



2025

Gender Pay Gap Perceptions and Practices

Data Analysis conducted for
Ministry for Women

PRIVATE AND CONFIDENTIAL

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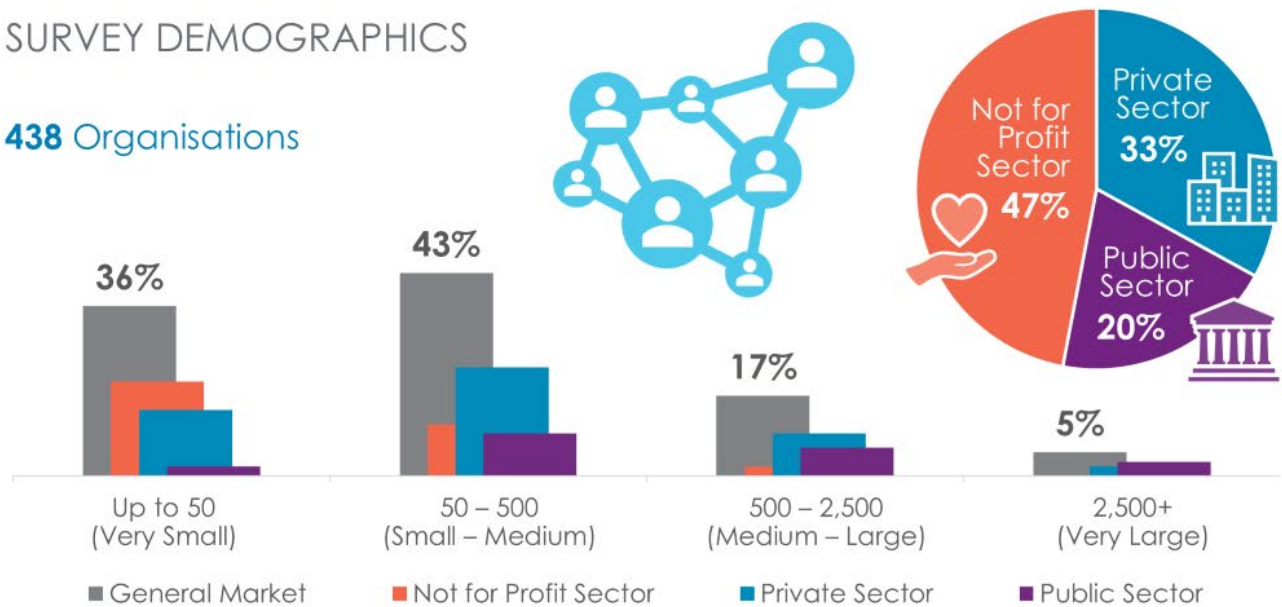
Disclaimer / Limitation of Liability

This report is designed to provide a summary of current pay data, and as such does not purport to be conclusive or to provide specific guidelines. No responsibility can be accepted for loss occasioned to any person, or organisation, acting, or refraining from acting, as a result of any statement in this publication.

Executive Summary

SURVEY DEMOGRAPHICS

438 Organisations



DATA GATHERING

95% of organisations **collect demographic data** on employees

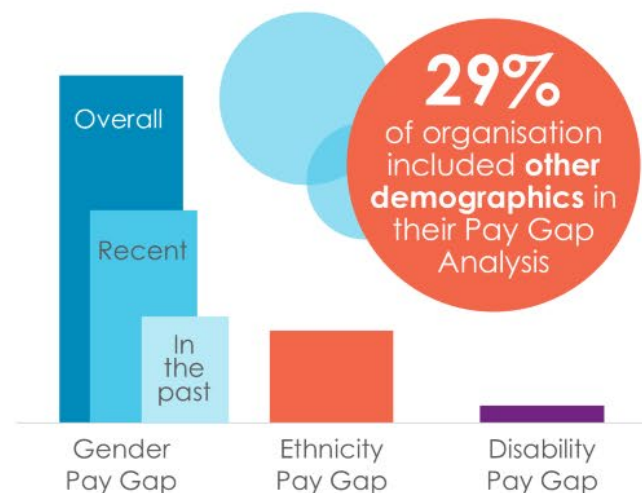
90% collect data on **Gender**

56% collect data on **Ethnicity**

34% collect data on **Disabilities**

PAY GAP ANALYSIS

60% of organisations have carried out **Gender Pay Gap Analysis** recently or in the past



Gender Pay Gap Analysis

43% have calculated their Gender Pay Gap **recently**

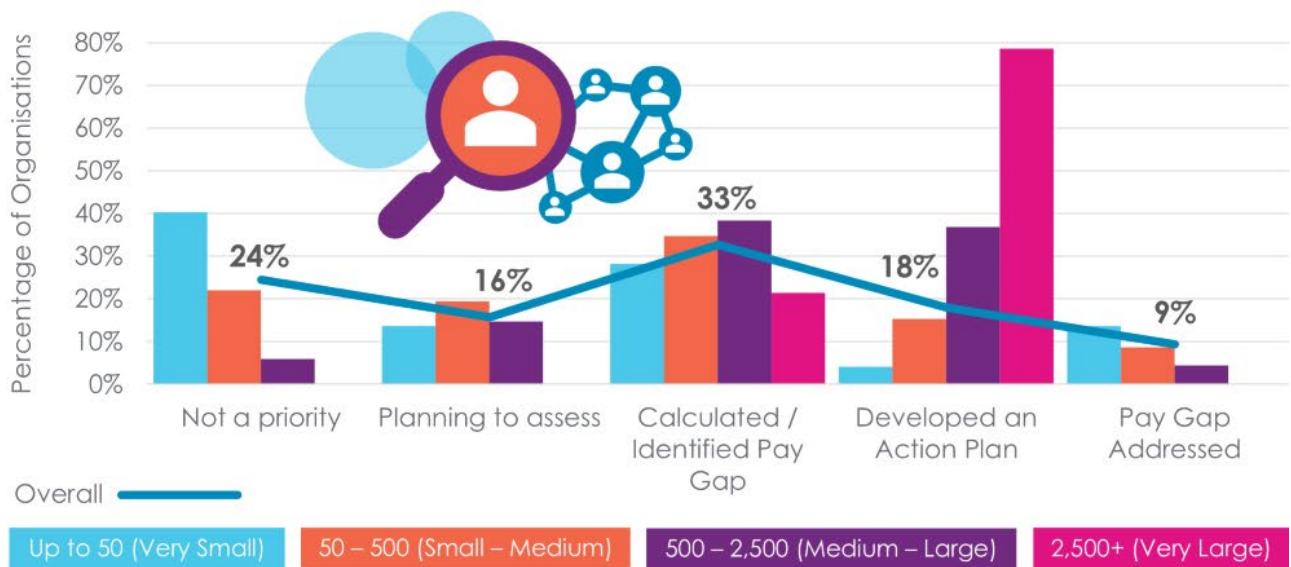
17% have calculated their Gender Pay Gap **in the past**

16% plan to calculate their Gender Pay Gap **in the next 12 months**

24% have not calculated and **don't plan to calculate** their Gender Pay Gap

THE GENDER PAY GAP ASSESSMENT JOURNEY

Journey Progression by Organisation Size (Headcount)



RESERVATIONS & CHALLENGES

24% of organisations **don't plan to calculate** their Gender Pay Gap in the next 12 months

Top 3 Reasons: Priority | Capability | Significance

Gender Pay Gap is **not a priority** right now

We **do not believe** we have a Pay Gap

We do not have the **resources** or **knowledge** to carry out this type of analysis

ADDITIONAL RESOURCES

Small to Medium-sized organisations will benefit most from having additional **guidance** and **benchmark data**

Participants indicated which **additional resources** they would find most useful

Top 4 Resources

Guidelines & Best Practice
Benchmarking Data
Data Collection Tools
Training and Workshops

Introduction

Strategic Pay Limited was commissioned by the Ministry for Women to research business and organisational perceptions and practices around gender pay gaps in New Zealand. This included an array of topics, from the understanding of various related terminology, the collection and analysis of various types of employee data, and the awareness and utilisation of the Ministry for Women gender pay gap toolkit. We delved into some finer details such as reservations and barriers, and explored nuances across different organisations demographic types, such as sector, industry and organisation size.

OBJECTIVES

The purpose of this survey is to gain market insight into the perceptions and practices around gender pay gaps, among organisations in New Zealand. This inaugural survey and report will serve as a baseline of information.

Timing

Data for this survey was collected during March and April 2025, with the report produced in June 2025.

Information in this survey is current as at 1 May 2025.

Method of Data Collection

Ministry for Women worked with Strategic Pay to develop the survey questions based on key research areas and Strategic Pay's existing knowledge and experience in the gender pay equity space.

Invitations to participate in the survey were issued via email by Strategic Pay, Ministry for Women and selected industry bodies. The invitation included a link to complete the online questionnaire and upload responses to Strategic Pay's secure database.

Responses were collated, validated and analysed by Strategic Pay, who then worked with Ministry for Women to produce the published report.

GENERAL INFORMATION

Confidentiality

Strategic Pay maintains stringent standards for data confidentiality and security.

Feedback

We welcome feedback from participating organisations to the Survey. Please send your feedback to Natasha Stone, Data & Analytics Director at Natasha.Stone@strategicpay.co.nz

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Survey Database

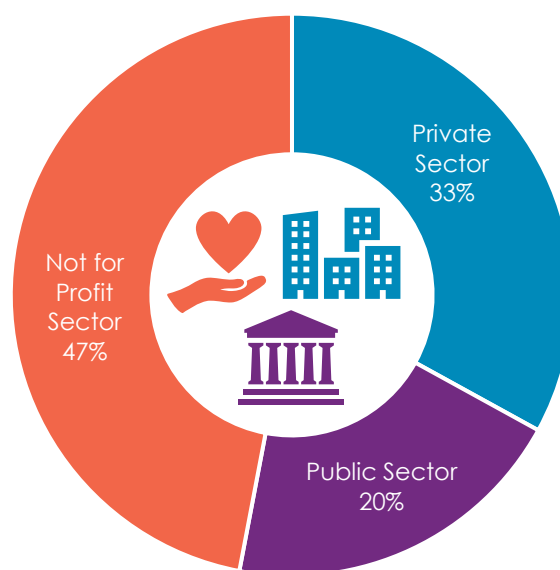
MARKET SAMPLE DEMOGRAPHICS

Survey responses were submitted by [438 organisations](#). We are delighted with the high engagement with the inaugural market survey on perceptions, practices and policies relating to gender pay gap assessment.

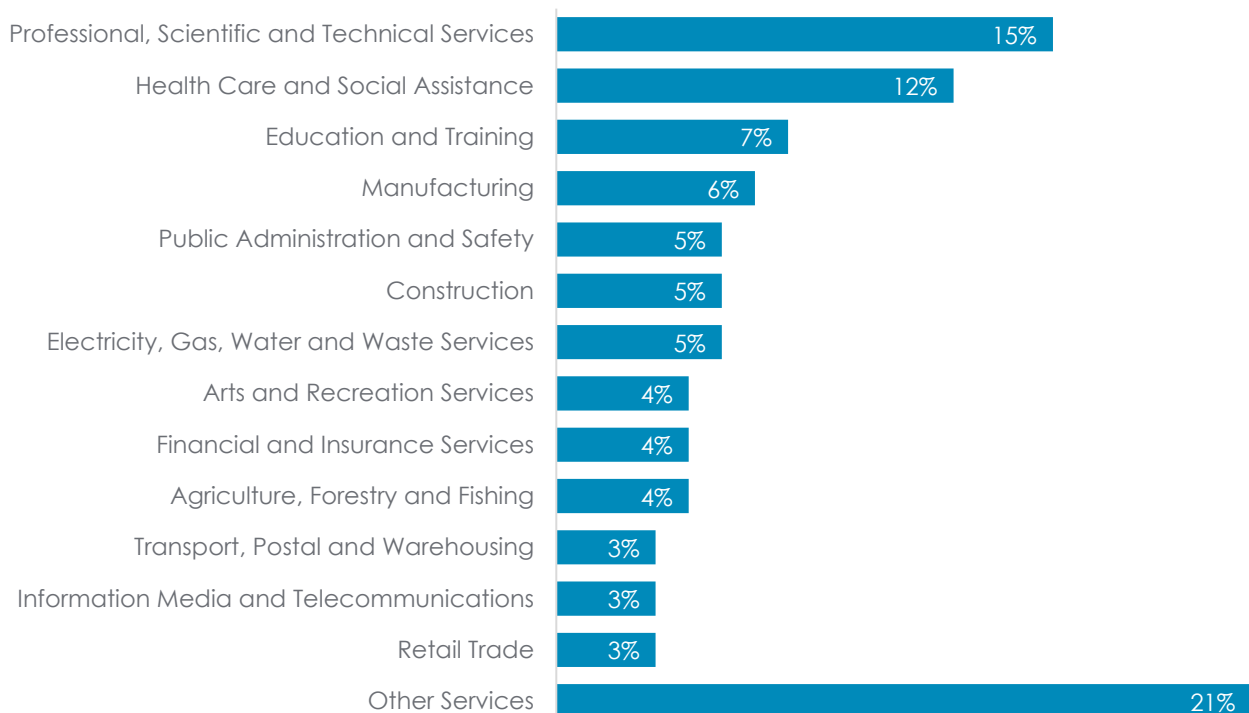
The distribution of participating organisations by sector, industry and organisation size (by headcount) is shown below.

[A list of all participating organisations can be found in the Appendices.](#)

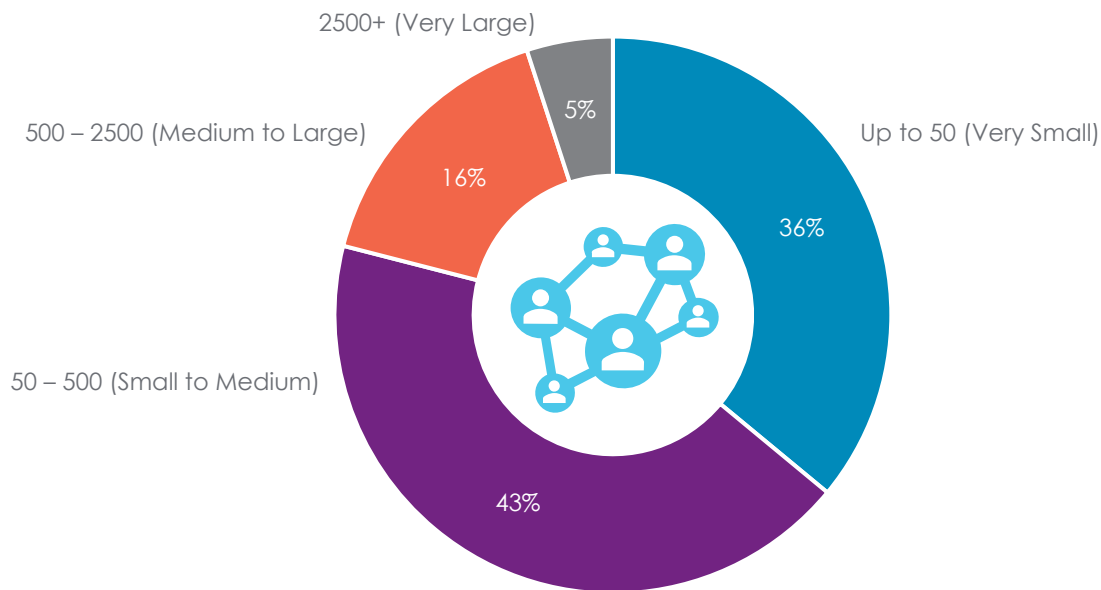
PARTICIPANTS BY SECTOR



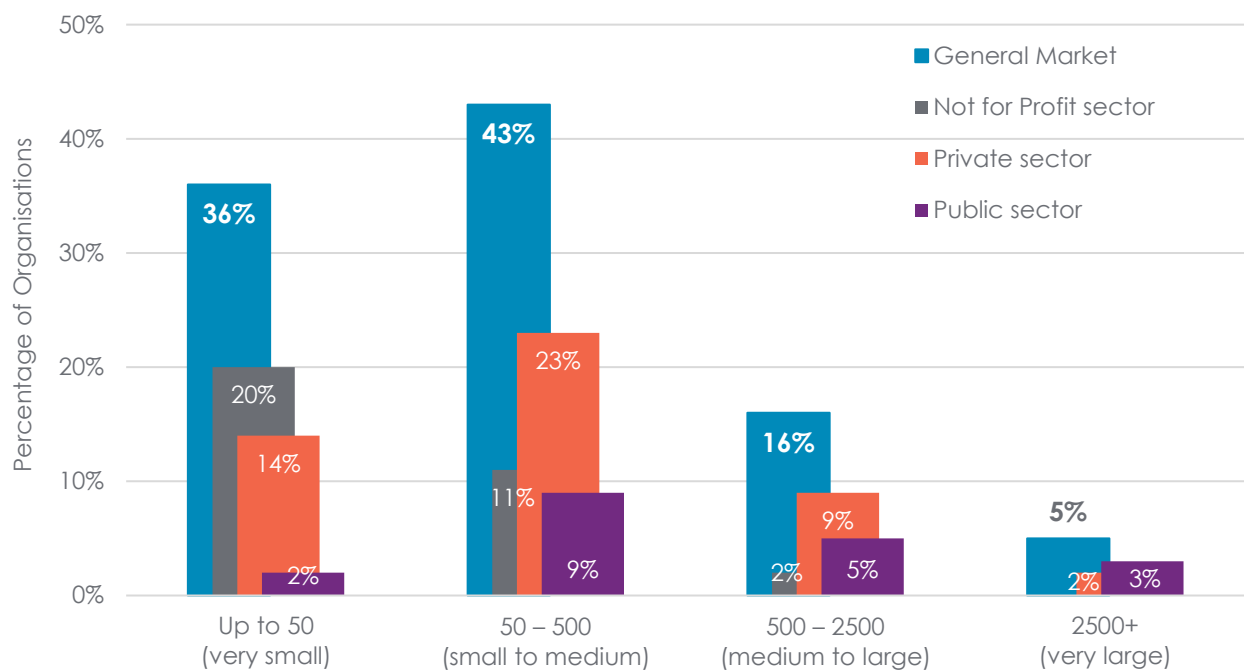
PARTICIPANTS BY INDUSTRY



PARTICIPANTS BY ORGANISATION SIZE (HEADCOUNT)



ORGANISATION SIZE | BY SECTOR



Perceptions and Practices – Knowledge

In this section, we have surveyed organisations around their knowledge and understanding of various diversity and inclusion topics including terminology, data gathering and pay gap analysis methodology.

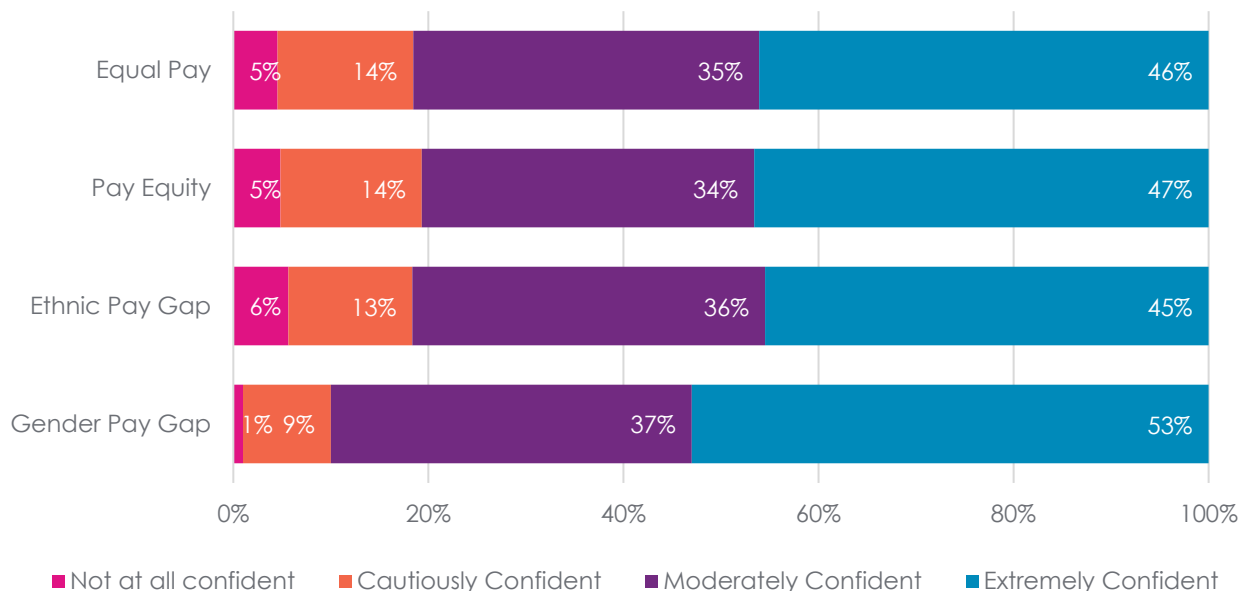
TERMINOLOGY

Understanding the Terminology

In general, understanding of relevant terminology is very good. Lack of confidence in the terminology is not more prevalent in any particular industry or sector.

The table below illustrates the confidence level reported by participants on their understanding of each term.

LEVEL OF CONFIDENCE

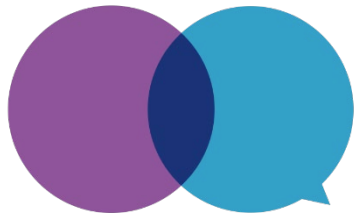


DATA COLLECTION

What Employee Demographic Data is Being Collected?

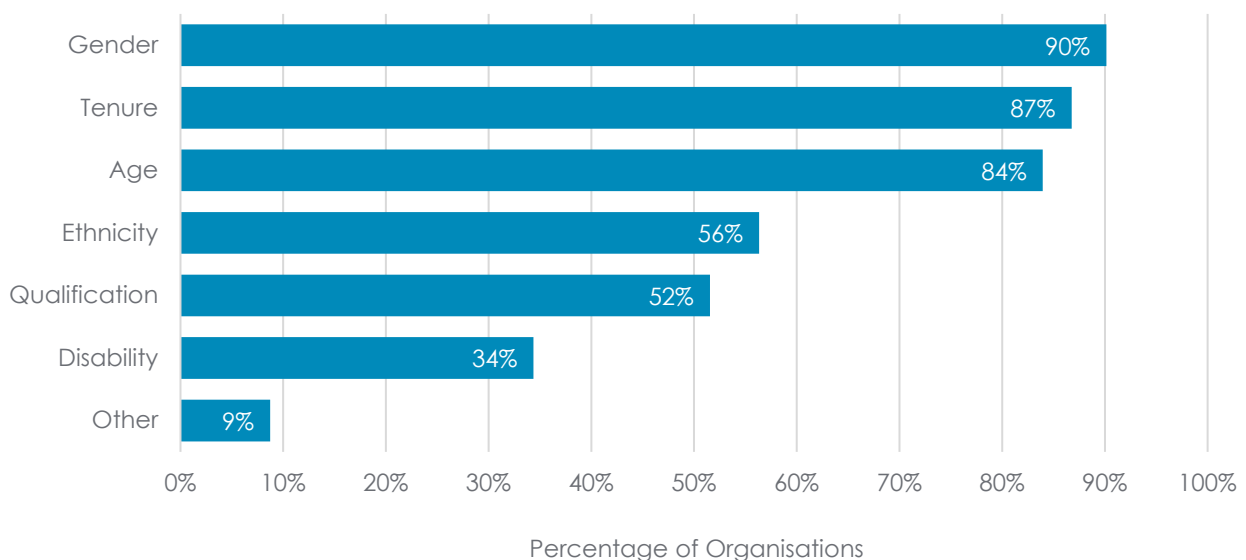
The insights from employee demographic data can help organisations understand their current employee demographic distribution in order to inform diversity and inclusion policies relating to ethnicity, gender, disability and impairment.

Organisations were asked to define the type(s) of employee demographic data they collect. Most organisations collect gender, tenure (start date) and age (birth date) information as part of their on-boarding process, however over half of organisations also collect data on ethnicity and qualifications.



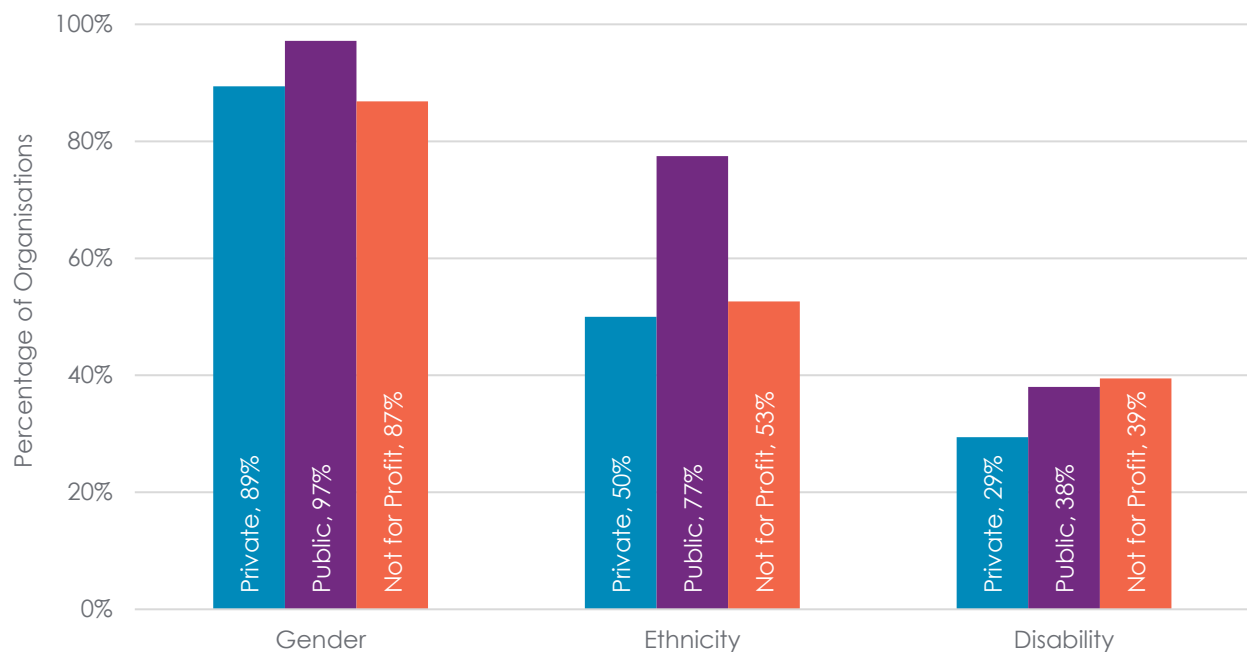
95% of organisations collect data on one or more of the below employee demographics.

ORGANISATIONS COLLECTING EMPLOYEE DATA | BY DEMOGRAPHIC TYPE



The graph below represents the proportion of organisations responding to this survey that have employee data in each of the primary demographic categories by sector.

ORGANISATIONS COLLECTING EMPLOYEE DATA | BY SECTOR



Collecting personal data on employees can be sensitive, so it's important to establish a clear communication strategy around why the data is being gathered and how it will be used with best practice involving voluntary self-identification and a strong emphasis on confidentiality.

Almost all (97%) of public sector organisations collect employee gender data, followed by private sector and NFP (89% and 87% respectively).

Understanding the distribution of ethnicity across the workplace allows organisations to recognise and celebrate cultural diversity, and ensure equitable opportunities for Māori, Pasifika, and migrant communities. Collection of ethnicity data is most prevalent in the public sector (77%) but is also collected by over half of organisations in the private and not for profit sectors (50% and 53% respectively).

Data collection around disability and impairment is not common practice amongst New Zealand organisations currently and is markedly limited when compared to gender or even ethnicity data collection.

A small proportion of organisations (9%) identified other demographics collected on employees.

This included:

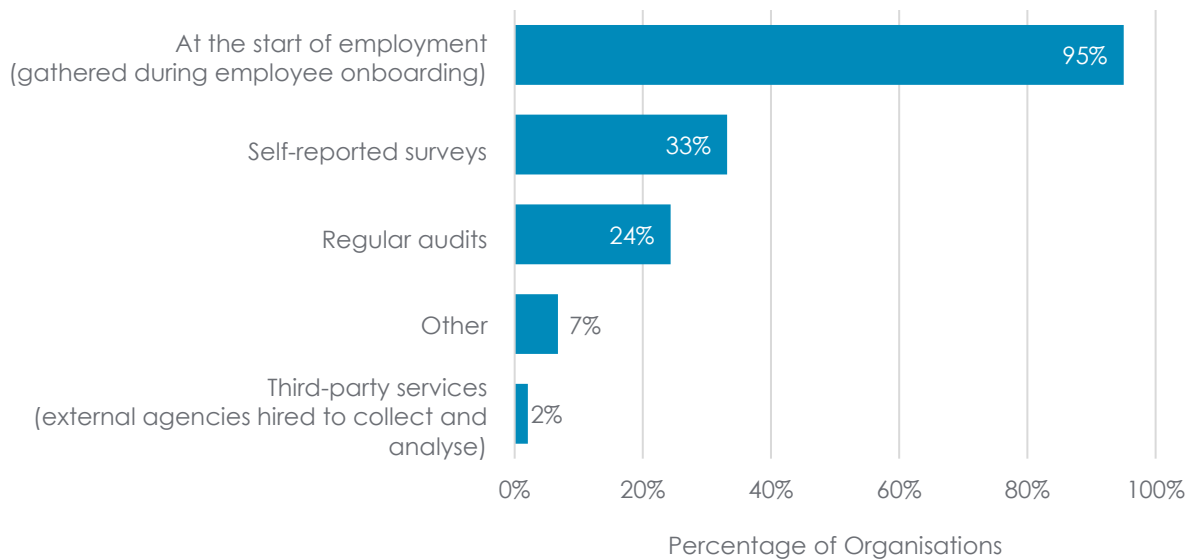
- Sexual Orientation
- Experience
- Iwi Affiliations

How is Employee Demographic Data Collected?

While almost all organisations collect demographic information on employees at the start of employment, around a third (33%) also utilise self-reported employee surveys and around a quarter (24%) undertake regular audits where periodic reviews are conducted to collect and update demographic information.

Most organisations who indicated the use of 'Other' methods for collecting employee data specified that staff may add or update their personal information via a HRIS portal or dashboard at any time.

DATA COLLECTION METHOD

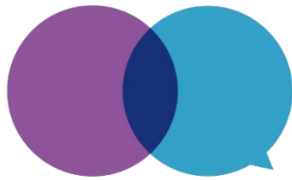


There is no apparent common denominator (such as organisation size or industry) shared between the organisations that engage third party services to collect and analyse employee data.



Employers Collecting vs Analysing Employee Data

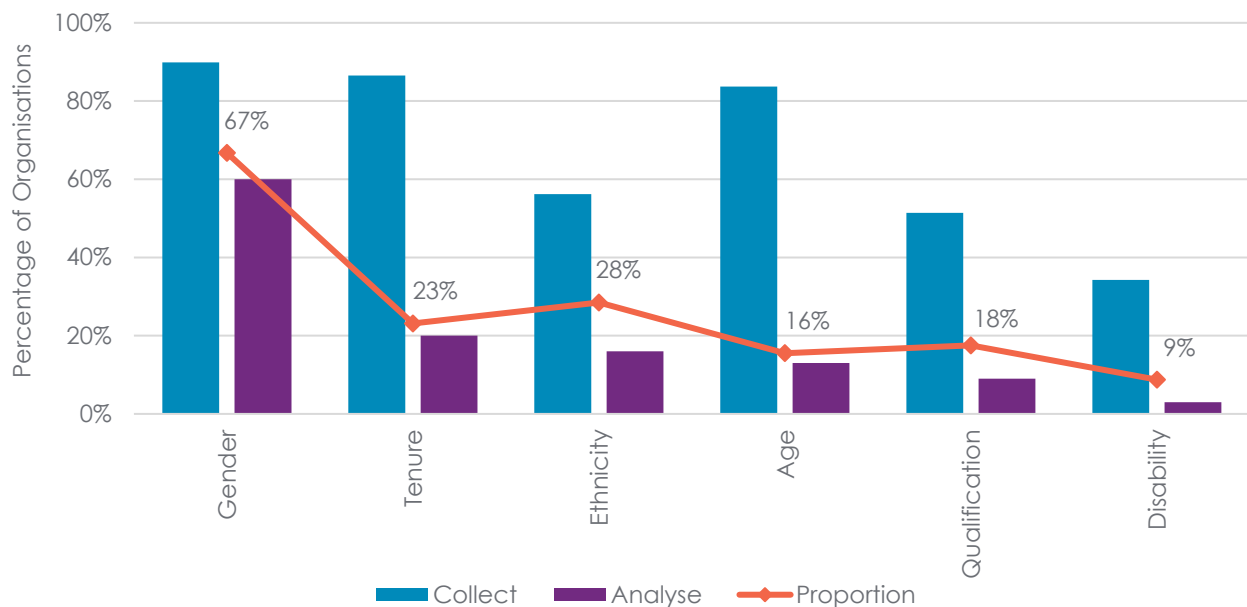
Not all organisations that collect employee demographic data analyse the data as it relates to remuneration. A bit further in this document we will explore how organisations analyse gender and other employee data in regards to pay gap analysis, but for some early perspective, the graphs below compare the proportion of organisations collecting various employee data types versus those analysing them (for the benefit for pay gap insights).



67% of organisations who collect gender data use this for pay gap analysis.

The below graph compares the number of organisations collecting demographic data on employees, to the number of organisations analysing employee data for supplementary pay gap analyses.

PROPORION OF ORGANISATIONS ANALYSING COLLECTED DATA



From this graph we can see that while a high proportion of organisations collect data on employee tenure and age (87% and 84% respectively), only a small proportion of organisations analyse the pay gap of these demographic groups.

Conversely, a comparatively high proportion of employers who collect ethnicity data use this to gain insights into their organisation's ethnicity pay gap.



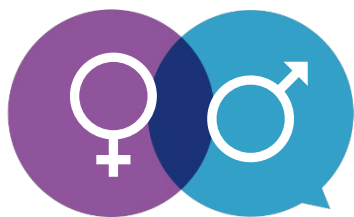
HOW TO CALCULATE A GENDER PAY GAP

Gender equity remains an important and evolving focus within New Zealand's business environment. Businesses can position themselves in this space by embedding gender considerations into leadership development, remuneration frameworks, and workplace culture.

Tools such as gender pay gap analysis, inclusive recruitment practices and flexible work policies offer pathways for progress. Guidance from agencies such as Ministry for Women provide further support for organisations seeking to align to best practice.

Gender pay gap analysis provides an important lens through which organisations can assess equity in remuneration practices, identify structural disparities, and inform targeted strategies to support fair and inclusive workplaces.

Organisations were asked whether they know how to determine their gender pay gap, or know where to find the calculation methodology.

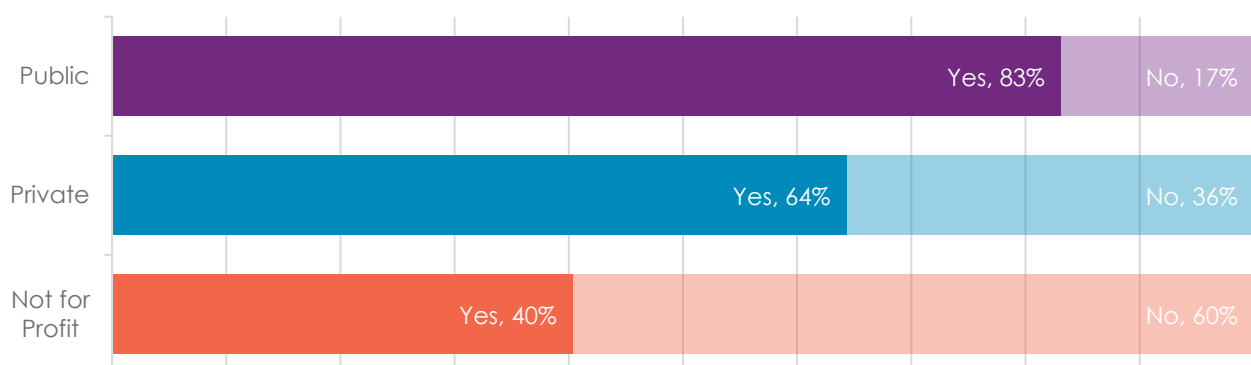


69% of organisations **have the knowledge to calculate their gender pay gap.**

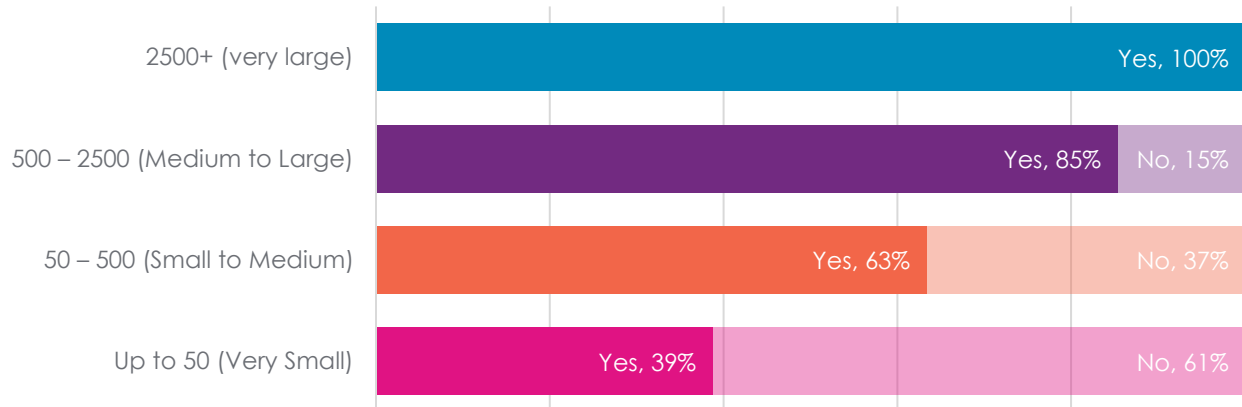
Overall, 69% of organisations have either calculated their gender pay gap already or have access to the calculation methodology. Of those respondents who are intending to calculate their gender pay gap in the next 12-month period, only 30% are confident they know how to find the calculations.

The graphs below illustrate the knowledge level reported by organisations in each category on gender pay gap calculation. Interestingly, 9% of organisations reported that while they have calculated their gender pay gap in the past, they do not currently have the knowledge to do so.

DO YOU KNOW HOW TO CALCULATE GENDER PAY GAP? | BY SECTOR



DO YOU KNOW HOW TO CALCULATE GENDER PAY GAP? | BY ORGANISATION SIZE (HEADCOUNT)



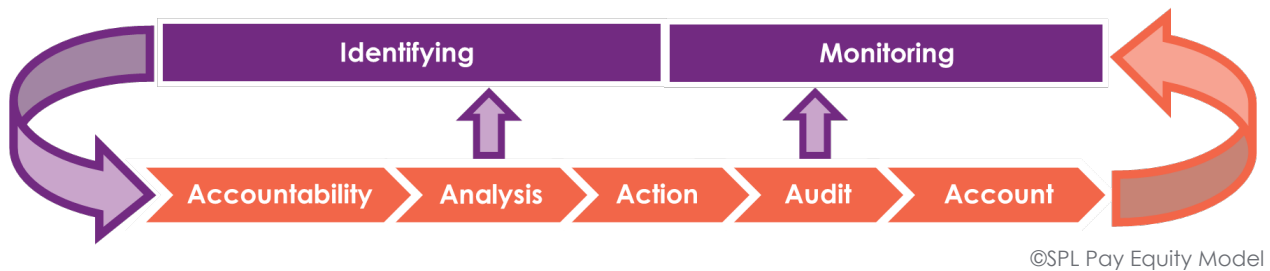
A high proportion of both NFP sector organisations and those that fall in the very small category of up to 50 staff, aren't confident in their understanding of how to calculate their gender pay gap, or where to find the calculation methodology.



Perceptions and Practices – Analysis

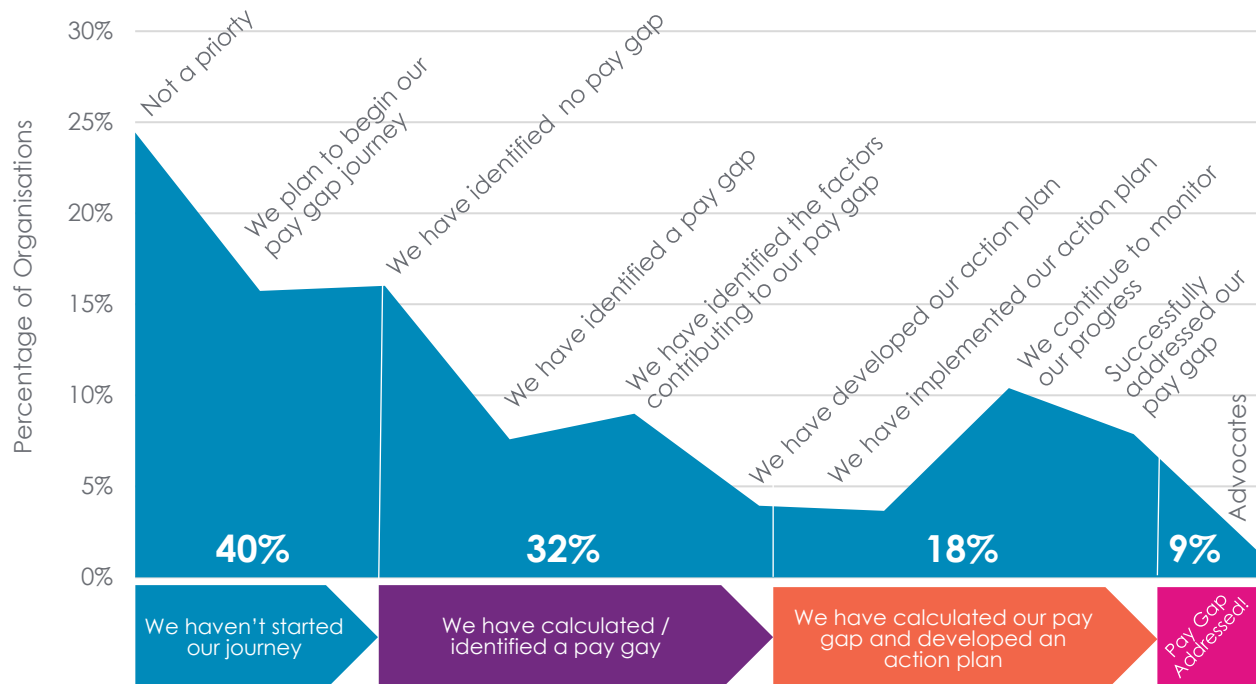
THE GENDER PAY GAP JOURNEY

Addressing pay gaps is a complex and ongoing process which involves first identifying and understanding pay gaps followed by taking action to address and monitor gaps over time. In our experience, organisations that have been successful in reducing their pay gaps have set clear goals and invested significant time and money to address the issue and continue to do so over time. The following Strategic Pay framework illustrates this ongoing process:

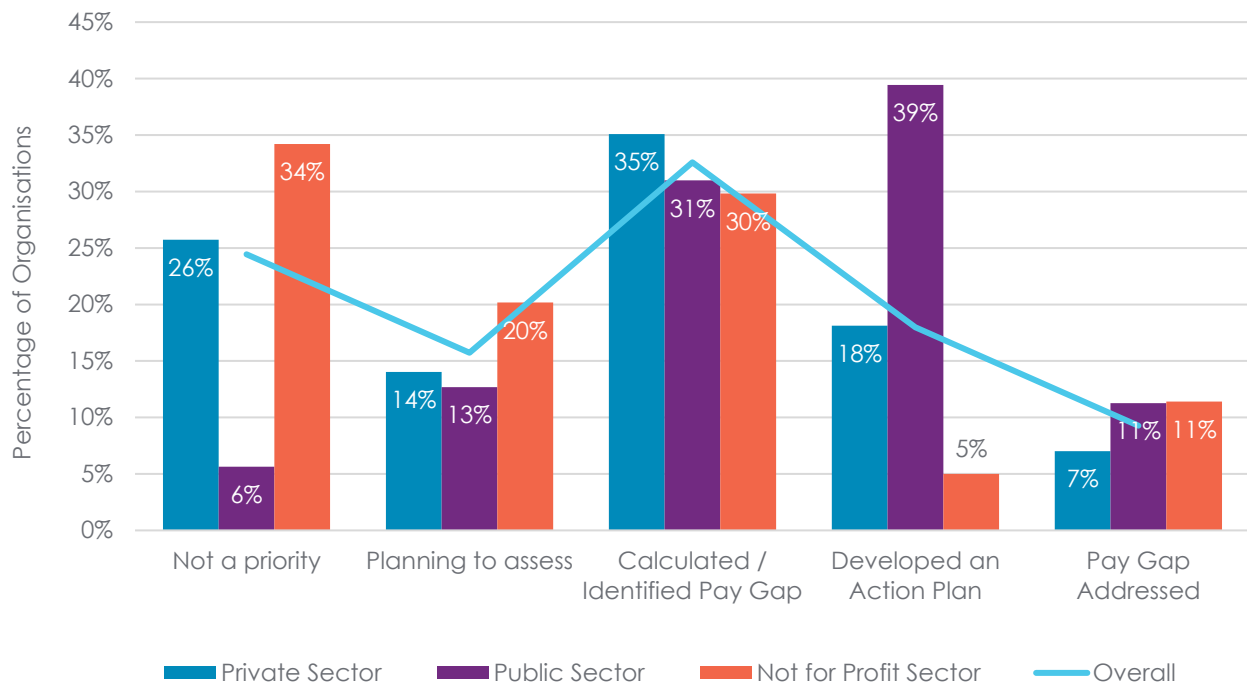


Organisations were asked to identify where they were currently on the pay gap journey. Of all respondents on this topic, 60% have progressed with pay gap analysis and an additional 16% have plans to do so.

GENDER PAY GAP JOURNEY | OVERALL



GENDER PAY GAP JOURNEY | BY SECTOR

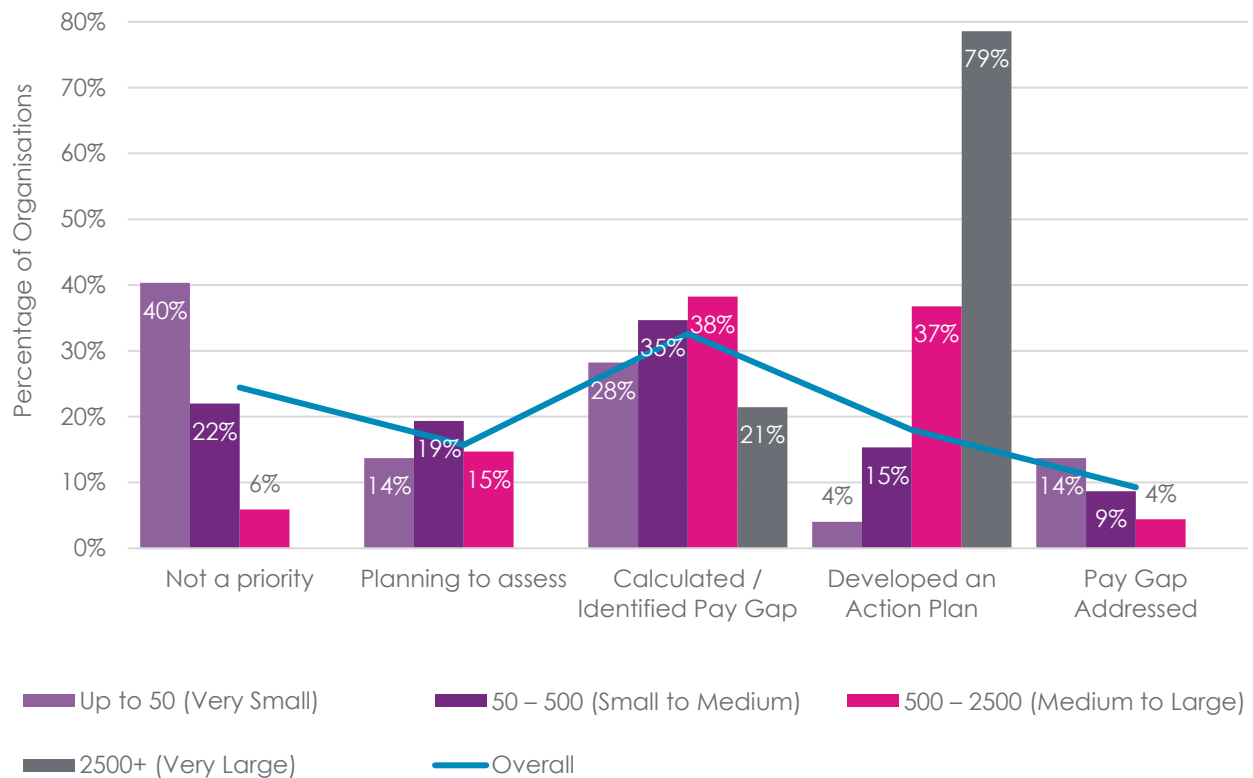


It is clear that the public sector leads the market in regard to progress in the gender pay gap journey with 81% of respondents already on their way. Contributing factors may include a combination of mandated standards and accountability requirements and also the organisation demographics of this group. Public sector organisations are inherently large and in this survey 46% of the public sector sample is represented by organisations with over 500 employees.

The not for profit sector is least inclined to start on their journey and appears to be the slowest to progress. Further in the report we delve into the reservations and challenges that exists for various organisation types. The most common reasons across not for profit respondents are a low headcount (and thus inappropriate for pay gap analysis) and lack of resource, which may include staff, HR systems and other tools.

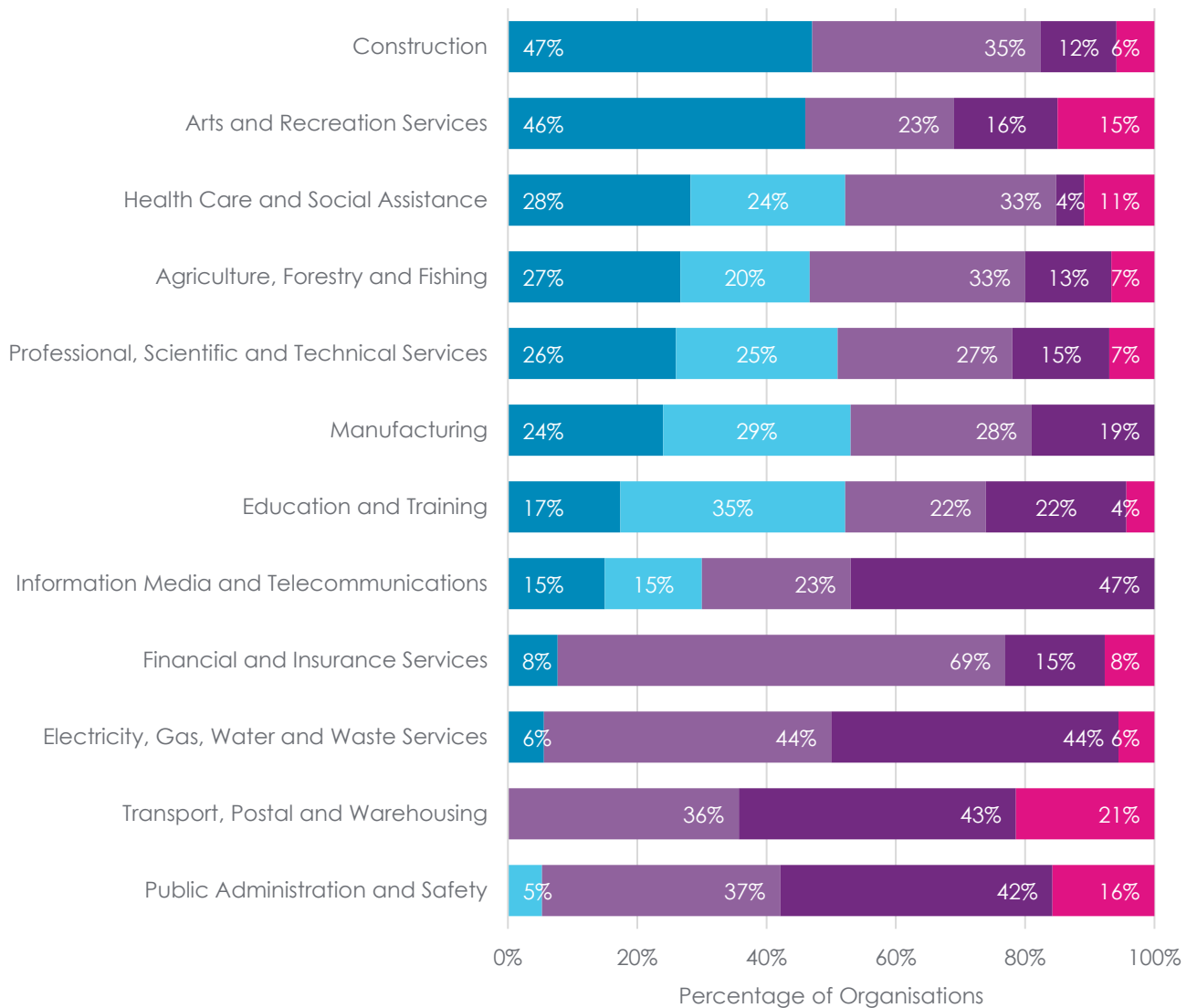


GENDER PAY GAP JOURNEY | BY ORGANISATION SIZE



The smaller the organisation's size, the less likely they are to start in the gender pay gap journey. Of those that don't plan to assess their gender pay gap, the majority (95%) are classified as either very small (57%) or small (38%), categorised as organisations that have less than 500 employees.

GENDER PAY GAP JOURNEY | BY INDUSTRY



PAY GAP ANALYSIS

Pay gap analysis is a tool for understanding disparities in earnings between demographic groups within an organisation. It enables organisations to identify whether pay gaps exist, explore the underlying causes and take informed action to address them.

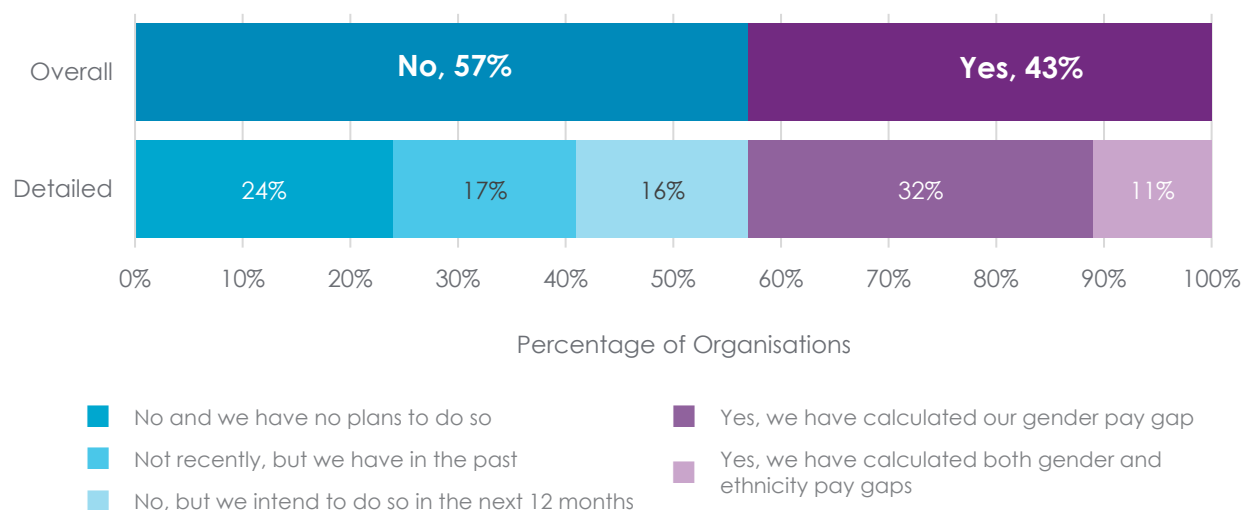
Participants of this survey were asked whether they recently conducted gender pay gap analysis.

43% of organisations have recently calculated their Gender Pay Gap.



The breakdown of responses shows that while 43% have calculated their gender pay gap recently, an additional 17% have done so in the past and 16% intend to do so in the next 12 months. This shows that only 24% of organisations have not engaged in analysing gender pay gap data in the past and don't intend to do so in the near future.

RECENT PAY GAP ANALYSIS – STATUS



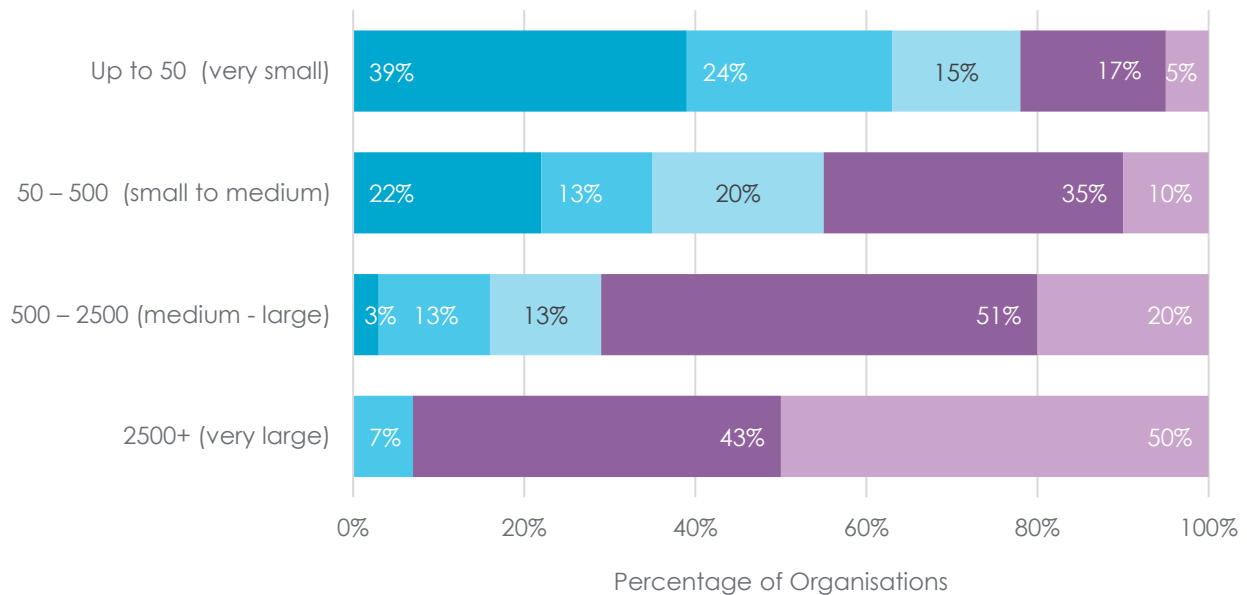
Further in this report we explore the reservations and barriers organisations face that contribute to inaction on progressing in their pay gap journey.

The top three reasons cited are:

- Low priority placed on pay gap analysis
- Belief that the organisation does not have a pay gap
- Lack of resource to carry out pay gap analysis

When we look at the distribution of organisations by size (headcount), as it relates to recent pay gap analysis status, it is clear that organisation size has a significant impact on an organisation's inclination or ability to conduct gender pay gap and ethnicity pay gap analyses.

RECENT PAY GAP ANALYSIS STATUS | BY ORGANISATION SIZE (HEADCOUNT)



- No and we have no plans to do so
- Not recently, but we have in the past
- No, but we intend to do so in the next 12 months
- Yes, we have calculated our gender pay gap
- Yes, we have calculated both gender and ethnicity pay gaps



The Electricity, Gas, Water and Waste Service industry has the highest proportion of organisations that have recently calculated their gender pay gap (88%).

ADDITIONAL OR SUPPLEMENTARY PAY GAP ANALYSIS

Diversity and Inclusion in New Zealand organisations brings together individuals with varied backgrounds, perspectives and experiences. Diversity refers to the presence of differences within a given setting. In the workplace this can include characteristics such as ethnicity, gender, age, disability, sexual orientation or socioeconomic background. Inclusion is the practice of creating an environment where all individuals, regardless of their differences, feel valued and respected. It ensures that diverse talent is not only present but also actively engaged and supported.

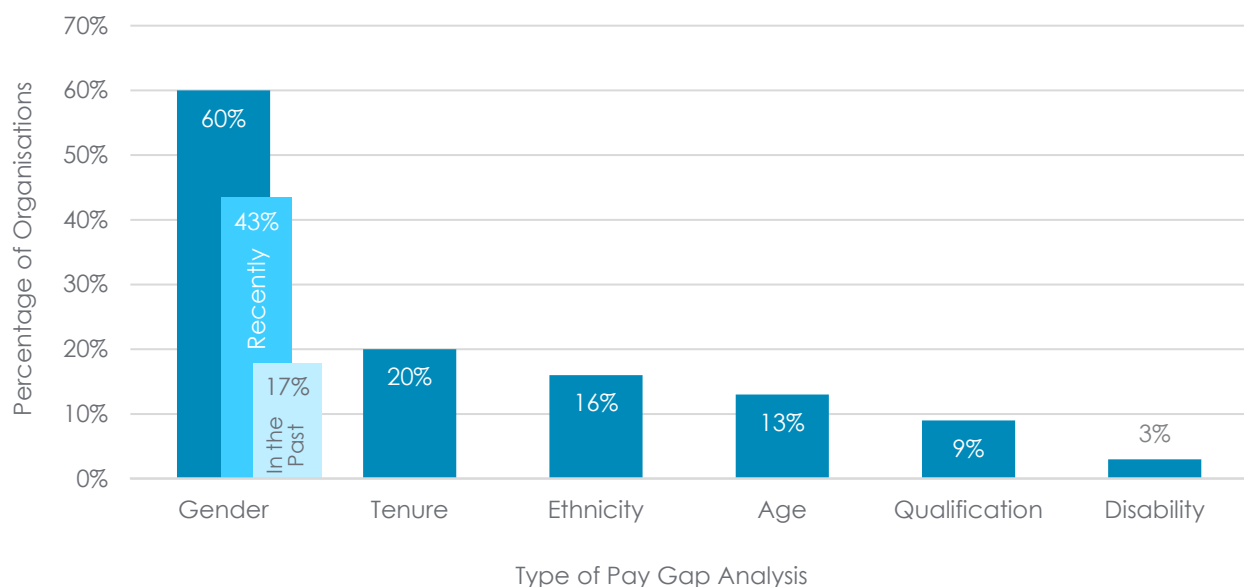
In this section, we focus on pay gap analysis on various demographic areas including ethnicity, gender and disability and impairment. Organisations participating in this survey were asked whether they included analysis on any supplementary demographic data in their pay gap analysis.

29% of organisations have carried out pay gap analysis on other employee demographics in addition to gender.



The below graph shows the percentage of organisations who have carried out gender pay gap analysis on each category of employee demographic data.

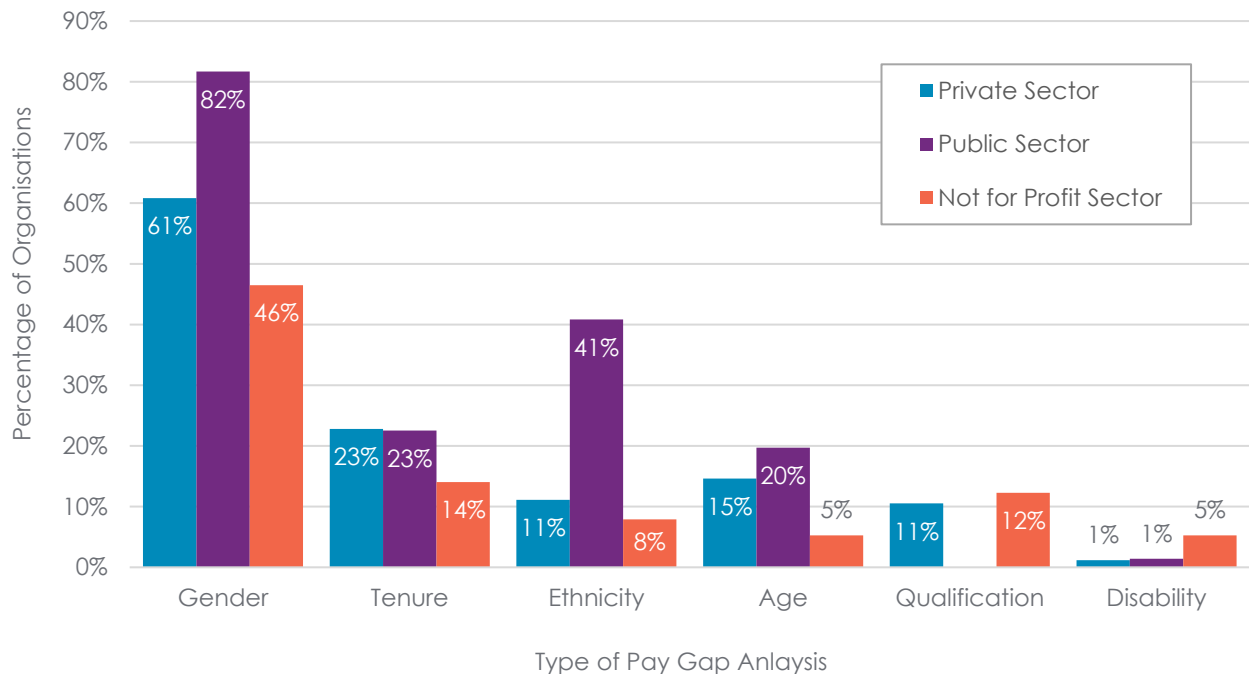
TYPES OF PAY GAP ANALYSIS | OVERALL



In the graph below, supplementary pay gap analysis is represented by sector.

This illustrates the different emphasis placed on each demographic category in pay gap strategies. Here we can see that the public sector, which is often guided by government mandates and frameworks such as Te Tiriti o Waitangi, has significantly higher representation in the 'Ethnicity' category.

TYPES OF PAY GAP ANALYSIS | BY SECTOR

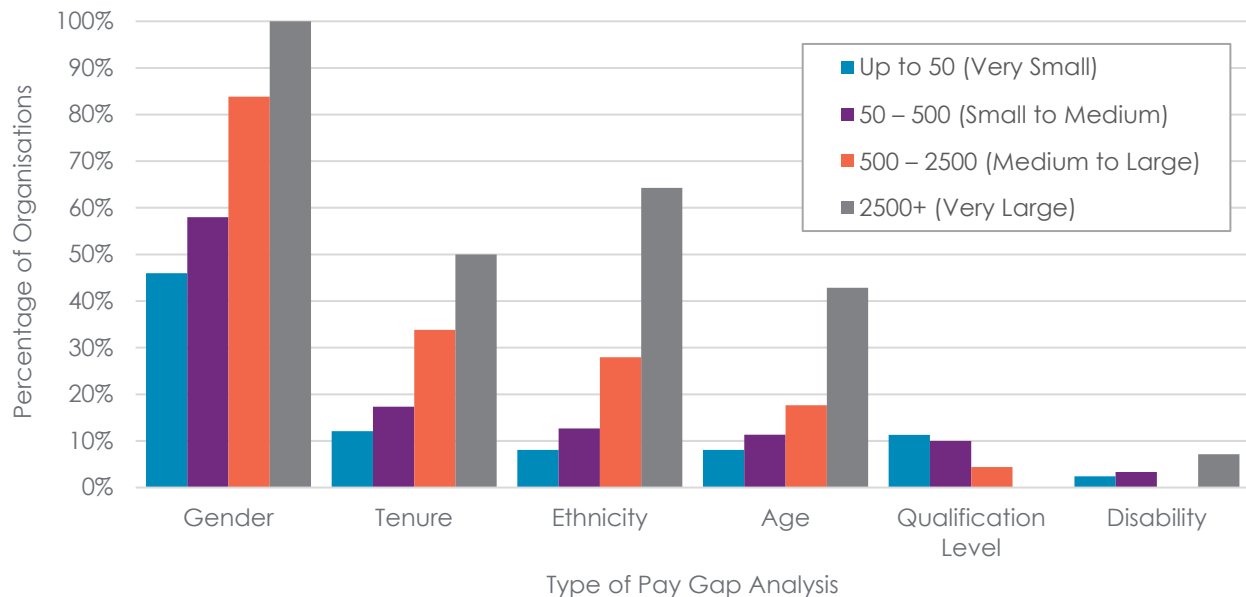


41% of Public Sector organisations included supplementary **Ethnicity** analysis.

The graph below examines pay gap analysis carried out by organisation size on a range of demographic categories.

Organisations in the 'very large' category with a headcount of more than 2,500 employees are more likely to have carried out pay gap analysis on demographics in addition to gender. This is most notable in the Ethnicity category, reported by 64% of very large organisations.

TYPES OF PAY GAP ANALYSIS | BY ORGANISATION SIZE (HEADCOUNT)



The disparity between the number of organisations that collect and analyse data on gender compared to ethnicity and other demographics is typical and reflects both the relative maturity of gender reporting frameworks and the perceived ease of collecting gender data.

In our experience, it is challenging to undertake ethnic pay gap reporting if sample sizes are smaller, this will also be contributing to a bias towards the larger organisations being more likely to have conducted ethnic analysis.

At a more granular level, we can see that organisations that indicated they have **recently** completed pay gap analysis were much more likely to have included analysis on supplementary demographics. This is particularly notable in ethnicity pay gap analysis - although only carried out by 16% of organisations overall, 89% of these organisations included did so recently.

CHALLENGES TO ANALYSING PAY GAP

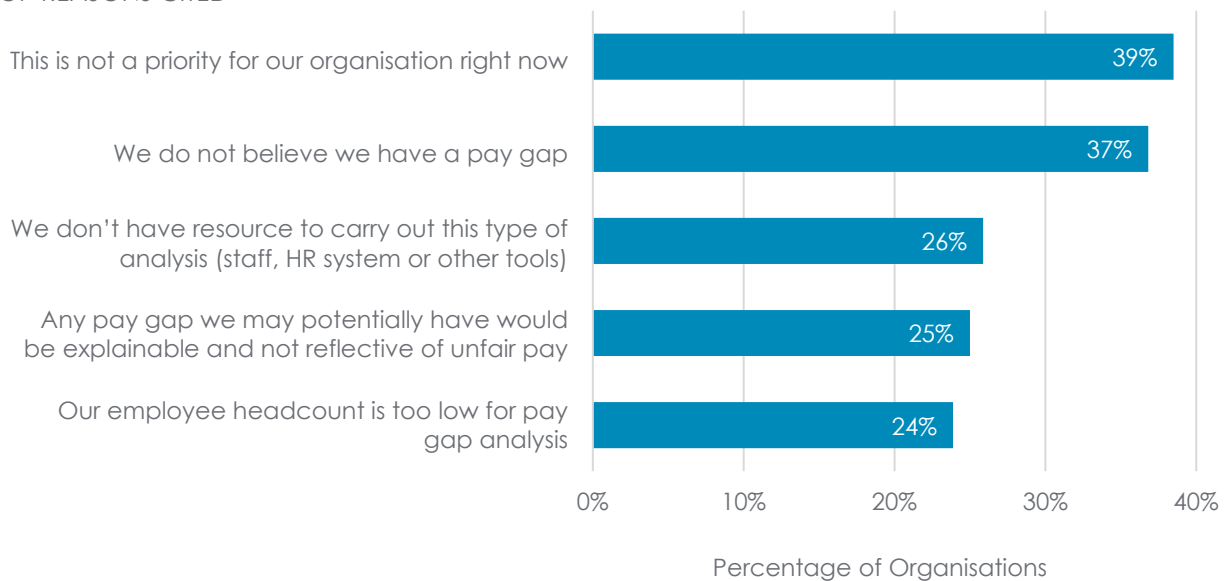
Organisations that have not recently conducted gender pay gap analysis were asked to identify the main challenges to progression with this type of analysis. Responses from those organisations are presented below.

37% of organisations that have not recently analysed their gender pay gap don't believe they have one.



The primary barriers identified are presented in the graph below:

TOP REASONS CITED



Other reasons include:

- Lack of sufficient demographic data collected about employees (21%)
- Lack of knowledge, skills or experience (14%)
- Lack of workforce diversity (5%)

The most common 'other' reason for not recently undertaking gender pay gap analysis relates to a lack of diversity in the workforce. Typically, respondents highlight a lack of gender or ethnic diversity in particular functions or roles.

Perceptions and Practices – Monitoring and Support

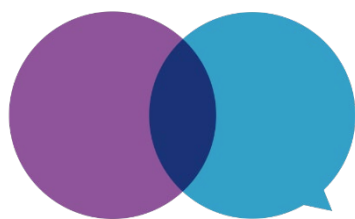
MONITORING THE EFFECTIVENESS OF GENDER PAY GAP STRATEGY

The efficacy of any pay gap strategy, whether it be ethnicity or gender, can be evaluated by organisations who track changes in pay disparities over time. By comparing pre- and post-intervention data, organisations can assess whether targeted actions, such as salary adjustments, policy changes or leadership development initiatives, are closing the gaps.

Organisations may also benchmark their results against industry standards or national averages, and monitor related indicators such as promotion rates, employee engagement scores across demographic groups and representation at senior levels. It's where combining quantitative and qualitative feedback can help ensure pay equity efforts are meaningful.

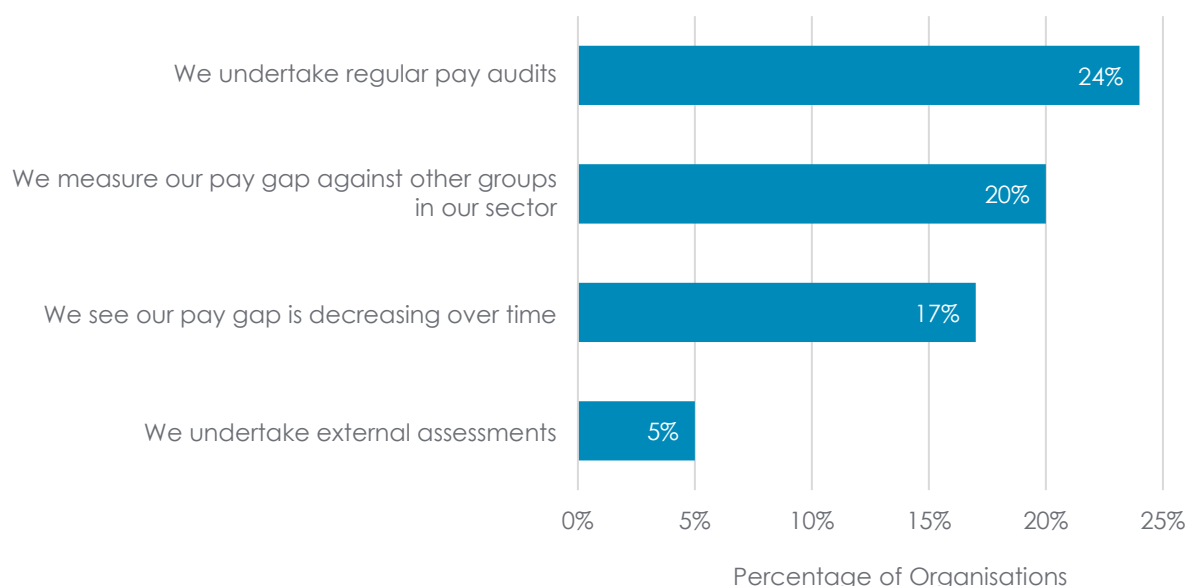
Monitoring Gender Pay Gap

Organisations who participated in this survey were asked to identify the mechanisms used to monitor the effectiveness of strategies used to address gender pay gap. Responses show that 40% of organisations monitor the effectiveness of their pay gap strategy in at least one of the following ways. The below graph shows the proportion of the total sample who use each strategy.



40% of organisations monitor the effectiveness of their pay gap strategy.

MONITORING THE EFFECTIVENESS OF GENDER PAY GAP STRATEGY



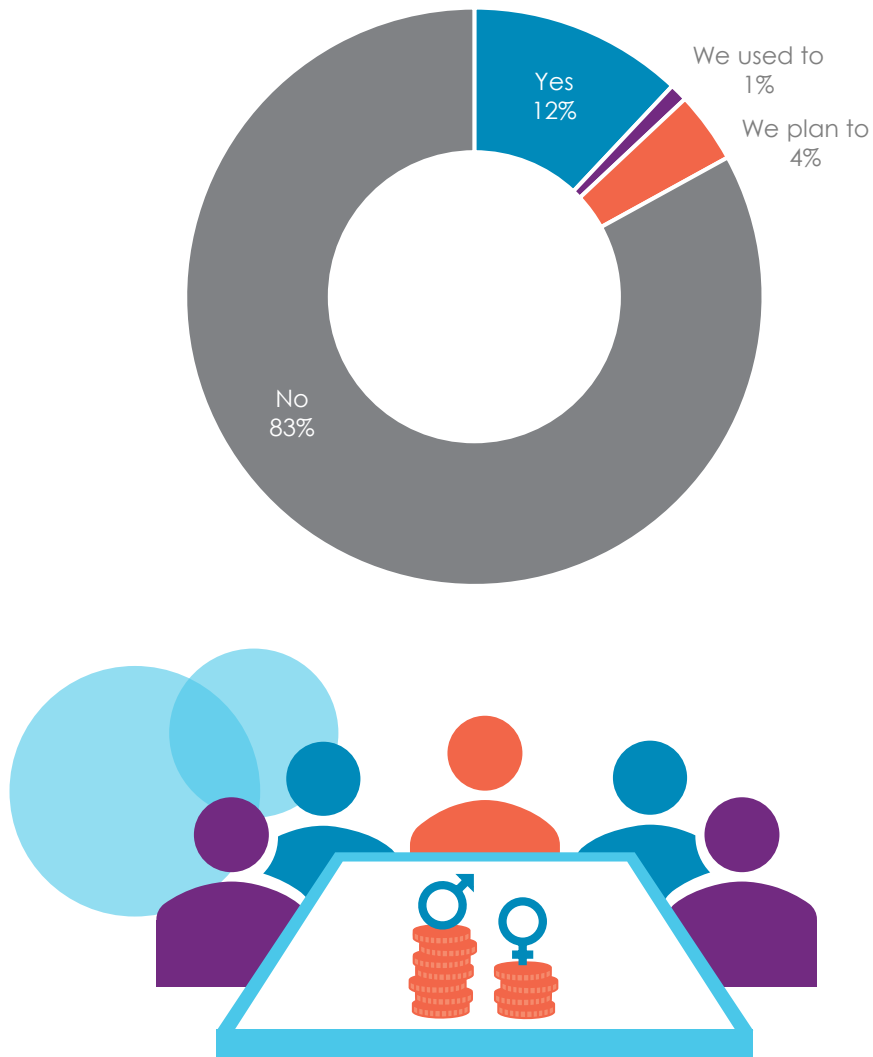
The remainder of organisations who have identified their pay gap do not currently have a strategy for monitoring this.

GENDER PAY GAP COMMITTEES OR WORKING GROUPS

Organisations were asked whether they have a dedicated committee or working group to help support the monitoring or closure of gender pay gaps.

The majority of organisations (83%) do not have working groups or committees dedicated to supporting gender pay gap outcomes. Only 12% of respondents currently operate a working group or committee and another 4% plan to.

DEDICATED COMMITTEES OR WORKING GROUPS



SUPPORT AND RESOURCES

The Ministry for Women's Gender Pay Gap Toolkit

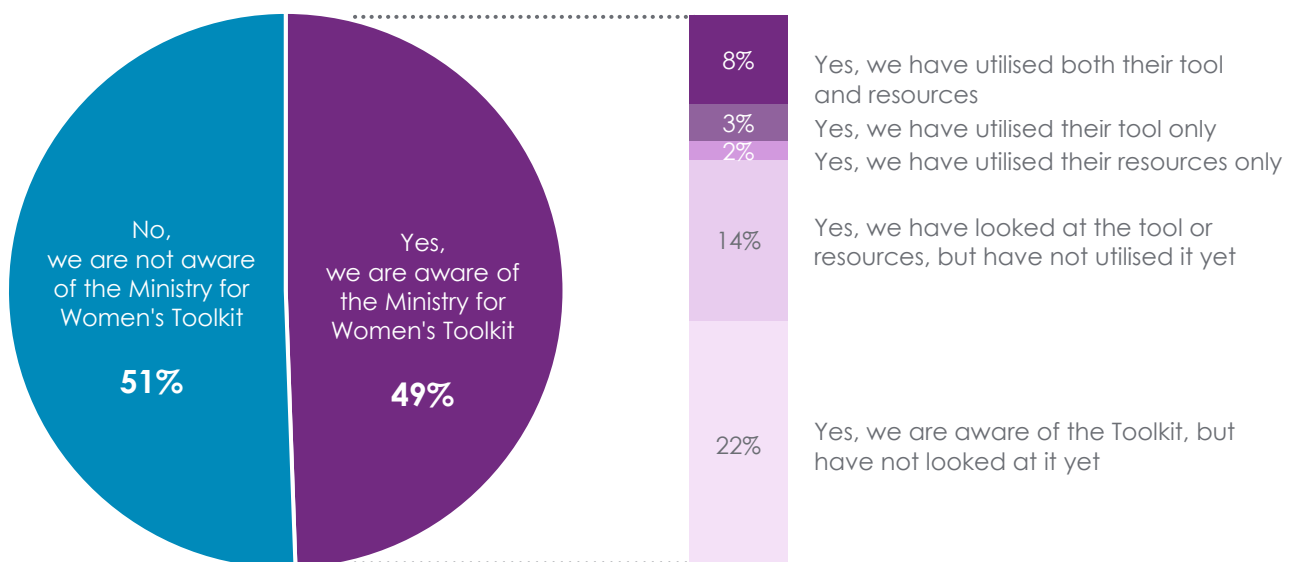
The Ministry for Women's Gender Pay Gap Toolkit is a comprehensive resource designed to help organisations in New Zealand measure, understand, and address gender pay gaps. Participants were asked whether they are aware of the Ministry for Women's Gender Pay Gap toolkit - responses are graphed below.

49% of survey participants are aware of the **Ministry for Women's Toolkit**.



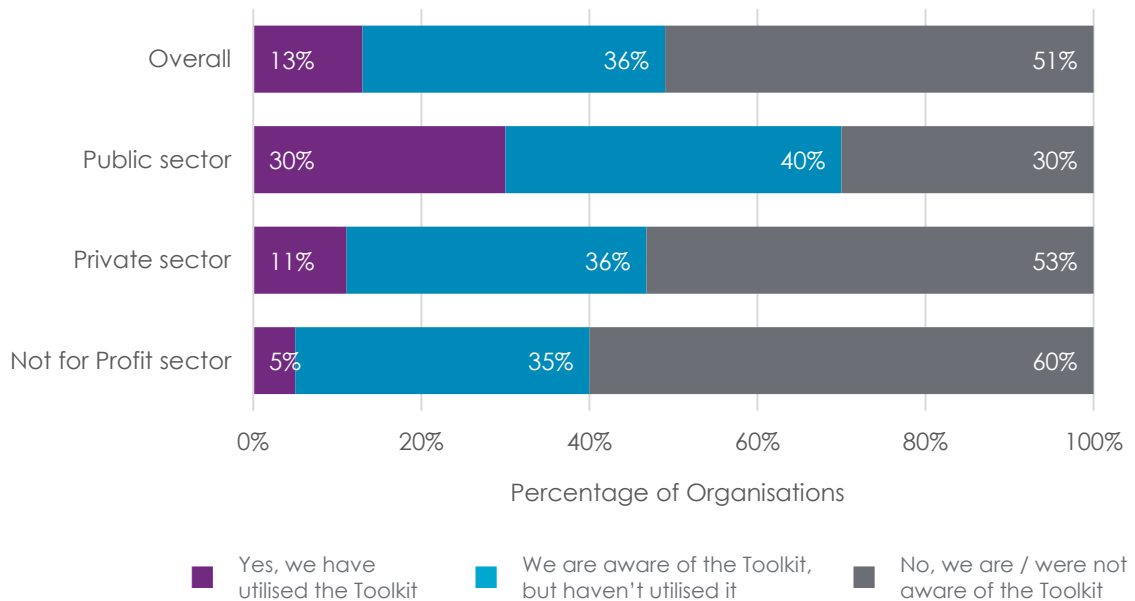
13% have utilised it.

ENGAGEMENT WITH THE MINISTRY FOR WOMEN'S GENDER PAY GAP TOOLKIT

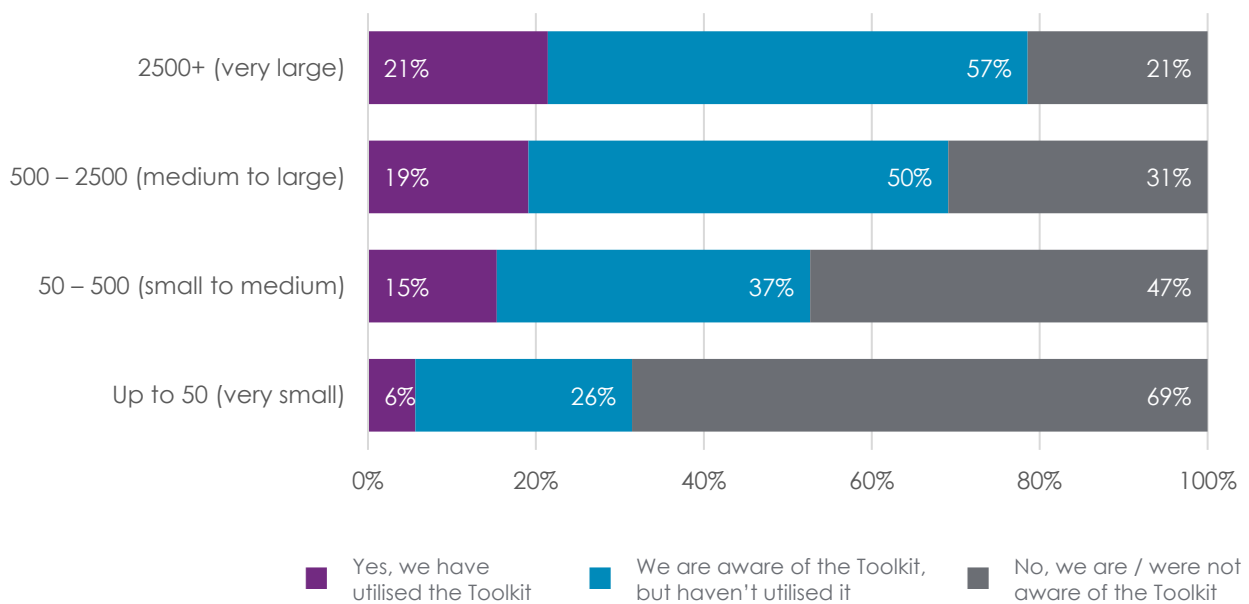


When broken down by sector, it's clear that public sector organisations are more likely to be aware of and engaged with the Ministry for Women's Toolkit than private sector or not for profit organisations.

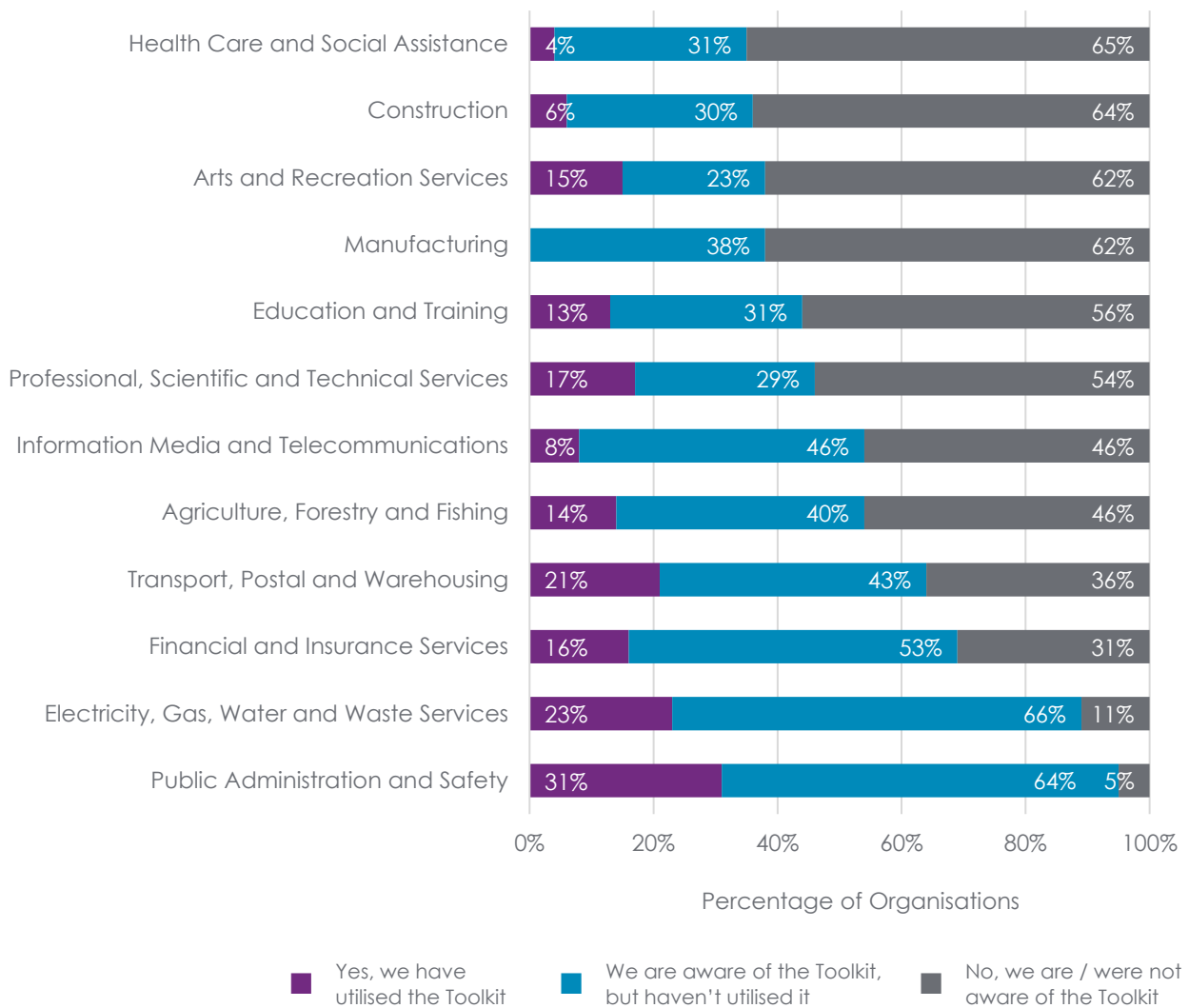
ENGAGEMENT WITH THE MINISTRY FOR WOMEN'S GENDER PAY GAP TOOLKIT | BY SECTOR



ENGAGEMENT WITH THE MINISTRY FOR WOMEN'S GENDER PAY GAP TOOLKIT | BY ORGANISATION SIZE (HEADCOUNT)



ENGAGEMENT WITH THE MINISTRY FOR WOMEN'S GENDER PAY GAP TOOLKIT | BY INDUSTRY



Of those organisations that are aware of the Ministry for Women's Toolkit but haven't utilised it, aside from lack of priority, the most common reasons cited are:

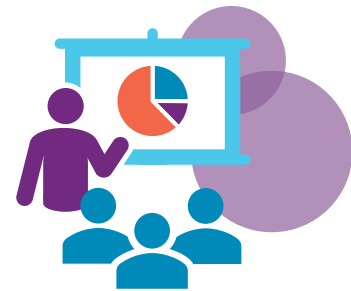
- Alternative tools in use
- Small overall staff numbers
- Lack of resource

Only 3% of these organisations indicate that they find the Toolkit too complicated or that they need more support to navigate or understand the tool / resources provided.

Additional Resources

Organisations were asked what additional resources they believe may be helpful to their pay gap journey.

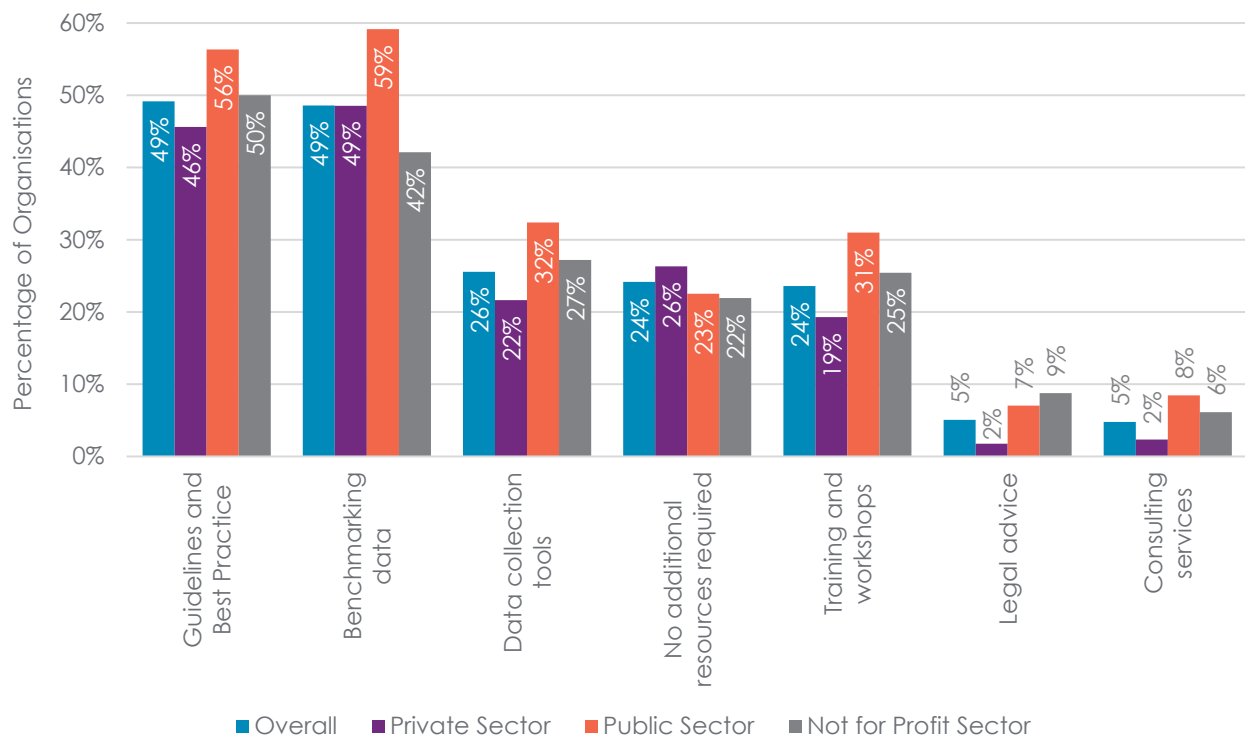
Small to medium sized organisations
will benefit most from having
additional guidance and benchmark



More than half of the responding organisations indicated that market benchmark data and best practice guidelines would be helpful additional resources. Data collection tools and training and workshops were also nominated by around a quarter of respondents.

Details of the percentage of organisations who nominated each resource are graphed below.

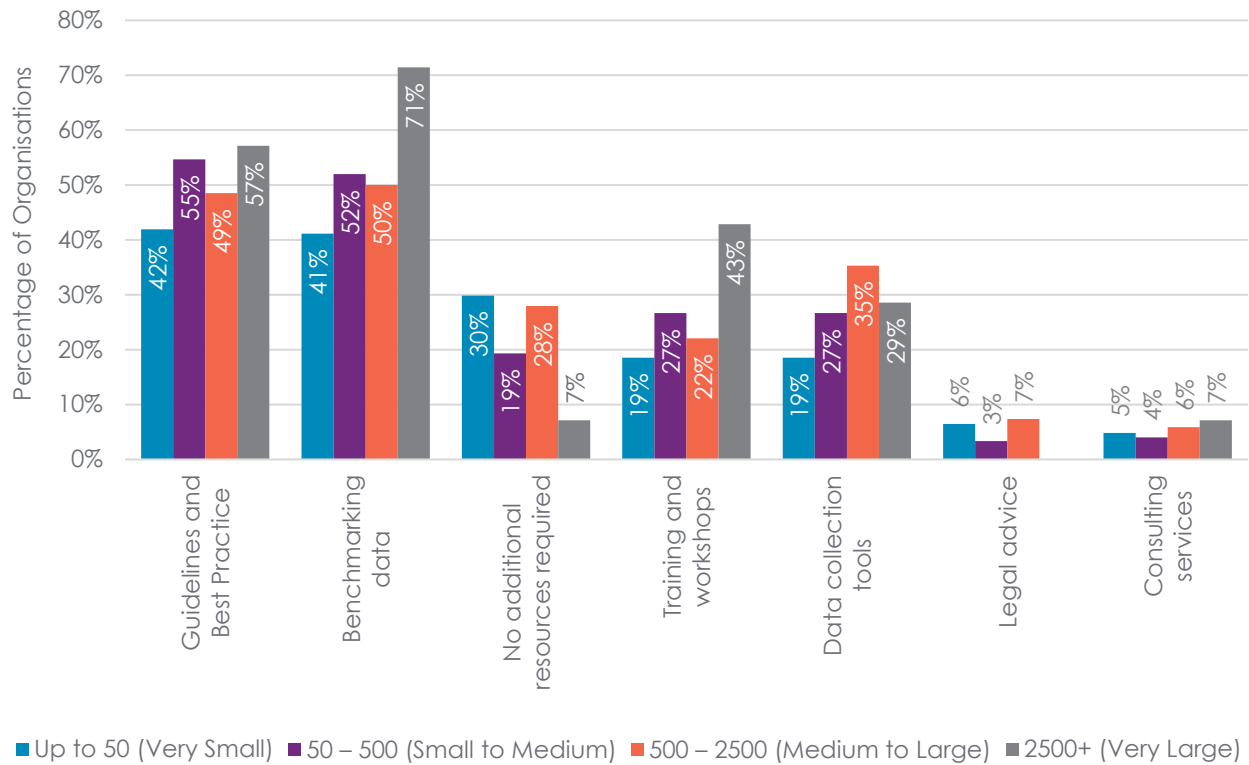
ADDITIONAL RESOURCES SOUGHT | OVERALL AND BY SECTOR



The graph below illustrates details of the percentage of organisations who nominated each resource by organisation size.

When looking at the distribution of responses, it is clear that additional market data and guidance will be found most useful by small to medium sized organisations.

ADDITIONAL RESOURCES SOUGHT | BY ORGANISATION SIZE (HEADCOUNT)



Appendices

Appendices

APPENDIX A: PARTICIPATING ORGANISATIONS

Four hundred and thirty-eight organisations responded to this market survey. We received more than 460 individual responses, but consolidated multiple responses from the same organisations to ensure each organisation has an equal voice in the analysis. Not all respondents submitted responses to all questions.

2degrees Mobile	Catholic Diocese of Auckland
3Plus Consulting Limited	Cavotec
AA Insurance	Cawthron
Abuse Prevention Services	CCS Disability Action
ACE New Zealand	Central Lakes Trust
Activate Faith Group Trust	CentrePort Wellington
AdviceFirst	Cheal Consultants Ltd
AECOM	Child Cancer Foundation
Age Concern Canterbury	Chilton Saint
Age Concern New Zealand	Chocolate Cafes (NZ) Limited
Aggregate and Quarry Association	Chorus
Ali Arc Industries	Christchurch City Council
Alliance Group Limited	Christchurch Methodist Mission
Allied Medical	ChristchurchNZ
AML	Citycare Property
Amnesty International Aotearoa New Zealand Inc	Clarkson Electrical Limited
Anderson Lloyd	Clarus
Anglican Diocese of Waiapu	Clutha Development
Aotearoa Gaming Trust	CMW Geotechnical NZ Ltd
APD Ltd	Commerce Commission
Apex Advice Group Ltd	Comtest
Apex Water	Contact Energy
Apollo Projects	Corstorphine Baptist Community Trust
Arts for Health Community Trust	Craigs Investment Partners
ASB	Creative HQ
Ashburton District Council	Crocker Group Limited
Aspeq Ltd	Crown Law
Auckland Airport Limited	Cycling New Zealand
Auckland Transport	Dairy Goat Co-operative
Auckland University of Technology (AUT)	DataTorque Ltd
Aurecon	Davis & Co Chartered Accountants Ltd
Avanti Finance Group	DC Equipment/ Moutere Management
Awa Press	De Paul House
Bakels Edible Oils	Deaf Aotearoa
Baker Tilly Staples Rodway	Delegat
Bay of Plenty Regional Council	Department of Internal Affairs
Bidwill Trust Hospital	DMS Pro growers Ltd
Blue Barn Consulting Limited	Dominion Constructors Limited
Blue Wallace Surveyors Ltd	DOVE Hawkes Bay
Bluelab Corporation	dsport
Blunt Umbrellas	DTCE Structural Engineers
Bone Marrow Cancer Trust	Duncan Cotterill
Bowls Auckland	Dunedin Airport
Breast Cancer Foundation	Dunedin's LoomRoom
Breen Construction	DV Bryant Trust
Brevity Limited	Dynamic Controls
Brosnan Limited	Eastland Generation
BSK Consulting Engineers Ltd	Edison
Business Canterbury (formerly Canterbury Employers Chamber of Commerce)	ElectroNet Group
Business Manukau	Enable
BusinessNZ	Envelope Engineering Limited
C & F Legal Ltd	Environment Canterbury Regional Council
CablePrice (NZ) Limited	Environment Southland
Cambridge Community House	Evolution Healthcare NZ Limited
Canterbury Rugby Football Union	Facteon Intelligent Technology Ltd
	Farmlands Co-operative Society Limited

FCB
Fisher & Paykel Healthcare
Fletcher Building Group
FNDC
Foodstuffs South Island Ltf
Forte Health
FX Consultants
Gault Mitchell Law
Genesis Energy
Gill Construction Co Ltd
Glenfield Community Centre Inc.
Global Women
Gore District Council
Govett Quilliam
Graeme Dingle Foundation
Grand Casino
Green Valley
Greenpeace Aotearoa Inc.
Grey District Council
Habaitat for Humanity Central Region Ltd
Halberg Foundation
Hamilton City Council
HamiltonJet
Hapaitia Workforce Development Councils
Harvey Norman NZ
Hawke's Bay Airport Limited
Health Hawkes Bay
Heft
HES
HLC/LTTM
Honda New Zealand Limited
Horizon Energy Group
Horowhenua District Council
Horowhenua Sports Turf Trust
HOST International NZ Ltd
Human Rights Commission Te Kāhui Tika Tangata
Hundred Acre Preschool Inc.
IAG
IAG NZ
IANZ
Independent Timber Merchants Co-operative Ltd
Index Engineering
Industrial Controls SC Ltd
INEX
Inghams
Inland Revenue - Te Tari Taake
Insight Endometriosis Charitable Trust
Inspire Group
InternetNZ
ISS
Jade Software Corporation
Juken NZ Ltd
Kainga Ora – Homes and Communities
Keith Andrews Trucks
KiwiRail
KPMG NZ
Kristin School
Lakes District Museum Incorporated
Land Information New Zealand
Laura Fergusson Brain Injury Trust
laura fergusson Trust Inc
LEWIS BRADFORD AND ASSOCIATES
LIC
Lighthouse Southland
Lion
Lysaght Consultants
MainPower NZ Limited

Make A Wish
Malloch McClean Limited
Marlborough District Council
Marlborough Lines Ltd
Marlborough Stadium Trust
Mary Potter Hospice
MAS
McMahon Butterworth Thompson
Medical Council of NZ
Mee & Henry Law Limited
Mental Health Education & Resource Centre
Mental Health Foundation of New Zealand
Mercury NZ
Meridian Energy
Metro Law
Millennium Hotels and Resorts
Ministry for Culture and Heritage
Ministry for Women
Ministry of Justice
Ministry of Social Development
MinterEllisonRuddWatts
Mitre 10 Mega Pukekohe
MOE
Morrison New Zealand Limited
Motor Neurone Disease NZ Charitable Trust
Mott Macdonald
Motueka District Museum
Mount Base Vineyards
MRCagney (NZ) Limited
MSD
MTF Limited
Musgroves Ltd
Muzelie Limited
Negociants New Zealand
Nelson Hockey Association (1993) Incorporated
Netball New Zealand
Neurological Foundation of NZ
New Plymouth District Council
New Zealand Cricket
New Zealand King Salmon
New Zealand Law Society
New Zealand Riding for the Disabled
New Zealand Rugby
New Zealand Transport Agency
New Zealand Watr Polo Association
Newton & Associates Ltd [Trading as Newton Survey]
Ngaruawahia Community House
Nursing Council of New Zealand
NZ Customs
NZ Football
NZ Institute of Sleep and Breathing
NZ Ministry of Foreign Affairs
NZ On Air
NZ Post
NZAA
NZAPI
NZME
NZTE
NZX
Omah Group
On The House Charitable Trust
Orica NZ Ltd
Orogen Ltd
OSPRI
Otago Community Trust
Otago University Childcare Association

Otorohanga District Council	Sexual Wellbeing Aotearoa
Oyster Property Group	Shape Energy
Pacific Edge	Silver Fern Farms
Palmerston North City Council	Silvester Clark Ltd
Palmerston North Theatre Trust	Site Safe NZ Inc
Pamu	Skills Active Aotearoa Ltd
Parafed Canterbury	Skills Group
Paralympics New Zealand	Skollys transport
Parenting Place	Skylight Trust
Parliamentary Commissioner for the Environment	Smart Alliances Limited
Patersons	Snapper
Pattle Delamore Partners	Solomon Breweries Ltd
Pause Breathe Smile Charitable Trust	Sommerville Disability Support Services
Pegasus Health (Charitable) Ltd	South Pacific Sera Ltd
Perry Metal Protection Ltd	Southern Cross Healthcare Limited
Pertronic Industries Ltd	Southern Land group
PGG Wrightson Seeds	Southern Paprika Ltd
Pharmac	Spencers
Physiotherapy New Zealand	Sport Canterbury
Pinnacle Midlands Health Network	Sport Manawatu
Pipeline & Civil Limited	Sport Northland
Polson Higgs	Sport NZ
Port Marlborough Limited	Spring Creek Vintners Ltd
Port Nelson	St Andrew's College
Port of Auckland	St Johns in the City Church
Port Taranaki Limited	St Paul's church
PowerNet Limited	Stantec New Zealand
Presbyterian Support Central	Stephanie Cowdell
Presbyterian Support NZ	Stop
Presbyterian Support Services South Canterbury Inc	Stopping Violence Dunedin Inc
Presbyterian Support Southland	Stopping Violence Services (Christchurch) Incorporated
PRLaw	Stratford District Council
Q Theatre Limited	Structex
Queenstown Lakes Community Housing Trust	Student Job Search
Queenstown Medical Centre	Studio Pacific Architecture
Quoin Structural Consultants Ltd	Stuff Limited
Rachael Dewar Law	Super Liquor Holdings Ltd
Rangitikei District Council	TalkLink Trust Wahanga Tū Kōrero
Real Estate Authority	Taranaki Regional Council
RealNZ	Taranaki Sports Trust (Sport Taranaki)
Recreation Aotearoa	Tararua District Council
Red Stag Timber Limited	Tasman District Council
Resolve Group Limited	Tatua Dairy Co-Operative
Retail NZ	Taupo District Council
RHCNZ	Tauranga City Council
Riley Consultants	Tauranga Hockey Association
RISE	Tautoko Mai
Ritchies Bus Company	Tāwhiri Ltd
RML	Tax Management NZ
Robinson Bowmaker Paul Limited	Taylor Bros Transport
Robotics Plus LTD	Te Ara Ahunga Ora Retirement Commission
Rockit Global Ltd	Te Hotu Manawa Maori T/A Toi Tangata
Rotorua Lakes Council	Te Kura Toi Whakaari o Aotearoa
Royal NZ College of General Practitioners	Te Nehenehenui Trust
RS Eng Ltd	Te Papa
Ruralco	Te Rūnanga o Toa Rangatira
Ruru Specialist School	Te Tahi Youth
Safe Business Solutions Ltd	Te Waka Pupuri Putea Trust (Asset Holding company - Te Rarawa)
Saint Clair Family Estate	Te Wananga o Aotearoa
Saint Kentigern	Temperzone
Scenic Hotel Group	Tertiary Education Commission
SchoolDocs	Thames Coromandel District Council
ScreenSouth Ltd	The Darling Group
Search and rescue services ltd	The Duke of Edinburgh's Hillary Award
Self Employed	The Electoral Commission
Serious Fraud Office	

The Law Association of New Zealand
 The Lines Company
 The New Zealand Portrait Gallery Te Pūkenga
 Whakaata
 The New Zealand Society of Authors Te Puni
 Kaituhi o Aotearoa (PEN NZ) Inc
 The Trusts
 Timaru District Council
 Todd Corporation
 TOI MAHARA
 Toi Ohomai
 Toi Whakaari; NZ Drama School
 Tonkin + Taylor
 Top Energy
 Torlesse Ltd
 Totara Hospice
 Tourism Industry Aotearoa
 Transpower
 Tripp Andrews
 Truescape
 Trust Management Ltd
 Trust Tairāwhiti
 Tū Ora Compass Health
 Tuapeka Gold Print Ltd
 UBT Holdings Trust
 UniMed
 Unitec - Te Pukenga
 Vector Limited
 Venture Taranaki Trust
 Verkerks
 Viden Consulting Engineers
 Vista Group
 Vitae
 Volunteering Auckland Trust

Waikato Bay of Plenty football
 Waipa District Council
 Waipa Networks Ltd
 Wairiri consulting
 Wairoa District Council
 Waste Management
 Watercare Service limited
 WEC
 WellAble
 Wellington City Council
 Wellington City Rudolf Steiner Kindergarten
 Wellington E2E Centre
 Wellington Free Ambulance
 Wellington Water Limited
 Wellington Zoo Trust
 Wenita Forest Products Limited
 West Coast Regional Council
 Westland District Council
 Westland Milk Products Ltd
 weston ward and lascelles ltd
 Whakatane District Council
 Whanganui District Council
 William Buck New Zealand
 Wintec
 WITT Te Pūkenga
 WombatNET
 Workbridge
 Worldline NZ
 Yili New Zealand (Westland, ODL, Easiyo, Canary,
 PNL)
 Youthline Auckland Charitable Trust
 YWCA of Hamilton

Appendix B: ABOUT STRATEGIC PAY

At Strategic Pay we provide innovative solutions to help organisations meet their strategic remuneration, performance development and performance improvement goals. We help improve your overall performance by ensuring employee effort, remuneration and rewards are closely aligned with business objectives.

Deliver Strategic Rewards

We work alongside you to provide a compelling proposition that attracts retains and motivates the best people.

Our adaptable solutions include:

- Remuneration and reward strategy development
- Executive remuneration and performance advice (including incentives)
- Salary options using job evaluation, grades, bands or benchmarks
- Salary review management, including processes, tools and training
- Performance development systems, including customised design and implementation

Access New Zealand's Largest Remuneration Data Services

We offer an unrivalled suite of over 30 nationwide and specialist industry and sector remuneration survey reports, based on New Zealand's largest remuneration database.

Our key nation-wide surveys and reports include:

- NZ Remuneration Report (published 6 monthly)
- NZ Benchmark Report
- Senior Executives Remuneration Report
- Corporate Services and Executive Management Report
- Directors' Fees Report

Use Smart Technology

We understand busy HR practitioners' needs and offer a range of smart tools to manage remuneration and survey submissions:

- RemWise®: a remuneration tool to manage all aspects of your salary review, market data and survey submissions
- Rem On-Demand®: online access to remuneration reports, resources and insights
- PayCalculator: survey data at your fingertips

Drive Organisation Performance

Superior organisational performance is critical to delivering strategic business objectives. Speak to us today about developing a future proof strategy supported by an organisational model and structure, and matching the right people to accountabilities best designed to deliver the strategy in your organisation.

Build Capability

Through a range of workshops, we provide clients with comprehensive short courses in Remuneration, Performance Management and Organisational Performance. We also offer training programmes that can be tailored to meet your specific requirements.

Consult Nationwide

Strategic Pay is nationwide, servicing clients across all parts of New Zealand from our various locations. Our consultants regularly travel to visit clients around the country and are happy to meet wherever you are. Find out more at www.strategicpay.co.nz