

**THE
MONDAY
GROUP**

THE MONDAY GROUP:

**Australian Hospitality,
Events & Experiential
Workforce Insights Report**

2024/2025

What You'll Find Inside

- 03 Introduction
- 04 Key Findings
- 07 Who We Surveyed
- 08 Factors Which Impact Pay
- 11 Bonuses, Benefits & Pay Rises
- 14 Work Arrangements
- 16 Recruitment
- 20 Job Satisfaction
- 22 Flight Risks in Focus
- 26 Overtime
- 29 Cost of Living & Mental Health
- 31 Salary Guide
- 35 We are THE MONDAY GROUP

Introduction

THE
MONDAY
GROUP

Welcome to THE MONDAY GROUP: Australian Hospitality, Events & Experiential Workforce Insights Report 2024/25.

The past couple of years have been sluggish from an economic standpoint, but we're seeing clear signals from our clients that things are finally turning around.

In 2024, rising operational costs and economic uncertainty made growth challenging. Corporate spending and event budgets were tight, and salary increases remained subdued across the events sector – mirroring Australia's national wage growth, which fell to its lowest level since December 2022 (3.5%)¹. Meanwhile, inflation and ongoing talent shortages forced many independent hospitality venues to close, though larger groups and corporate-backed businesses showed resilience.

However, momentum is shifting. Job activity is picking up, and we're seeing a surge in candidates actively seeking new opportunities. The market has become highly competitive, and top-tier talent is now more proactively engaged – a welcome change from the stagnation of recent years.

We're moving into 2025 with cautious optimism. As we finalise this report in March, the Reserve Bank has delivered its first interest rate cut in over four years – giving hospitality operators hope for increased consumer spending as the year unfolds.

In the events and experiential space, clients are busy with full project pipelines, and business conversations are shifting away from economic uncertainty and back towards growth. While 2025 may not bring sweeping changes, the industry's trajectory is improving, making this an exciting time to be part of it.

I'd like to extend a personal thanks to everyone who participated in this year's survey – just over 1,000 of you! Your insights have helped shape a comprehensive, data-driven breakdown of the trends that matter most in hospitality and events. We hope this report serves as a valuable tool for planning your 2025 hiring strategy or personal career journey.

Jonathan Lamm

Jonathan Lamm

Founder & Managing Director,
THE MONDAY GROUP

¹ABS, Wage Price Index, Australia



Key Findings

Despite repeated years of economic turmoil, organisations and employees have weathered the storm with good attitudes and a continued love of the job. But take note - a lot of people are looking to change role, or are open to new offers.

Median pay by job sector, mid-to-senior level roles



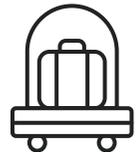
Chefs & Culinary
\$120,000



**Event Management,
Production & Creative**
\$103,000



**Hospitality, Catering,
and Food & Beverage**
\$110,500



**Hotel
Management**
\$130,000



**Sales, Marketing
& Client Services**
\$115,000



**Senior Execs,
C-suite & HR**
\$152,500

16.5%

The gender pay gap in Australian hospitality and events

What factors are associated with higher pay?

- Age
- Tenure
- Experience
- Education
- Location
- Business Size



Most (62%) respondents received a pay increase in the past 12 months.

1-5%

The average size of pay increase.

Onboarding and training & development have a significant impact on employee retention. Poor experiences led to increased intention to look for new opportunities within 12 months.



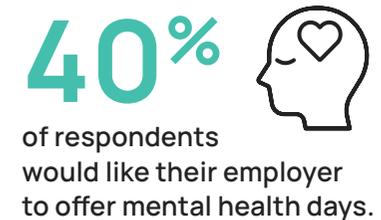
Most desirable non-cash benefits:

-  A nine-day fortnight/ four-day week
-  Above-minimum superannuation guarantees
-  Time-in-lieu and extra holidays are next

Most respondents



85% - the number of employees looking for or open to new work. **49%** intend to commence job searching within 12 months, **36%** are open to opportunities, **15%** intend to stay.



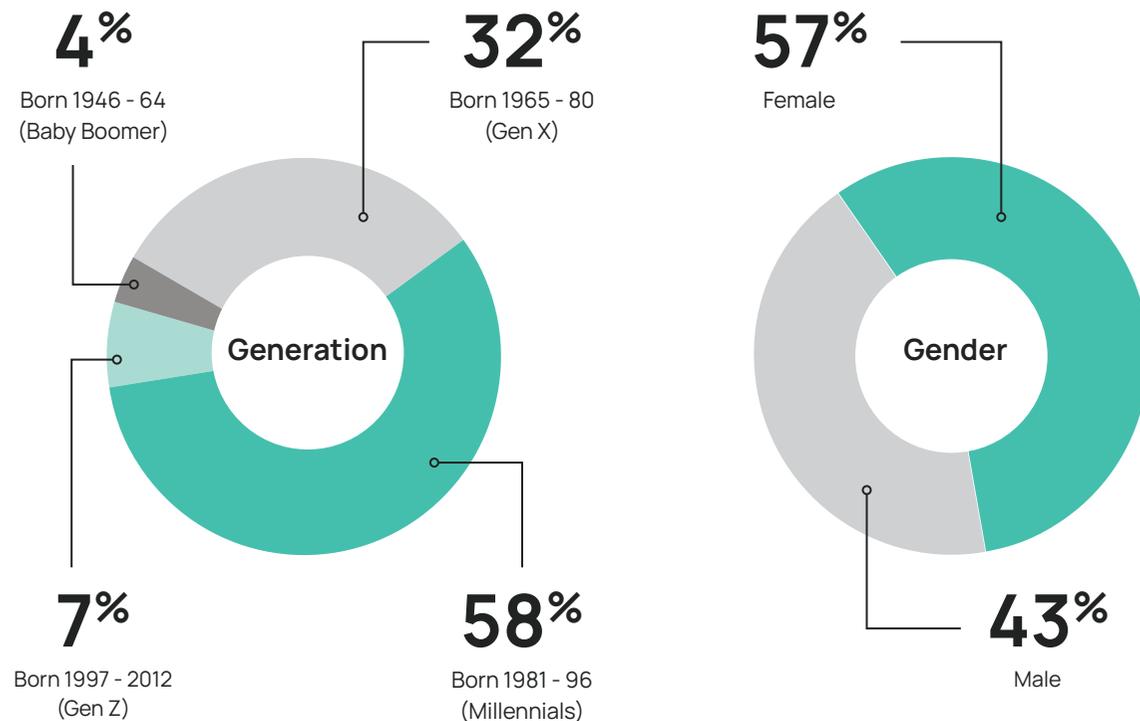
Best parts of the job?

-  A love of people
-  The variety of the work
-  Travel opportunities

Recruitment agencies grow increasingly vital for finding experienced talent the more years of experience they have.

Who We Surveyed

This year's survey gathered insights from just over 1,000 mid-to-senior level hospitality and events professionals across Australia. Combined with our internal data, it provides a strong cross-section of demographics and role types, offering a unique view of industry attitudes, salary benchmarks and emerging trends.



YEARS OF EXPERIENCE	
< 12 months	0%
1 - 2 years	1%
2 - 5 years	7%
5 - 10 years	17%
10 - 20 years	41%
20+ years	33%

TYPE OF EMPLOYER	
Micro (1 - 4 employees)	3%
Small (5 - 19 employees)	11%
Medium (20 - 199 employees)	32%
Large National Organisation (200+ employees)	27%
Large Multinational	18%
Public Sector or Government	3%
Not for Profit	3%
Other	2%

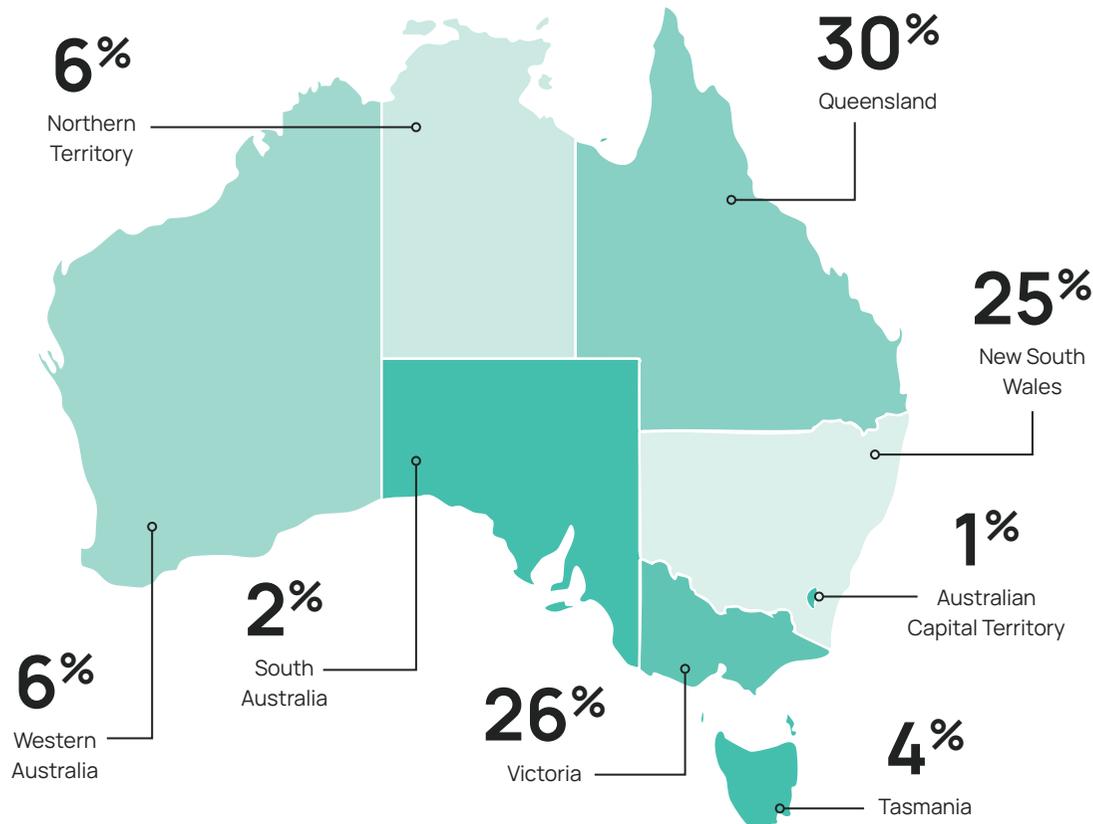
WHO WE SURVEYED

YEARS IN CURRENT ROLE	
< 12 months	24%
1 - 2 years	20%
2 - 5 years	31%
5 - 10 years	18%
10 - 20 years	5%
20+ years	1%

EMPLOYMENT TYPE	
Independent contractor/freelancer	4%
Not currently employed	2%
Parental leave	1%
Permanent (Full-time)	87%
Permanent (Part-time)	3%
Temporary/Casual employee	2%

REPRESENTATION BY JOB CATEGORY	
Chefs & Culinary	11%
Event Management, Production & Creative	37%
Hospitality, Catering, and Food & Beverage	16%
Hotel Management	7%
Sales, Marketing & Client Services	19%
Senior Execs, C-suite & HR	10%

Regional respondents



Respondents come all from **across Australia.**

CITY-BASED RESPONDENTS	
Adelaide	0.5%
Brisbane	8%
Canberra	1%
Darwin	0.5%
Gold Coast & SEQ	1%
Melbourne	27%
Perth	2%
Sydney	60%

Factors Which Impact Pay

Who gets paid the most in hospitality and events, and what factors contribute to a higher pay?

National Averages

Across Australian mid-to-senior level hospitality and events roles, the average annual base salary is \$115,000. This is the same for our Sales, Marketing & Client Services respondents. Hospitality, Catering, Food & Beverage is paid at a lower average rate (\$110,500 median), and Event Management, Production & Creative is paid the lowest (\$103,000). Chefs & Culinary sits above the average at \$120,000, as does Hotel Management at \$130,000, and Senior Execs, C-Suite & HR even higher - \$152,500.

Those in major cities were more likely to receive a higher annual salary than those in regional Australia (\$115,000 vs. \$100,000), with Sydney the highest-earning city at \$115,000, followed by Melbourne (\$113,000) and the other capitals (\$105,000 combined).

MEDIAN PAY BY JOB SECTOR, MID-TO-SENIOR LEVEL ROLES

Overall	\$115,000
Chefs & Culinary	\$120,000
Event Management, Production & Creative	\$103,000
Hospitality, Catering, and Food & Beverage	\$110,500
Hotel Management	\$130,000
Sales, Marketing & Client Services	\$115,000
Senior Execs, C-suite & HR	\$152,500

MEDIAN PAY BY LOCATION

Major City	\$115,000
Regional	\$100,000
Sydney	\$115,000
Melbourne	\$113,000
Other	\$105,000

Note: Our hospitality and chef respondents mainly consist of senior-level professionals, while there is a broader representation among events respondents. Quoted average salaries reflect these groups. See [Salary Guide on page 31](#) for more on role-specific median salaries.

"In hospitality, senior-level wages have remained competitive, driven by inflation plus venue operators offering above-award salaries to attract and retain top talent. For businesses, this creates a delicate balancing act amid rising operational costs and economic uncertainty. Meanwhile, with the high cost of living and interest rates, remuneration remains a top priority for most candidates."



Connell Newport
Senior Consultant - Hospitality

FACTORS WHICH IMPACT PAY

Averages by Demographic

Gender

Among our respondents, men are paid on average nearly 17% more than women – \$125,000 versus \$105,896. While this sounds high, and it's definitely too high, it's actually lower than the national average gender pay gap of 21.8%.²

Age

Age also affects pay, and indeed our oldest respondents earned around 92% more than our youngest. Pay trajectory steadily follows age, with each generation earning slightly more than the last. Another note – pay increases more at a younger age than an older age, where the increases slow down.

PAY BY GENDER	
Female	\$105,896
Male	\$125,000
Pay gap	16.5%
National pay gap	21.8%

PAY BY AGE	
Gen Z (Born 1997 - 2012)	\$78,000
Millennials (Born 1981 - 96)	\$110,000 (~41%)
Gen X (Born 1965 - 80)	\$131,000 (~19%)
Baby Boomer (Born 1946 - 64)	\$150,000 (~15%)

²Gender pay gap data, WEGA

Education

Education plays a role, though it's very minor compared to age or gender. We found that the higher the qualification, in some cases the higher the average pay, though the gap between the High School and Postgraduate level was only 5%. Those with a Diploma (either Advanced or Graduate level) were the highest average earners. Unsurprisingly, this suggests skills-specific, practical-oriented study is a pathway to earning more in hospitality and events, and that these industries have low barriers to entry compared to various other sectors – making them excellent career choices for a wider range of Australians.

Business size

Comparing pay rates between employees of different business sizes and types, there is a slight relationship between larger organisations and higher pay. The exception are micro-organisations, which pay on par with large enterprises.

PAY BY EDUCATION	
High School	\$110,000
Certificate III/IV	\$112,500
Advanced Diploma or Diploma	\$120,000
Bachelor Degree	\$110,000
Graduate Diploma or Graduate Certificate	\$120,000
Postgraduate Degree	\$116,000

PAY BY BUSINESS SIZE/TYPE	
Micro (1 - 4 employees)	\$120,000
Small (5 - 19 employees)	\$110,000
Medium (20 - 199 employees)	\$112,000
Large National Organisation (200+ employees)	\$115,000
Large Multinational	\$120,000
Not for Profit	\$100,000
Public Sector or Government	\$115,000



FACTORS WHICH IMPACT PAY

Averages by Experience

We found what most would expect – that more experienced and tenured respondents typically earn more than their counterparts. Pay rises steadily with industry experience, increasing from an average of \$82,500 (<5 years’ experience) up to \$140,000 (those with 20+ years’ experience).

Sticking with the same company can also increase pay, except for when you first start out. Those with less than a year in their current role earned more than those who had been working for 1-5 years, and pay increased thereafter up to \$130,000 for respondents with 10+ years in their current role. This could indicate that organisations have been inflating salaries to win new talent during a tight job market, and will be something to watch in future reports as job mobility improves.

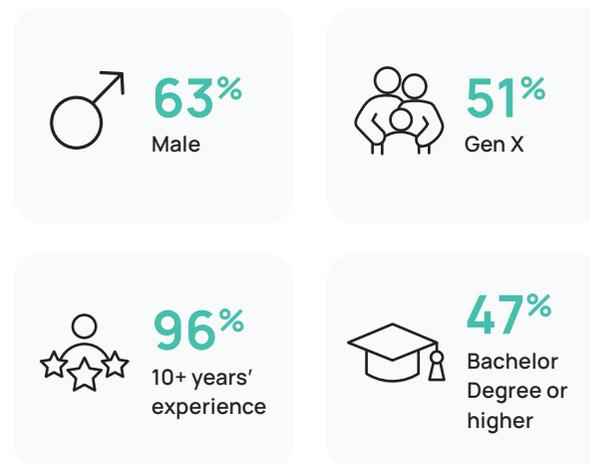
AVERAGE PAY BY INDUSTRY EXPERIENCE	
<5 years	\$82,500
5 - 10 years	\$94,000
10 - 20 years	\$115,000
20+ years	\$140,000

AVERAGE PAY BY JOB TENURE	
< 12 months	\$110,000
1 - 2 years	\$110,000
2 - 5 years	\$110,000
5 - 10 years	\$120,000
10+ years	\$135,000

Who Earns the Most in Australia?

According to our data, in hospitality and events Australia’s highest earners tend to be males at the executive/C-suite level with 10+ years of experience, a Graduate Diploma, working either in micro or large national organisations, and probably of Gen X or the Baby Boomer generation.

Who earns \$150,000 or more?



Working in a...



💡 Jobseeker Tip
Thinking of moving to a new city to earn higher pay? Watch out for higher living costs, too.

Some job seekers find they end up with less spending power in a city with bigger expenses, despite the salary increase. Meanwhile, you may have more to spend each week in a lower-paying area if your overall costs are lower.

Bonuses, Benefits & Pay Rises

Who earned a pay rise, bonus or commission last year, and what was its size?

Salary Increases

The majority of respondents received a salary increase in the past 12 months, with 62% receiving an increase, 33% receiving no increase and 5% receiving a salary decrease. For most Australians (38%), this was a modest increase of just 1-5%. 15% received up to a 10% increase, leaving 9% who received more.

Interestingly, despite earning more overall, men did not earn pay increases more than women. In fact, men did not receive more pay increases than women.

So, there's equity in pay increases, but not equity overall. Why? One hypothesis is that employers are actively trying to tackle pay inequity in their organisations by increasing pay at similar rates, but aren't aware of biases in their hiring processes that lead to men earning higher base salaries.

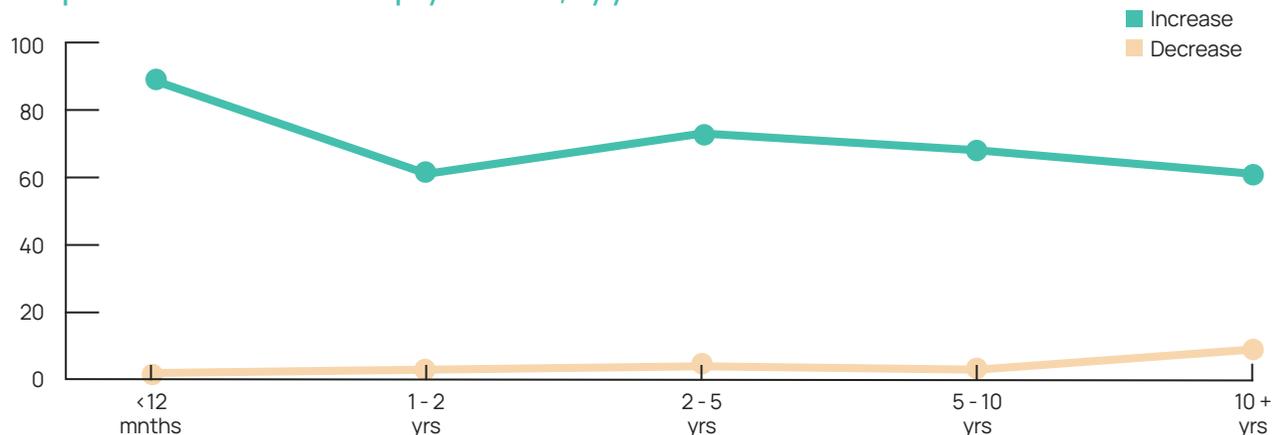
Sticking with an employer for longer may also lead to diminishing pay returns. While long-term employees earn generally more than their newer peers, newer employees are more likely to earn a bigger pay rise than longer-term employees (who are slightly more likely to shrink in pay). Put more simply, though pay rises with tenure, pay increase rates decrease.

There could be a few reasons for this, including that some employers have a focus on hiring fresh talent and may inadvertently neglect tenured workers, or more likely that once pay rises to a certain point, there's not much room in the budget to increase it further.

BY GENDER		
	Female	Male
Increased	63%	59%
Decreased	5%	5%
Neither	32%	36%

AVERAGE SALARY CHANGES IN THE LAST 12 MONTHS	
Decreased	5%
Increased 1 - 5%	38%
Increased 5 - 10%	15%
Increased 10 - 20%	6%
Increased 20 - 30%	2%
Increased 30%+	1%
Remained the same	33%

Respondents who received a pay increase, by years in role



BONUSES, BENEFITS & PAY RISES

Bonuses & Commissions

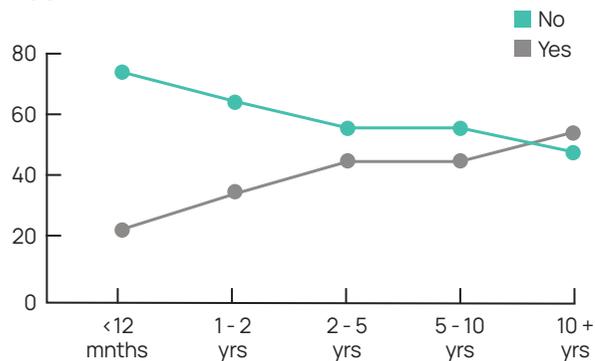
In the same reporting period, only 38% of respondents earned a bonus or commission. Of those respondents, the average bonus they expected to earn was 12%, though the bonus they actually received was 7%.

As with pay, men were not more likely to earn bonuses or commissions than women. But tenure matters – more than half of respondents with 10+ years in their role earned a bonus or commission this past year, compared to less than a quarter of those just starting out.

RECEIVED A BONUS IN THE LAST 12 MONTHS	
No	62%
Yes	38%

BY GENDER		
	Female	Male
No	63%	62%
Yes	37%	38%

By job tenure



Non-Cash Benefits

The most common non-cash benefits are: working from home (32%), time-in-lieu (31%), mobile phone allowance (27%), Employee Assistance Programs (EAPs) (23%), and KPI or performance-related bonuses (20%).

This is quite a different result to our prior survey, performed in 2022, where mobile phone allowances, performance bonuses and car parking spaces were king.

But, most common doesn't necessarily equate most desirable. In fact, a nine-day fortnight or four-day work week was the most desirable non-cash benefit, with nearly a quarter of respondents selecting this option.

Among those who told us they like or love their job, rates of WFH, time-in-lieu, phone allowances, EAPs and KPI-related bonuses were all more common. Those who dislike or hate their job were less likely to receive non-cash benefits at all, and half as likely to have access to flexible work opportunities.

From a job satisfaction point of view, our results could indicate that offering any non-cash benefits, WFH in particular, could have a positive impact on someone's happiness at work.

TOP 10 MOST COMMON NON-CASH BENEFITS

Work from home	32%
Time-in-lieu	31%
Mobile phone/phone allowance	27%
Employee Assistance Program (EAP)	23%
Bonus - KPI/Performance related	20%
Parking	15%
Complimentary travel (non-business use)	14%
Meal allowance	12%
Mental health counselling	11%
More than the statutory holidays (i.e. birthday leave)	11%

TOP 10 MOST DESIRABLE NON-CASH BENEFITS

9 day fortnight/4 day work week	23%
Above-minimum superannuation guarantee	20%
Time-in-lieu	16%
More holidays (i.e. birthday leave)	14%
Health insurance	11%
Parking	9%
Mobile phone/phone allowance	8%
Complimentary travel (non-business use)	7%
Gym membership	7%
Employer-funded paid parental leave	7%

BONUSES, BENEFITS & PAY RISES

Pay Satisfaction

By and large, respondents were satisfied with their total pay package. Nearly 10% said they were very satisfied, and 37% were satisfied (47% combined). Dissatisfaction was in the minority, though still a little high – 21% said they were unhappy, 4% said very unhappy (a quarter of respondents combined). The rest were neutral on the subject.

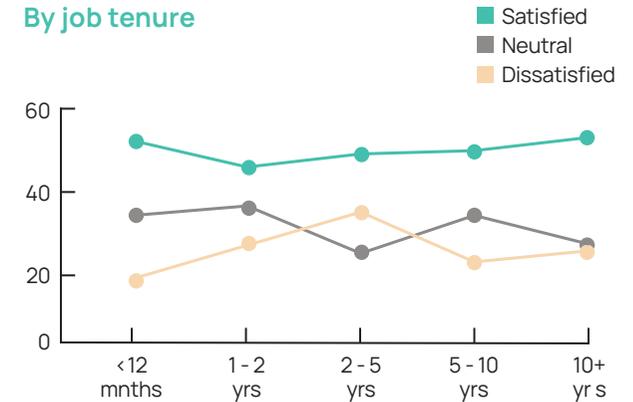
Pay satisfaction doesn't change too much with tenure, though pay satisfaction may be slightly higher among newer hires and workers with 10+ years' experience than those in-between. Women felt more strongly on pay than men, both more likely to feel satisfied and unsatisfied – men were quite neutral on the topic compared to the average.

PAY SATISFACTION RATES	
Very dissatisfied	4%
Dissatisfied	21%
Neither satisfied nor dissatisfied	29%
Satisfied	37%
Very satisfied	9%

BY GENDER		
	Female	Male
Dissatisfied	27%	22%
Neutral	23%	35%
Satisfied	50%	43%

JOB SATISFACTION BY PAY		
	Median salary	Average bonus %
I hate my job	\$92,500	3%
I don't like my job	\$104,000	3%
I am indifferent to my job	\$100,000	7%
I like my job	\$110,000	7%
I love my job	\$119,000	8%

By job tenure



How to turn job hate into job love



\$10,000-\$20,000 pay bump



4-5% annual bonus/commission



Any non-cash benefits

A quarter of respondents are unhappy with their pay.

💡 Employer Tip

So how do you incentivise people to love their job? Pay matters. Every way we looked, higher pay is associated with greater job satisfaction (and, thus, employee retention). Non-cash benefits had some impact as well, though a 9-day fortnight/4-day week and extra holidays were most desirable. Overtime pay is also linked to happiness at work.

To move someone from disliking their role to liking it could cost around \$10,000 to \$20,000 in salary, or 4-5% in annual bonus or commissions, plus the addition of non-cash benefits on top.

Work Arrangements

What do employees want out of their role, and does anyone want to work in an office anymore?

Flexible Work

Respondents say they prefer flexible working arrangements, though being office based has made a comeback since 2022.

In the previous edition of this survey, the rate of respondents who preferred working either 100% or mostly in an office had dropped quite low. Now, the number of respondents who prefer working 100% in-office is up, as are those who prefer three to four days in the office. At the same time, those who prefer splitting their time 50/50 or working mainly from home both shrank. Still, that's not to say that the office has made a full return, as those who prefer working 100% from home also bumped up.

What's even more interesting is that there was a slight correlation between job satisfaction and a preference for working in an office – not from home. Those who prefer office work were up to 9 percentage points more likely to say that they liked or loved their job compared to those who preferred working from home. It just goes to show that, while flexible work policies are important, there's a lot more to happiness at work than the ability to choose where you work.

Though, before opting for a 100% in-office policy remember that, with all the data considered, 81% of respondents currently prefer to work flexibly. Employers would be wise to approach any attempt to bring employees back mainly to the office with caution.

PREFERRED WORK ARRANGEMENTS		
	2022	2024
100% in-office	6%	19%
3-4 days p/w, office	24%	30%
50/50 WFH vs. office	39%	29%
3-4 days p/w, WFH	26%	15%
100% WFH	5%	7%

I LIKE OR LOVE MY JOB	
100% in-office	80%
3 - 4 days p/w, office	80%
50/50 WFH vs. office	75%
3 - 4 days p/w, WFH	77%
100% WFH	71%

"In the events industry we're seeing the trend move away from organisations considering remote staff. Team leaders want their people more accessible and in the office, fostering communication and creative collaboration."



Fiona Gardiner
Senior Consultant - Events & Experiential

Employer Tip

It always pays to remember that, while the data might show a certain trend, every individual is different.

One of the best ways to ensure a successful implementation of flexible work policies at any company is to ask employees what they actually want. That way you can create a work schedule which works for people's needs, and your employees will feel satisfied that they were consulted on an important change to their life.

WORK ARRANGEMENTS

Why People Freelance

Pay is not the primary factor driving professionals to freelance work (though independent contractors do out-earn full-time employees). In fact, when asked why they freelance, respondents ranked better pay in third place behind work/life balance (50%) and flexibility around parenthood (13%).

TOP REASONS PEOPLE FREELANCE	
Work/life balance	50%
Require flexibility around parenthood	13%
Better rates of pay	10%
I couldn't find full-time work	8%
I have 2+ jobs	5%
I am a carer	0%
Other	13%

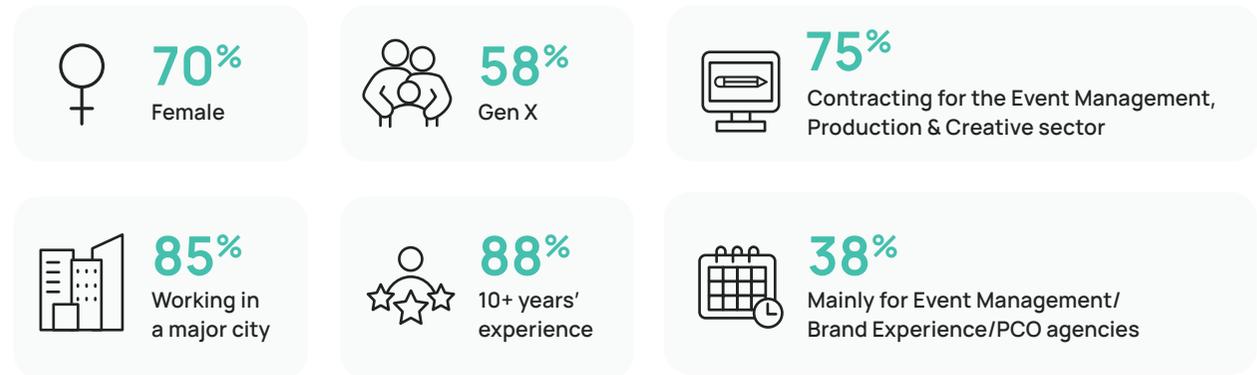
Pay vs. Non-cash Benefits

When looking for a new role, most respondents consider pay and non-cash benefits equally (56%). For just less than a third (31%), benefits matter less, and only 8% rank them higher. For 5%, non-cash benefits don't matter at all.

Different generations of people view this issue similarly, suggesting it's not a generational thing. Men and women were also nearly identical.

Benefits mattered more to newer hires than tenured staff, who were more mixed in their opinions.

Who freelances?



Non-cash benefits are of equivalent value to salary to just over half of all potential candidates.

NON-CASH BENEFITS VS. PAY	
Don't care about non-monetary benefits	5%
They matter equally	56%
They matter less	31%
They matter more	8%

Recruitment

What draws people to hospitality and events, and how do they rate their recruitment and onboarding experiences?

Love of the Industry

Of particular interest to us is what draws people into the industry, and which aspects of the job our respondents feel make it great. These were free-text answers, where respondents could comment whatever they liked.

What attracted you to the industry?

Key themes centred on:

1. The variety inherent in the job
2. A love of interacting with people
3. Opportunities to be creative
4. Travel opportunities
5. A passion for providing memorable experiences

"Creating memorable experiences for people."

"Working with a diverse selection of employees and clients."

"Paid the bills whilst at uni and got hooked on entertaining the masses."

"The joy of food and beverage. Service atmosphere and striving for excellence."

"Travel opportunities and the sense of pride in delivering events."

"The ability to do something different, exciting, and to be able to see a positive impact on the many for a moment."

RECRUITMENT

What are the best parts about working in the industry?

Unsurprisingly, the best parts about hospitality and events are the same as the reasons most of our respondents signed up in the first place – and our five key themes are identical. People joined because they love people and were passionate, and these remain the top reasons they love their work.

“It can take you anywhere in the world.”

“Travel and the constant excitement of the hospitality industry.”

“The people! So many personalities all coming together for a common goal.”

“Hospo people are great, love what they do.”

“Meeting new people and making their ideas come to life.”

“No two days are the same.”



RECRUITMENT

Job Search Channels

Respondents told us that the most common job search channels they use to find work include online job boards (i.e. SEEK, Indeed) and LinkedIn (52% each), followed by recruitment agencies in third place (25%). Word of mouth was the only other category to eclipse 10%, leaving the rest below.

This marks a departure from our previous survey's results, where the most common job search channels were all vastly more popular – for example, LinkedIn and job boards were up in the 80-90% range.

While these rankings are in nearly the same order, you'll see that far fewer respondents this year indicated they're using any of these channels compared to 2022, suggesting job mobility as a whole is down.

Comparing some other factors, online job boards may be slightly less effective in regional Australia, and word of mouth slightly more effective. Recruitment agencies grow increasingly vital for finding highly experienced talent, with respondents far more likely to choose this response the more experience they have. Word of mouth also grows with experience.

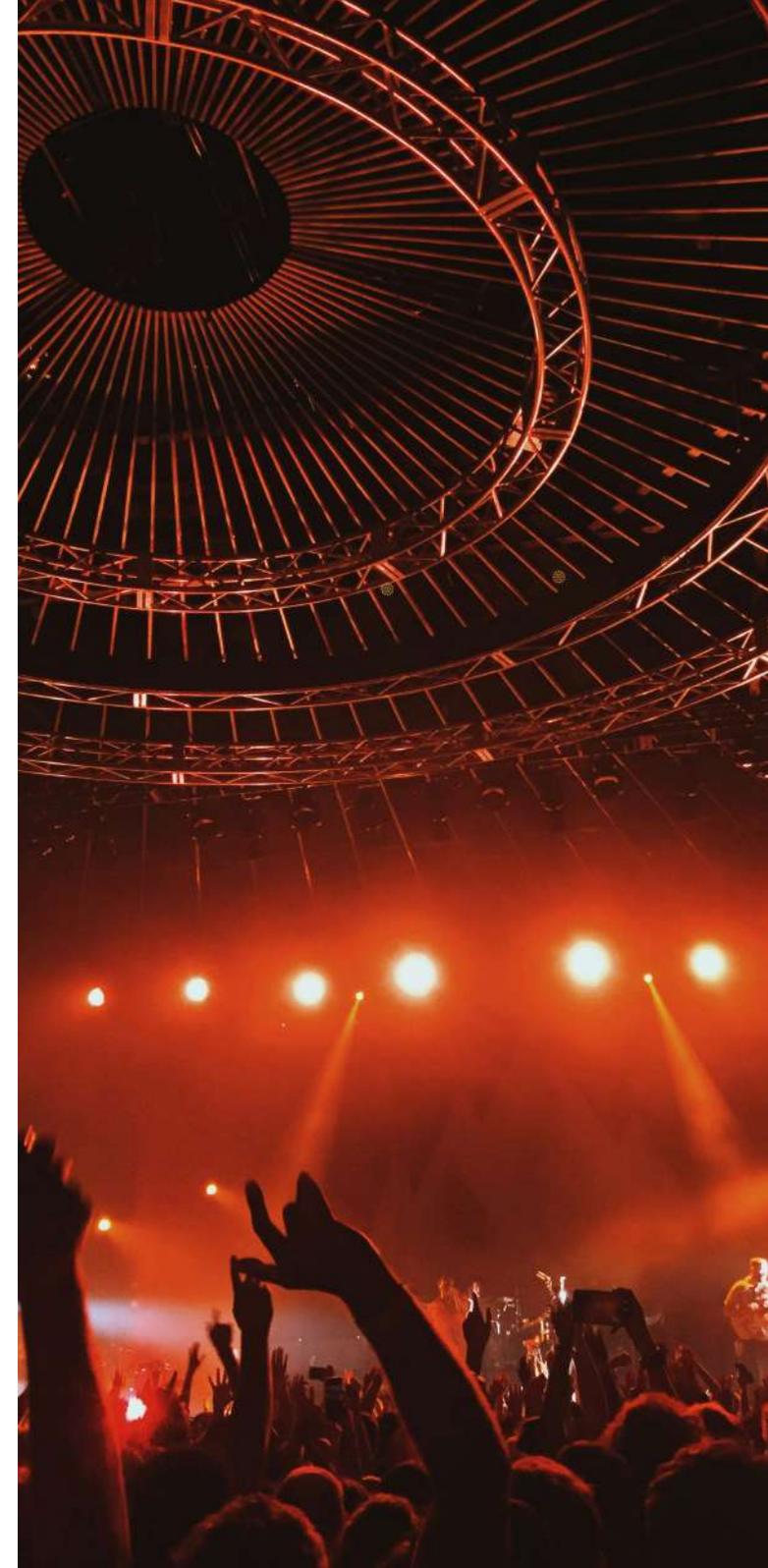
Job mobility is down, indicated by a loss in popularity for all job search channels.

MOST COMMON JOB SEARCH CHANNELS

	2022	2025
Online job boards (SEEK, Indeed etc.)	80%	52%
LinkedIn	86%	52%
Recruitment agency	34%	25%
Word of mouth	22%	12%
Employee referral (made by an existing employee in a target company)	16%	7%
Apply directly to target companies	11%	7%
Other social media (Facebook, Instagram, Twitter etc.)	7%	4%
Industry networking events and trade fairs	2%	3%
Industry media	2%	1%

IMPORTANCE OF RECRUITMENT AGENCIES FOR ATTRACTING EXPERIENCED TALENT

Years of experience	0 - 5 years	5 - 10 years	10 - 20 years	20+ years
Popularity of using recruiters	18%	23%	24%	34%



RECRUITMENT

Onboarding & Training

By and large, respondents were happy with the quality of the onboarding experience and their training & development opportunities.

Nearly 20% said their induction was excellent, and a further third said it was good. 29% said it was fair, leaving 21% to rank theirs as either poor or terrible. Results weren't far off for training and development, with 13% saying it was excellent, 31% saying it was good, 33% ranking it fair, and 24% choosing poor or terrible.

Men and women shared similar experiences with regards to both onboarding and training opportunities. Employees of different levels of tenure also mostly shared the same opinions, though respondents with 10+ years in their role were more likely to feel positively about the training & development pathways in their company – perhaps a contributing factor to their long tenure in the first place.

Still, that leaves 20-25% of employees feeling negative about both experiences – a significant proportion, even if it is the minority.

RATING THE ONBOARDING EXPERIENCE	
Excellent	17%
Good	33%
Fair	29%
Poor	15%
Terrible	6%

RATING TRAINING & DEVELOPMENT INITIATIVES	
Excellent	13%
Good	31%
Fair	33%
Poor	19%
Terrible	5%

"Many great candidates are struggling to secure new roles, with hiring processes often stretching out to 12 weeks, or even longer, due to drawn-out interviews and slow decision-making. In today's market, a streamlined hiring process isn't just efficient, it's a competitive advantage."



Fiona Gardiner
Senior Consultant - Events & Experiential



Job Satisfaction

How happy are Australian hospitality and events professionals, and what factors affect their happiness?

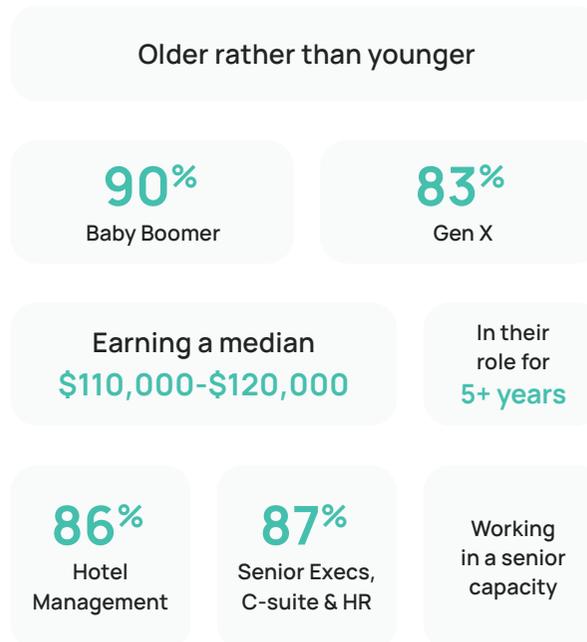
Overall Satisfaction Rates

Most respondents either like (48%) or love (29%) their job, telling us that hospitality and events are two sectors with very high happiness rates at the mid-to-senior level. Only 5% of people said they dislike their role, and just 1% said they hate their role – leaving 17% indifferent.

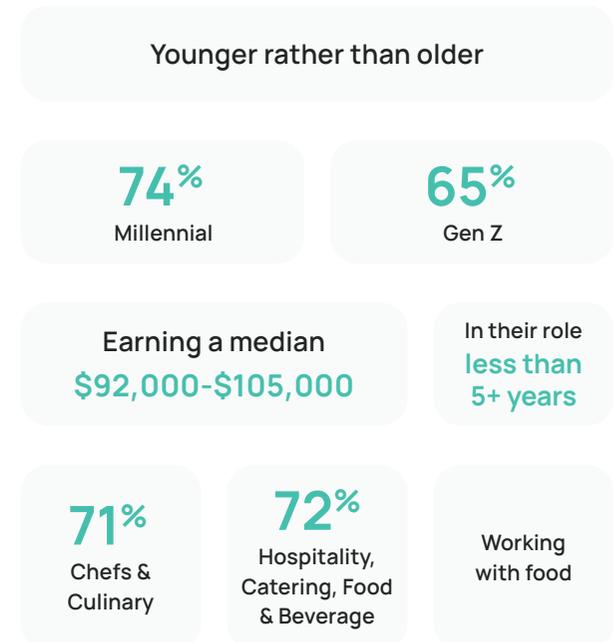
Baby Boomers (90%) and Gen X (83%) are by far the happiest generations, compared to Millennials (74%) and Gen Z (65%). Men and women are almost equally happy, and happiness is more common among people who've been in their job 5+ years (87%) than newer employees (75-79%). Additionally, as we noted earlier, pay is associated with happiness – those who liked or loved their role tended to earn more than those who didn't.

OVERALL JOB SATISFACTION	
I am indifferent to my job	17%
I don't like my job	5%
I hate my job	1%
I like my job	48%
I love my job	29%

Happiest Respondents



Least Happy Respondents



💡 Employer Tip

Worried your people aren't happy? It may help to poll your employees to find out what they do or don't like in their role, and what stresses them out. It's likely you'll find opportunities to make small changes that impact the wellbeing and satisfaction of your team, without breaking the budget.

Impact of Redundancies on Job Satisfaction

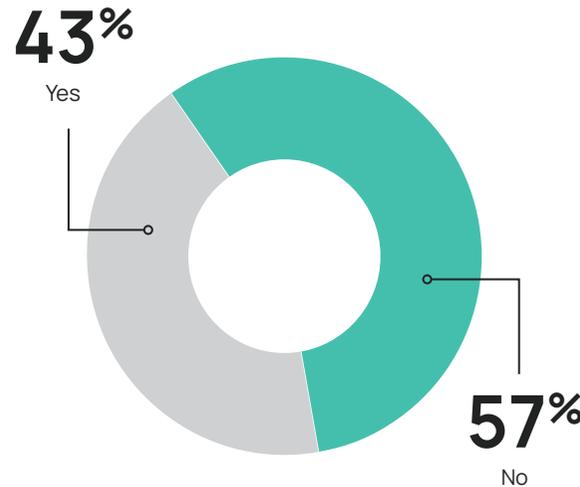
There is a correlation between redundancies in the workplace, paused hiring and job satisfaction.

Across all respondents, 43% said their organisation had either made redundancies or paused hiring in the past 12 months. We then noted that, comparing those who like/love their job to these factors, employees of such organisations were 13 percentage points less likely to be happy in their job. Additionally, employees at companies which had made other workers redundant were themselves more likely to be looking to look for new work within 12 months.

In many cases it is necessary to pause hiring or, worst-case scenario, make redundancies. But keep in mind that these actions have a negative impact on the remaining staff too, so added effort may be required to maintain a positive atmosphere despite the losses.

RECENT REDUNDANCIES BY INTENTIONS TO JOB SEARCH		
	No	Yes
Intending to job hunt	43%	56%
Open to offers	38%	33%
No intentions to job hunt	18%	10%

Has your organisation made redundancies or paused hiring in the past 12 months?



COMPARED TO JOB SATISFACTION		
	No	Yes
Dislikes or hates role	4%	8%
Indifferent	14%	22%
Likes or loves role	83%	70%

Flight Risks

Over one-third of our survey participants (36%) are not planning to look for a new role, but they're open to hearing about opportunities. Just 15% have no intention to change jobs in the next 12 months, new opportunities or otherwise. That leaves 20% who aren't looking now, but intend to this year, and 29% who are actively searching or intend to search within 90 days.

To put that differently, of all employees, 85% are potential flight risks. While many aren't actively looking, if a good opportunity were to come their way they would consider it.

Given this risk, we compared respondents' answers to a number of other questions to get a picture as to who the highest-risk respondents are, and what might change their mind.

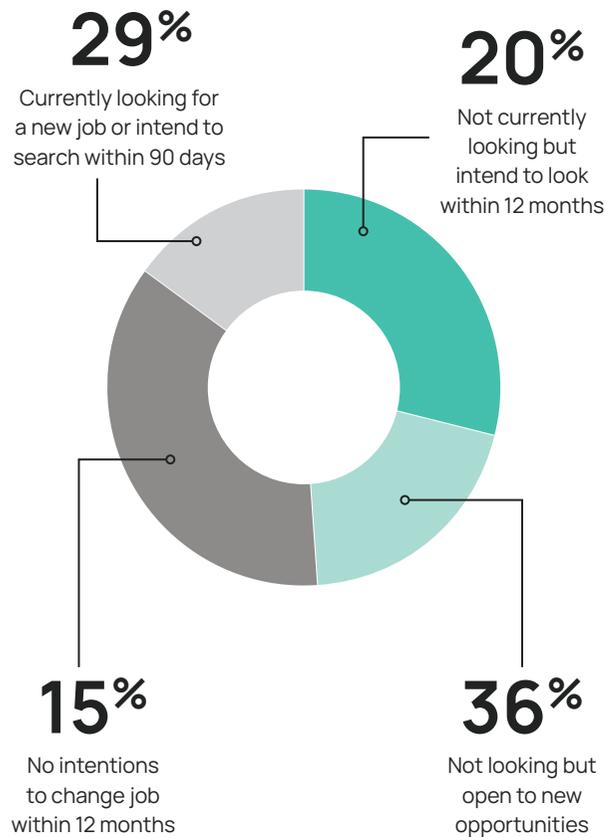
You can see the full outcome in the infographic below – some of the highlights include:

- Those who hate/dislike their role are significantly more likely to be looking for new work than those who like/love their role.
- Higher pay is associated with lower flight risk.
- Even small pay increases shrink the risk compared to pay decreases or static pay.
- Those not being paid overtime were more likely to be intending to look for new work within 90 days than those who do receive overtime pay.
- Recent starters are the least likely to be searching for a new role, and intentions to look for new work increase up to a tenure of 5 years, where it decreases again thereafter.
- Poor onboarding and training & development experiences are closely associated with intentions to commence job searching.

Flight Risks in Focus

Examining intentions to commence job seeking among mid-to-senior level employees in Australia's hospitality & events industries.

The benchmark: Who's thinking about moving on?



FLIGHT RISK VS. JOB SATISFACTION		
	Dislikes or hates role	Likes or loves role
Currently looking for a new job or intend to search within 90 days	79%	21%
Not currently looking but intend to look within 12 months	11%	19%
Not looking but open to new opportunities	10%	41%
No intentions to change job within 12 months	0%	19%

Zero respondents who dislike or hate their role intend to stay for another year.

The cost to keep an employee: \$15,000, 7% annual bonus/commission or any amount of annual pay increase

HIGHER PAY IS ASSOCIATED WITH EMPLOYEE RETENTION				
	Currently looking	Intentions to look	Open to opportunities	No intentions to look
Median pay	\$105,000	\$100,000	\$110,000	\$120,000
Annual bonus %	5%	6%	7%	12%
Received a pay increase	49%	67%	68%	63%
No increase or decrease	51%	37%	32%	37%

JOB SATISFACTION

FLIGHT RISK BY JOB SECTOR

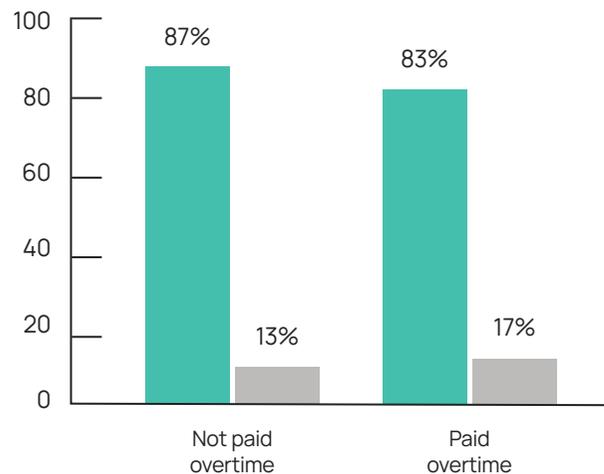
	Chefs & Culinary	Event Management, Production & Creative	Hospitality, Catering, and Food & Beverage	Hotel Management	Sales, Marketing & Client Services	Senior Execs, C-suite & HR
Combined flight risk	87%	84%	96%	84%	84%	75%
Immediate flight risks	37%	28%	31%	18%	32%	29%
No flight risk	13%	16%	4%	16%	16%	25%

INTENTION TO COMMENCE JOB SEEKING RISES WITH TENURE, THEN DROPS BACK AFTER 5 YEARS

	< 12 months	1 - 2 years	2 - 5 years	5 - 10 years	10+ years
Combined flight risk	76%	89%	90%	85%	84%
Immediate flight risks	27%	34%	36%	21%	24%
No flight risk	24%	11%	10%	15%	16%

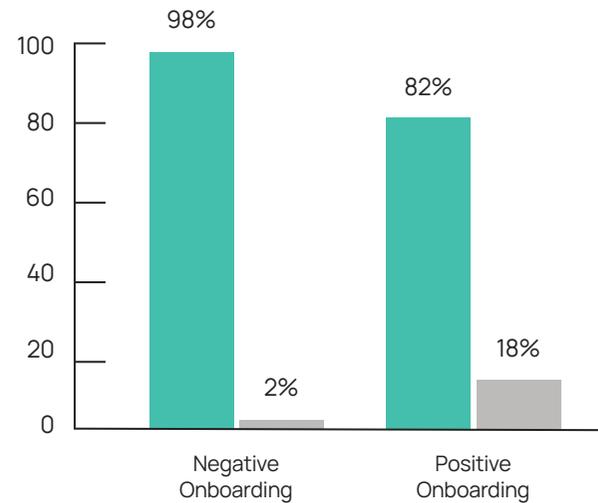
Flight Risk by Overtime Pay

■ Total flight risk
■ No flight risk



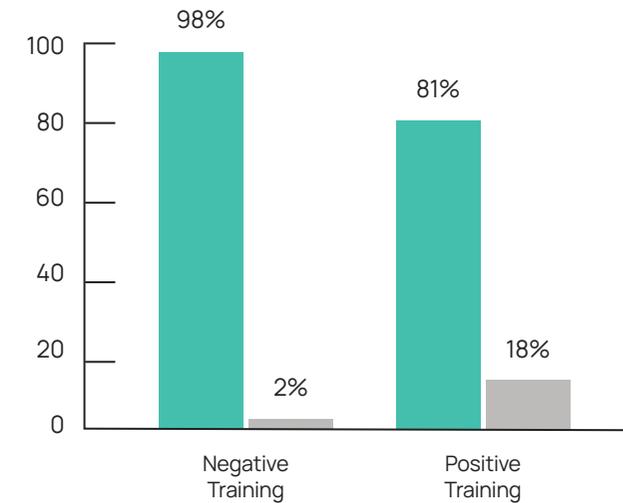
Flight Risk by Onboarding Experience

■ Total flight risk
■ No flight risk



Flight Risk by Training Experience

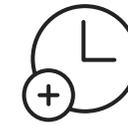
■ Total flight risk
■ No flight risk



Both men and women were similar flight risks, though **men were marginally more likely to be actively job hunting.**

Onboarding and training & development have a huge impact on employee retention.

Happy employees drop almost to 0% when these factors are regarded poorly.



Overtime pay

does seem to impact intentions to commence job seeking, though to a lesser degree than other factors.

Employer Tip

The onboarding and induction period of a new hire's employment with your organisation is crucial to ensuring their longevity. Structured onboarding programs and better ongoing training & development initiatives have a direct impact on intentions to look for new employment.

Here's a few pointers:

- Review your standard onboarding processes and create a checklist.
- Assign a go-to buddy for your new employee for their first 90 days.
- Provide weekly itineraries for the first two weeks at least.
- Have all their tools (phone, laptop, workspace, etc.) ready to go on day one.
- Schedule a 90-day review and keep it simple (Note: this shouldn't be the first time they hear from you about what they're doing well or not so well!).

Learn more: [A Guide to Successful Onboarding](#) 

JOB SATISFACTION

Motivations to Leave

Salary/earnings potential was the top factor which could motivate someone to seek a new role, with 26% choosing this response. Career advancement (21%) came in second, then company culture (18%), work-life balance (17%) and a desire for new challenges (15%).

Culture is a much bigger sticking point for those who dislike or hate their job, and in fact 69% of these respondents said it was their biggest motivation to look for new work. Salary, work-life balance, career advancement and new challenges remained top factors, though these respondents also felt more strongly about workplace flexibility, conflict with management, and training or development opportunities.

Those who dislike or hate their job feel a lot more motivated to seek new work, and the primary driving forces here are the company culture and their earnings potential.

And what about people who want to stay with their employer?

Salary/earnings potential was the biggest overall factor motivating someone to remain with their current employer (17%), followed by work-life balance (15%), company culture (13%), job security (10%) and career advancement (9%). Of those who like or love their job, the rankings remain much the same, though these respondents felt more strongly than the average.

“Remuneration is still the big driver in employee retention. But, candidates we speak to are also seeking companies that have strong values and ethical leadership – somewhere they can continue to grow, add value and feel valued in return.”



Connell Newport
Senior Consultant – Hospitality

TOP 10 FACTORS MOTIVATING EMPLOYEES TO SEEK NEW WORK	
Salary/earnings potential	26%
Career advancement	21%
Company culture	18%
Work-life balance	17%
New challenges	15%
Workplace flexibility	8%
Job security	6%
Training or development opportunities	6%
Role that better aligns with skillset	4%
Work location/relocation	3%

TOP 10 FACTORS MOTIVATING EMPLOYEES TO STAY WITH THEIR EMPLOYER	
Salary/earnings potential	17%
Work-life balance	15%
Company culture	13%
Job security	10%
Career advancement	9%
Workplace flexibility	9%
New challenges	8%
Work location	5%
Avoid stress associated with searching for and/or starting a new job	2%
Training or development opportunities	2%

Employer Tip

Based on this data, our recommendation would be that any employer looking to improve employee retention focuses on improving happiness at work – emotions are very motivating, and when they're negative it motivates someone to leave, and when they're positive it motivates them to stay (no surprises here). Company culture is the first place to make improvements, then salary and earnings potential. Flexible work opportunities and career advancement may also have a positive impact.

Overtime

Are employees paid overtime, and what is their opinion on the amount of overtime they're expected to do?

Overtime Pay

Across respondents, 92% indicated that they regularly work overtime hours for their employer, leaving just 8% who said it's rare or never.

Of that majority, 57% aren't paid for it, while 7% are, 25% are paid in days in lieu, and 4% are paid a mixture of rates and time-in-lieu.

Looking at overtime by job category, respondents from hospitality businesses tended to work the least overtime. Those in Event Management, Production & Creative were the most likely to be paid for their overtime hours, and those at the C-suite level or in HR the least likely to be paid.

OVERALL OVERTIME PAY TRENDS			
	Paid overtime	Not paid overtime	No/rare overtime
Chefs & Culinary	35%	52%	13%
Event Management, Production & Creative	45%	48%	7%
Hospitality, Catering, and Food & Beverage	34%	54%	12%
Hotel Management	29%	69%	2%
Sales, Marketing & Client Services	27%	65%	8%
Senior Execs, C-suite & HR	16%	74%	10%

OVERALL OVERTIME PAY TRENDS	
I rarely or never work overtime	8%
Mix of overtime rates and time-in-lieu	4%
No, I don't get paid for it	57%
Yes, overtime rates	7%
Yes, time-in-lieu	24%



Least likely to work overtime

Chefs & Culinary



Most likely to be paid for overtime hours

Event Management, Production & Creative



Least likely to be paid for overtime hours

Senior Execs, C-suite & HR

OVERTIME

But, overtime has only a limited impact on someone's love of the job. Of those who love their work, a similar number are paid for their hours as not paid. The same goes for those who like their job. One conclusion we might draw from these numbers is that overtime does not impact someone's love of what they do, but it may impact their desire to stay in a specific role (especially when combined with other factors, like pay).

Attitudes to Overtime

Next we asked respondents whether they felt being paid overtime or time-in-lieu should be industry standard.

Breaking it down by gender reveals women feel even more strongly – 94% said yes, compared to only 82% of men. Of the generations, younger workers felt more strongly than older on the matter, with 93% of Millennials saying yes and 100% of our Gen Zers agreeing. Just over 80% of Gen X said yes, and 85% of Baby Boomers. Clear majorities across the board.

As for job categories, this is where we saw some of the starkest differences. For Chef & Culinary, Event Management, Production & Creative, and Catering, Hospitality, and Food & Beverage, over 90% of respondents agreed overtime pay should be standard. 87% of Hotel Management respondents and 89% of Sales, Marketing & Client Services agreed.

“While it might seem unusual that chefs and similar hospitality roles work the least overtime, given the long hours these roles typically demand, it’s likely that those working in a kitchen environment simply don’t view their ‘extra’ hours as extra at all. It’s commonplace for employment agreements with full-time salaried chefs and hospitality managers to include ‘reasonable additional hours’, which often translates to 40-45 hours per week being perceived as standard – even if this is significantly higher than the 38-hour workweek commonly expected in other professions.”



Jonathan Lamm
Founder & Managing Director

SHOULD OVERTIME PAY BE STANDARD?

No	11%
Yes	89%

It is within the C-suite and HR level where we see the biggest departure from the average, with only 70% of these high-level respondents saying yes. This despite the fact that they are most likely to go unpaid for their overtime worked.

BY INDUSTRY EXPERIENCE

	No	Yes
< 5 years	8%	92%
5 - 10 years	2%	98%
10 - 20 years	9%	91%
20+ years	18%	82%

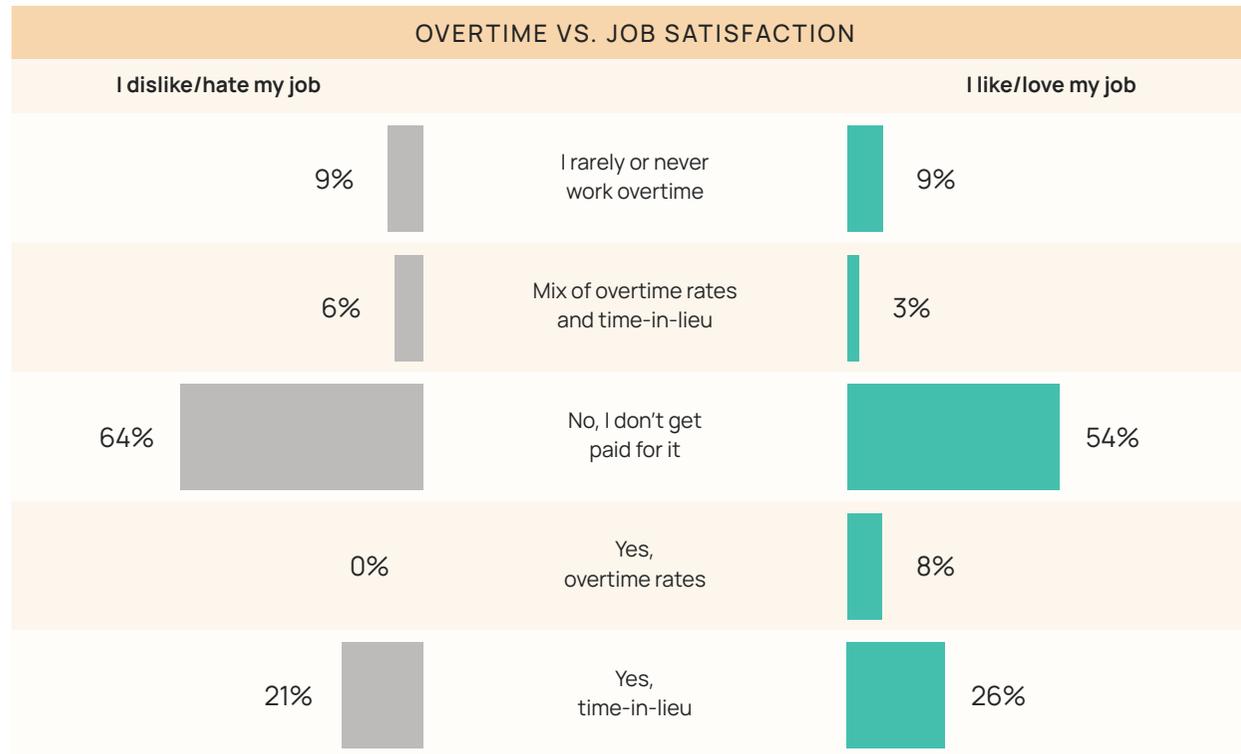
BY DEMOGRAPHIC

	No	Yes
Male	18%	82%
Female	6%	94%
Baby Boomer	15%	85%
Gen X	19%	81%
Millennials	7%	93%
Gen Z	0%	100%

BY JOB CATEGORY

	No	Yes
Chefs & Culinary	6%	94%
Event Management, Production & Creative	6%	94%
Hospitality, Catering, and Food & Beverage	10%	90%
Hotel Management	13%	87%
Sales, Marketing & Client Services	11%	89%
Senior Execs, C-suite & HR	30%	70%

OVERTIME



Employer Tip

If you anticipate that above-normal overtime will be required for any role within your organisation, consider writing a transparent overtime policy and communicating it clearly before new hires sign up. People don't want to be lulled into a role and then find out the hours aren't what they expected – especially if overtime won't be paid.

A clearly articulated overtime policy, agreed during pay negotiations, can work wonders on employee expectations and their job satisfaction as a result.



Cost of Living & Mental Health

Have Australians been impacted by recent economic turmoil, and what are they looking for from their employer with regards to support?

Cost of Living Crisis

Since 2021, the cost of living in Australia has been on everyone’s mind. It rose to its peak in June 2023, but remains higher than at any point in the past 10 years as of writing this report³. We asked respondents about this issue, trying to find out how it has impacted mid-to-senior level hospitality and events workers.

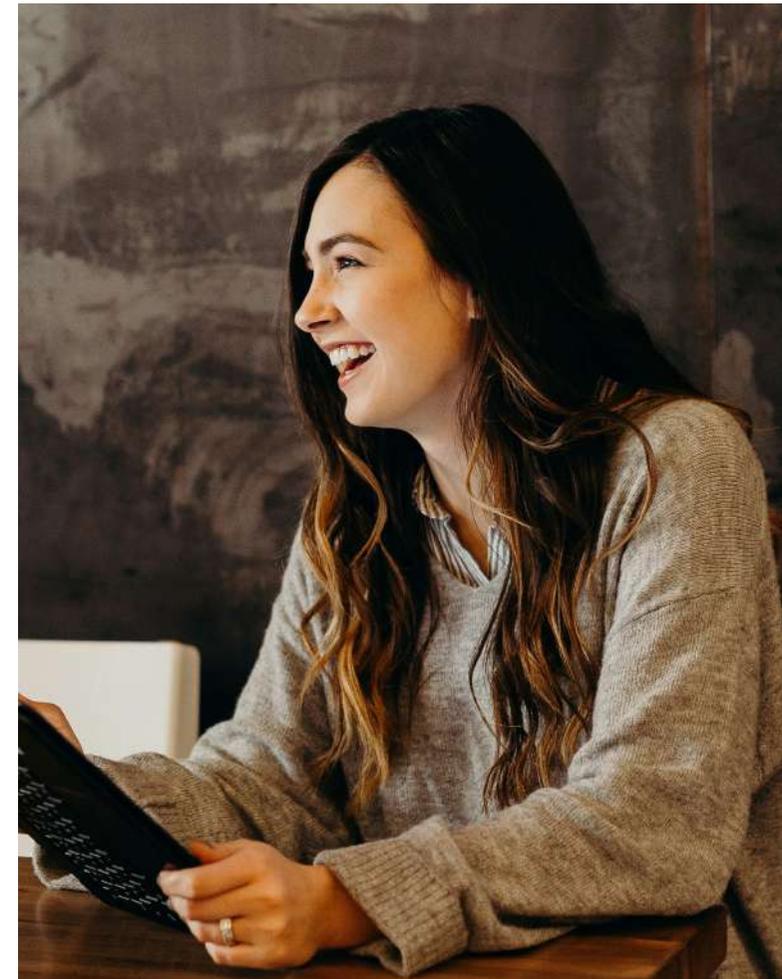
Overall, the biggest impact to people’s lives has been a reduction in going out for entertainment or to eat (37%). Rent or mortgage stress came in second (32%), and taking fewer holidays, anxiety, stress and other mental health issues were jointly at 26%. A general feeling that the business has struggled came in fifth (14%). Very few respondents (3%) indicated they had to close their business, change industry or change job within the industry – a positive result. As could be expected, the crisis has impacted different generations of people quite differently.

While reduced entertainment/dining out was the top issue for the three oldest generations, Gen Z ranked anxiety or other mental health issues as most impactful.

Rent/mortgage stress was a bigger challenge for younger generations, with Baby Boomers the only generation to rank this in third place instead of second.

Gen Z was also the most likely generation to have taken on a second job, with twice the number of respondents in this category selecting this response compared to the next highest (Millennials).

TOP 10 IMPACTS OF THE COST OF LIVING CRISIS	
Reduced entertainment/dining out	37%
Rent/mortgage stress	32%
Taking fewer holidays than before	26%
Anxiety, stress or other mental health issues	26%
General feeling that the business has struggled	14%
Increase in operating expenses	12%
Can’t afford to hire enough staff	8%
Employees leaving the business	8%
I have experienced no impact	7%
I had to take on a second job	5%



³ ABS, Selected Living Cost Indexes, Australia

COST OF LIVING & MENTAL HEALTH

COST OF LIVING, TOP 5 IMPACTS BY GENERATION							
Baby Boomer		Gen X		Millennials		Gen Z	
Reduced entertainment/ dining out	40%	Reduced entertainment/ dining out	36%	Reduced entertainment/ dining out	37%	Anxiety, stress or other mental health issues	43%
Taking fewer holidays than before	29%	Rent/mortgage stress	31%	Rent/mortgage stress	33%	Rent/mortgage stress	34%
Rent/mortgage stress	26%	Taking fewer holidays than before	28%	Anxiety, stress or other mental health issues	27%	Reduced entertainment /dining out	33%
Anxiety, stress or other mental health issues	24%	Anxiety, stress or other mental health issues	21%	Taking fewer holidays than before	25%	Taking fewer holidays than before	24%
Increase in operating expenses	24%	Increase in operating expenses	13%	General feeling that the business has struggled	15%	General feeling that the business has struggled	13%

Employer Tip

If you're worried about the wellbeing of your people in relation to the Cost of Living Crisis, consider sitting down with your team to find out how it has impacted each person individually. You may find that you can tweak the non-cash benefits your company offers to target key problems and support team members in need.

For example, people aren't going out as much or enjoying entertainment – what about providing dining or entertainment vouchers as performance incentives? Or mental wellness programs to combat increased anxiety and financial stress?

Mental Health Support

A reasonable proportion of respondents would like to see more being done to support mental health in the workplace. For example, nearly 40% said that they would like to see mental health days gain support, and a further 32% also requested mental health training for their managers. On top of that, almost a quarter mentioned they want counselling services supported at work.

Still, it's worth remembering that many other benefits were ranked higher than mental wellness support – flexible work and more holidays, for example. Support for mental wellness programs is in the minority, though if your workforce consists mainly of Millennials or Gen Z you might consider it a higher priority, as support is stronger among younger people than older.

WHAT TYPES OF MENTAL HEALTH SUPPORT WOULD YOU LIKE TO SEE IN YOUR WORKPLACE?	
Counselling services	23%
Mental health days	38%
Mental health training for managers	32%

Salary Guide

Chefs & Culinary

	SALARY	RANGE FROM	RANGE TO
Chef - Culinary Director/Group Executive	\$200,000	\$130,000	\$265,000
Chef - Executive	\$140,000	\$80,000	\$185,000
Chef - Executive Sous	\$118,000	\$85,000	\$135,000
Chef - Head	\$100,000	\$70,000	\$150,000
Chef - Sous	\$87,000	\$67,000	\$90,000
Chef - CDP	\$71,000	\$58,000	\$76,000
Chef - Pastry Executive	\$130,000	\$110,000	\$150,000
Chef - Pastry Head	\$105,000	\$85,000	\$120,000
Chef - Pastry Sous	\$85,000	\$75,000	\$90,000

Hotel Management

	SALARY	RANGE FROM	RANGE TO
General Manager - 5-star Hotel	\$230,000	\$165,000	\$310,000
General Manager - 4-star Hotel	\$140,000	\$100,000	\$186,000
General Manager - 3-star Hotel/Budget Accommodation	\$96,000	\$68,000	\$110,000
Hotel Manager/EAM	\$118,000	\$77,000	\$190,000
Front Office Manager	\$86,000	\$72,000	\$97,000
Assistant Front Office Manager	\$69,000	\$65,000	\$73,000
Revenue Director	\$140,000	\$110,000	\$183,000
Revenue Manager	\$110,000	\$85,000	\$125,000

Event Management, Production & Creative

	SALARY	RANGE FROM	RANGE TO
General Manager	\$150,000	\$100,000	\$235,000
Event/Show Director	\$150,000	\$140,000	\$200,000
Senior Event Manager/Team or Project Lead	\$140,000	\$90,000	\$192,215
Event Manager	\$95,000	\$60,000	\$205,000
Event Coordinator/Executive	\$75,000	\$50,000	\$117,000
Event Stylist	\$105,000	\$94,000	\$116,000
Head of Production (Event Projects)	\$159,000	\$100,000	\$280,000
Executive Producer	\$160,000	\$120,000	\$180,000
Senior Producer	\$115,875	\$94,000	\$148,500
Event Producer	\$107,500	\$70,000	\$195,000
Associate Event Producer	\$79,500	\$72,500	\$108,000
Production/Project Manager	\$114,000	\$95,000	\$175,000
Production Coordinator/Assistant	\$65,000	\$60,000	\$80,000
Executive Creative Director	\$278,000	\$220,000	\$330,000
Creative Director	\$130,000	\$115,000	\$187,500
Art Director	\$102,500	\$95,000	\$110,000
Technical Director	\$165,000	\$100,000	\$185,000
AV Technician	\$78,500	\$62,500	\$92,000

Sales, Marketing & Client Services

	SALARY	RANGE FROM	RANGE TO
Sales & Marketing Director	\$182,000	\$120,000	\$230,000
Sales Director	\$147,500	\$97,500	\$264,000
Partnerships/Sponsorship Manager	\$120,000	\$96,000	\$195,000

SALARY GUIDE

	SALARY	RANGE FROM	RANGE TO
Sales/Business Development Manager	\$100,000	\$70,000	\$150,000
Event Sales Manager	\$102,425	\$84,000	\$140,000
Sales Coordinator/Executive	\$81,000	\$60,000	\$105,000
Marketing Director	\$160,000	\$115,000	\$250,000
Marketing Manager (Senior/Group)	\$145,000	\$130,000	\$150,000
Marketing Manager	\$105,000	\$80,000	\$150,000
Marketing Coordinator/Executive	\$90,000	\$80,000	\$100,000
Client Services Director	\$180,000	\$76,500	\$220,000
Group Account Director	\$140,000	\$85,000	\$180,000
Account Director	\$120,000	\$95,000	\$180,000
Senior Account Manager	\$115,000	\$95,000	\$130,000
Account Manager	\$90,000	\$73,000	\$116,000
Account Executive	\$65,000	\$55,000	\$77,000

Hospitality, Catering, and Food & Beverage

	SALARY	RANGE FROM	RANGE TO
F&B Director/Group General Manager	\$177,500	\$100,000	\$285,000
F&B Manager/Group Operations Manager	\$120,000	\$65,000	\$190,000
Catering/Banquets Manager	\$94,000	\$85,000	\$116,000
General Manager - Restaurant	\$115,000	\$78,000	\$212,000
Restaurant Manager	\$88,000	\$70,000	\$175,000
Restaurant Assistant Manager	\$75,000	\$70,000	\$80,000
General Manager - Licensed Venue/Pub	\$120,000	\$78,000	\$212,000
Venue Manager	\$100,000	\$62,500	\$120,000
Venue Assistant Manager/Duty Manager	\$80,000	\$69,420	\$82,000
Wine/Beverage Director	\$160,000	\$110,000	\$220,000

SALARY GUIDE

	SALARY	RANGE FROM	RANGE TO
Beverage Manager	\$90,000	\$82,000	\$105,000
Bar Manager	\$80,000	\$70,000	\$90,000
Sommelier	\$87,500	\$80,000	\$95,000

Senior Execs, C-suite & HR

	SALARY	RANGE FROM	RANGE TO
CEO/Managing Director	\$240,000	\$180,000	\$500,000
Chief Operating Officer	\$215,000	\$155,000	\$400,000
EA/PA/Office Manager	\$110,000	\$75,000	\$140,000
HR Director	\$160,000	\$130,000	\$220,000
HR Manager	\$112,500	\$79,000	\$165,000
HR Coordinator	\$85,000	\$75,000	\$120,000
Talent Acquisition/Recruitment Manager	\$120,000	\$90,000	\$210,000
Training & Development Manager	\$83,000	\$83,000	\$110,000
Procurement Manager	\$117,500	\$100,000	\$100,000

We are THE MONDAY GROUP

Established in 2017, THE MONDAY GROUP has grown to become one of Australia's leading boutique recruitment agencies specialising in the hospitality, hotel, events and experiential marketing sectors.

We prioritise exclusive and retained search partnerships, ensuring a dedicated, high-touch recruitment experience with quality at its core.

By limiting the number of roles managed at any time, we provide quality over quantity, with deeper market research, tailored headhunting and a consultative approach that delivers superior results.



Hospitality



Hotels



Events



Catering



Experiential

THE MONDAY GROUP Difference

- ✓ Deep industry specialisation
- ✓ Global talent network
- ✓ Database of 30,000+ and counting
- ✓ Exclusive & retained search (headhunting) specialists
- ✓ Modern, tech-enabled search with a personal touch





**THE
MONDAY
GROUP**

1300 358 072

hello@mondaygroup.com.au

Sydney | Melbourne | Brisbane

mondaygroup.com.au

