

Executive Summary:

2025 Payroll Industry Report



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The **Australian Payroll Association's 2025 Payroll Industry Report** provides a comprehensive analysis of the evolving payroll landscape in Australia. With legislative complexity, technological advancements, and workforce expectations reshaping payroll operations, it has never been more crucial for businesses to stay ahead of compliance, governance, and strategic payroll management.

This report is based on data collected in **February 2025 from 1,927 Australian employers**, offering valuable insights into payroll trends, challenges, and opportunities. We extend our sincere gratitude to all participating organisations for their time and contributions. Your input enables us to provide meaningful analysis and practical recommendations that support payroll professionals, business leaders, and policymakers in navigating the future of payroll with confidence.



Tracy Angwin

Director, Australian Payroll Association



Payroll Governance and Compliance:

A Business Imperative

Payroll errors and compliance challenges are becoming major business risks, impacting financial stability, employee trust, and corporate reputation. The increasing complexity of payroll legislation, particularly in complex industries, has led to a crisis in payroll governance. Businesses struggling to manage multiple industrial instruments risk fines, operational inefficiencies, and workforce dissatisfaction.

To mitigate these risks, businesses must:



Invest in payroll technology that automates compliance and calculations.



Implement strong governance frameworks to ensure accuracy and adherence to laws.



Conduct regular audits to proactively identify and correct payroll discrepancies.



Train payroll professionals on evolving legislation to reduce compliance risks.

Payroll as a Strategic Function

Payroll data is an untapped strategic asset, yet 16% of Australian executives do not request or engage in payroll analytics. This lack of engagement results in missed opportunities for workforce planning, cost optimisation, and compliance risk reduction.

Businesses that leverage payroll insights can:



Enhance workforce planning by aligning payroll data with labour trends.



Optimise costs through real time analytics on overtime, absenteeism, and compliance penalties.



Improve compliance by integrating AI-driven strategies that adapt to regulatory changes.

Organisations that prioritise payroll analytics and governance will gain a competitive advantage, ensuring better financial and operational decision-making.

AI's Role in Payroll:

A Solution for Complexity, Not a Threat to Jobs

While AI has sparked automation fears in many industries, payroll professionals face burnout, not job loss. The true challenge lies in managing growing compliance complexity and navigating constant regulatory changes.

AI-driven payroll solutions can:

- ✓ Automate award and enterprise agreement interpretations and the checking of these interpretations, reducing manual effort and risk.
- ✓ Improve compliance monitoring, ensuring businesses stay ahead of legislative updates.
- ✓ Enhance accuracy by minimising human errors in payroll calculations.

Rather than replacing payroll jobs, AI will support payroll professionals by reducing administrative burdens, allowing them to focus on strategic and analytical roles.

Addressing the Payroll Training Gap

Payroll data is an untapped strategic asset, yet 16% of Australian executives do not request or engage in payroll analytics. This lack of engagement results in missed opportunities for workforce planning, cost optimisation, and compliance risk reduction.

Key recommendations to address the skills gap include:

- ✓ Employers investing in payroll training to reduce compliance risks and improve retention.
- ✓ Industry associations providing subsidised courses to enhance workforce expertise.
- ✓ Government support through tax incentives or grants for payroll education.

Conclusion:

The Future of Payroll in Australia

As payroll complexity intensifies, businesses that prioritise governance, technology, and training will lead the industry forward. Payroll is no longer just an administrative function, it is a strategic asset that influences compliance, workforce management, and financial stability.

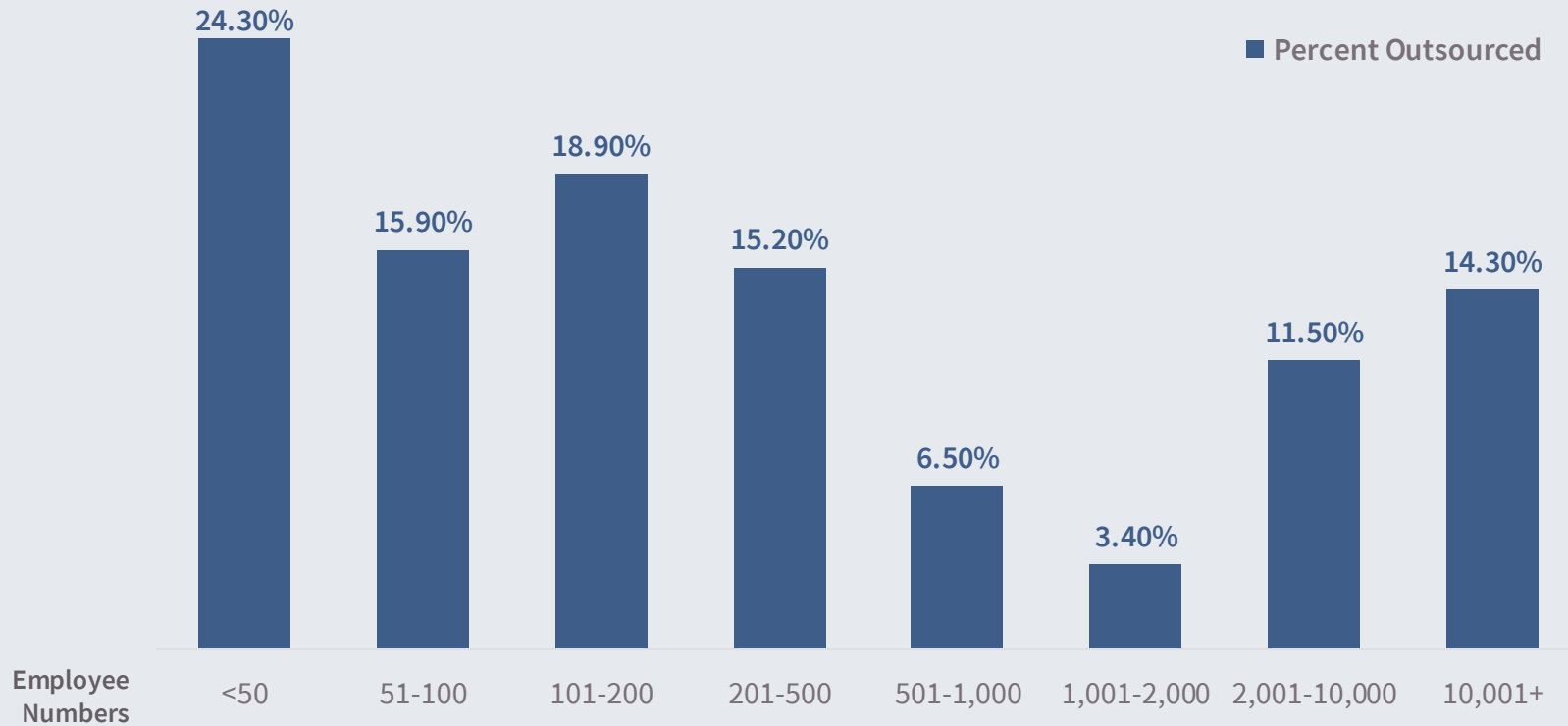
To remain competitive, Australian organisations must:

- ✓ Adopt AI-driven payroll solutions to streamline compliance and reduce errors.
- ✓ Leverage payroll analytics to drive strategic business decisions
- ✓ Invest in payroll training and education to support long term industry expertise.

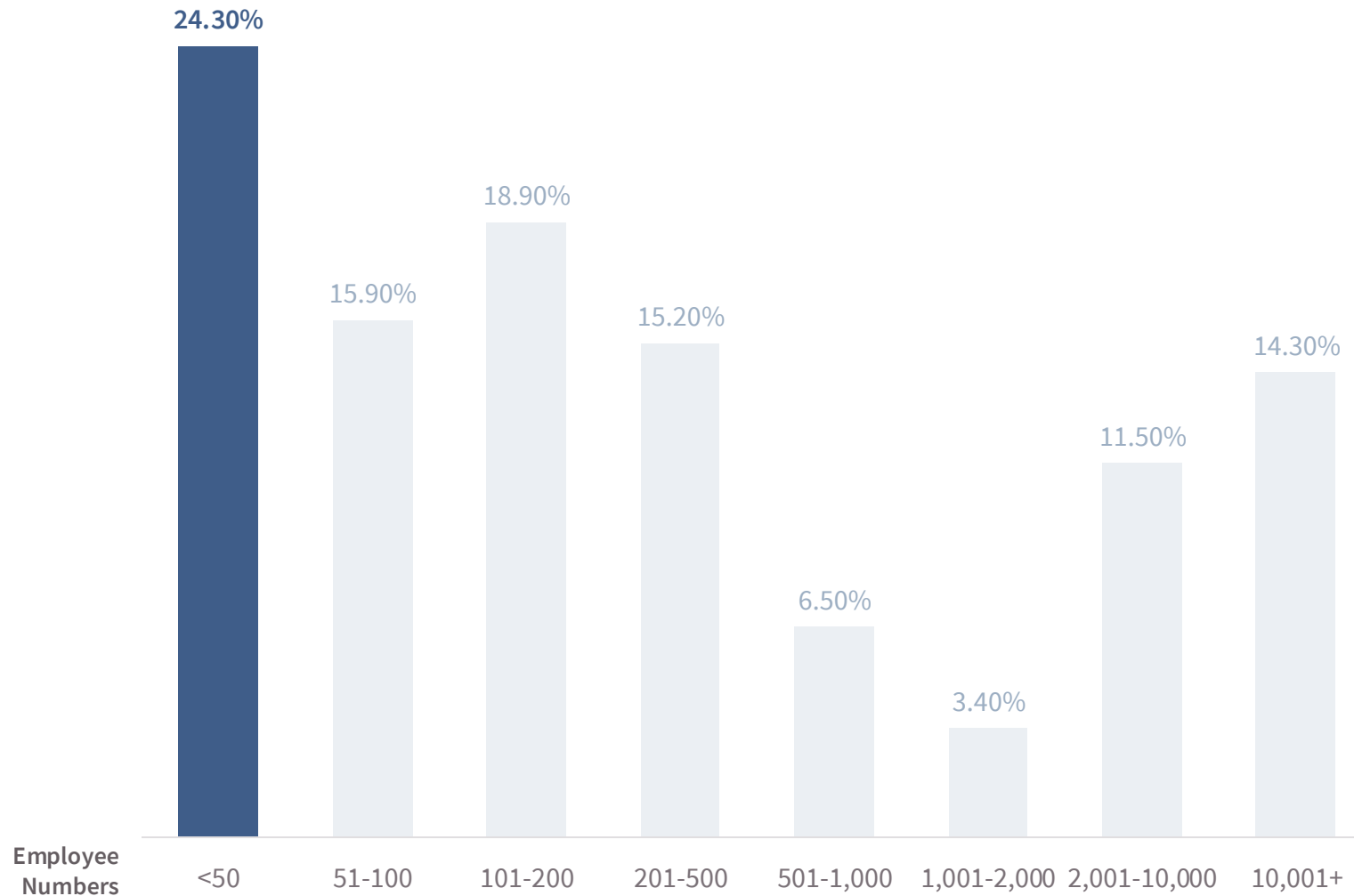
By taking proactive measures, businesses can turn payroll from a compliance burden into a key driver of organisational success in 2025 and beyond.

Outsourcing

The data on payroll outsourcing rates by employer size provides key insights into the dynamics of outsourcing in the Australian payroll industry.

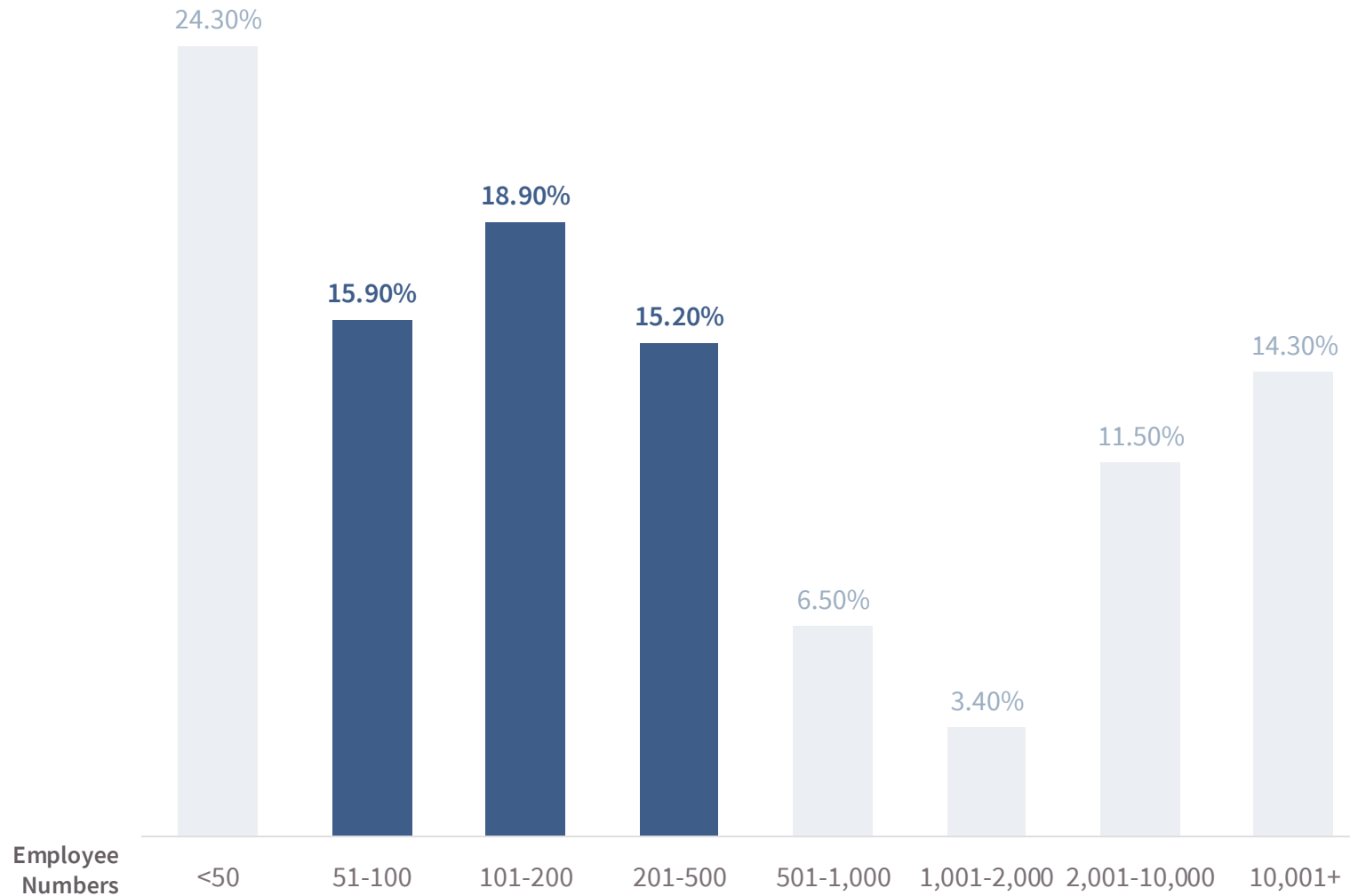


All Employers
16.50%



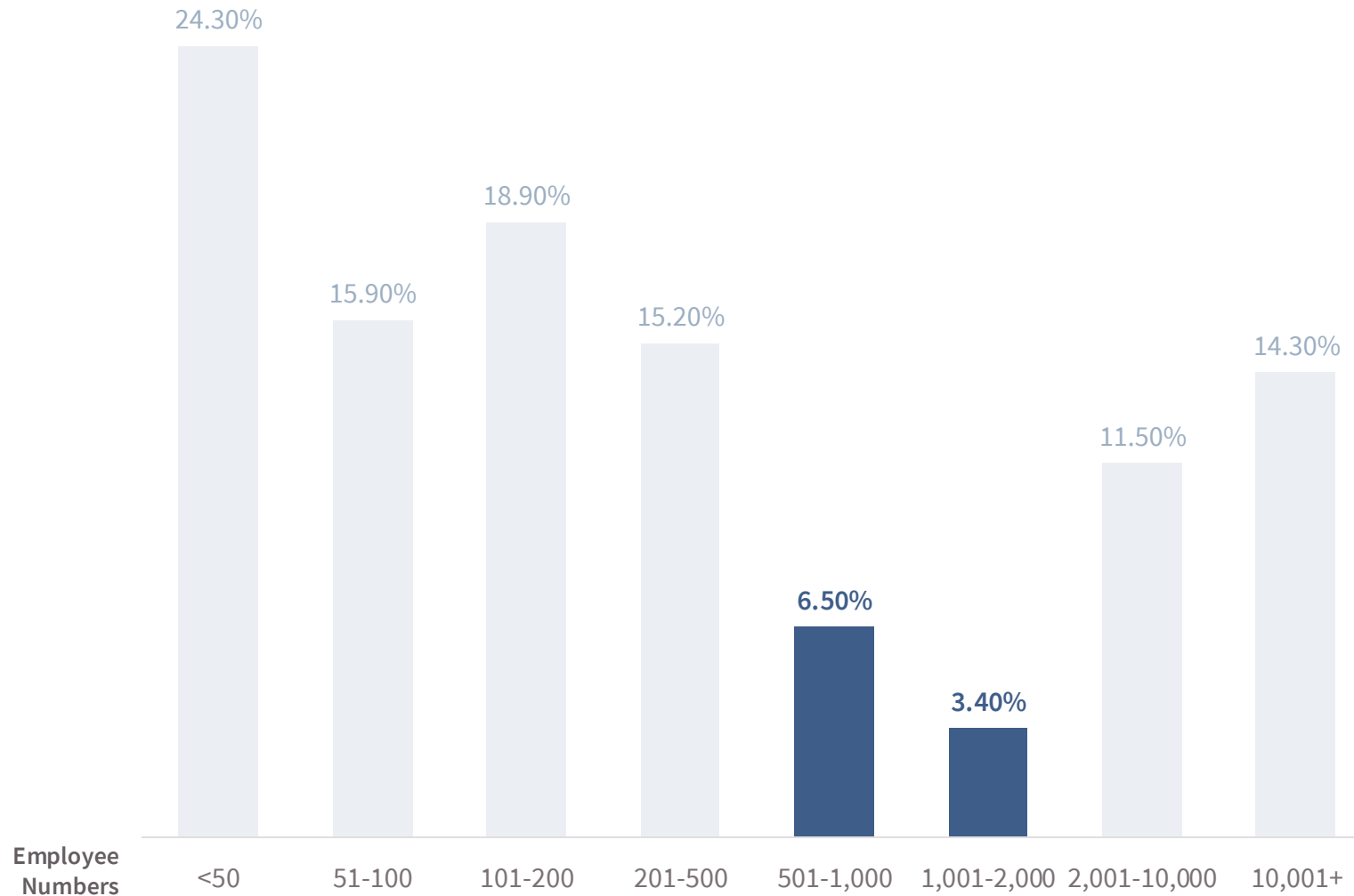
Small employers (<50 employees) are the most likely to outsource

- 24.3% of small businesses outsource their payroll function, the highest percentage of any employer size group.
- This trend is driven by the fact that smaller businesses lack in-house payroll expertise, and the cost of maintaining internal payroll functions (software, compliance, and personnel) is often prohibitive.
- Outsourcing allows small businesses to focus on their core operations while ensuring payroll compliance and efficiency.



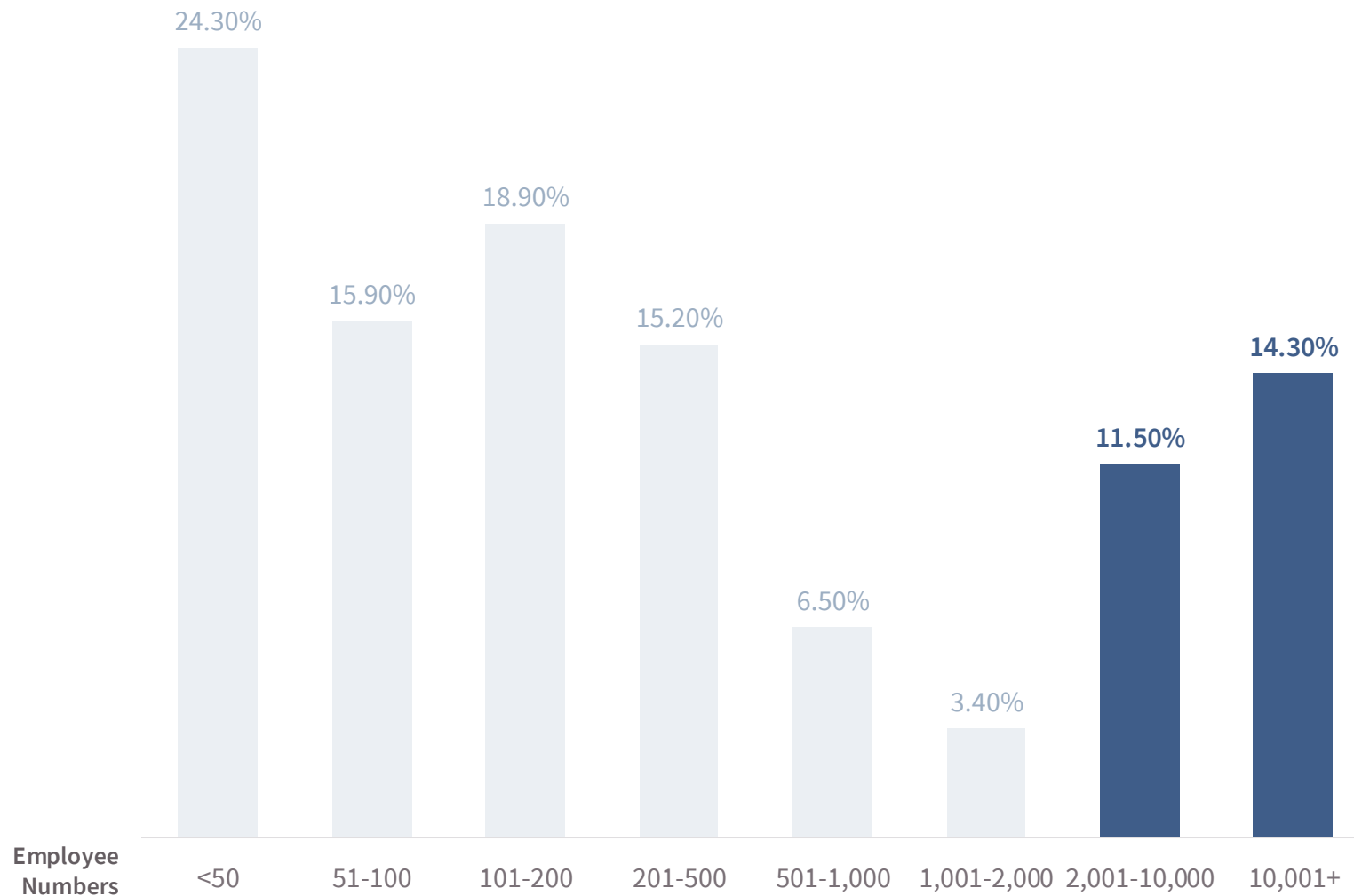
Mid sized employers (51-500 employees) show moderate levels of outsourcing

- Companies in the 51-100 (15.9%) and 101-200 (18.9%) employee range still outsource payroll at a reasonable rate.
- While some mid sized businesses have the resources to manage payroll internally, many continue to rely on third party providers for compliance, award interpretation, and tax obligations.
- The 201-500 employee range (15.2%) suggests that larger mid sized businesses are beginning to bring payroll in-house, likely due to economies of scale and the availability of internal payroll teams and expertise.



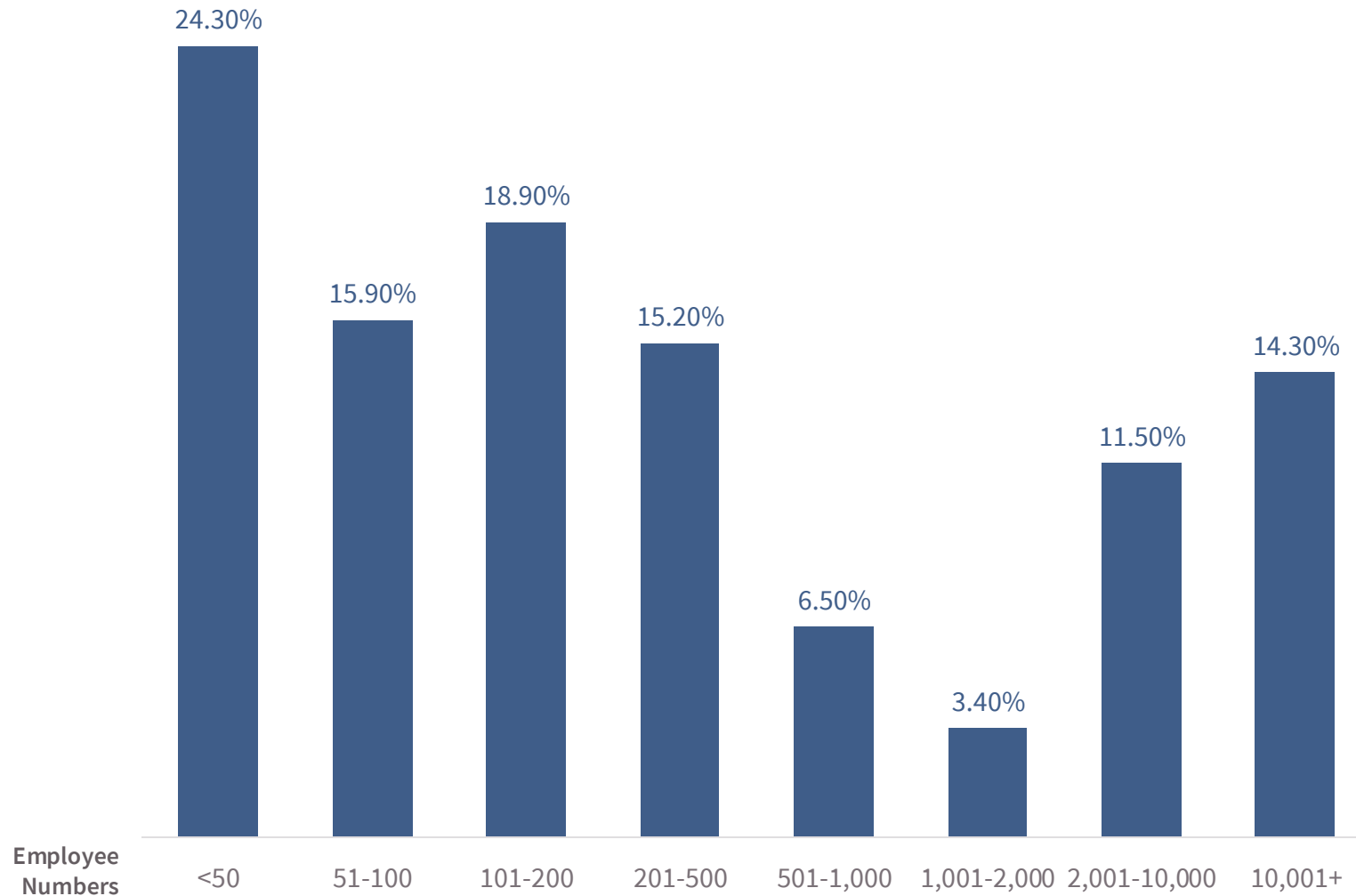
Large employers (500+ employees) prefer in-house payroll

- The outsourcing rate declines sharply for employers with 501-1,000 employees (6.5%) and 1001-2000 employees (3.4%), indicating a clear preference for in-house payroll management.
- Large organisations often require customised payroll solutions, deep integration with HR and finance systems, and increased data security, which makes outsourcing less attractive.
- The low outsourcing percentage in this group reflects greater investment in payroll teams and technology, ensuring full control over payroll functions.



Enterprises with 2,001+ employees show a mixed approach

- Companies in the 2,001-10,000 range have an 11.5% outsourcing rate, and those with 10,001+ employees outsource at a rate of 14.3%.
- This increase suggests that even large enterprises may outsource payroll for specific functions, such as multi-country payroll processing, award interpretation, or to access low cost global processing labour.
- Some large corporations may outsource non core payroll functions while maintaining in-house teams for their permanent workforce.



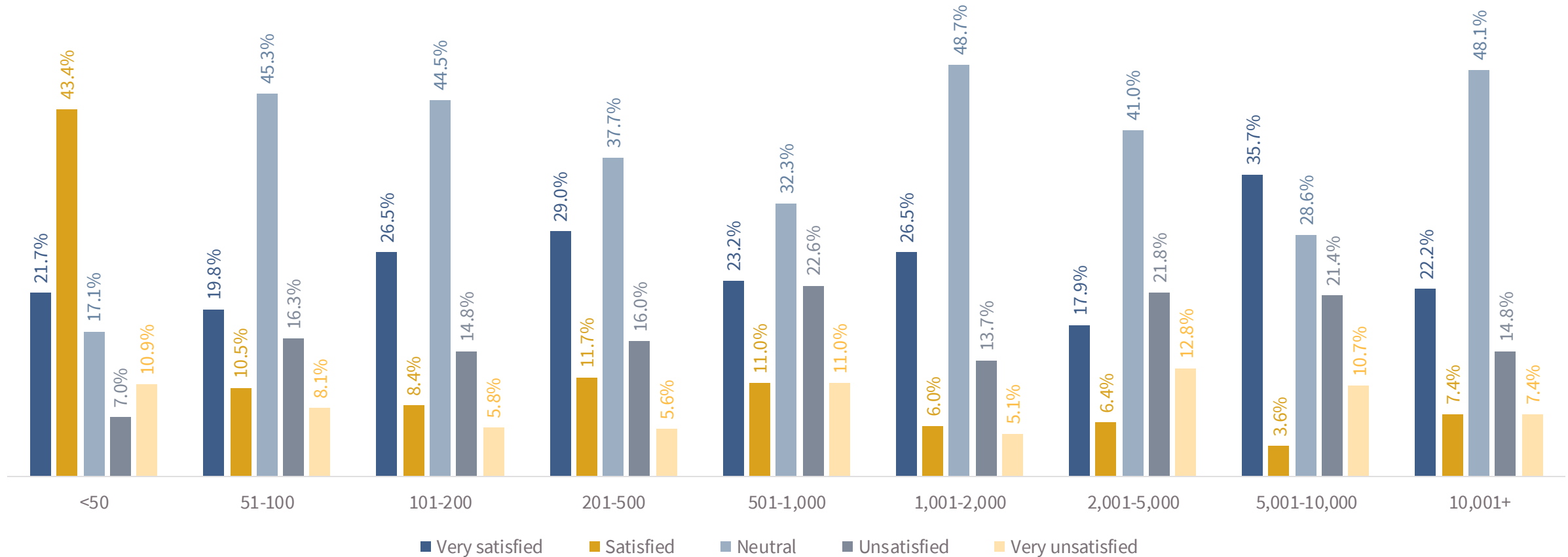
Overall outsourcing
rate sits at

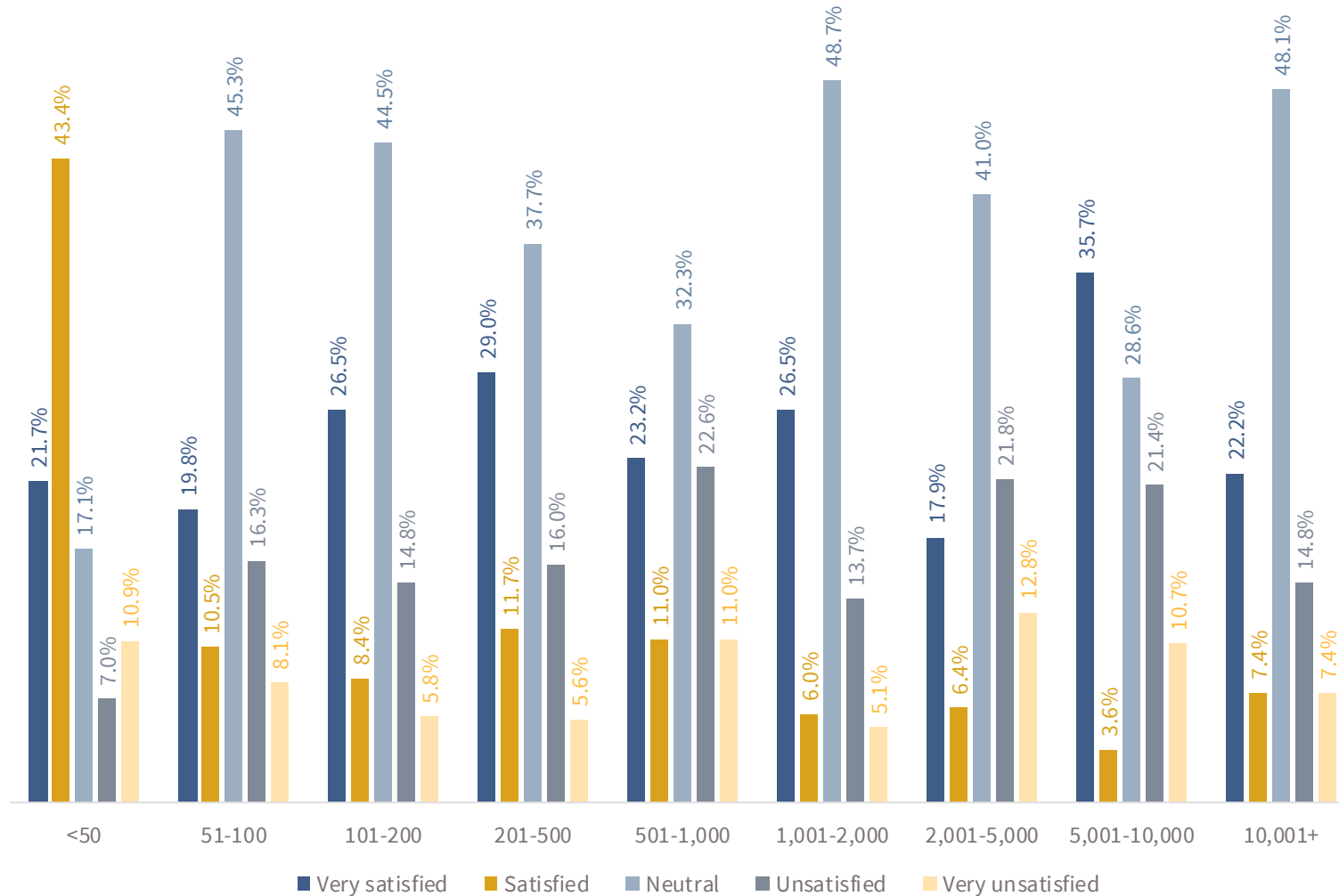
16.5%

- Across all employer sizes, 16.5% of organisations outsource payroll.
- This suggests that while outsourcing remains a viable solution, particularly for smaller businesses, the majority of companies prefer in-house payroll solutions as they grow.

Payroll Technology Satisfaction

The data on payroll technology satisfaction across different employer size categories provides valuable insights into how organisations perceive their payroll systems.

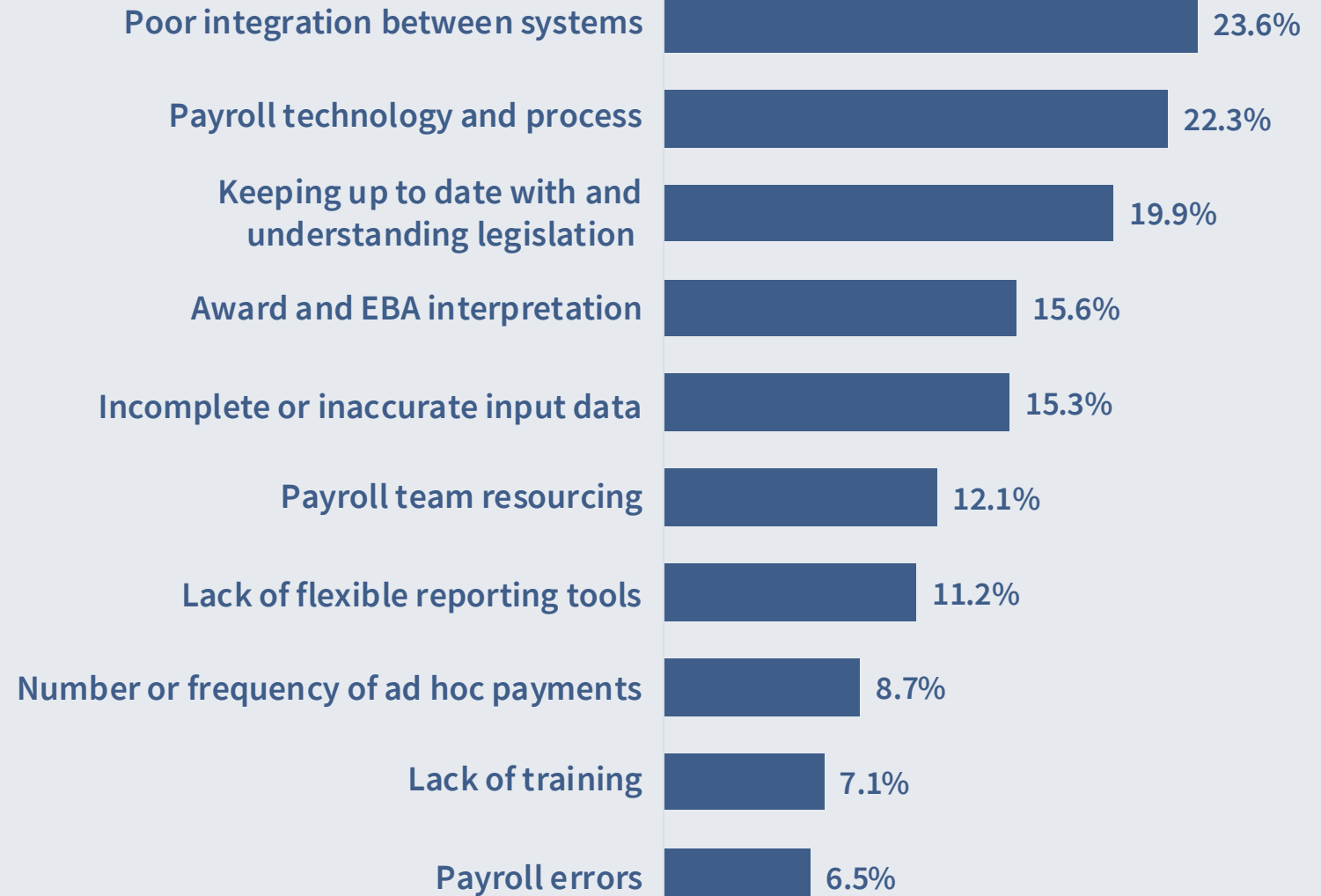




Overall Trends & Industry Implications

- Smaller companies are generally more satisfied with payroll software, likely due to simpler payroll needs.
- Mid sized businesses show high neutral ratings, suggesting room for improvement in user experience, automation, or reporting features.
- 501-1,000 employee businesses have the highest dissatisfaction rates, signalling a gap in the market for better mid-enterprise payroll solutions.
- Enterprises are polarised, with some experiencing high satisfaction while others remain neutral or dissatisfied.

Current Payroll Challenges

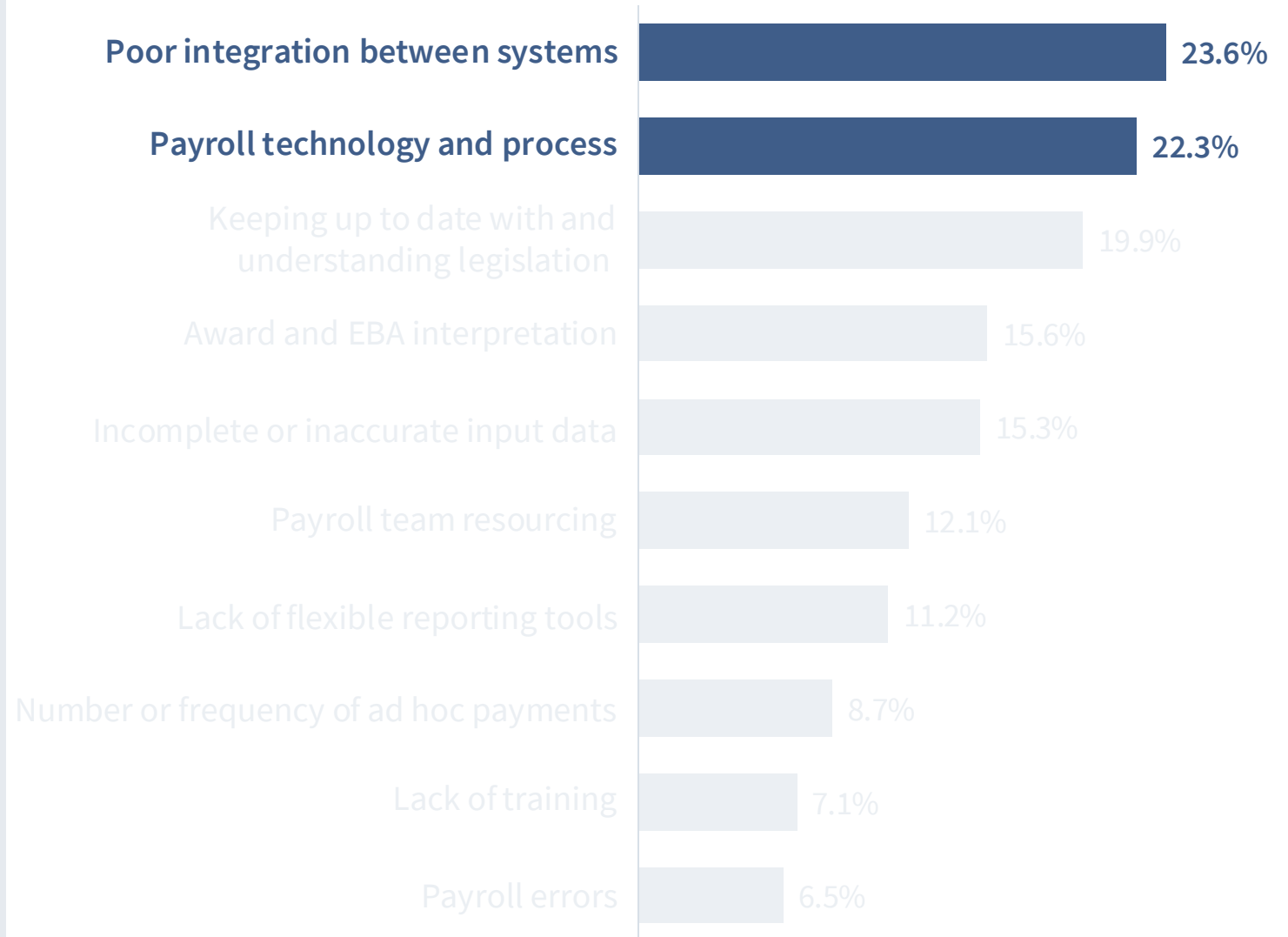


The payroll challenges faced by organisations vary in significance, with some being more widespread and persistent than others. Below is a breakdown of the key themes and insights:

Technology and Integration Issues are the Biggest Payroll Challenges

- Poor integration between systems (23.6%) and Payroll technology and process issues (22.3%) are the two most reported challenges.
- This suggests that many payroll teams struggle with disconnected systems, requiring manual workarounds and produces increasing compliance risks.
- Organisations likely lack seamless payroll, HR, and finance system integration, making automation and efficiency difficult.
- Payroll vendors should focus on improving API integrations, interoperability, and automation.

CURRENT PAYROLL CHALLENGES

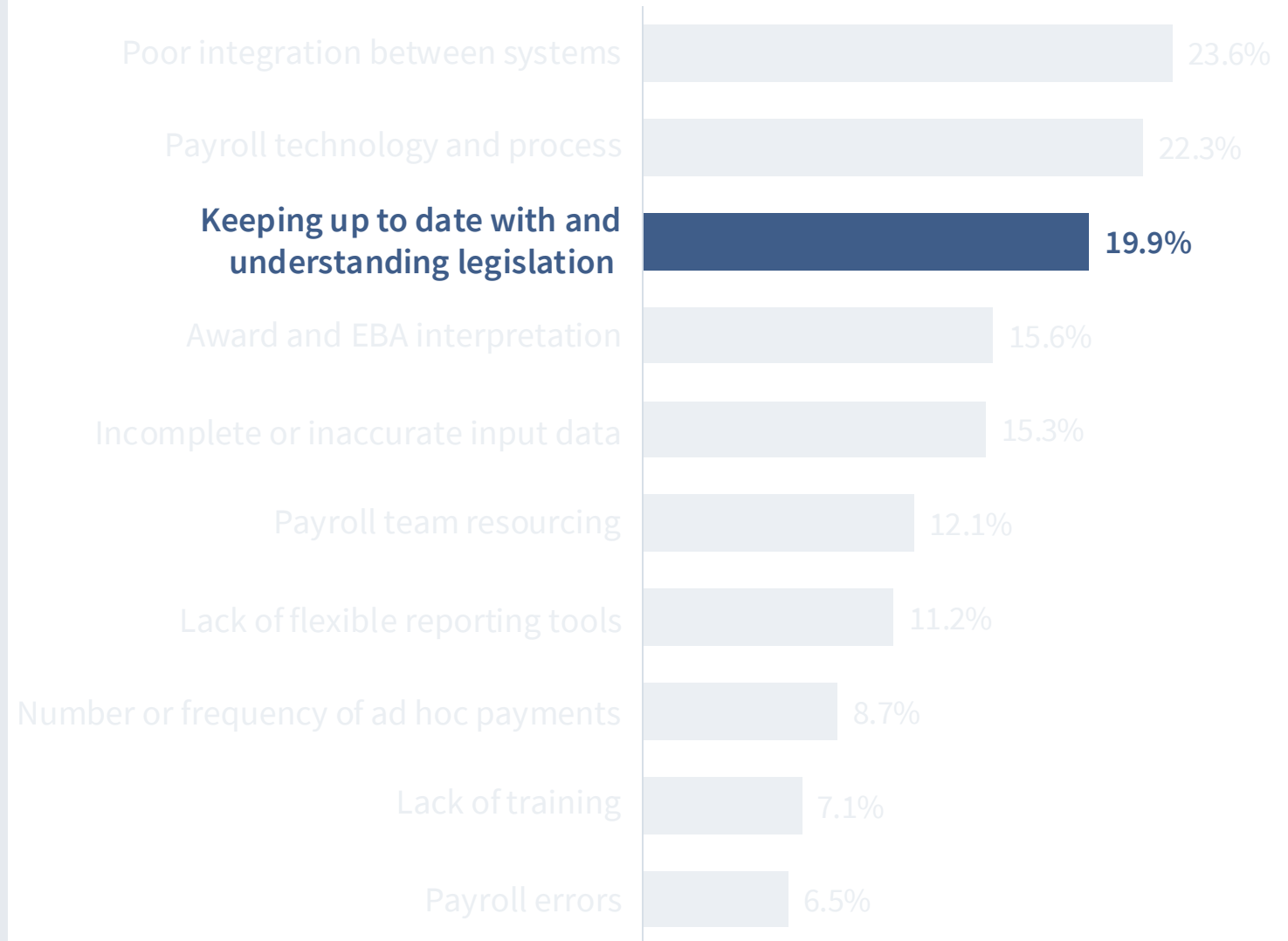


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Legislative Compliance Remains a Major Concern

- Keeping up to date with and understanding legislation (19.9%) is a significant challenge.
- With ongoing changes in wage theft laws, superannuation compliance (e.g. Payday Super), and award interpretations, businesses face continuing increasing legal and financial risks.
- This highlights the need for better compliance tools, payroll governance frameworks, and training to support accurate pay processing.

CURRENT PAYROLL CHALLENGES

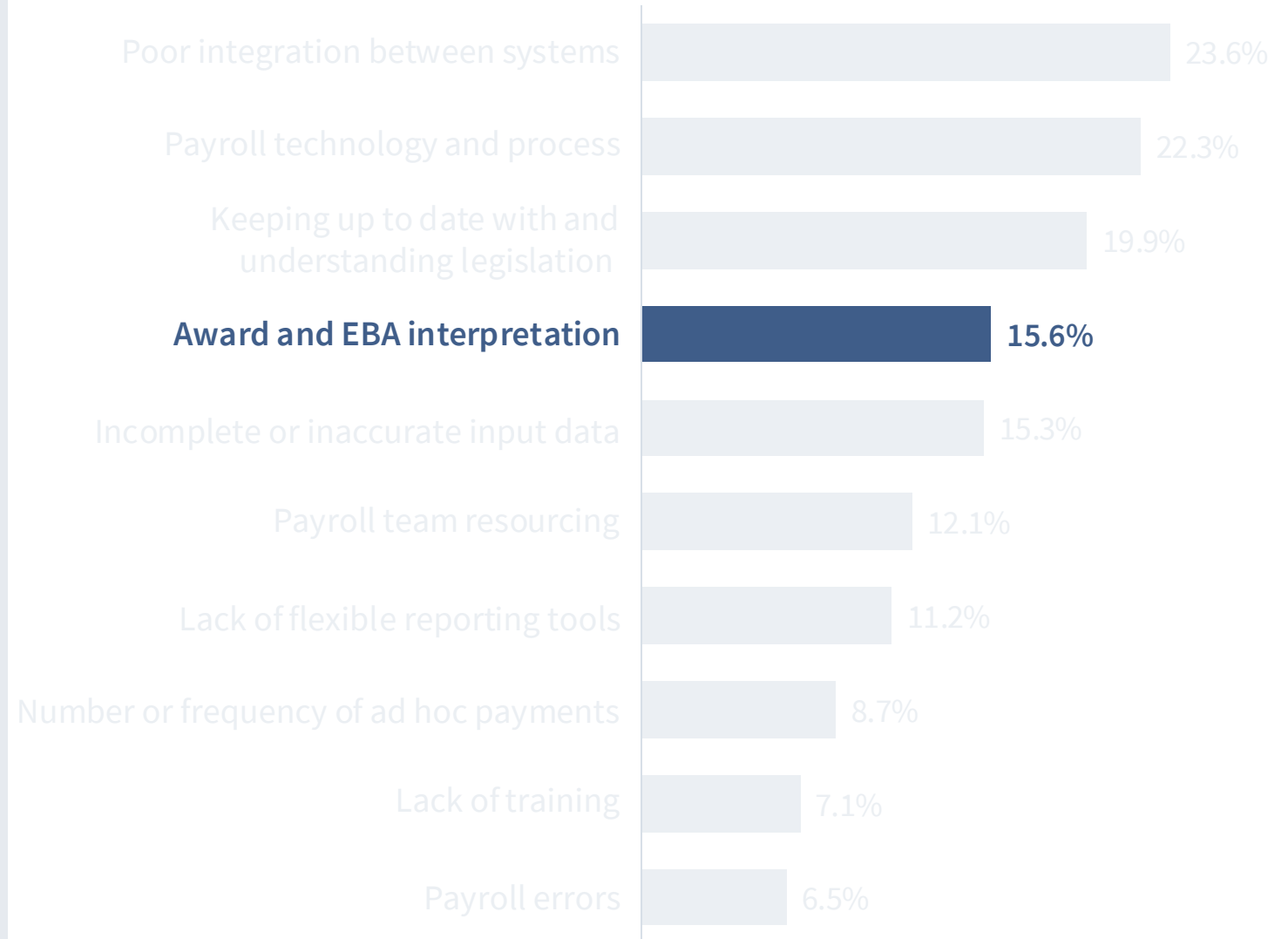


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Award and EBA Interpretation Still Poses a Problem (15.63%)

- Interpreting Modern Awards and Enterprise Bargaining Agreements (EBAs) remains a major challenge, especially for businesses with complex workforce structures.
- Given the fluid nature of Australian employment laws, payroll teams must regularly update their knowledge and rely on accurate award interpretation tools.
- Vendors with strong award interpretation capabilities, technology driven compliance checks, and automated updates will be highly valuable.

CURRENT PAYROLL CHALLENGES

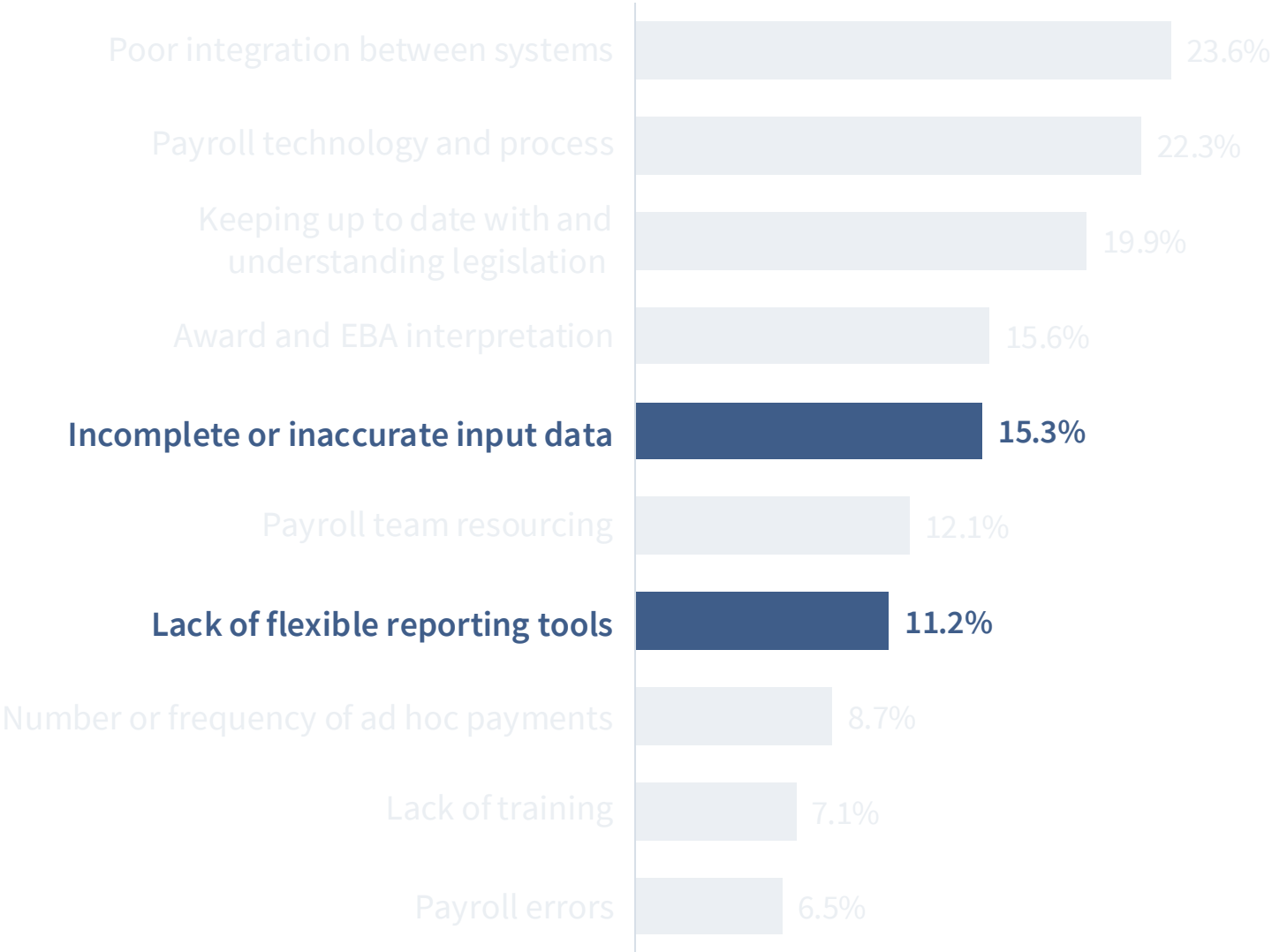


The payroll challenges faced by organisations vary in significance, with some being more widespread and persistent than others. Below is a breakdown of the key themes and insights:

Data Accuracy and Reporting Limitations

- Incomplete or inaccurate input data (15.3%) suggests that payroll teams struggle with incorrect timesheets, manual errors, or poor data validation processes.
- Lack of flexible reporting tools (11.2%) further reinforces the idea that payroll teams don't have sufficient visibility into key payroll metrics.
- These issues could stem from legacy payroll systems or inflexible software that does not allow for custom reporting.
- Companies need better payroll analytics, real-time data validation, and self-service reporting features.

CURRENT PAYROLL CHALLENGES



The payroll challenges faced by organisations vary in significance, with some being more widespread and persistent than others. Below is a breakdown of the key themes and insights:

Workforce and Training Challenges

- Payroll team resourcing (12.1%) and Lack of training (7.1%) indicate that payroll departments are under pressure, either due to limited staffing, lack of expertise and qualifications, or an ageing workforce.
- Many payroll professionals operate in small teams, leading to burnout, lack of succession planning, and increased error rates.
- This highlights the importance of payroll education, support of payroll teams, upskilling initiatives, and access to payroll knowledge hubs.

CURRENT PAYROLL CHALLENGES

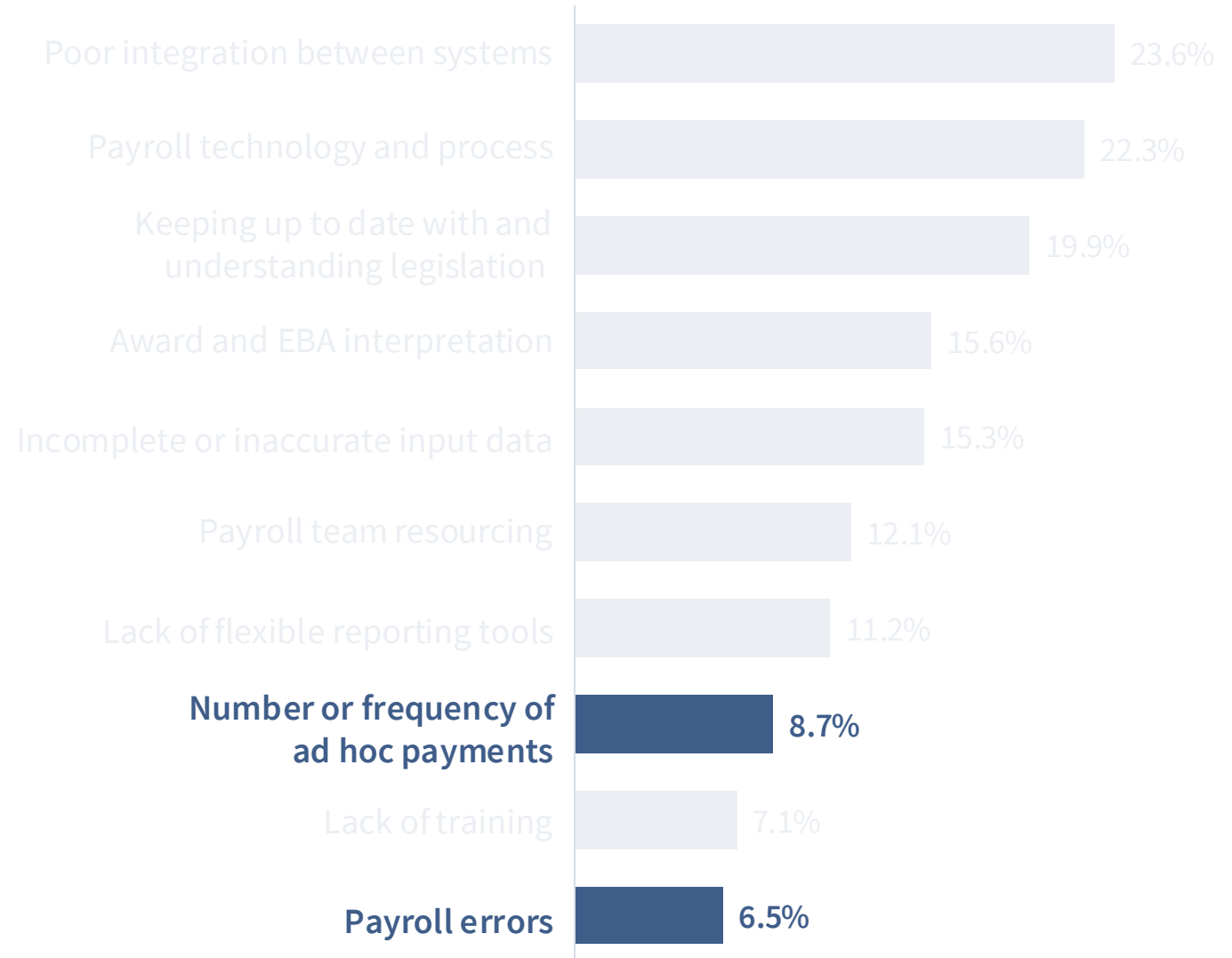


The payroll challenges faced by organisations vary in significance, with some being more widespread and persistent than others. Below is a breakdown of the key themes and insights:

Payroll Errors and Ad hoc Payments – A Lesser Concern?

- Payroll errors (6.5%) and Number or frequency of ad hoc payments (8.7%) are relatively lower compared to other challenges.
- This suggests that while payroll mistakes still occur, they are not as prevalent as process, compliance, or technology related issues.
- The relatively low concern over ad hoc payments indicates that most payroll teams have established processes to handle one-off payments effectively

CURRENT PAYROLL CHALLENGES





Strategic Focus for Payroll Professionals and Vendors

Enhance compliance management tools for real time legislative updates and award interpretation.

Support payroll professionals with training and resources to address workforce shortages.

01

Invest in integrated payroll-HR-finance-compliance ecosystems to reduce manual work and improve accuracy.

02

03

Provide advanced payroll analytics and reporting to help payroll teams gain better insights.

04

The Biggest Risks for Payroll in 2024

Top Five Payroll Risks

The payroll landscape in 2025 presents a range of challenges for organisations, with risks spanning technology, workforce capability, data quality, and security. The top five payroll risks identified by respondents highlight key areas of concern that payroll teams and leadership must proactively address to ensure compliance, efficiency, and resilience.

Poor or incomplete data coming into the payroll office

32.7%

Upgrading technology

24.5%

Automating tasks

18.1%

Data security

14.0%

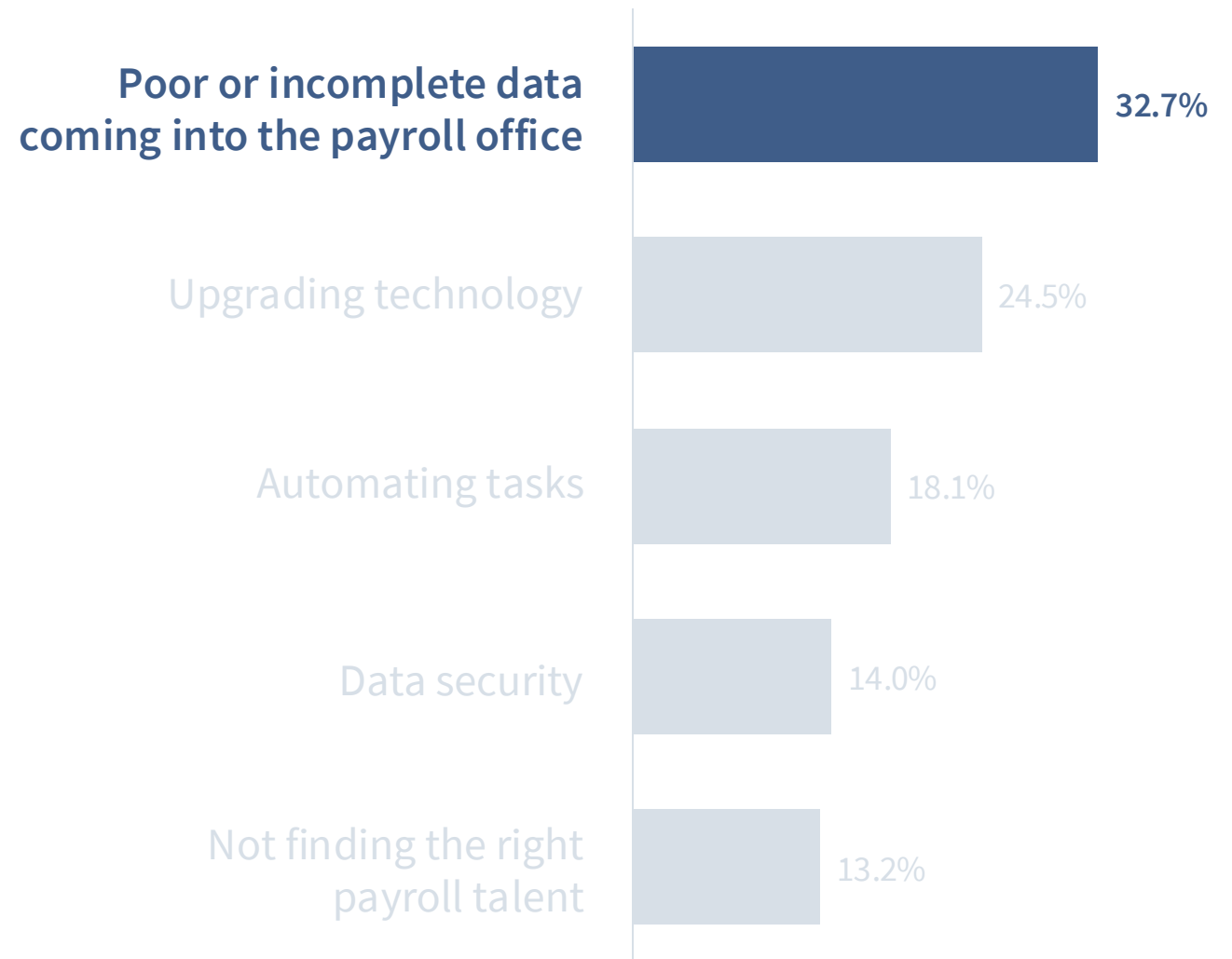
Not finding the right payroll talent

13.2%

Poor or Incomplete Data Coming into the Payroll Office (32.7%) – The Biggest Risk

- Data integrity is the most critical payroll risk, with one in three organisations struggling with incomplete or inaccurate data.
- The quality of payroll inputs, such as timesheets, leave approvals, allowance payments, employee Masterfile changes and tax details, directly impacts payroll accuracy.
- Inaccurate or missing data can lead to errors, compliance breaches, underpayments, and employee dissatisfaction.
- Why this matters: As payroll automation increases, poor data input leads to incorrect outputs, meaning payroll teams must prioritise better data validation, pre-processing checks, and integration between HR, finance, and timekeeping systems.

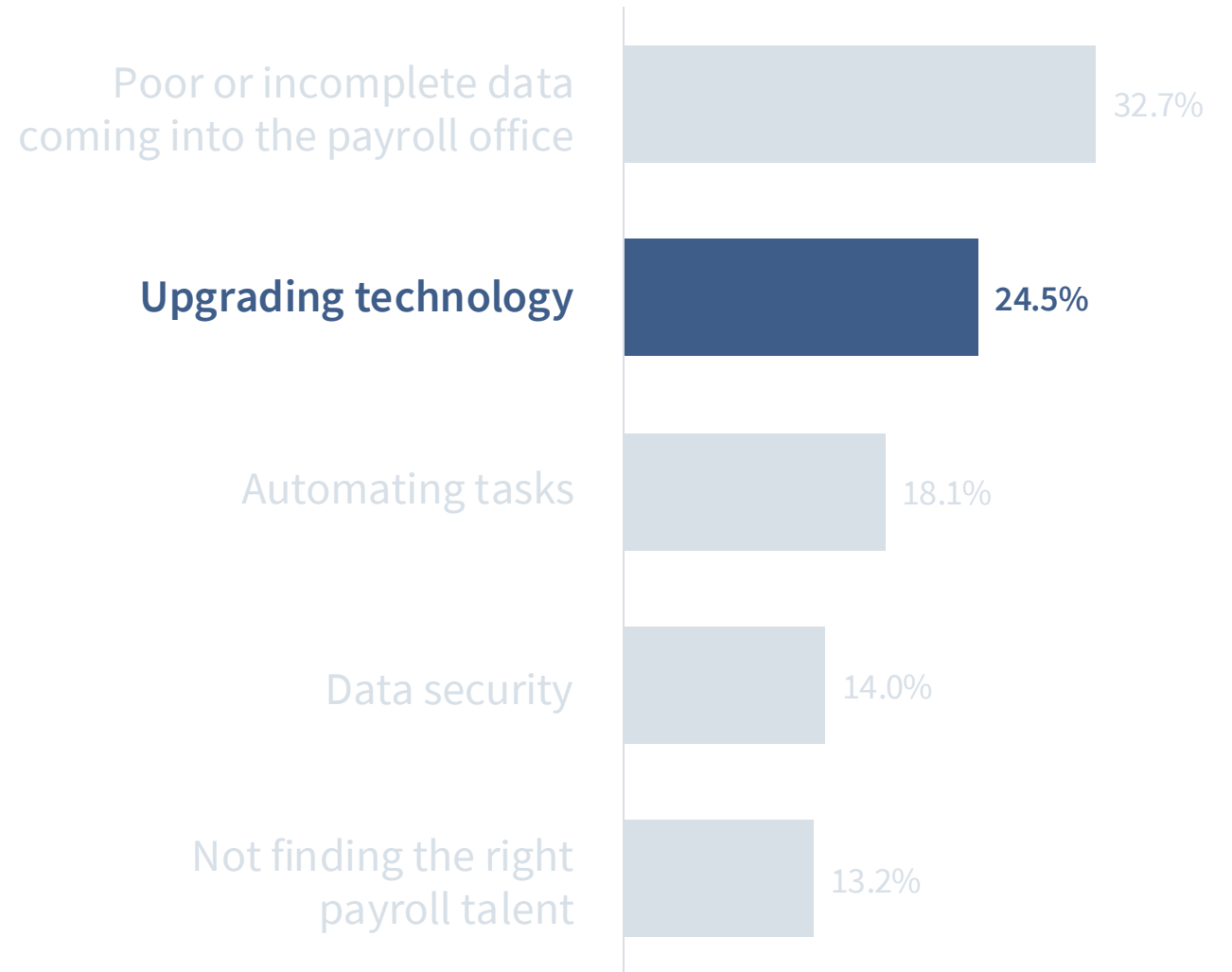
THE BIGGEST RISKS FOR PAYROLL IN 2024



Upgrading Technology (24.5%) – A Struggle with Legacy Systems

- Almost a quarter of businesses cite upgrading payroll technology as a key challenge.
- Many large organisations still operate on legacy payroll systems, which lack the flexibility and integration capabilities required for modern workforce needs.
- Why this matters: Payroll teams need integrated, scalable, and automated solutions to meet the growing complexity of awards, compliance, and real time reporting. However, migrating systems comes with risks related to data transfer, training, and process changes.

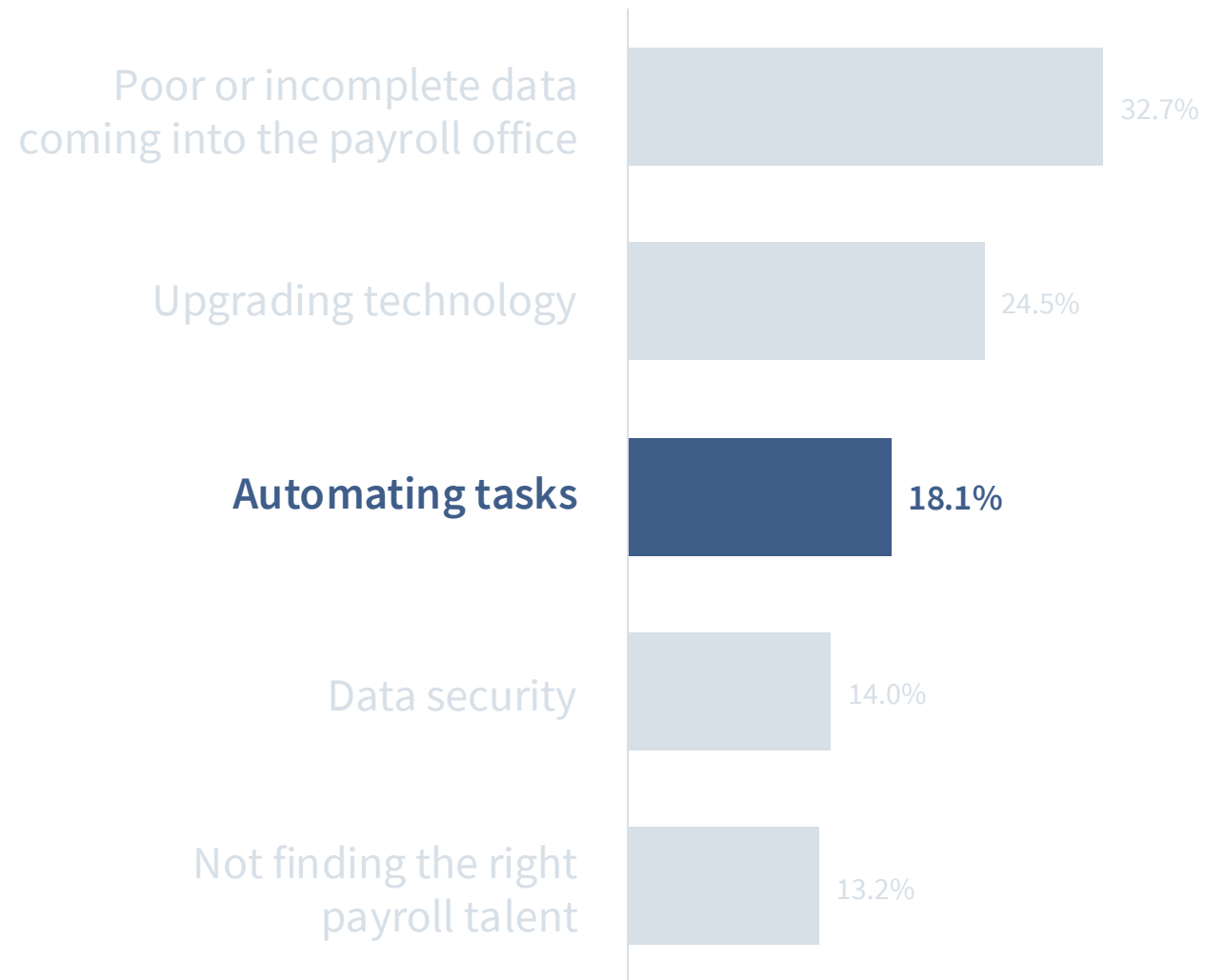
THE BIGGEST RISKS FOR PAYROLL IN 2024



Automating Tasks (18.1%) – The Digital Transformation Challenge

- While automation is seen as a solution, it also presents a significant risk, particularly if organisations lack the expertise to implement it effectively.
- Common payroll automation challenges include:
 - Ensuring seamless integration with HR, finance, and compliance systems.
 - Avoiding over reliance on automation without human oversight.
 - Configuring automation rules correctly to avoid errors in payroll calculations.
- Why this matters: Payroll automation is essential for efficiency, but without proper planning and validation, it can introduce errors instead of reducing them.

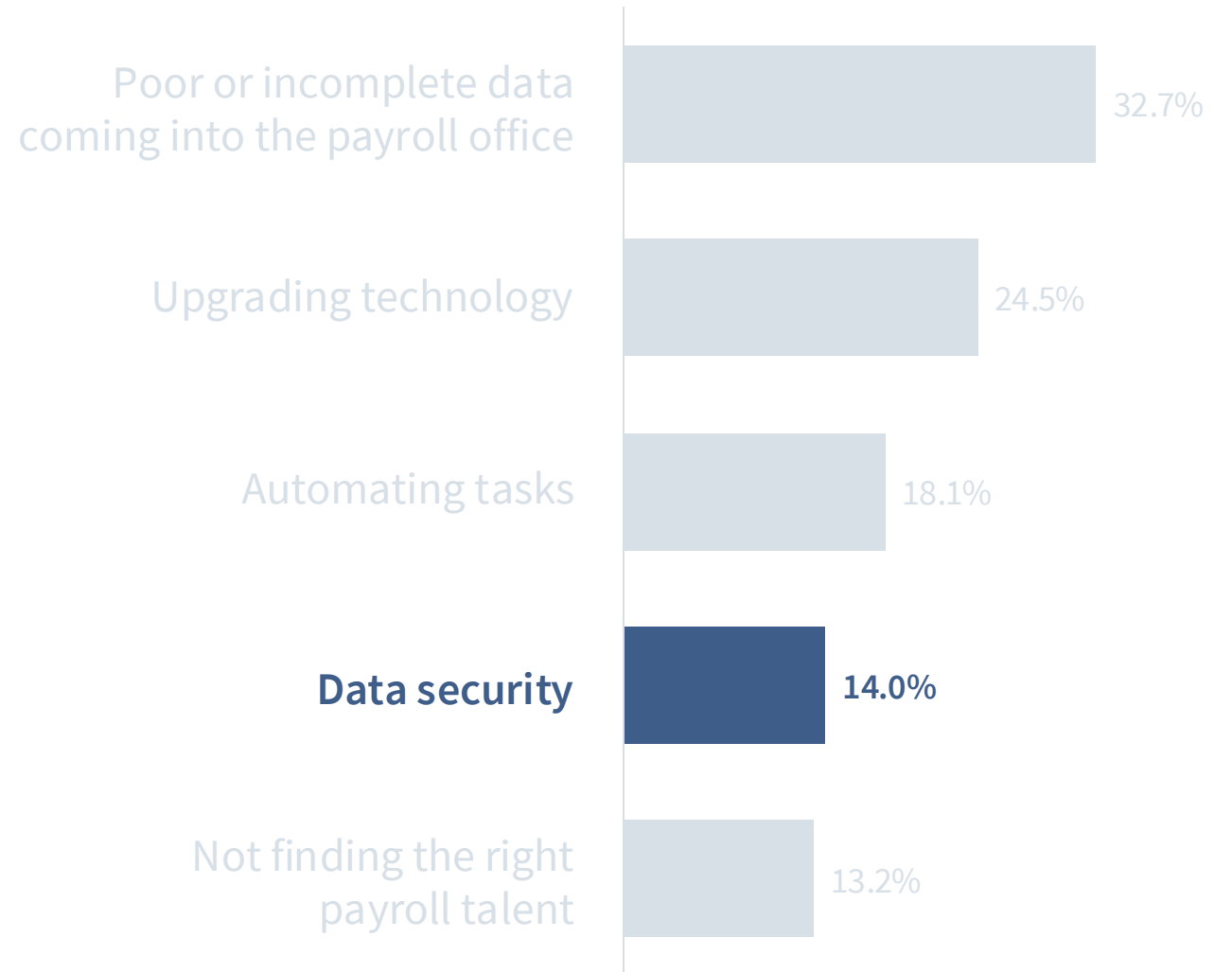
THE BIGGEST RISKS FOR PAYROLL IN 2024



Data Security (14.0%) – Rising Compliance and Cybersecurity Risks

- Payroll data is highly sensitive, containing employee salaries, tax details, and personal information, making it a prime target for cyber threats, fraud, and internal misuse.
- With an increase in remote work, cloud based payroll systems, and third party integrations, the risk of data breaches has grown.
- Why this matters: Businesses must strengthen payroll data security by investing in multi-factor authentication (MFA), encryption, access controls, and regular compliance audits.

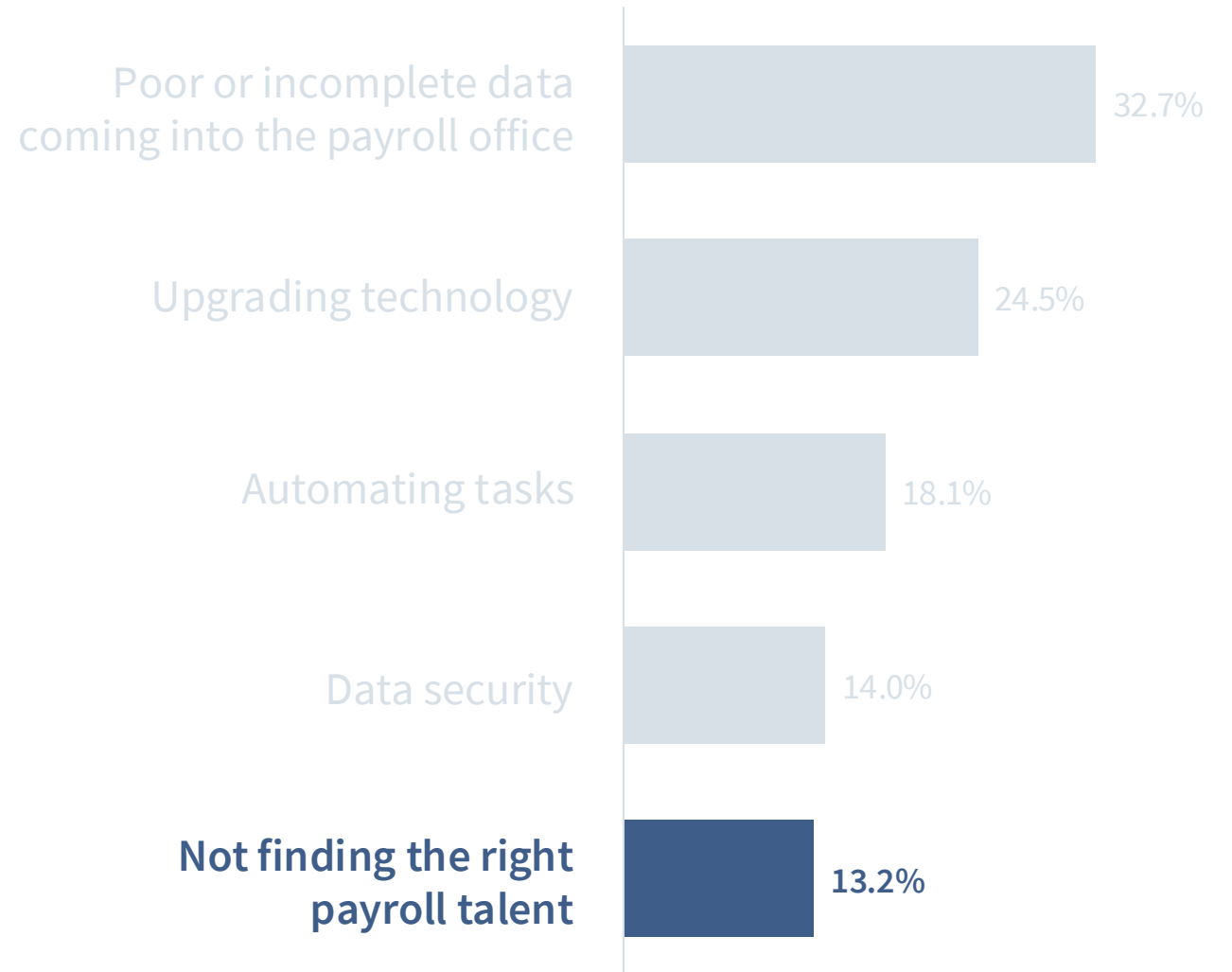
THE BIGGEST RISKS FOR PAYROLL IN 2024



Not Finding the Right Payroll Talent (13.2%) – A growing Workforce Crisis

- Payroll is becoming increasingly complex, requiring deep knowledge of tax, superannuation, awards, and compliance, yet finding experienced payroll professionals is an ongoing challenge.
- The demand for skilled payroll specialists is outpacing supply, leaving many businesses struggling to fill critical payroll roles.
- Why this matters: To address this, organisations should focus on training existing staff, investing in professional payroll development, and leveraging technology to reduce manual workload.

THE BIGGEST RISKS FOR PAYROLL IN 2024



Key Takeaways and Industry Recommendations

01

Payroll teams must prioritise data accuracy and validation to reduce errors and improve compliance.

02

Organisations need to carefully plan payroll technology upgrades to ensure seamless transitions and integrations.

03

Automation should be implemented strategically, with human oversight and proper configuration to prevent errors.

04

Payroll data security must be strengthened, particularly with the rise of cyber threats and cloud based payroll systems.

05

The payroll industry needs to address its skills gap, ensuring that payroll professionals are trained and supported to handle increasingly complex regulations.

Looking Forward:

How Businesses Can Mitigate Risks

By proactively addressing these risks, organisations can ensure their payroll function remains efficient, compliant, and resilient in 2025 and beyond.

To stay ahead, organisations should:



Invest in payroll compliance tools that validate and clean data before and after processing.



Upgrade payroll systems with strong vendor support to avoid disruption.



Adopt secure, payroll platforms with proper cybersecurity measures.



Implement automation gradually, ensuring proper testing and validation.

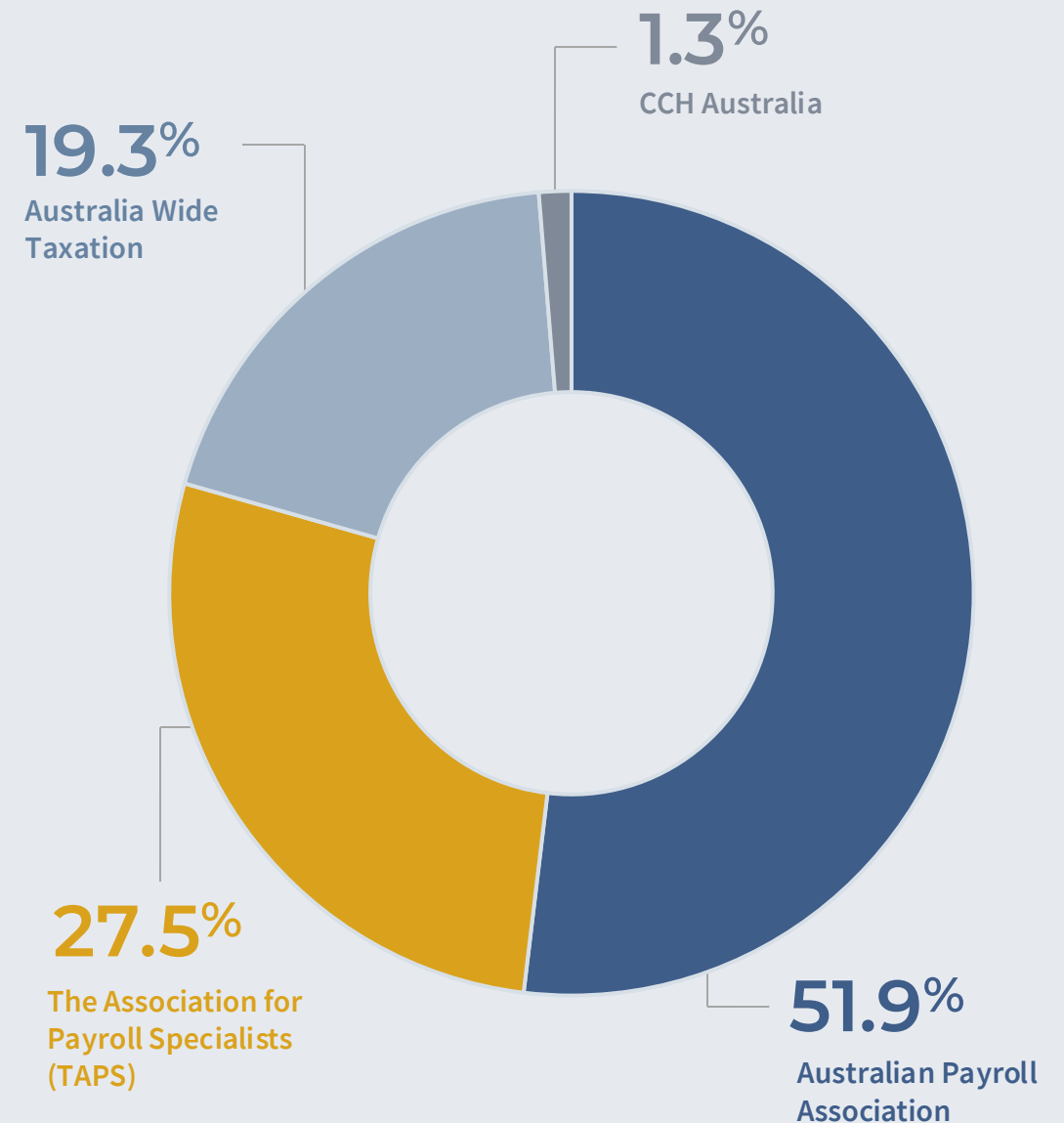


Prioritise payroll talent development, through training and upskilling initiatives.

Payroll Support

56.5% of respondents had payroll support from a payroll association or other organisation that supports the payroll function. Of those who had payroll support, the market share is as follows.

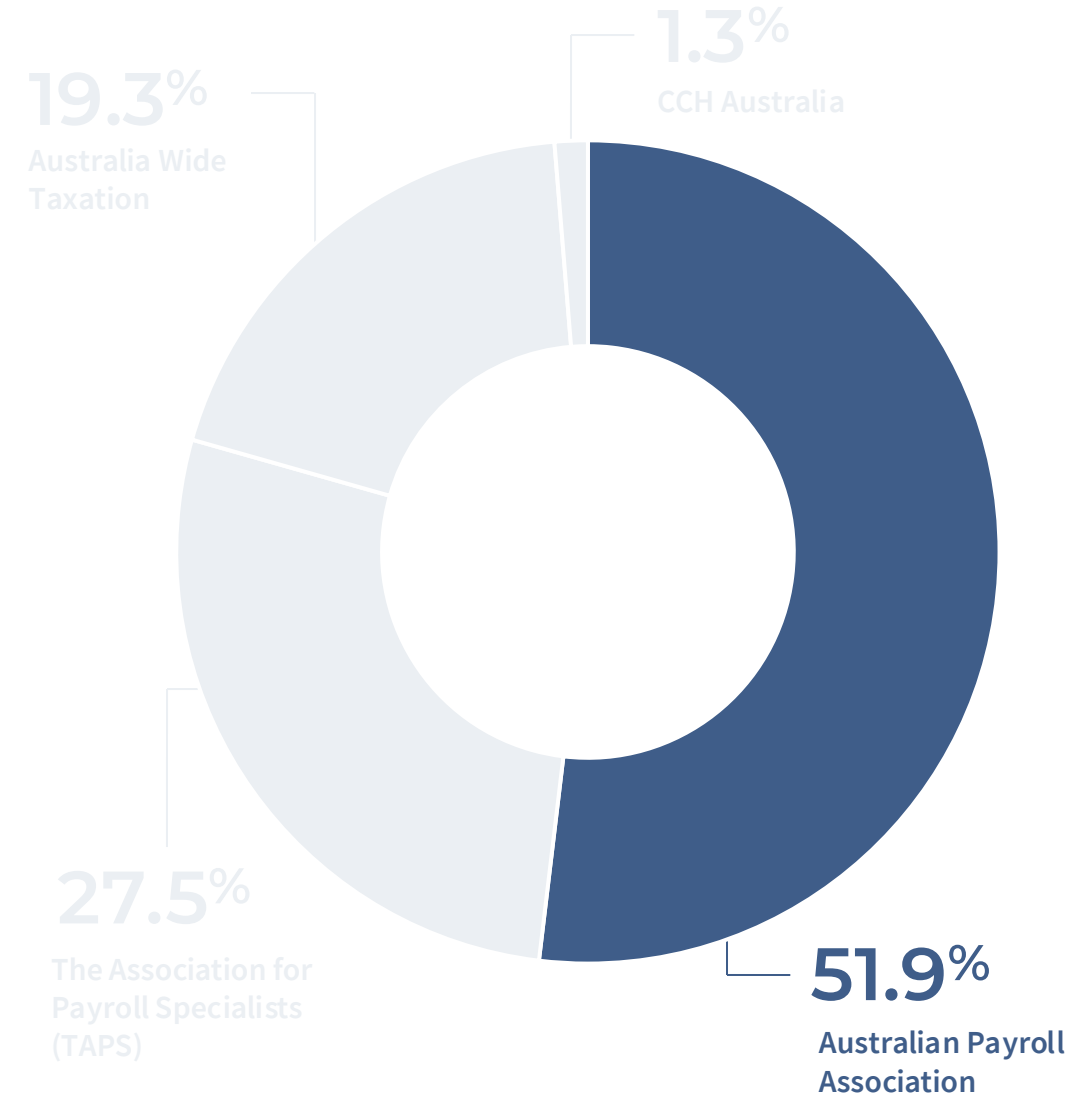
Payroll professionals often turn to industry organisations for guidance, compliance updates, and professional development. The data on payroll support memberships highlights key trends in which organisations payroll teams rely on for assistance.



Australian Payroll Association (APA) is the Leading Payroll Support Organisation (51.9%)

- More than half of payroll professionals (51.9%) surveyed are members of Australian Payroll Association (APA), making it the most relied upon payroll support organisation.
- APA's strong membership suggests that payroll teams value expert guidance on complex issues like award interpretation, compliance, and legislative updates.
- The high adoption of APA membership also indicates that ongoing changes in payroll laws, such as Payday Super and wage theft legislation, are driving employers to seek more structured support.

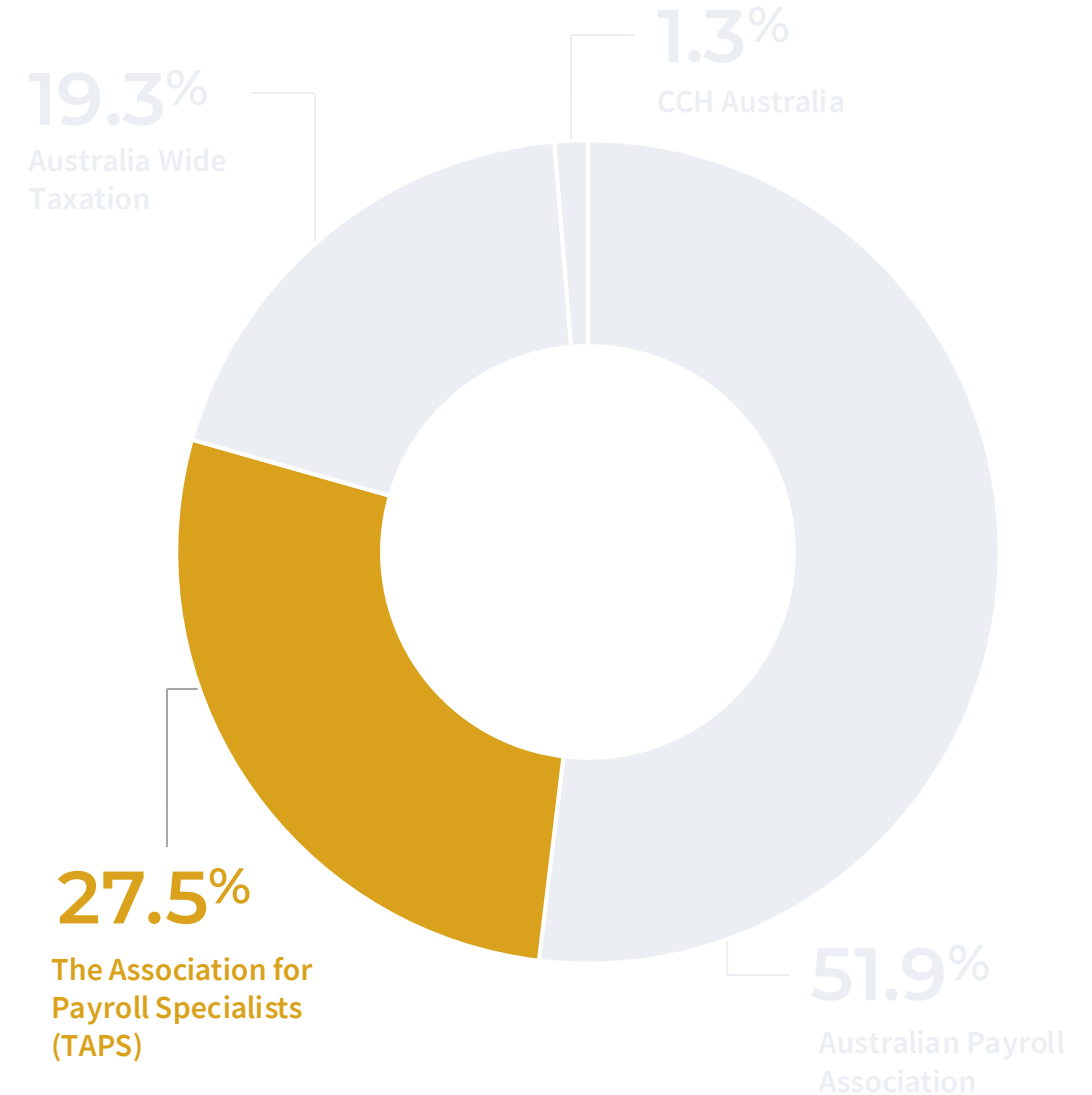
PAYROLL SUPPORT



The Association for Payroll Specialists (TAPS) Holds the Next Largest Share (27.5%)

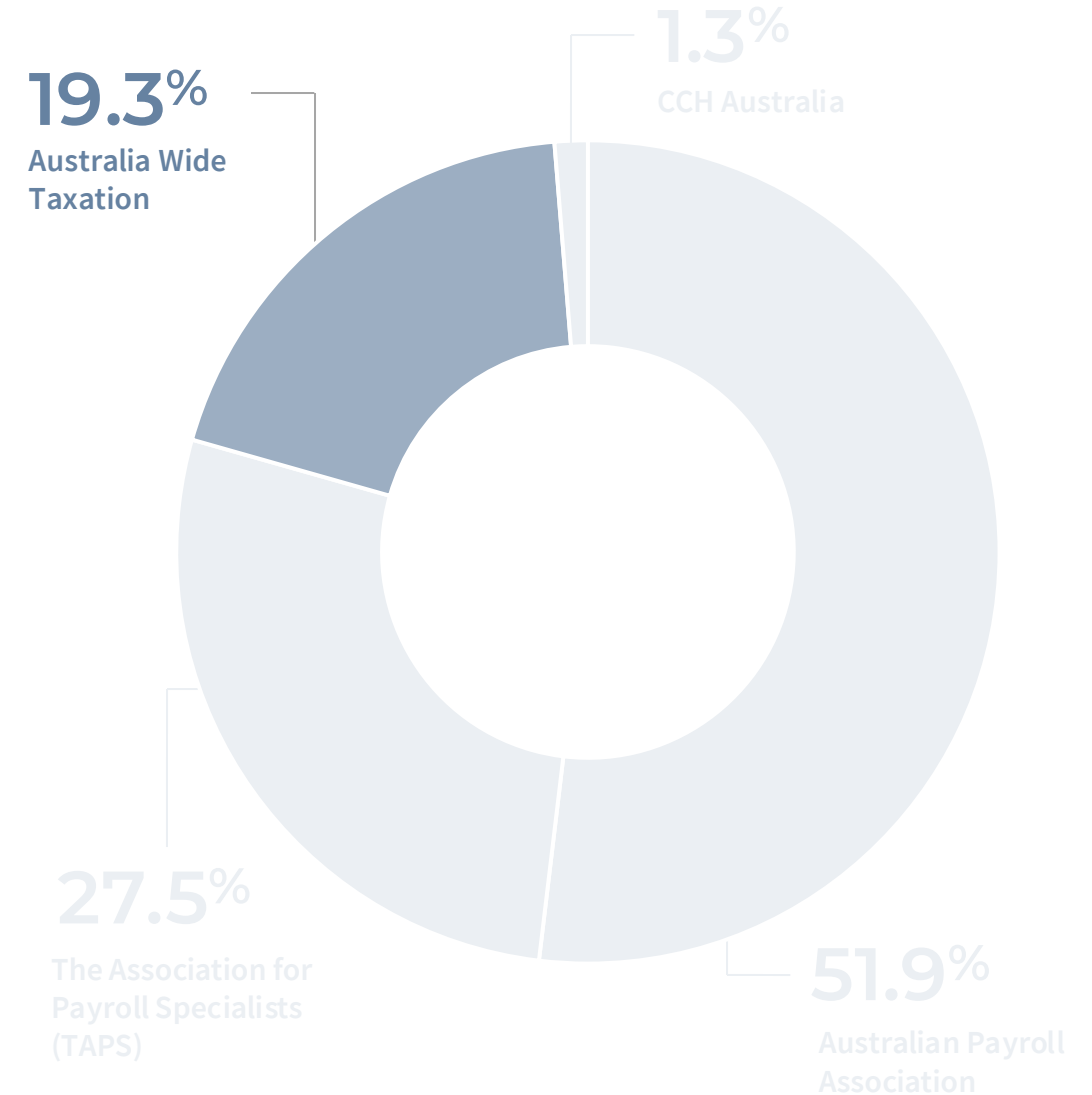
- Over a quarter (27.5%) of respondents are members of TAPS, indicating that it remains a major player in payroll support and training.
- This suggests that payroll teams are split between APA and TAPS, with both organisations offering support, but APA allowing for a wider support service such as taking phone calls from members.

PAYROLL SUPPORT



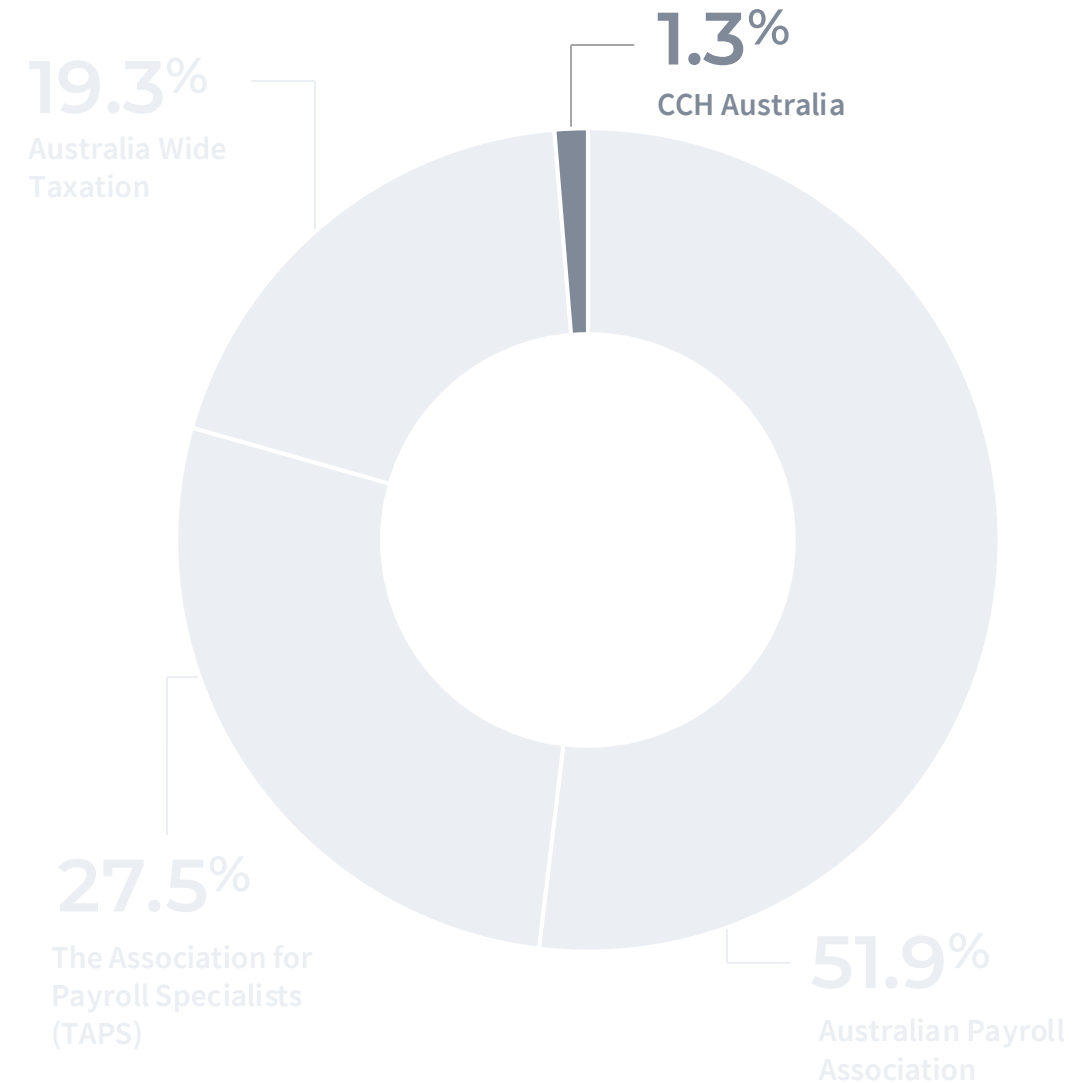
Australia Wide Taxation (19.3%) – A Niche but Significant Membership

- 19.3% of payroll professionals use Australia Wide Taxation, indicating that tax specific payroll concerns, such as PAYG withholding, fringe benefits tax (FBT) are a priority for a smaller payroll teams.
- This organisation likely attracts finance teams or payroll specialists managing complex tax arrangements rather than general payroll operations.



CCH Australia (1.3%) – A Minimal Market Share

- Only 1.3% of respondents reported being members of CCH Australia, indicating that it is not a widely used payroll support organisation.
- This suggests that CCH's services may not be payroll focused or that most payroll teams prefer more dedicated payroll organisations like APA and TAPS.



Key Takeaways and Industry Insights



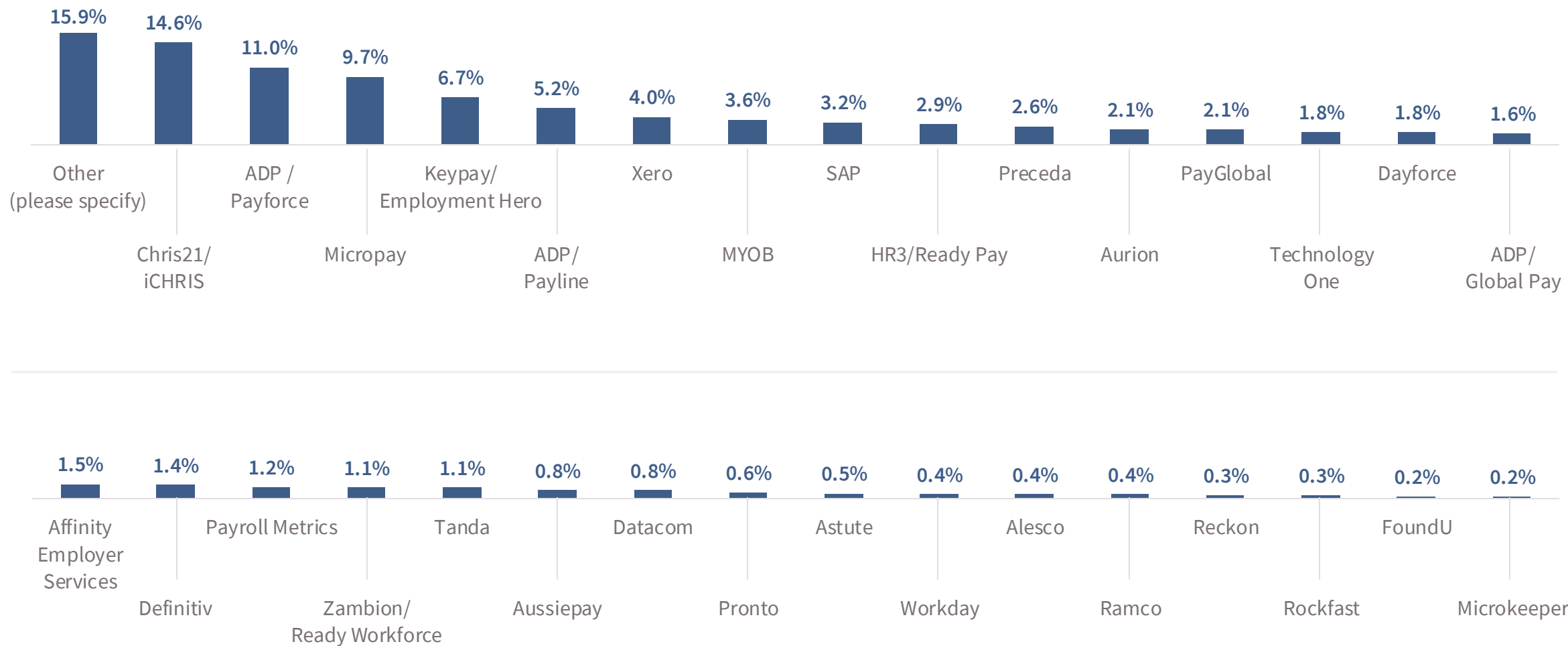
Payroll professionals highly value, structured, personalised support, with APA (51.9%) and TAPS (27.5%) leading the market.

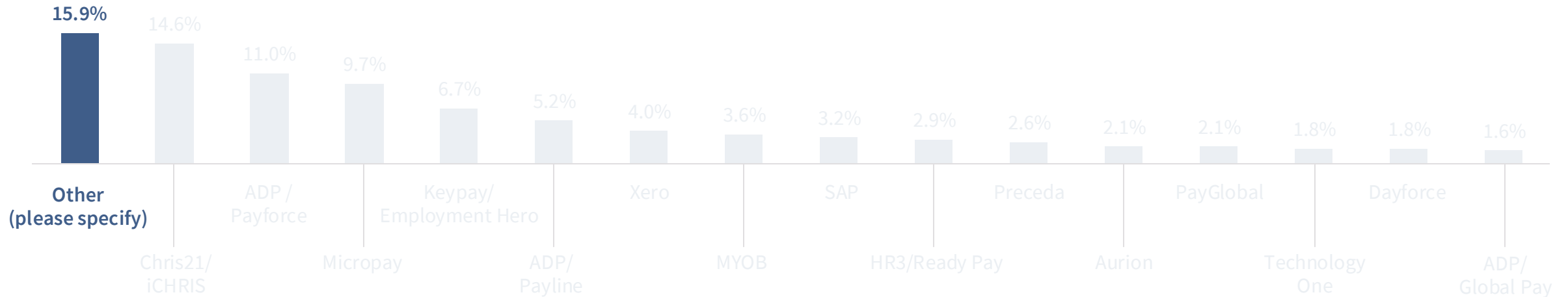
Tax specific payroll support has a niche but important audience, likely focused on tax compliance rather than broader payroll legislative concerns.

Organisations providing payroll advisory services must ensure they offer practical, real time compliance updates, as this is a major driver of membership.

Payroll vendors and software providers should consider partnerships with payroll support organisations to enhance training, compliance resources, and support integration for payroll teams.

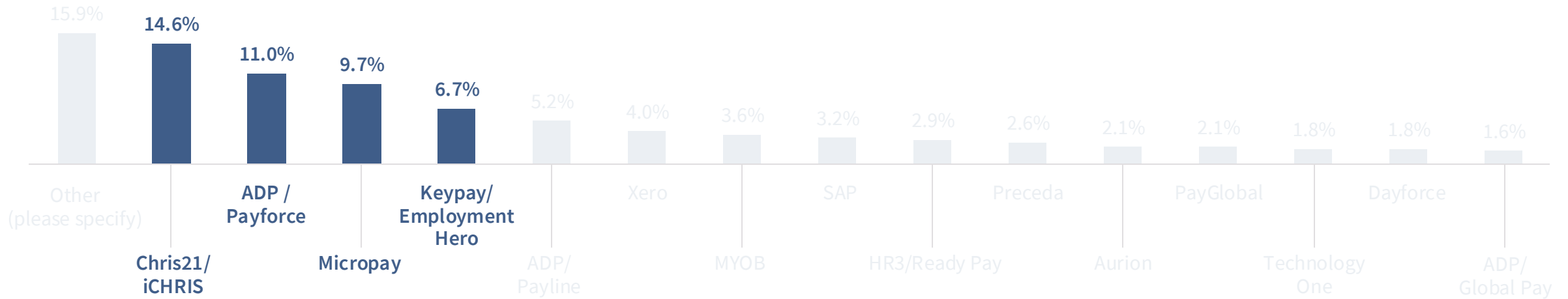
Payroll Software Market Share





Fragmentation and Market Diversity

- The largest category, "**Other (please specify)**" suggests that the payroll market is highly fragmented. This could mean a significant number of niche or in-house solutions exist, or that many respondents are using newer vendors to the market that haven't got a high number of customers as at 2025.
- A high presence of "Other" often indicates that while there are dominant players, no single vendor has overwhelming control of the market, leaving space for specialised or emerging solutions.



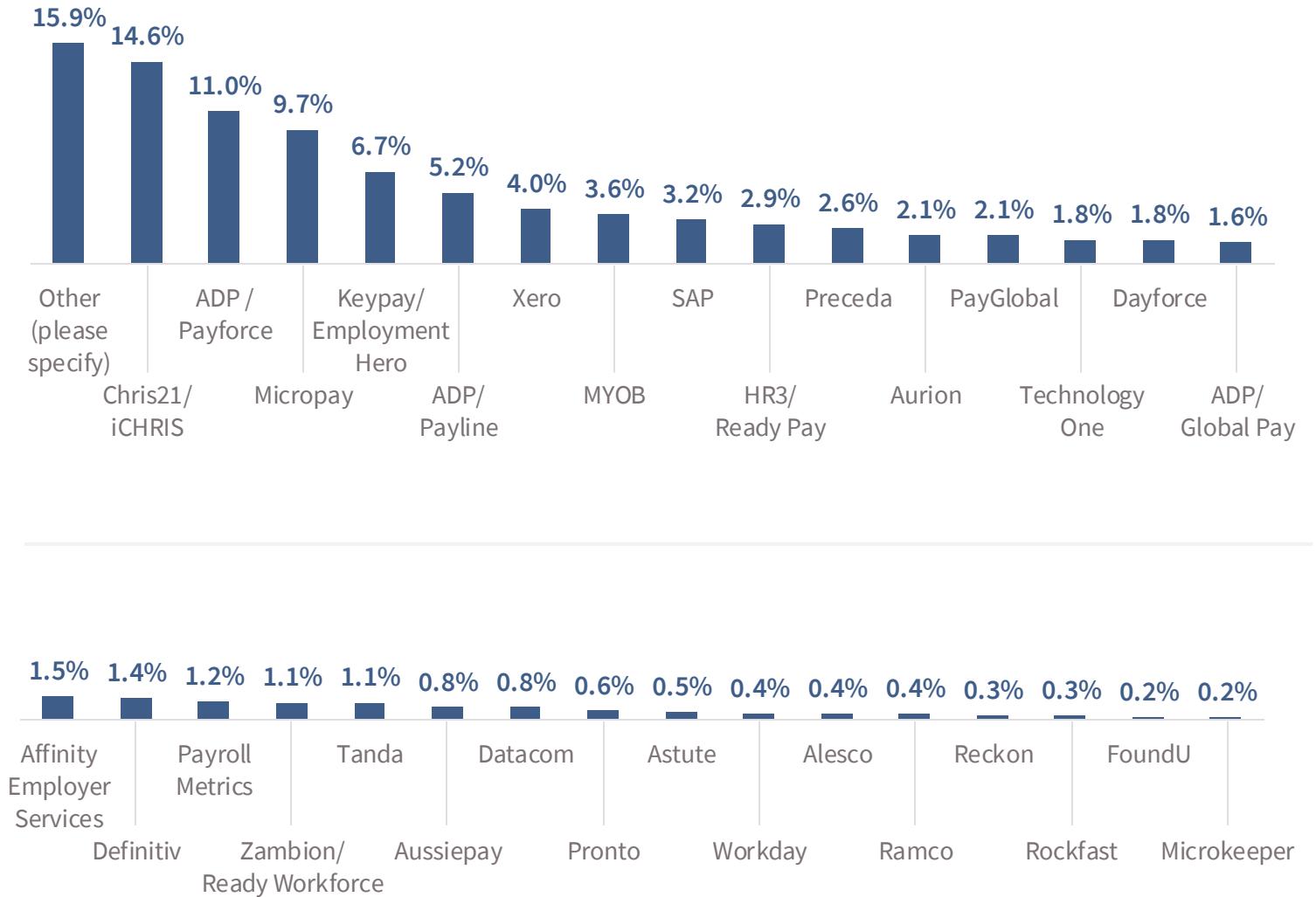
Strong Market Leaders

- **Chris21/iCHRIS** appears to be the most widely adopted individual payroll solution, securing a strong position in the market. It likely serves a mix of enterprise and government clients, given its historical strength in handling complex payroll needs.
- **ADP / Payforce** and **Micropay** are also significant players. ADP's global presence might make it a preferred choice for larger enterprises, while Micropay's success suggests continued strong traction in mid sized businesses.
- **Keypay/Employment Hero** shows a growing presence, likely benefiting from its cloud native approach and integration capabilities with other HR tech solutions.

Competitive Landscape

- With **no single vendor dominating more than 15% of the market**, there is clear competition, and businesses have a wide variety of choices.
- Legacy providers like **Chris21** and **ADP** remain strong, but **cloud based and automation focused solutions** (E.g. **Keypay/Employment Hero**) are gaining ground, signalling a shift in employer preferences toward more agile, scalable payroll platforms.
- The market remains **diverse and dynamic**, with newer, more flexible solutions chipping away at the stronghold of traditional enterprise payroll systems.

PAYROLL SOFTWARE MARKET SHARE

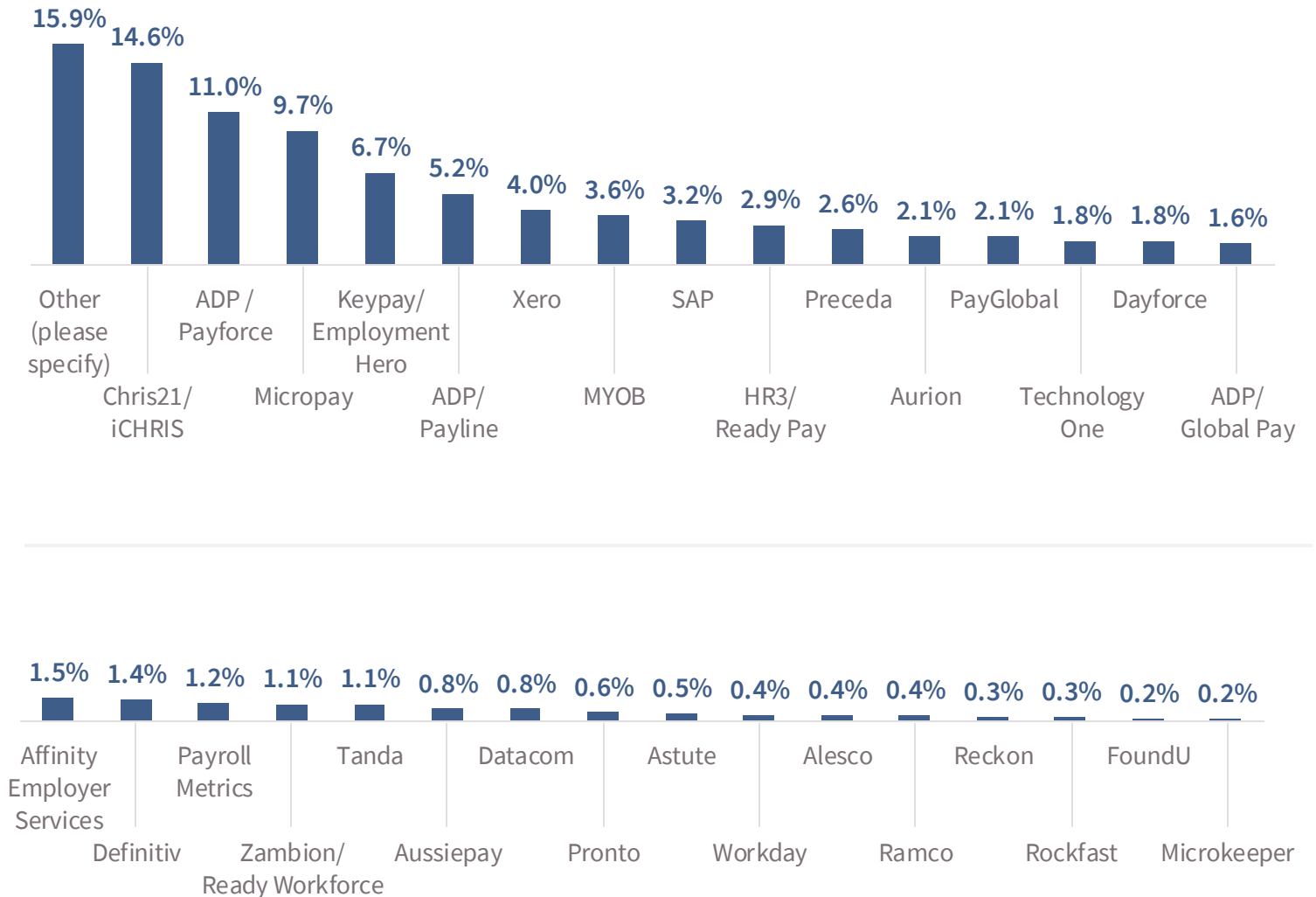


Opportunities for Growth

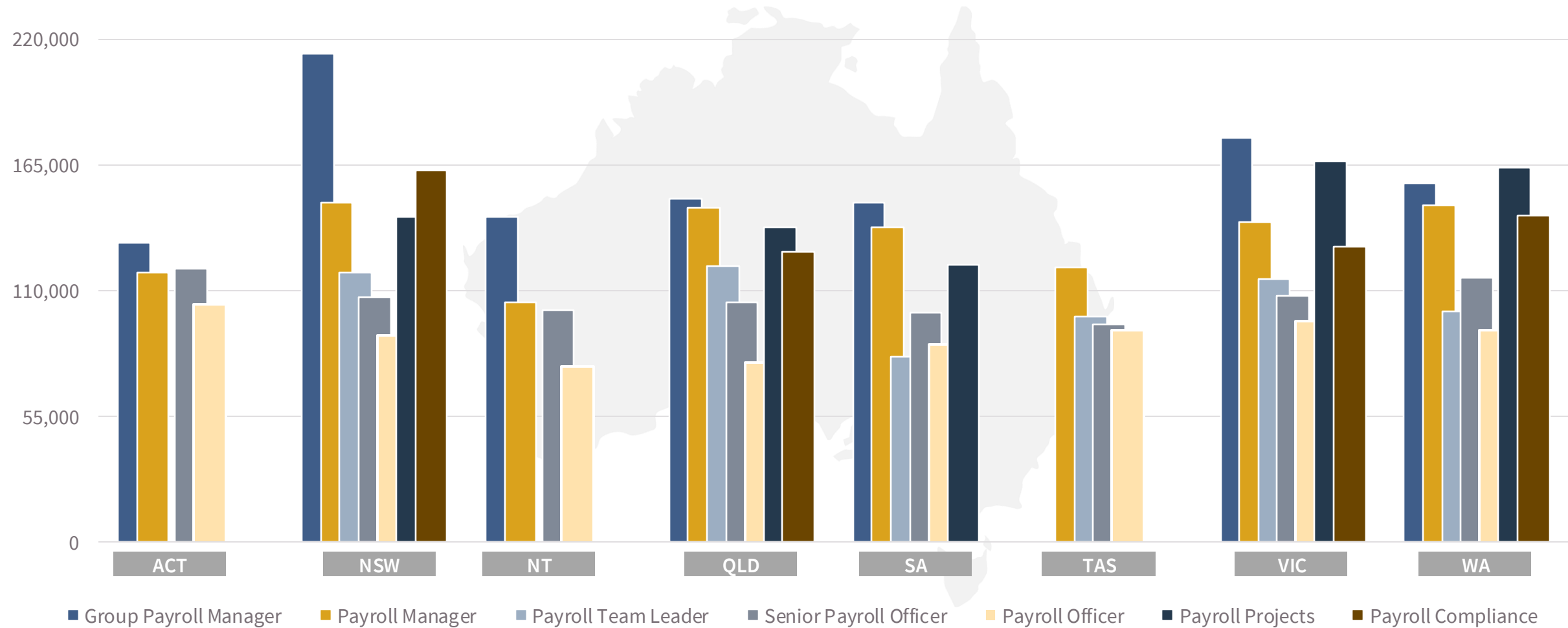
- Mid-market and SME focused solutions have room to grow as businesses move away from legacy systems as support for them is sunset.
- Technology and automation driven platforms have an opportunity to capture more market share, particularly if they emphasise ease of use, compliance automation, and seamless integration with HR and accounting software.
- Enterprise payroll providers will need to focus on adaptability and modernisation to maintain their market positions as businesses seek efficiency and cost effectiveness.

The payroll market in Australia is diverse and competitive, with established players facing increasing competition from emerging cloud based platforms. The significant presence of "Other" vendors indicates a long tail of smaller providers catering to specific industries or business needs, suggesting there is no one-size-fits-all payroll solution in the market.

PAYROLL SOFTWARE MARKET SHARE



Payroll Salary Survey (Visual)



Payroll Salary Survey (Table)

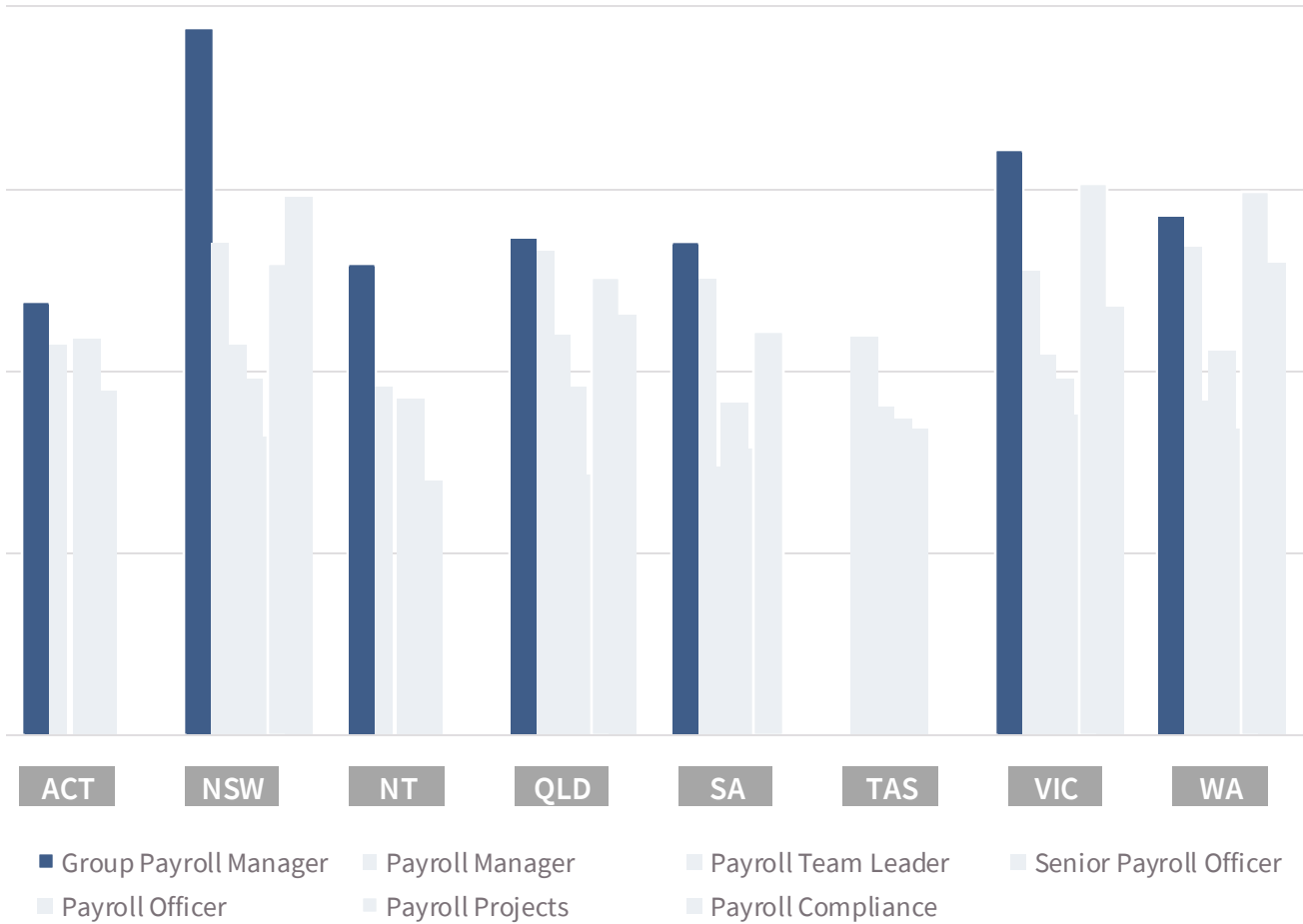
ROLE	ACT	NSW	NT	QLD	SA	TAS	VIC	WA
Group Payroll Manager	131,082	213,683	142,162	150,388	148,833		176,712	156,913
Payroll Manager	118,050	148,454	105,078	146,407	137,942	120,325	140,076	147,244
Payroll Team Leader		117,858		120,828	81,305	99,005	114,955	101,094
Senior Payroll Officer	119,500	107,415	101,520	105,030	100,706	95,374	107,705	115,915
Payroll Officer	104,006	90269	76,657	78,463	86,305	92,827	96,602	92,543
Payroll Projects		142,500		138,018	121,638		166,757	163,986
Payroll Compliance		162,482		126,765			129,389	142,657

The salary data across Australian states highlights key trends in payroll compensation, revealing variations based on seniority, geographic location, and job complexity. Below are key insights from this survey:

Group Payroll Managers Command the Highest Salaries

- The highest paid payroll professionals in this survey are Group Payroll Managers, with an average salary range from \$131,082 (ACT) to \$213,683 (NSW).
- NSW leads significantly at \$213,683, suggesting that large corporations and multinational employers headquartered in Sydney pay a premium for senior payroll leadership.
- Victoria (\$176,712) and WA (\$156,913) also offer strong salaries, reflecting high demand for strategic payroll management in these states.

PAYROLL SALARY SURVEY

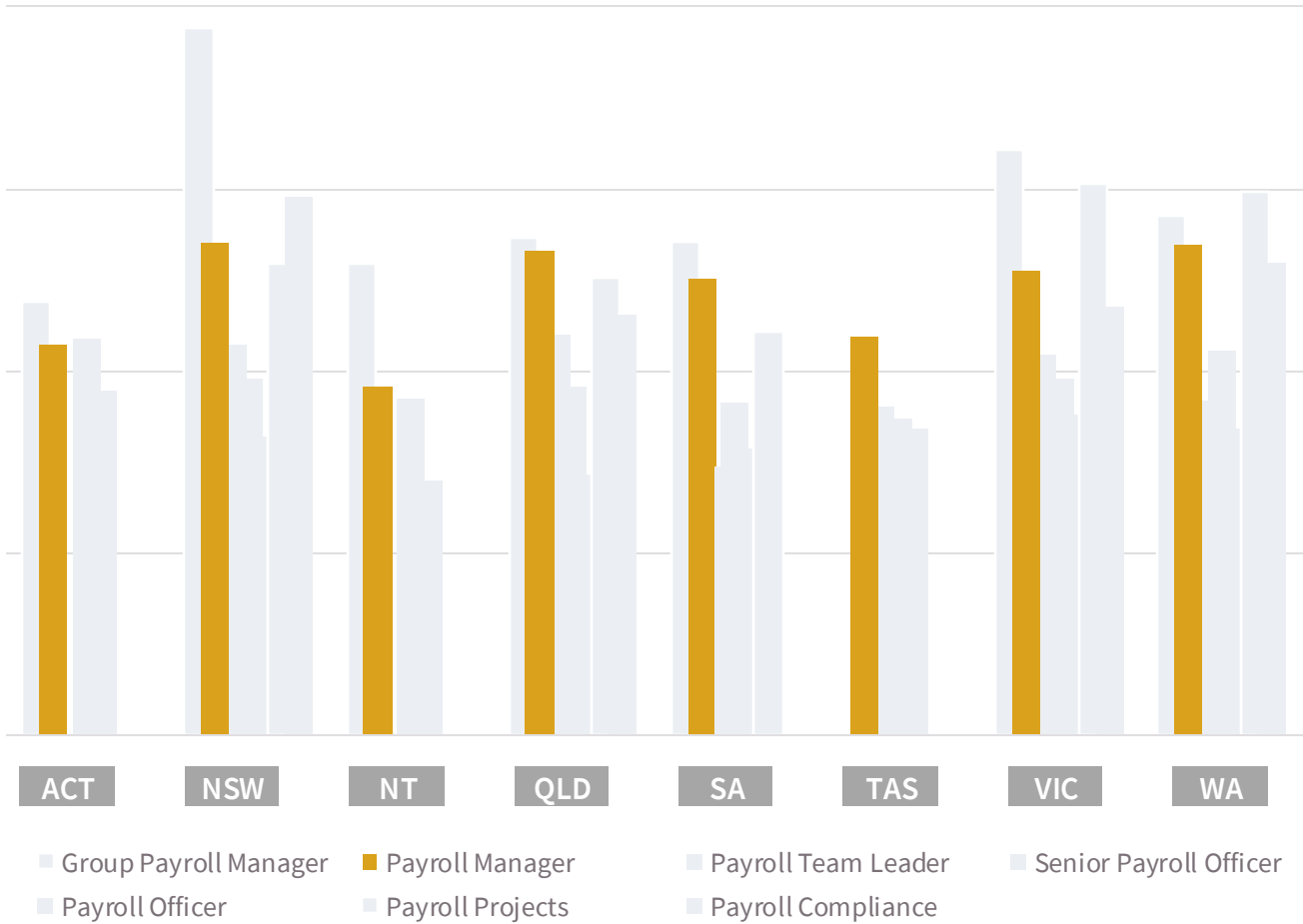


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Payroll Managers Earn Six-figure Salaries Across Most States

- Payroll Managers earn between \$105,078 (NT) and \$148,454 (NSW).
- Queensland (\$146,407) and WA (\$147,244) are highly competitive in their payroll manager salaries, nearly matching NSW.
- The lowest salary for Payroll Managers appears in NT (\$105,078), likely due to a smaller corporate presence and fewer large payroll operations in the region.

PAYROLL SALARY SURVEY

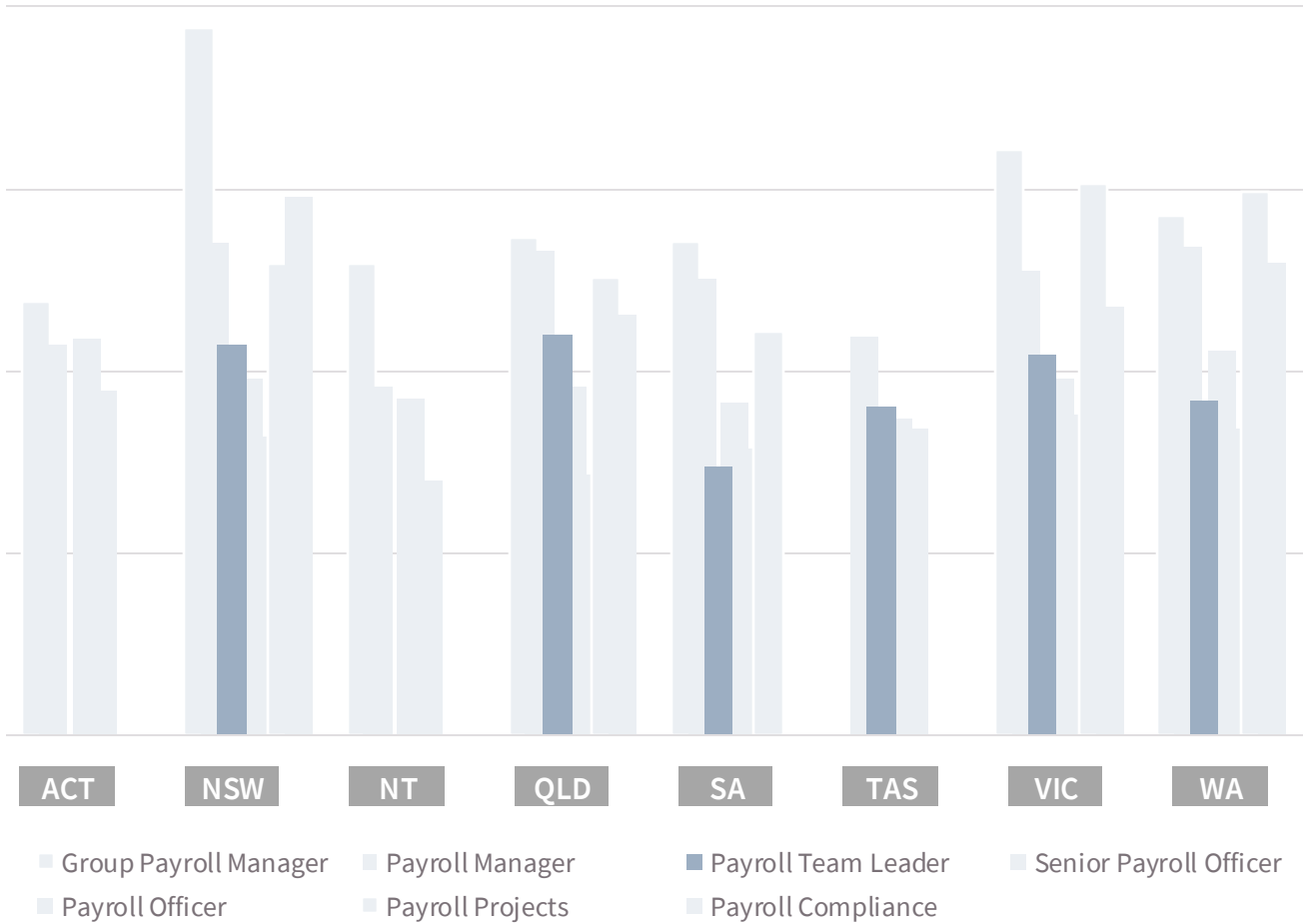


The salary data across Australian states highlights key trends in payroll compensation, revealing variations based on seniority, geographic location, and job complexity. Below are key insights from this survey:

Payroll Team Leaders See Lower Salaries, Especially in SA

- Payroll Team Leaders in South Australia earn significantly less (\$81,305) compared to \$120,828 in QLD and \$117,858 in NSW.
- The lower salary in SA could indicate a lower demand for mid-tier payroll leadership compared to states with larger corporate payroll teams.

PAYROLL SALARY SURVEY

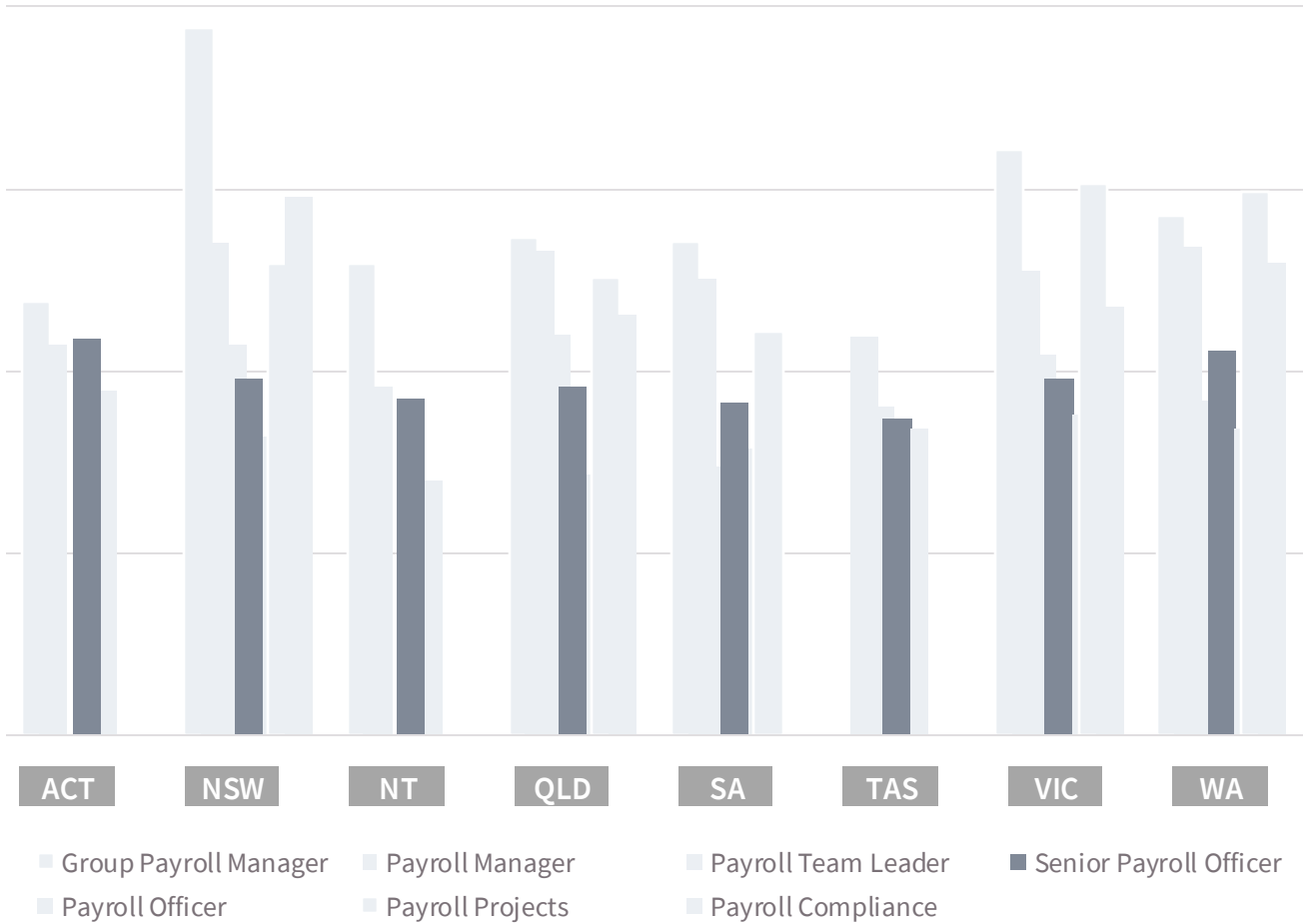


The salary data across Australian states highlights key trends in payroll compensation, revealing variations based on seniority, geographic location, and job complexity. Below are key insights from this survey:

Senior Payroll Officers Earn a Strong Salary, but Variations Exist

- The highest Senior Payroll Officer salary is in ACT (\$119,500), which could be driven by government payroll positions in Canberra.
- WA (\$115,915) and NSW (\$107,415) also offer competitive salaries.
- TAS offers the lowest reported salary (\$95,374), reinforcing a trend of lower payroll salaries in Tasmania compared to other states.

PAYROLL SALARY SURVEY

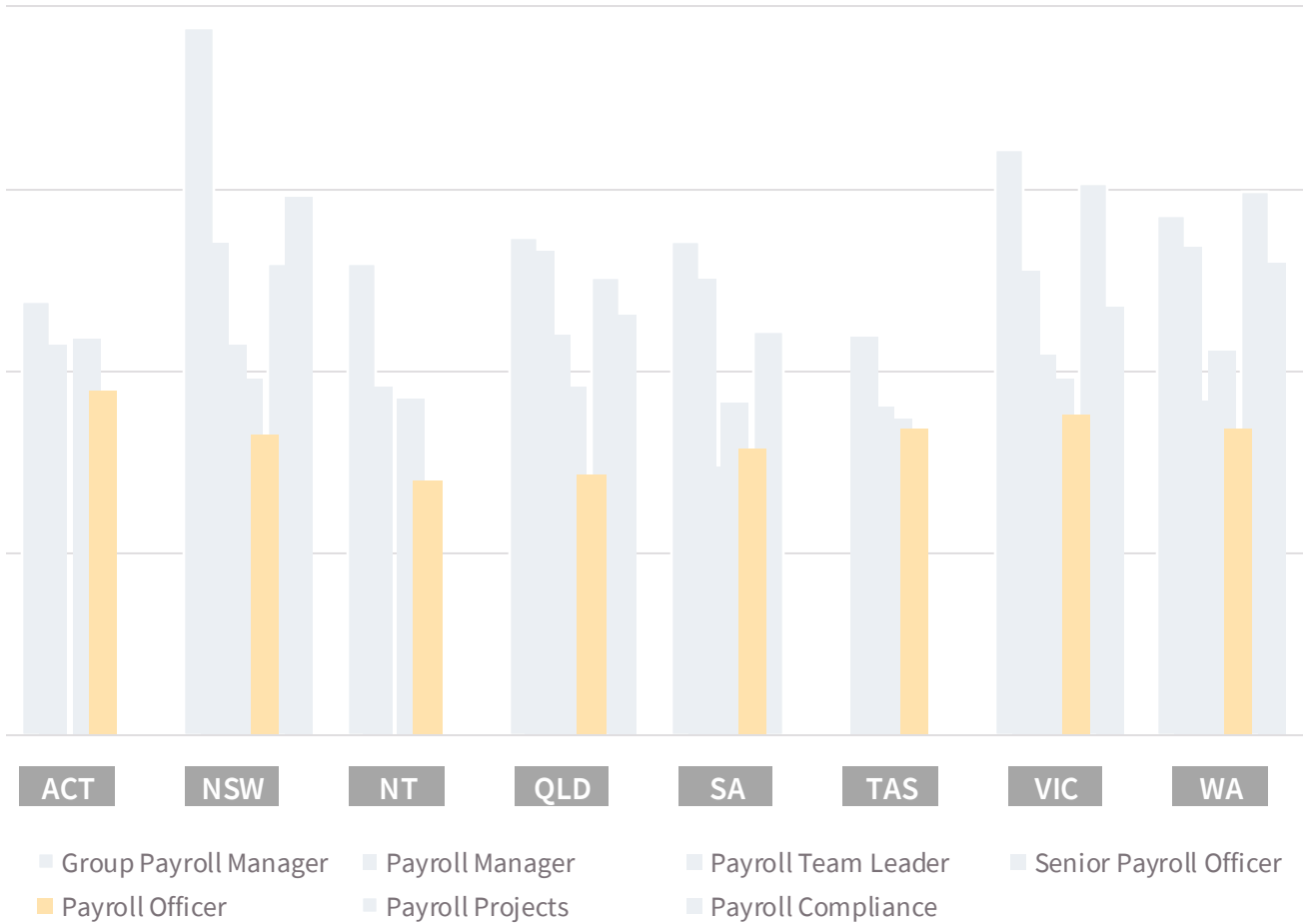


The salary data across Australian states highlights key trends in payroll compensation, revealing variations based on seniority, geographic location, and job complexity. Below are key insights from this survey:

Payroll Officers Earn the Lowest Salaries Across All Roles

- The average Payroll Officer salary ranges from \$76,657 (NT) to \$104,006 (ACT).
- NSW (\$90,269), VIC (\$96,602), and WA (\$92,543) pay above \$90K, while QLD (\$78,463) and SA (\$86,305) pay lower salaries.
- This suggests that Payroll Officers in states with larger business hubs (NSW, VIC, WA) command higher salaries due to higher living costs and stronger corporate demand.

PAYROLL SALARY SURVEY

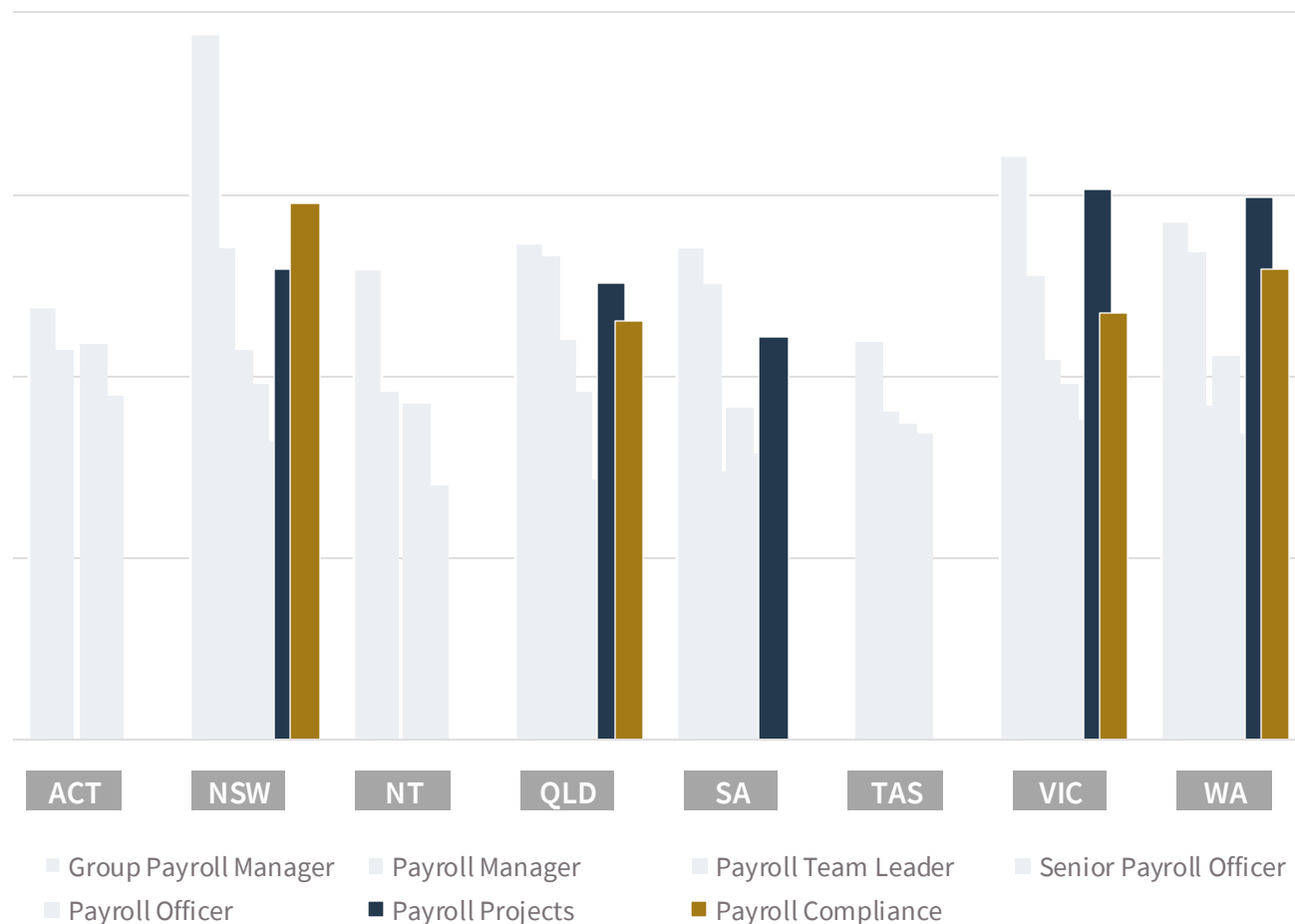


The salary data across Australian states highlights key trends in payroll compensation, revealing variations based on seniority, geographic location, and job complexity. Below are key insights from this survey:

Payroll Projects and Payroll Compliance Roles are Highly Paid

- Payroll Projects roles see strong salaries, peaking at \$166,757 in VIC and \$163,986 in WA, suggesting that project based payroll work (such as system upgrades, transformation projects or implementations) is valued in these states.
- Payroll compliance professionals earn \$162,482 in NSW and \$142,657 in WA, showing that compliance expertise is in high demand due to increased wage theft laws and regulatory scrutiny.

PAYROLL SALARY SURVEY



Key Takeaways and Industry Insights

01

NSW consistently offers the highest payroll salaries, particularly for senior roles like Group Payroll Managers and Payroll Compliance.

02

Payroll professionals in WA and VIC also command strong salaries, particularly in payroll projects and compliance roles.

03

ACT salaries are competitive, particularly for government related payroll roles.

04

South Australia and Tasmania generally offer lower salaries, indicating fewer large payroll operations or lower market demand.

05

Specialist roles (payroll compliance and payroll projects) offer lucrative opportunities, reflecting growing regulatory complexity and digital transformation initiatives.