STATE OF INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY IN AUSTRALIA

2025 Survey Results

November 2025

SIOPA

Table of Contents

06 KEY FINDINGS

07 OUR APPROACH

08 WHO WE ARE

- 09 Educational Pathways
- 10 Experience Working in I/O Psychology
- 10 Professional Accreditations
- 12 Demographics

13 HOW WE WORK

- 14 Work Arrangements
- 15 Roles
- 17 Areas of Practice
- 18 Salary

21 WHERE WE ARE HEADING

- 22 Current and Future Capabilities
- 23 Our Contribution
- 24 Opportunities for Growth

25 RECOMMENDED ACTION TO ADVANCE OUR PROFESSION

Acknowledgement of Country

The Society for Industrial and Organisational Psychology Australia (SIOPA) acknowledges the Aboriginal and Torres Strait Islander peoples as the first inhabitants of this nation and the traditional custodians of the lands where we live, learn, and work. We pay our respects to all Aboriginal and Torres Strait Islander Elders past, present, and future, recognising the spiritual connections and relationships that traditional custodians have maintained and strengthened since time began.

Foreword

This report seeks to capture the current state of Industrial and Organisational (I/O) psychology in Australia, including who we are, how we work, and our perceptions of where we are heading.

Michelle Stephenson

From the SIOPA President

It is my great pleasure to welcome this landmark study of Australia's I/O psychology workforce. For the first time in many years, we have data that provides a clear picture of our profession's current state and future direction.

The world of work is transforming. Artificial intelligence, remote work, and the growing focus on mental health are reshaping organisations and redefining what people need from work. I/O psychology is uniquely positioned to guide organisations through these shifts. Yet to lead the future of work, we must first understand our own workforce.

This report highlights a highly qualified and evolving profession, with strengths in applied expertise and a clear desire to demonstrate our value and impact. SIOPA will use these insights to inform our ongoing strategic direction and advocacy priorities, ensuring our actions reflect the voice of our profession.

We also encourage other professional bodies, educators, employers, and researchers to draw on these findings in their own work. Referencing this data in publications, reports, and submissions will help strengthen the collective case for the value and visibility of I/O psychology in Australia.

Foreword

Dr Terence Chia, Jessica Strudwick, and Dr John Chan

Our geographically dispersed team pictured meeting in person on Rottnest Island, Western Australia, in 2024

From the SIOPA Research and Advocacy Team

As SIOPA's Research and Advocacy team, we led the development, execution, and publication of this inaugural survey. We are thrilled to share our findings with colleagues, the organisations we work with, and prospective students.

We extend our gratitude to all the participants who shared their experiences and insights. We would also like to thank SIOPA President, Michelle Stephenson, and the SIOPA Board for supporting this work.

We hope this report energises you, as it has us, to continue advocating for our profession and advancing safe, effective, and human-centred workplaces across Australia.

KEY FINDINGS

At a glance, I/O psychology in Australia appears to be characterised by:

Strong employment outcomes

96% are currently employed, 65% work full-time or more, 80% can work remotely at least part of the time

Competitive remuneration

50% earn more than $120,001 per year (exclusive of superannuation and bonuses)

Strategic business involvement

Working across more than 20 areas of practice, most commonly organisational development, health and safety, and workplace culture and employee engagement

Strong technical expertise

Applying human-centred transformation and nuanced evidence-based practice to the future of work

High educational attainment

60% hold a postgraduate degree in organisational psychology

Professional credentialling

25% are endorsed Organisational Psychologists

We recommend four priority actions to advance I/O psychology in Australia:

Developing and communicating our value proposition and differentiation from related professions to organisations and broader society

Expanding our technology, analytics, and data capabilities through ongoing commitment to professional development and formal training

Advocating for our profession through public identification and promotion to employers

Improving representativeness and accessibility within our profession to better reflect Australia's diverse population

OUR APPROACH

Data used in this report was collected online via SurveyMonkey from 15 May through 27 June 2025. Recruitment involved direct email outreach to SIOPA members, LinkedIn posts, promotion at SIOPA events, and snowball sampling through SIOPA committee networks.

Our survey was open to all professionals working in I/O psychology and related fields, including but not limited to human resources practitioners, health and safety professionals, academics, and students. Respondents were not required to be registered Psychologists to participate. Participation was voluntary and anonymous. All data is confidential and reported in aggregate.

A Note on Terminology

This report uses the term "I/O psychology professionals" to refer to survey respondents. This inclusive terminology acknowledges the diverse educational and professional backgrounds of individuals currently working in I/O psychology and related fields, while respecting the protected titles of Psychologist and Organisational Psychologist.

The survey received 235 responses (85% completion rate, average completion time of 8m 39s). Of these respondents, approximately one-fifth indicated they were current SIOPA members (21.3%), while half had never been SIOPA members (51.5%). Throughout this report, totals may not add up to 100% as percentages are calculated based on the full sample size, including non-responses.

Study Limitations

We acknowledge this report does not reflect the experiences of all I/O psychology professionals across Australia or SIOPA. While we recruited across states, career stages, and work settings, distribution through SIOPA networks likely underrepresents professionals less connected to formal bodies and skews toward early career professionals in Queensland and Western Australia. We encourage readers to interpret our findings as indicative trends within this group, not definitive statements about the entire Australian I/O psychology workforce, and welcome future research capturing additional voices across our profession.

WHO WE ARE

Educational Pathways
Experience Working in I/O Psychology
Professional Accreditations
Demographics

WHO WE ARE

Understanding who we are highlights strengths and gaps in diversity across our profession, helping identify areas that may benefit from additional advocacy efforts to support continued growth.

Educational Pathways

The most common educational pathway among I/O psychology professionals was postgraduate education, with 60% of respondents having completed a two-year Australian Psychology Accreditation Council (APAC) accredited organisational psychology Master's degree.

60%

of I/O psychology professionals have completed an accredited 2-year postgraduate degree

Many respondents held PhDs (16.2%) or other Master's level qualifications (12.8%, including MBAs or Business Psychology degrees). Completion of internship pathways was less common, with only 5.1% of respondents having completed the now retired 4+2 internship program, and no respondents completing the newer 5+1 internship program.

84.4%

of I/O psychology students were working alongside their studies

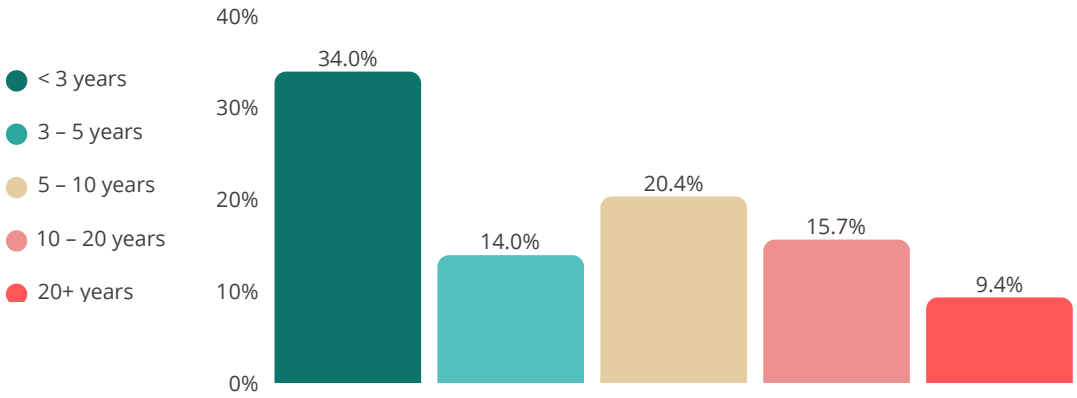
Approximately one quarter of respondents indicated they are currently enrolled as a student either full-time (16.6%) or part-time (10.6%). The vast majority of students were also employed (84.4%).

Given the small number of student respondents who were not also engaged in the I/O psychology workforce, we decided to include and report the information from all respondents in our analyses (except where indicated otherwise).

Experience Working in I/O Psychology

Respondents were predominantly early- to mid-career professionals, with around half having less than 5 years of experience working in I/O psychology (Figure 1). Around a quarter reported working in the field for 10 years or more.

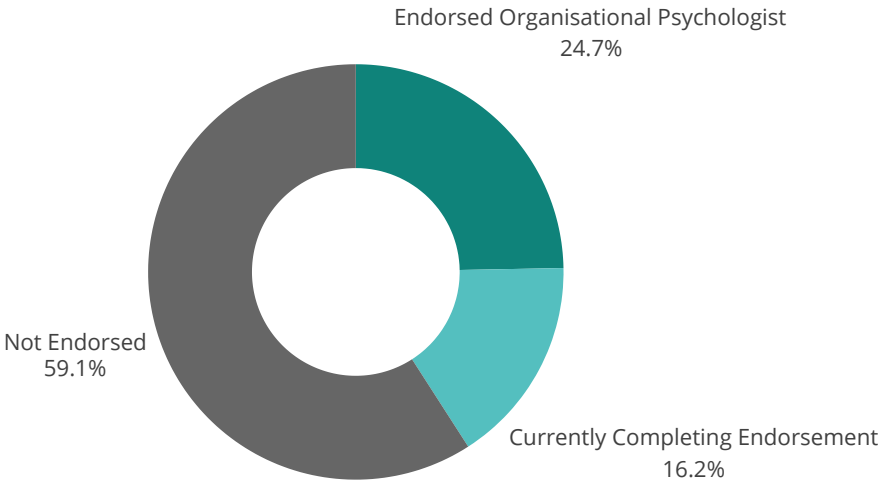
Figure 1: **Years of experience working in I/O psychology**



Professional Accreditations

In Australia, I/O psychology professionals may be eligible to gain endorsement as an Organisational Psychologist with the Psychology Board of Australia (PsyBA) after completing a specified period (between 1500-3000 hours) of supervised practice as a generally registered Psychologist. A quarter of respondents were endorsed Organisational Psychologists, with a notable proportion currently completing the endorsement pathway (Figure 2).

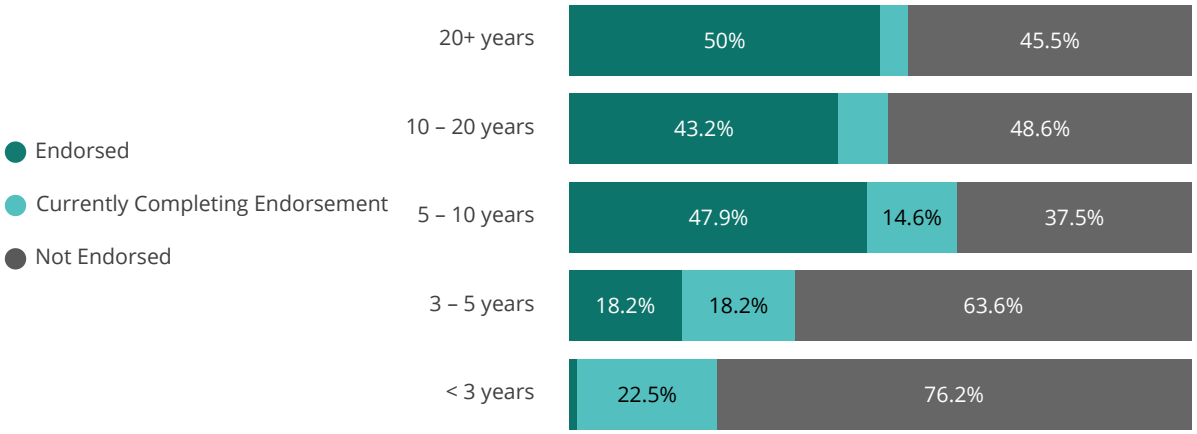
Figure 2: **Distribution of respondents by endorsement status**



Approximately half of the mid-career (5-10 years) and experienced (10+ years) I/O psychology professionals in our sample were endorsed Organisational Psychologists (Figure 3).

The proportion of endorsed professionals across our sample is encouraging, especially given that many I/O psychology professionals do not require endorsement for their roles. Further, early-career professionals cannot be endorsed until they hold general registration as a Psychologist and complete the required period of PsyBA supervised practice through the registrar program, which is typically at least one year depending on their qualification pathway.

Figure 3: **Endorsement status by years of experience working in I/O psychology**



Comparatively fewer respondents were board-approved supervisors for students (19.6%) or for registrars pursuing the endorsement pathway (13.2%). A small number were in the midst of obtaining supervisor accreditation (3.0%).

Nonetheless, only 17.4% of respondents were currently supervising students or registrars, with most spending between 0-2 hours per week on average providing supervision.

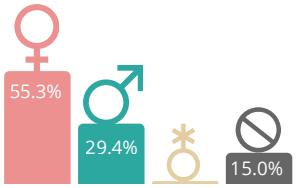
DID YOU KNOW?

SIOPA provides financial assistance for members to obtain supervisor accreditation

Demographics

As previously suggested, survey respondents were predominantly early- to mid-career professionals with the largest proportion aged 25-34 (40.9%).

66.8%
of respondents were under 45 years old



Over half of the respondents identified as women, around a third identified as men, while less than 1% identified as non-binary or used another term to describe their gender identity.

In addition, 7.7% of respondents identified as being part of the LGBTIQA+ community, and approximately 3% of respondents reported living with a disability requiring support for core activities.

Of note, sizeable portions of respondents did not report their gender, sexual identity, or disability status (≈15% for each field).

7.7%
identified as being part of the LGBTIQA+ community

3.0%
live with a disability

Around half of the respondents identified their ethnicity as Oceanian (53.6%), followed by North-West European (10.6%), South-East Asian (6.4%), and North-East Asian (4.3%). Less than 2% of respondents identified as Aboriginal.

Respondents were distributed across Australia, with those residing in Queensland (28.9%) and Western Australia (26.4%) representing the largest groups. Those residing in Victoria and New South Wales contributed 13.2% and 12.8% respectively. No respondents resided in the Northern Territory.

The sample showed a clear urban concentration, with nearly three-quarters of respondents (73.6%) residing in major cities. Only 13.6% lived in regional areas, split between inner regional (11.5%) and outer regional (2.1%). No respondents resided in remote areas.

Our profession shows areas for growth in representation from gender and cultural minority groups, First Nations communities, those residing in rural regions, and individuals living with disabilities. Further advocacy and inclusive outreach efforts may help our profession better reflect Australia's diverse population and effectively serve their needs.

HOW WE WORK

Work Arrangements
Roles
Areas of Practice
Salary

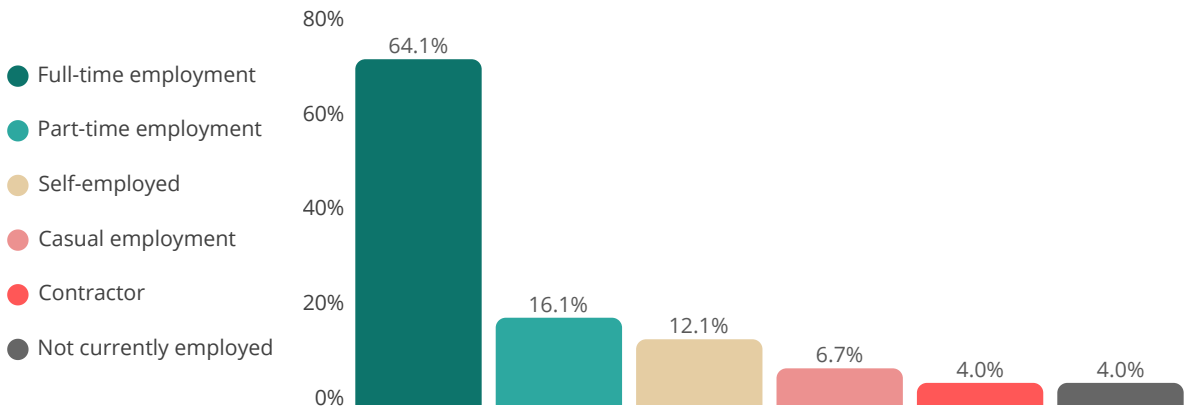
HOW WE WORK

Understanding how we work showcases the day-to-day lives of those working in I/O psychology across Australia.

Work Arrangements

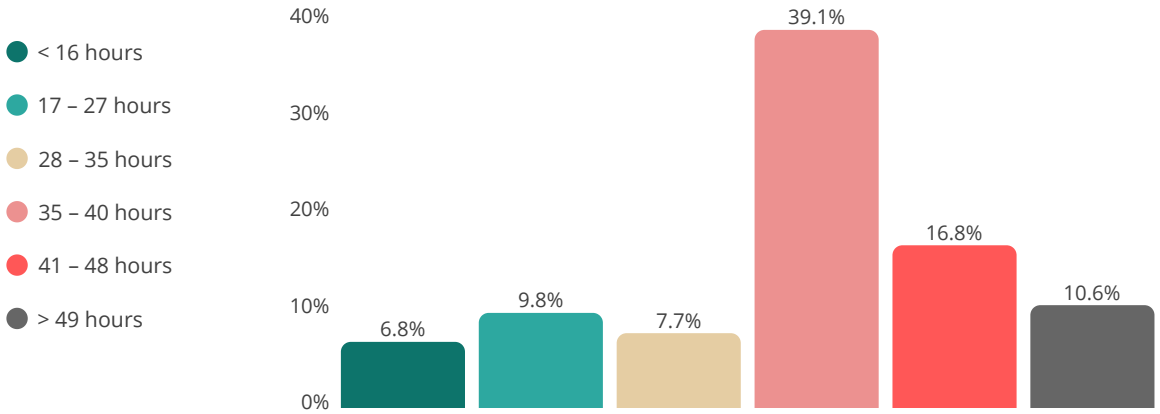
The majority of respondents were actively employed, either full-time or part-time (Figure 4). Unemployment was very low (4.0% of respondents, of which approximately two-thirds were students). One in 8 reported being self-employed or working as contractors. Only 7.7% of I/O psychology professionals reported engaging in multiple employment arrangements.

Figure 4: **Employment arrangements of I/O psychology professionals**
(multiple selections allowed)



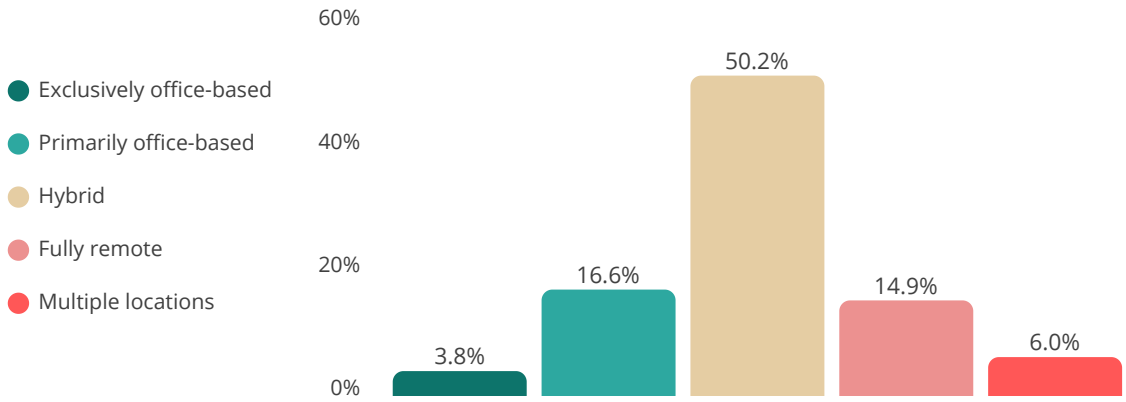
Typical weekly working hours concentrated around full-time norms (Figure 5). Over a quarter of respondents reported working more than 40 hours per week regularly.

Figure 5: **Usual weekly working hours including overtime**
(excluding respondents not currently employed)



Hybrid work appears to be the norm for I/O psychology professionals (Figure 6). Approximately one in seven respondents work fully remotely, with considerably fewer respondents indicating they work exclusively from an office. A small proportion of respondents indicated they frequently change work sites.

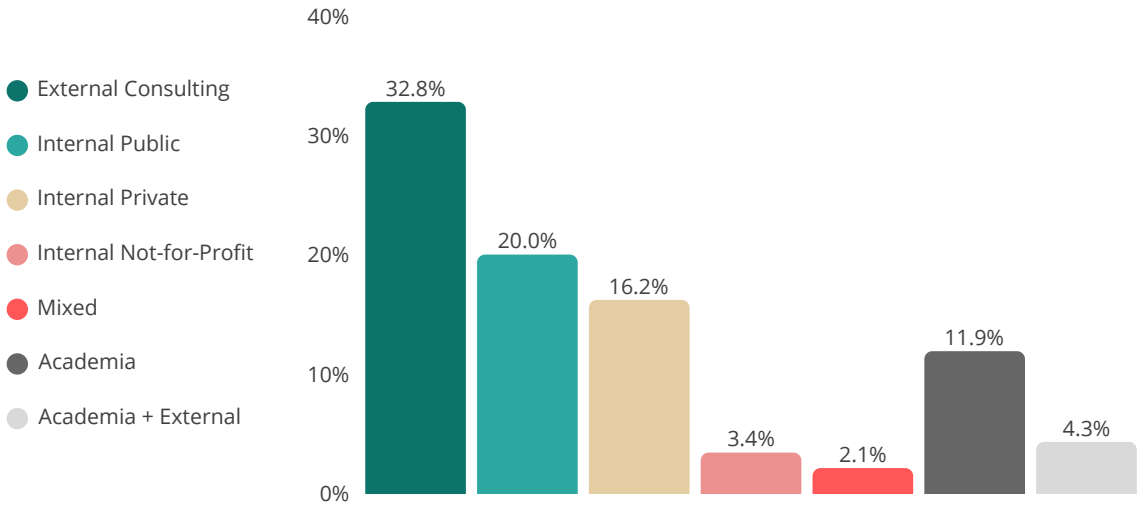
Figure 6: **Work location arrangements of I/O psychology professionals**



Roles

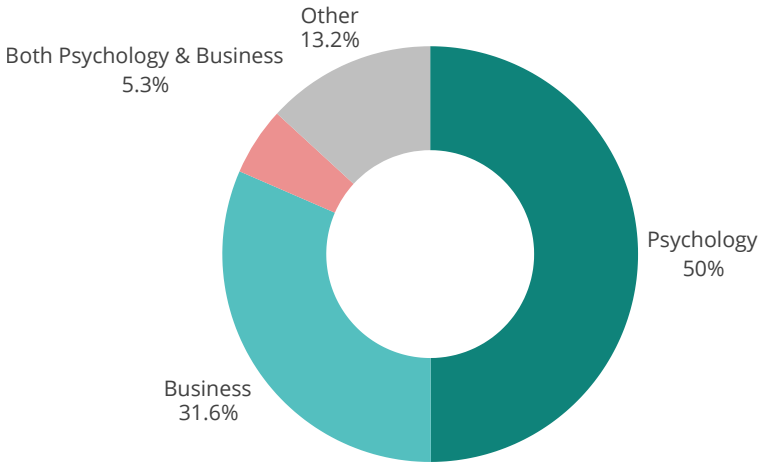
The single most common employment setting for respondents was external consulting (i.e., providing I/O psychology services as consultants, whether in consulting firms or as independent consultants). This was followed by internal practice in public sector and private sector contexts (Figure 7).

Figure 7: **Employment settings of I/O psychology professionals**



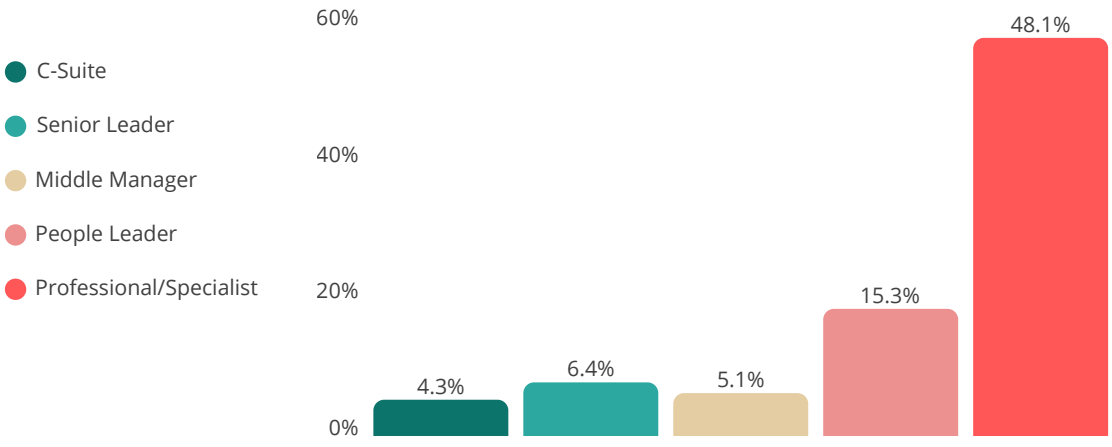
Of the 16.2% of respondents who indicated they worked in academia, half worked in psychology departments and around a third in business schools (Figure 8).

Figure 8: **Departments of I/O psychology professionals working in academia**



Respondents worked in predominantly non-managerial roles, with professionals/specialists with no direct reports representing the largest group (Figure 9). Leadership positions were held by 31.1% of respondents. Approximately one in 25 respondents indicated that they held C-suite roles, with 60% of these respondents being self-employed.

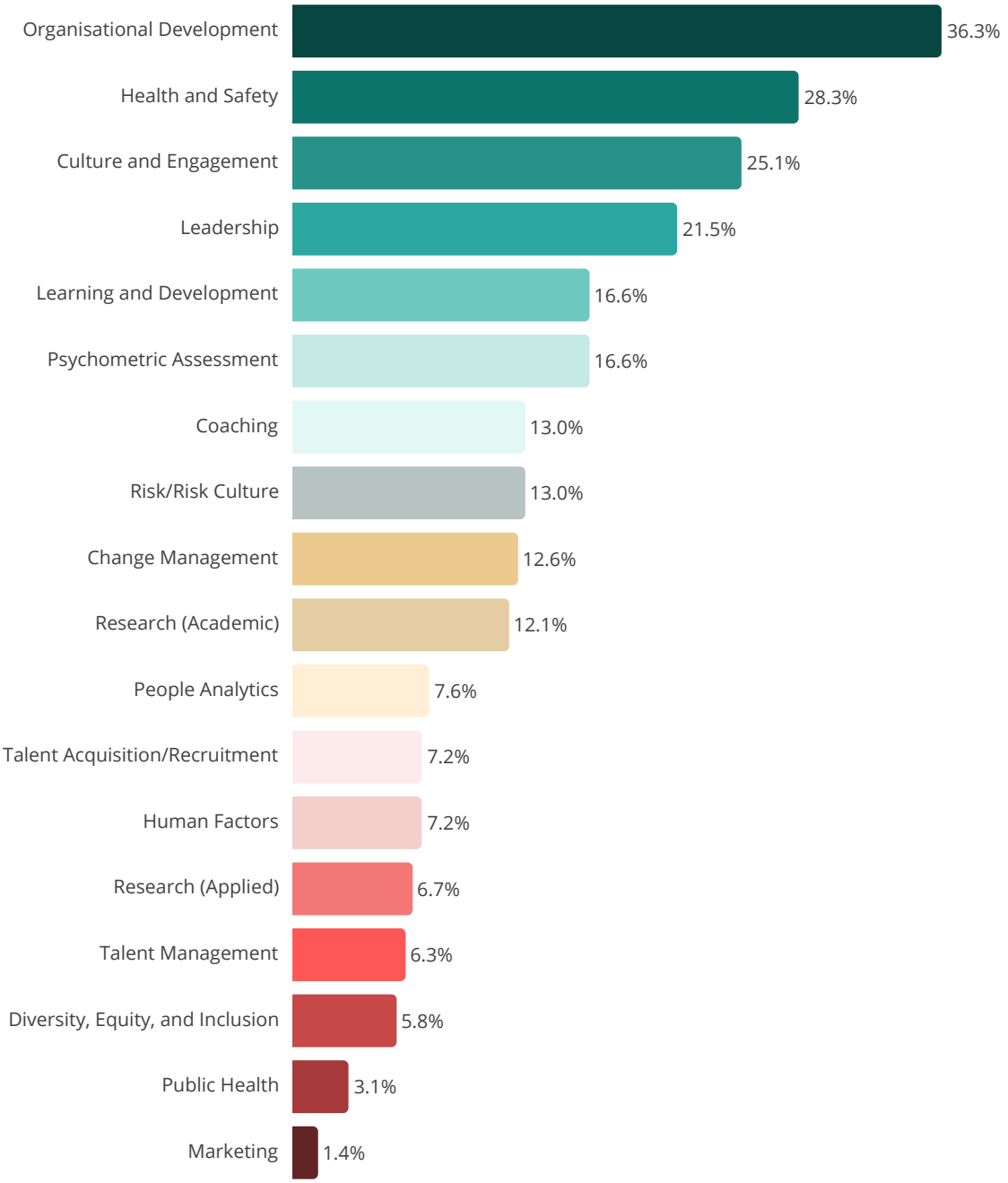
Figure 9: **Leadership status of I/O psychology professionals**
(excluding student respondents)



Areas of Practice

Respondents were asked to identify up to three areas of I/O psychology where they work most. Figure 10 shows the percentage of respondents who selected each practice area.

Figure 10: **Percentage of respondents working in each I/O psychology practice area**
(up to three selections allowed)

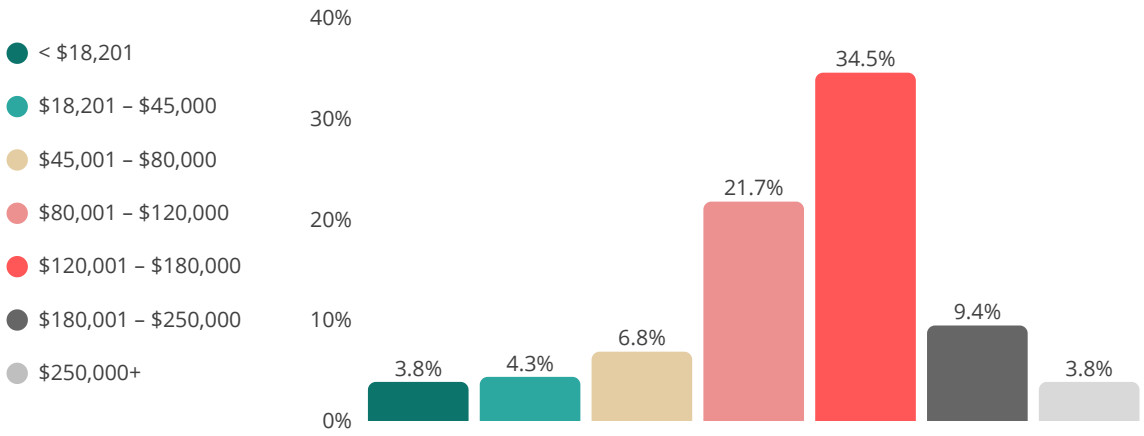


Those providing descriptive feedback (9.4% of respondents) to this question indicated they work in additional practice areas including counselling, evaluation, behavioural economics, and technology. Together, these results demonstrate the diversity of areas that I/O psychology professionals practice in.

Salary

The salary range for respondents were mostly above the Australian median for FY 23-24, with around half earning more than $120,001 per year (exclusive of superannuation and bonuses; Figure 11). Of the respondents earning below $80,000 per year, 65.7% were students.

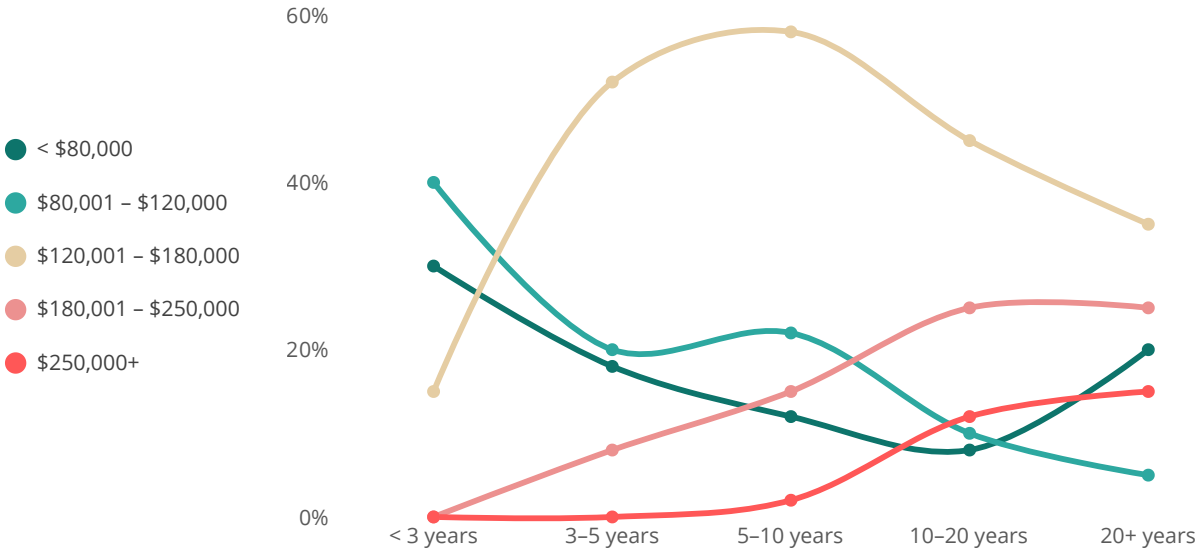
Figure 11: **Salary ranges of I/O psychology professionals in FY2023-24**
(exclusive of superannuation and bonuses)



We observed a significant positive association between years of experience and salary ($p < .01$; Figure 12).

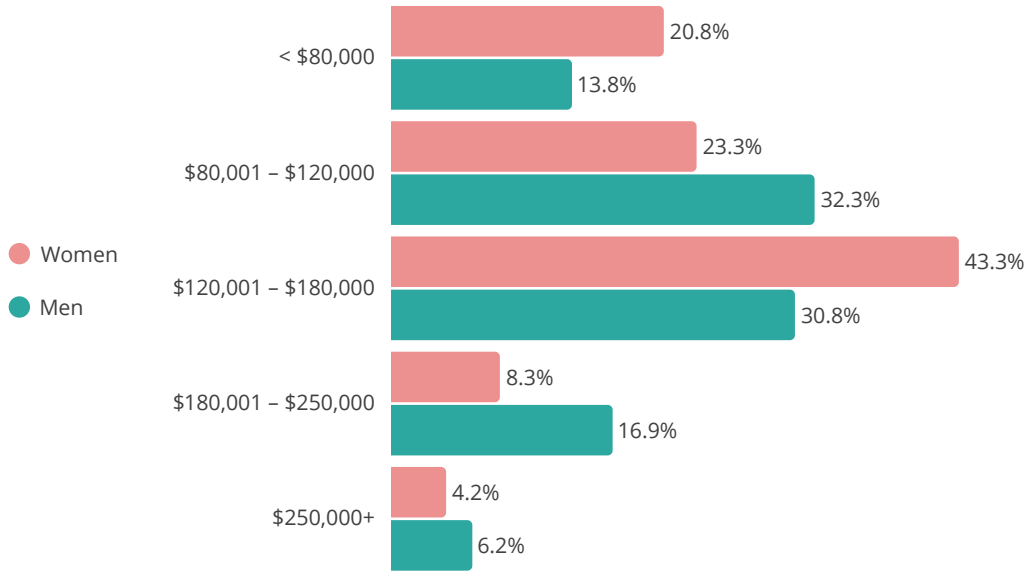
Most respondents with more than 3 years of experience earn more than $120,001 per year. Of those with more than 10 years' experience, a third reported earning more than $180,001 per year and 11.9% reported earning $250,000+ per year.

Figure 12: **Salary by years of experience working in I/O psychology**



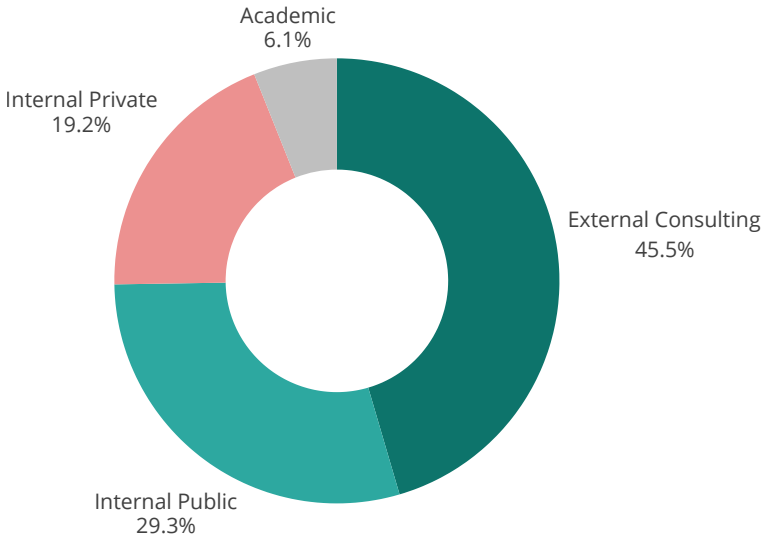
In our sample, women appear to be overrepresented in lower income brackets, with 20.8% earning < $80,000 per year compared to 13.8% of men, while men are approximately twice as likely to earn over $180,001 (16.9% vs. 8.3%) and $250,000 (6.2% vs 4.2%; Figure 13).

Figure 13: **Salary by gender**
(Note: Less than 1% of respondents identified as non-binary or used another gender descriptor and are not shown due to small sample size)



Nearly half of the respondents earning more than $180,000 per year worked in external consulting (Figure 14). Interestingly, among high earners, there is a greater representation of those working in internal public sector roles compared to internal private roles.

Figure 14: **Employment settings of I/O psychology professionals with annual salaries above $180,001 per year**



Finally, our analysis suggests endorsed respondents are more likely to report higher salary brackets compared to non-endorsed respondents at similar career stages ($p < .01$).

37.6%

of endorsed Organisational Psychologists with 10-20 years of experience reported salaries above $180,001 per year

We flag here that given this data is cross-sectional, causality cannot be determined. Higher salaries may enable I/O psychology professionals to pursue endorsement (given supervision and registration costs), rather than endorsement leading to higher earnings. As such, this relationship should be interpreted with caution.

WHERE WE ARE HEADING

Current and Future Capabilities
Our Contribution
Opportunities for Growth

WHERE WE ARE HEADING

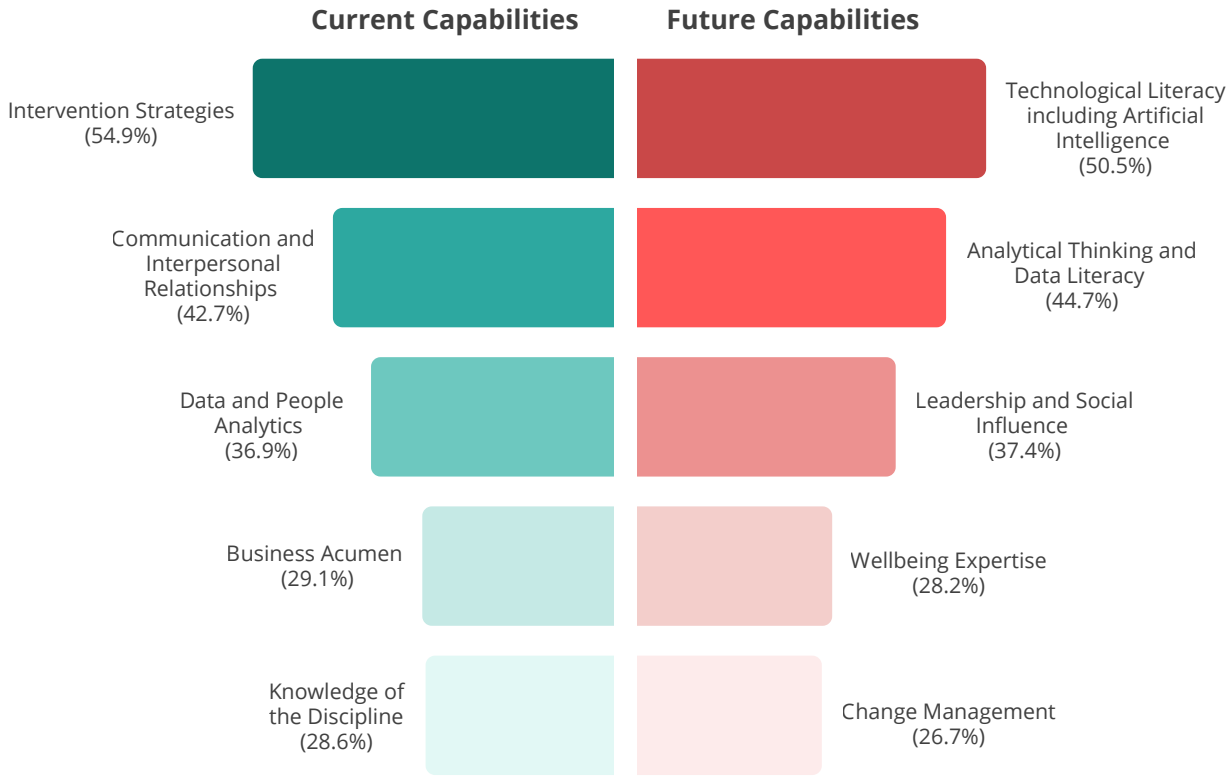
Understanding perceptions of where we are heading helps identify priorities for future professional development and advocacy efforts.

Current and Future Capabilities

We asked I/O psychology professionals what capabilities they perceive as most important for the profession as it stands today. Responses indicated the field values practical implementation skills over purely technical or theoretical expertise (Figure 15 left). Those providing descriptive feedback to this question indicated capabilities around mental health and wellbeing are also important.

When asked to look ahead to the next five years (Figure 15 right), respondents predict that technology, analytics, and data related capabilities will be critical. Those providing descriptive feedback again indicated that skills in psychosocial risk management, psychosocial safety, and critical thinking were perceived as key future capabilities.

Figure 15: **Top five capabilities for I/O psychology professionals currently and in the next five years**
(Note: Respondents selected their top three most important capabilities from a list of 12 options)



Our Contribution

How can I/O psychology professionals contribute to the future of work?

We posed this as an open-ended question (completed by 37.9% of respondents). Two key themes emerged from the responses:

Ensuring Human-Centred Transformation

I/O psychology professionals bring and maintain focus on the human element in increasingly technology driven workplaces, ensuring that organisational change and the implementation of new systems protect employee wellbeing and promote engagement.

> "Our contribution is around bringing the human element into considering the future of work"
>
> — Public sector people leader working in organisational development

Nuanced Application of Evidence

I/O psychology professionals apply scientific rigour in collecting and analysing data to inform decision-making, helping to adapt evidence-based interventions to specific organisational contexts, and translating research to understand emerging workplace phenomena.

> "Leveraging our understanding of human behaviour... particularly drawing on the evidence-base and scientific rigour"
>
> — Consulting people leader working in people analytics

Opportunities for Growth

Respondents largely agreed that the biggest opportunities for growing the profession were articulating I/O psychology's value proposition to businesses (75.7%) and differentiating our field from similar disciplines and other areas of psychology (67.0%).

Three-quarters

of I/O psychology professionals indicate that articulating our unique value proposition is key to growth

Relatedly, 59.7% of I/O psychology professionals reported that professional organisations, societies, and universities can better prepare our field to meet evolving work demands through educating the public and policymakers about the contributions of I/O psychology.

The need to increase the number of postgraduate programs and provide continuing professional development opportunities also emerged as key opportunities for growing our profession (both endorsed by 29.6% of respondents).

One-third

of I/O psychology professionals identified bridging research and practice as key to meeting evolving work demands

I/O psychology professionals also identified three key action areas for professional organisations, societies, and universities moving forward:

1. Improving collaboration between academics and practitioners
2. Creating more internship and practicum opportunities
3. Strengthening inter-disciplinary collaboration with other professions

RECOMMENDED ACTION TO ADVANCE OUR PROFESSION

RECOMMENDED ACTION TO ADVANCE OUR PROFESSION

Overall, the I/O psychology profession in Australia is young, highly qualified, and equipped with intervention expertise and communication skills. It appears our key challenge lies not in capability, but in external visibility and professional identity. Below we outline four recommendations to support the continued impact of I/O psychology across Australia.

Recommendation 1: Develop and communicate our value proposition

This report highlights the urgent need to clearly articulate the contribution and impact of I/O psychology to business and society, while differentiating our profession from similar disciplines. This could be facilitated via a coordinated national campaign involving standardised messaging about I/O psychology and its position in the market, promotion of I/O psychology professionals as essential personnel for all employers, as well as expanded university outreach about career opportunities within our profession.

Recommendation 2: Advocate for ourselves

Experienced I/O psychology professionals play a key role in championing our profession's value. Advocating for placement opportunities within organisations to increase the likelihood employers recognise and recruit I/O psychology graduates, as well as publicly identifying as belonging to the I/O psychology community may help increase our visibility.

Recommendation 3: Expand technology, analytics, and data skills

Technological, analytical, and data literacy were perceived as the top skills required for our profession in the next five years. Current practitioners should continue to build these capabilities through engaging in professional development activities or via informal communities of practice. Embedding training in these capabilities in postgraduate curricula may also serve to strengthen I/O psychology graduate preparedness.

Recommendation 4: Improve representativeness and accessibility

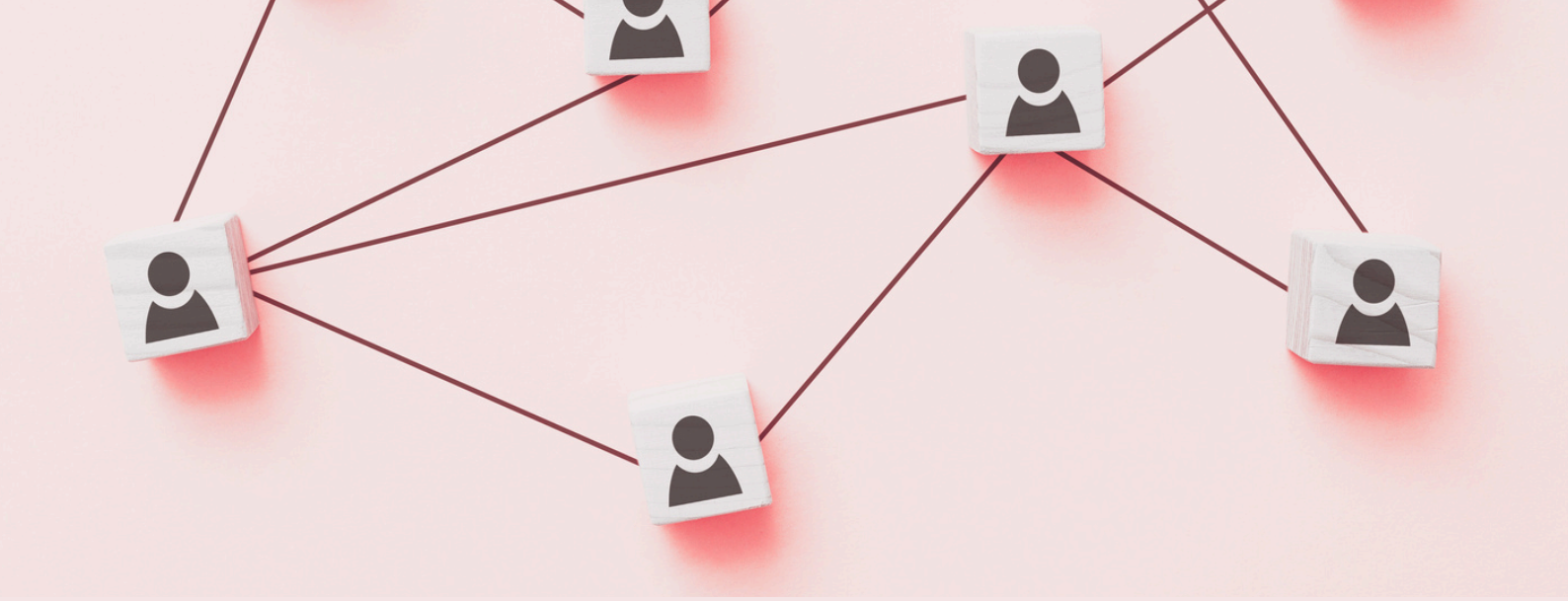
Organisations in Australia need I/O psychology professionals who reflect the country's diversity. Improved representation of people from gender and culturally and linguistically diverse groups, First Nations communities, and those living with disabilities is warranted based on our data. This could be facilitated through funded entry pathways, flexible study options, and inclusive outreach events. Outreach to states with fewer respondents and those residing in regional areas may also help ensure national representativeness.

CONCLUDING REMARKS

The world of work is evolving rapidly, shaped by technological advances, artificial intelligence integration, legislative changes, psychosocial risk management, and ongoing organisational transformation. These forces continue to create both opportunities and challenges for organisations and the people who lead them.

The cohort of I/O psychology professionals engaged in this survey hold immense potential to help organisations navigate these challenges and to drive positive social change across Australia.

Realising this potential requires increased visibility and stronger market positioning for our profession – a priority SIOPA is excited to contribute to moving forward.



Contact Information:
Society for Industrial and Organisational Psychology Australia (SIOPA)
Email: secretary@siopa.org.au | Website: www.siopa.org.au

Feedback:
SIOPA welcomes feedback on this report and any questions regarding the methodology used should be sent to: research@siopa.org.au

Please cite this report as follows:
Strudwick, J., Chan, J., & Chia, T. (2025). State of Industrial and Organisational Psychology in Australia: 2025 Survey Results. The Society for Industrial and Organisational Psychology Australia (SIOPA).
https://siopa.org.au/i-o-psych-advocation/iopsychologysurvey/

Acknowledgements:
The generous support of sponsors enables SIOPA to deliver impactful events and initiatives. In 2025, we extend our sincere thanks to our Silver Sponsor, Peter Berry Consultancy. Their ongoing commitment to advancing I/O psychology and investment in professional development and knowledge sharing play a vital role in strengthening our profession and its impact.

Disclaimer & Copyright:
While every effort has been made to ensure the accuracy of the information presented, SIOPA makes no warranties or representations regarding the completeness, accuracy, or suitability of this information for any particular purpose. SIOPA accepts no responsibility for any loss or damage arising from the use of this report or its contents.

© 2025 Society for Industrial and Organisational Psychology Australia. All rights reserved. No part of this publication may be reproduced, distributed, or transmitted without proper reference to SIOPA.

ABN: 22 617 892 645

SIOPA