, men are paid more highly than women at the same level.

BENEFITS

Industry Range of Benefits

The most common benefits in the industry are (in order):

1. **Laptop/Tablet (77%)**
2. **Flexible Hours (68%)**
3. **Working from Home (67%)**
4. **Work Mobile (52%)**
5. **Free Gym Access (46%)**
6. **Professional Development (40%)**

The increase in Flexible Hours and Working From Home as benefits of employment are aligned with trends within the Australian workforce brought about due to the COVID-19 pandemic, with 41% of employed people regularly working from home in 2021⁸. By way of comparison, in the 2014 survey data only 27.5% of employees in the West Australian sport industry were able to access Flexible Hours as a benefit. However, benefits do differ depending on the level and role as such benefits are analysed later in the report by level and role.

⁸ Australian Bureau of Statistics, Characteristics of Employment, August 2021

RECOMMENDATIONS

SUMMARY

Three key recommendations have been made based on the trends in the data of the 2022 Sport Industry Remuneration and Benefits Report. These recommendations are general in nature however,

serve as a timely reminder of the importance of our employees to the success of the West Australian sport industry.

Recommendations

1. Compare your organisation's remuneration data against the data in this survey:

- Identify opportunities to review your organisation's remuneration and reward strategy to be more competitive.
- Determine where you are placed in comparison to your competitors and how this impacts your organisation's ability to attract and retain talent.
- Identify whether your organisation has a gender pay gap, determine the underlying causes for any gaps and take steps to rectify this.

2. Compare your organisation's benefits data against the data in this survey:

- Where your organisation may not be able to pay competitively, consider your organisation's Employee Value Proposition (EVP) – specifically, what value you are able to offer current and prospective employees, other than base salary alone.
- Consider conducting internal surveys to identify what current employees value in their employment relationship with your organisation and how to leverage those more effectively with prospective employees.
- Conduct an internal review of the benefits available to employees and whether these are communicated throughout the organisation to ensure equity.

3. Develop an attraction and retention strategy:

- Identify key succession planning strategies to enable an internal pipeline of talent.
- Improve your organisation's Employee Value Proposition (EVP) and how it is showcased to increase retention and attract new talent to the industry.
- Create a workforce development plan to ensure the skillset of your workforce matches both the needs of the organisation and employees' personal development goals.
- Ensure human resources metrics (such as exit interview, employee survey and employee absenteeism data) are in place to track data over time to enable identification of internal trends.

Appendix

APPENDIX 1

Many thanks to those who responded to the 2022 Sport Industry Remuneration and Benefits Survey.

RESPONDENT ORGANISATIONS/ASSOCIATIONS	
Artistic Swimming WA	Rowing WA
Athletics West	RugbyWA
Australian Olympic Committee	Softball WA Inc.
Australian Sailing /Yachting WA	Surfing WA
Baseball WA	Swimming WA
Basketball WA	Tennis West
Bowls WA	The Badminton Association of Western Australia Inc
Calisthenics Association of WA Inc.	Touch Football WA
Dancesport West Australia	Triathlon Western Australia Inc.
Diving WA	UWA Sport
Dragon Boating WA	Volleyball WA
Equestrian Western Australia	WA Council of The Australian Power Boat Association
Football Futures Foundation	WA Cricket
Football West	WA Disabled Sports Association
Golf Western Australia Inc.	WA Karate Federation
Gymnastics WA	WA Rogaining Association
IPSCWA	WA Squash
Lacrosse WA	WAFDA
Masters Swimming WA	Water Polo WA Inc.
Motorcycling Western Australia	West Australian Croquet Association
Netball WA	West Australian Football Commission
NRL WA	West Australian Rifle Assoc Inc.
Paddle WA	Westcycle
Perth Football League	Western Australian Hockey Association, T/A Hockey WA
Pony Club WA	Western Australian Speedway Commission Inc.
Rottneest Channel Swim Association	

APPENDIX 2

SURVEY QUESTIONS

The survey included a total of 15 questions on demographics, remuneration and benefits, as detailed below:

Demographics

Demographics included data to determine factors such as average tenure, gender balance, average age range and enable comparison of metropolitan versus regional locations.

Role	Nature of employment
Gender	Age range
Length of service	Location

Remuneration

Questions asked respondents to indicate the base salary range for each role. The range determined started at \$40,000 per annum, increasing in \$10k-20k increments to a maximum of \$200,000+. An hourly rate was also required to enable a full-time equivalent comparison for part-time roles.

Base salary	Hourly rate
-------------	-------------

Benefits

A range of benefits identified in the 2014 survey were reviewed, some were excluded as they were not statistically significant within that survey. Several new benefits were included which align to changes in the modern workplace.

Work mobile phone
Laptop/tablet
Flexible hours
Working from home
Sponsor discount
Event tickets/event discounts
Salary sacrifice
Meal subsidy
Work vehicle or allowance
Travel allowance
Internet costs
Bonus
Additional paid annual leave
Free gym access
Paid parental leave
Professional development opportunities



Report compiled by Marcia Lawrence at the Chamber of Commerce and Industry on behalf of the West Australian sport industry. For more information contact SportWest.



Department of
**Local Government, Sport
and Cultural Industries**

SportWest would like to recognise the support of the Department of Local Government, Sport and Cultural Industries in providing funding towards the completion of this report.

SportWest ABN: 99 291 159 160

For further information, please contact:

SportHQ – 203 Underwood Avenue
Floreath WA 6014

 @SportWestAU

 @sportwestau

 @sportwestau



sportwest.com.au