



# Pit Crew News

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Newsletter of Pit Crew Management Consulting Services Pty Ltd

Issue 15 AU, July 2025

## Pit Crew Services

Labour Market Analysis

Business Strategy

Market Analysis

Business Process Analysis and Improvement

Marketing and Business Development

Communication and Facilitation

External Stakeholder Management

Board and Executive Advisory



### Greetings from the Pit Crew Team,

As we close out the 2024/25 financial year, it's prompted some reflection on what has been an intense and fast-paced period across the resources and major projects sectors. For anyone involved in project delivery or day-to-day operations, it's been a time of competing priorities, high demand, and constant motion.

In this mid-year newsletter, we take a closer look at some of the key labour market dynamics impacting the Mining, Oil & Gas, Heavy Industry, and Infrastructure (MOGHII) sectors, and what the next five years may hold for stakeholders.

The MOGHII sectors have experienced a sustained period of elevated activity, underpinned by long-term project cycles. Significant peaks in new development occurred in 2007 and 2013, with the most recent surge beginning in 2019 and persisting through to 2025. This extended period of investment and project activity has placed consistent upward pressure on workforce demand. According to Pit Crew analysis, the labour market reached full capacity by around 2022. Since then, widespread workforce shortages have become a defining feature of the sector.

While the overall business environment remains busy, we have seen some softening over the past 12 months. This has been driven by a mix of project completions, delays in new project approvals, and a number of assets either entering care and maintenance or scaling back operational workforces. In many skilled occupations, conditions have shifted from acute shortages to high demand, or from high to moderate. While this suggests some short-term easing, the longer-term reality is clear: the availability of skilled labour will remain a structural constraint across the MOGHII sectors for at least the next five years.

As Pit Crew approaches its 21st year, we reflect with pride on the journey so far. Since our early days, we've immersed ourselves in understanding and mapping the labour market across mining, oil & gas, heavy industry and infrastructure. Over that time, we've tracked thousands of projects, witnessed productivity improvements through innovation, and seen bureaucracy and excessive procedures do the opposite.

We've also seen trends evolve, industry leaders come and go and witnessed firsthand the benefits of timely and independent labour market intelligence.

Over the years, our clients have used our reports to guide critical workforce planning and strategic decision-making. In some cases, we've also seen the cost of missed signals. Our work has always aimed to bring clarity to a complex and rapidly changing environment, and we remain committed to that goal.

Thank you for being part of our journey. Pit Crew has delivered 400 reports to more than 50 clients. In business they say repeat business is the best type of business, some of our clients have been with Pit Crew since our earliest days. One client, who first engaged us in 2005, has received over 90 reports to date, with the next due in July 2025. Others have received 40, 30, or 20+ reports. This level of repeat engagement is, in our view, the strongest possible endorsement of the value we bring and we're grateful for the trust our clients place in us.

Of course, a big thank you to present and past Pit Crew team members over that time.

As always, the mid-year period sees us update national datasets and project assessments. This year is no exception. We are currently finalising our national review of all major projects and operations, with updated national and state-level reports available to order. Please don't hesitate to get in touch for more information.

**Peter Dyball**

**Founder and Managing Director**



The Pit Crew #63 AU Falcon Saloon Car at Carco.com.au Raceway, Wanneroo

**"Pit Crew has delivered 400 reports to more than 50 clients."**

## Worth noting:

A Pit Crew contact, recruiting for offshore oil & gas rigging roles, commented on their recruiting efforts. They noted a very strong response to their recruitment ads, however it is worth noting **all** applicants were currently employed on existing projects.

A revolving door of workers doesn't mean availability is increasing, it means workers are shopping for the most attractive employer.

## Retirement Trends and Implications

Retirement patterns in Australia are undergoing structural change, driven by increased life expectancy, shifting economic conditions, and evolving societal expectations. These factors are reshaping workforce participation and retirement planning behaviours across the country.

In the resources sector, the impact is particularly pronounced. As the baby boomer cohort reaches retirement age, we've seen a sustained increase in retirements since the 2010s. Current demographic modelling indicates that approximately 21% of the existing Australian resources sector workforce will reach retirement age within the next five years.

Pit Crew's labour market modelling, applied across the national mining, oil & gas, heavy industry and infrastructure workforce, estimates that more than 85,000 workers are expected to retire before the end of 2030. Western Australia leads this trend, with over 31,000 projected retirements, followed by Queensland with just under 19,000.

Extending the horizon to a full decade, approximately 31% of the sector's current workforce will be at or beyond retirement age, equivalent to over 125,000 potential retirements between now and 2035.

These numbers don't include any increases in demand from new projects or operations (around 50,000 workers to 2030), additional requirements due to turnover, or workers moving to other sectors.

Given the experience profile of mature workers in our industry, the scale of upcoming retirements presents a significant risk to industry capability. The loss of institutional and technical knowledge, accumulated over decades, poses a clear challenge for project owners and industry stakeholders. Without structured transition planning, the sector faces a looming knowledge gap. Immediate attention is required to facilitate knowledge transfer and succession while maintaining continuity across project execution and operational delivery.

## Renewable Energy Projects

The future project pipeline indicates a significant volume and scale of renewable energy developments in Australia. A major driver is the decarbonisation agenda, with resources producers actively seeking to reduce emissions and transition toward cleaner energy sources.

Renewable energy is projected to contribute materially to future labour demand, with national renewable energy workforce demand expected to increase by approximately 60,000 over the next five years. However, this forecast is subject to considerable uncertainty. Despite firm renewable energy targets, the pace of project development is lagging. Current Final Investment Decision (FID) rates suggest that many of these targets may not be achieved within the desired timeframe.

The hydrogen sector, in particular, faces headwinds. Progress has been slow, hindered by complex technological and logistical challenges. Over the past 18 months, several hydrogen projects have been cancelled or scaled back. Enthusiasm among major proponents has moderated, and in the absence of secure offtake agreements, many are reassessing their strategic positions.

**For more information contact:**

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## What's happening around the states

The supply and demand dynamics vary significantly across the states:

- **Western Australia (WA)** is forecast to experience the largest increase in workforce demand and is the only state expected to see a rise in labour shortage.
- **Queensland (QLD) and New South Wales (NSW)** show increased demand but a slight easing of workforce shortages.
- **Victoria (VIC)** stands out with a notable decrease in both demand and shortage, resulting in a much-reduced labour gap by the end of the period.
- **South Australia (SA)** shows an increase in construction activity over the next 2 years, with defence, road, rail, mining projects and renewable energy driving labour demand.
- **Northern Territory (NT)** Demand for skilled and experienced workers will increase and the lack of availability of skilled workers will continue to constrain the NT market.

**Get all the insights and data in Pit Crew's National Construction Labour and Engineering Resources Report WA - July 2025 - Available late July 2025**

**OR**

**Resources Sector Workforce Reports for all states – Available to order**