



2025

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## Gender Pay Gap Perceptions and Practices

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Data Analysis conducted for  
Ministry for Women

PRIVATE AND CONFIDENTIAL



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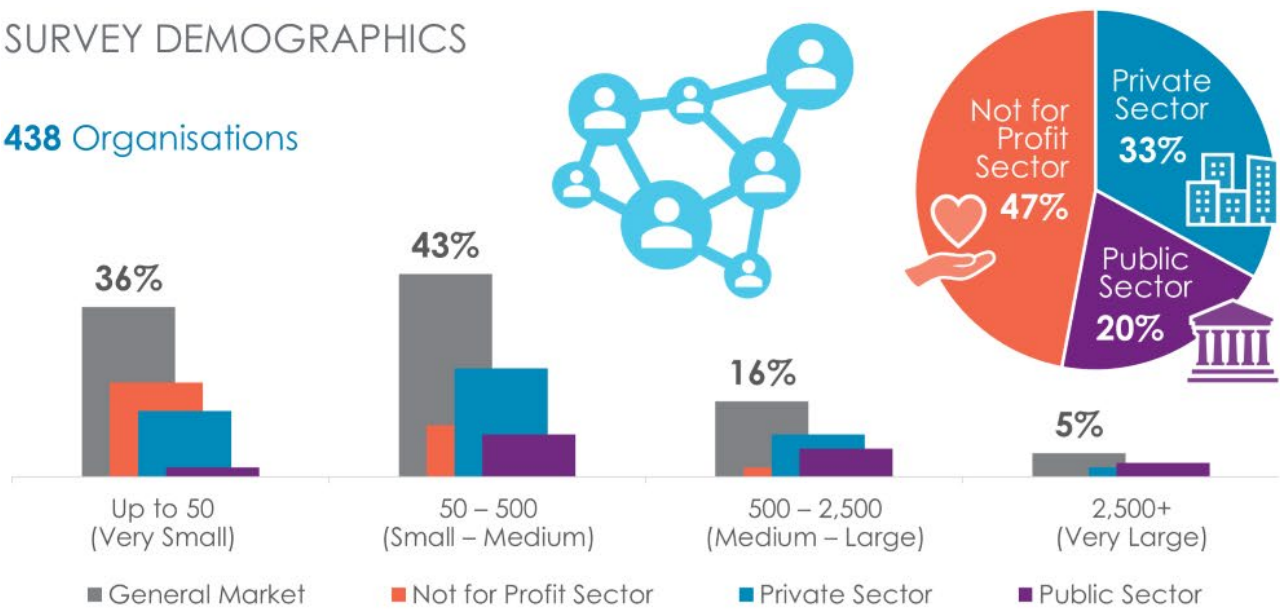
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## Executive Summary

### SURVEY DEMOGRAPHICS

438 Organisations



### DATA GATHERING

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

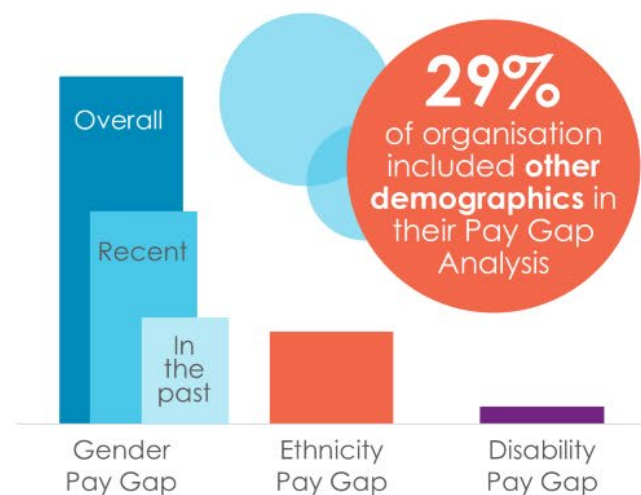
**90%** collect data on **Gender**

**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**

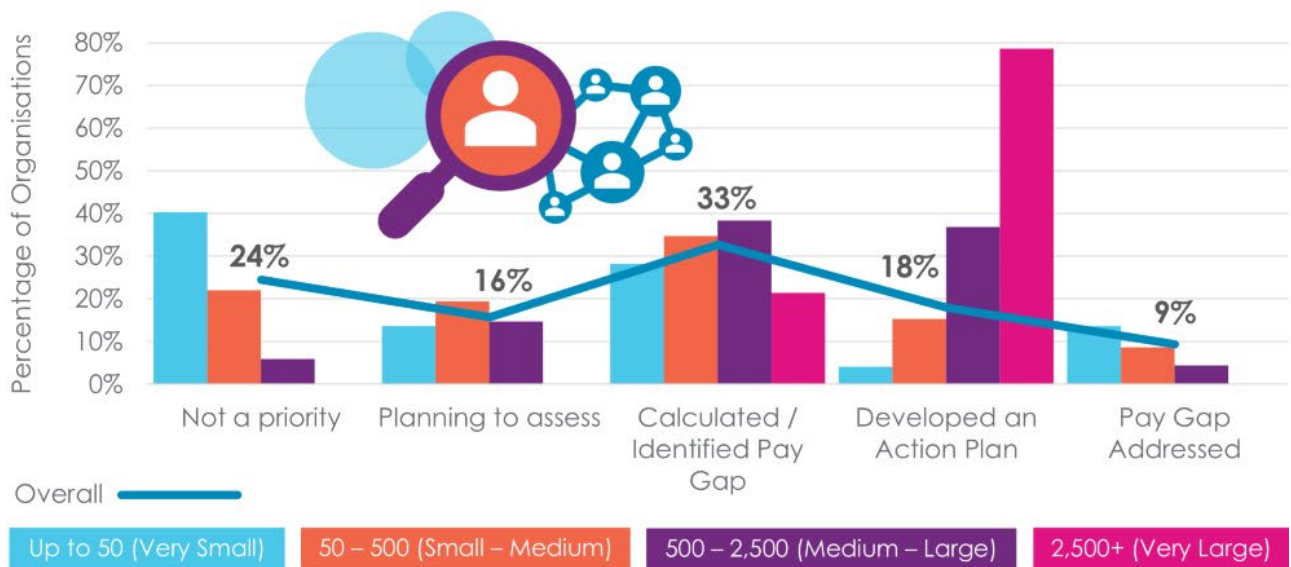
**16%** plan to calculate their Gender Pay Gap **in the next 12 months**

**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](mailto:Natasha.Stone@strategicpay.co.nz)

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# Survey Database

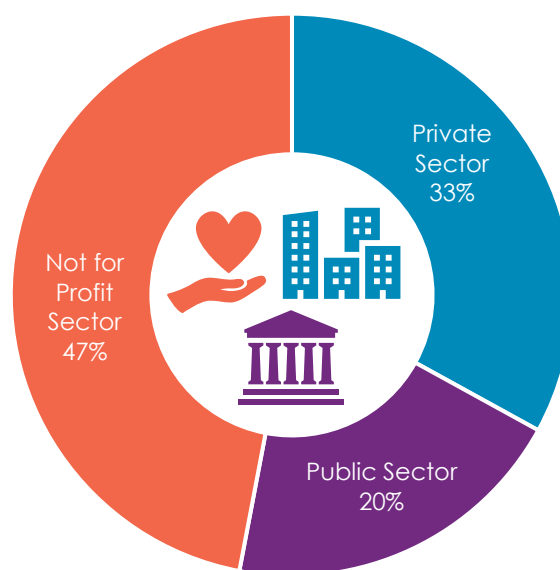
## MARKET SAMPLE DEMOGRAPHICS

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.

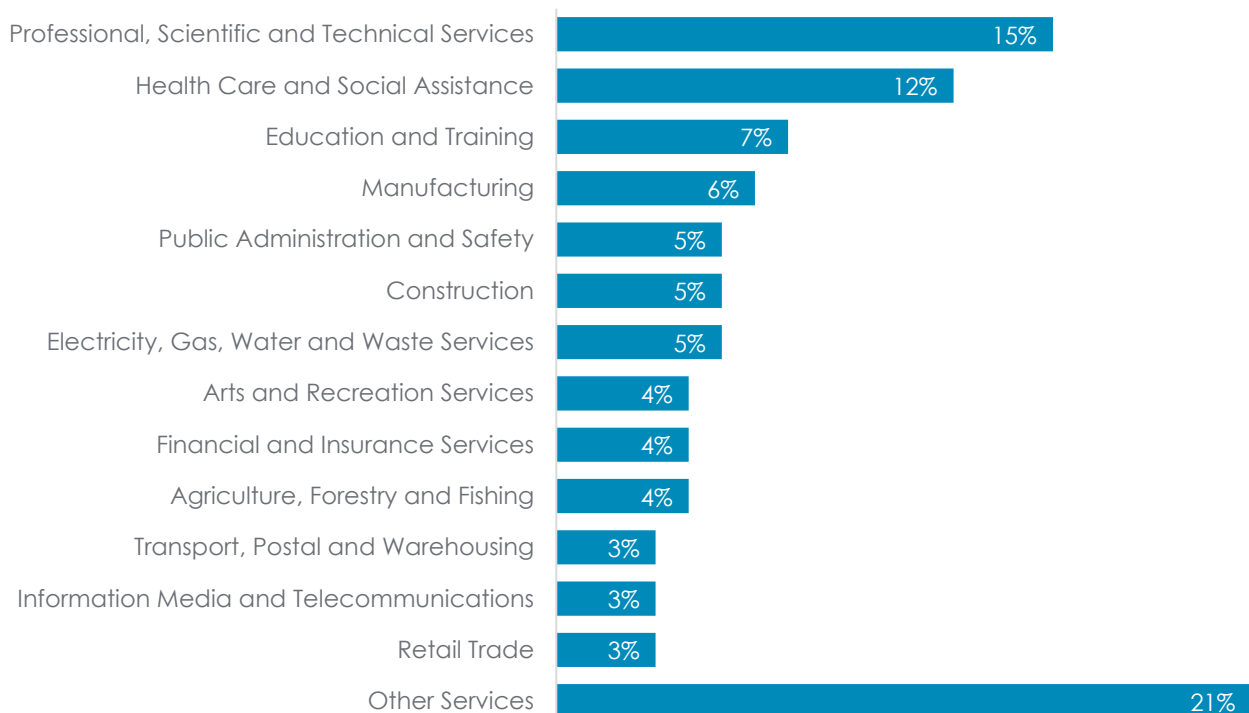
The distribution of participating organisations by sector, industry and organisation size (by headcount) is shown below.

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

### PARTICIPANTS BY SECTOR

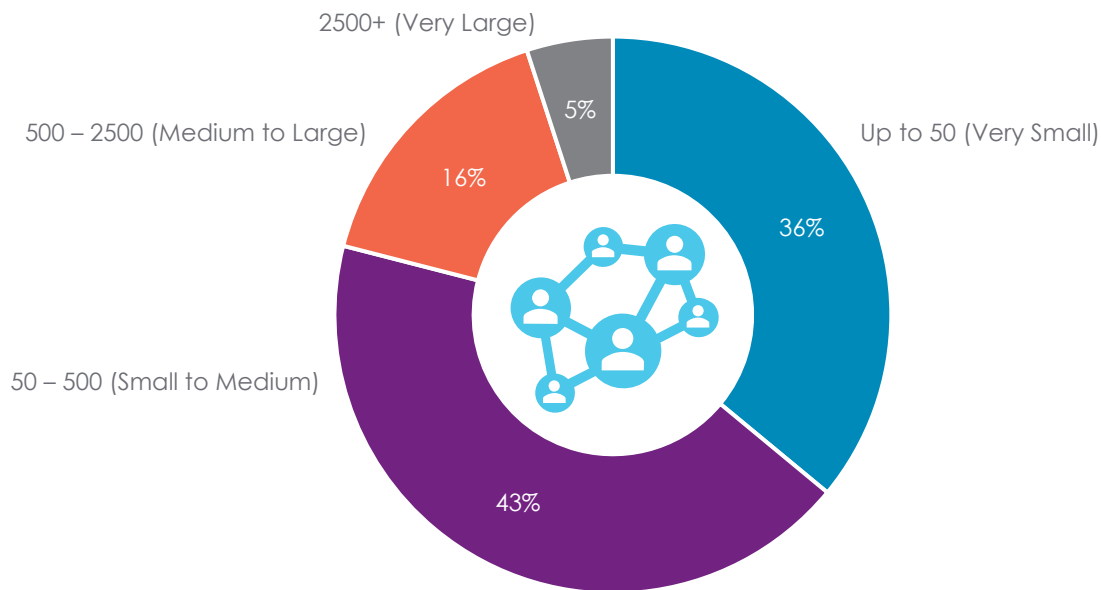


### PARTICIPANTS BY INDUSTRY

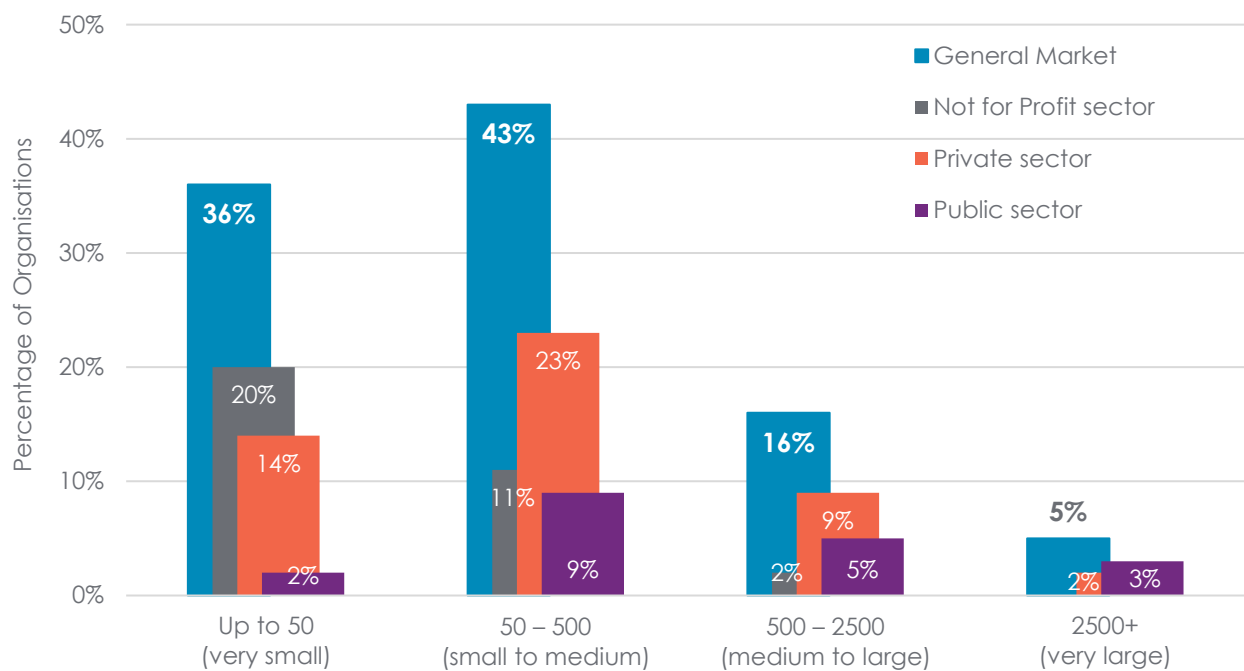




## PARTICIPANTS BY ORGANISATION SIZE (HEADCOUNT)



## 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.

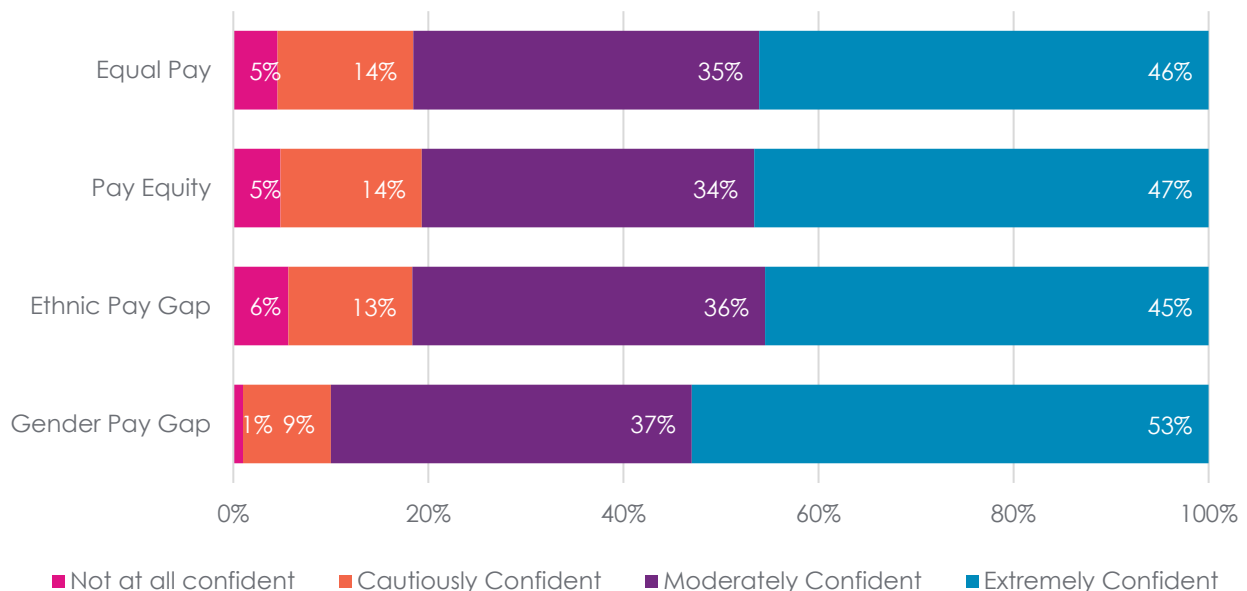
### TERMINOLOGY

#### 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

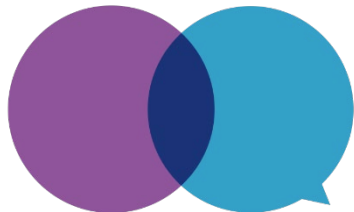


## DATA COLLECTION

### What Employee Demographic Data is Being Collected?

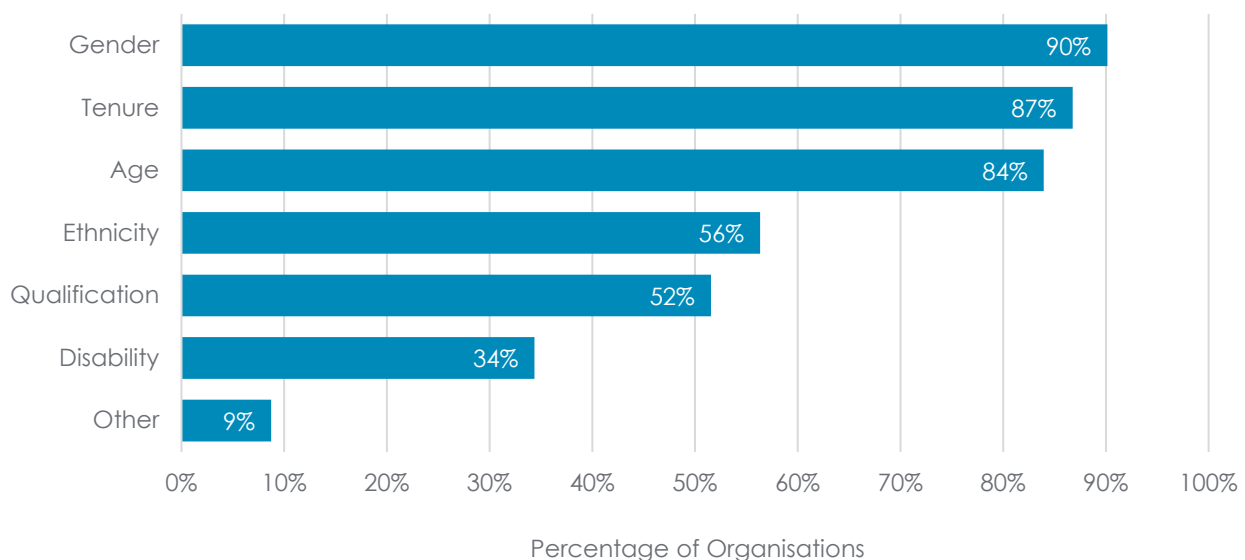
The insights from employee demographic data can help organisations understand their current employee demographic distribution in order to inform diversity and inclusion policies relating to ethnicity, gender, disability and impairment.

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.



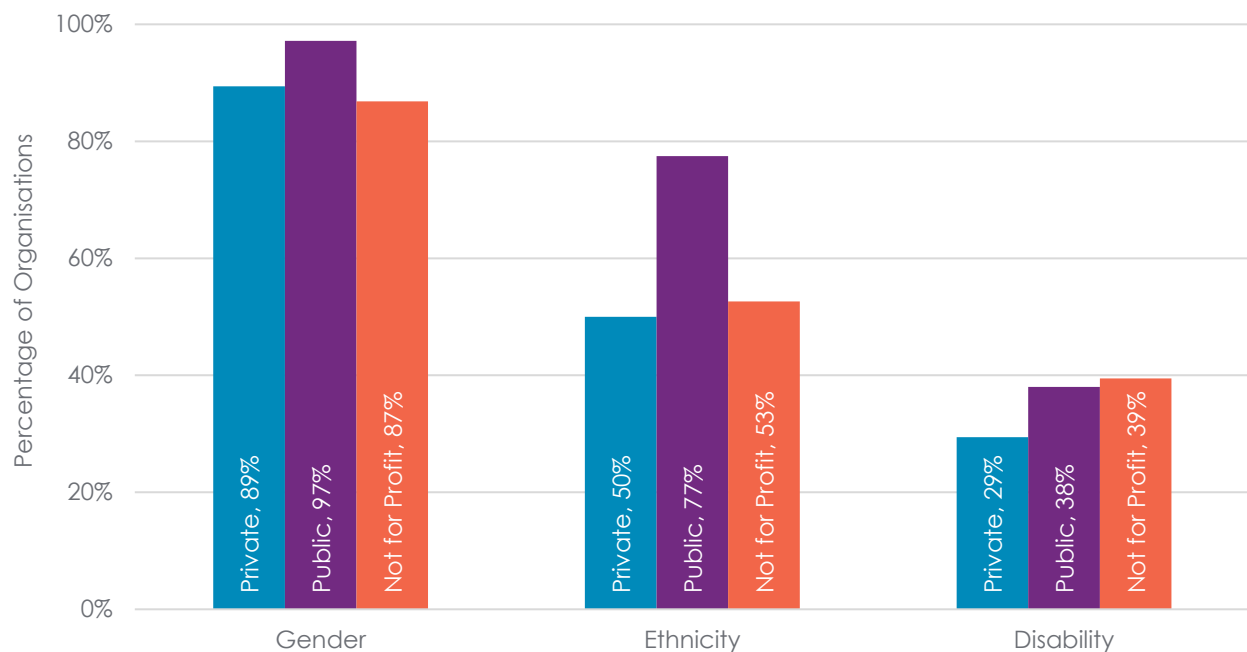
**95% of organisations collect data on one or more of the below employee demographics.**

#### 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:

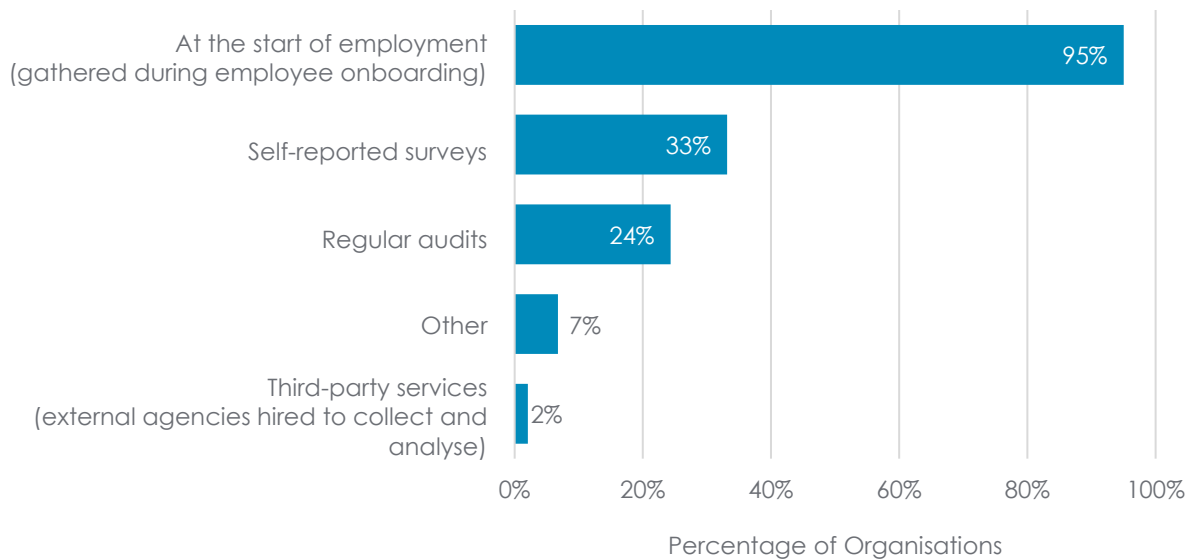
- Sexual Orientation
- Experience
- Iwi Affiliations

## 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

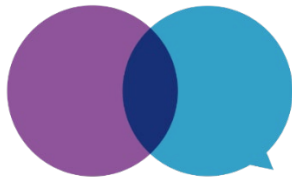


There is no apparent common denominator (such as organisation size or industry) shared between the organisations that engage third party services to collect and analyse employee data.



## Employers Collecting vs Analysing Employee Data

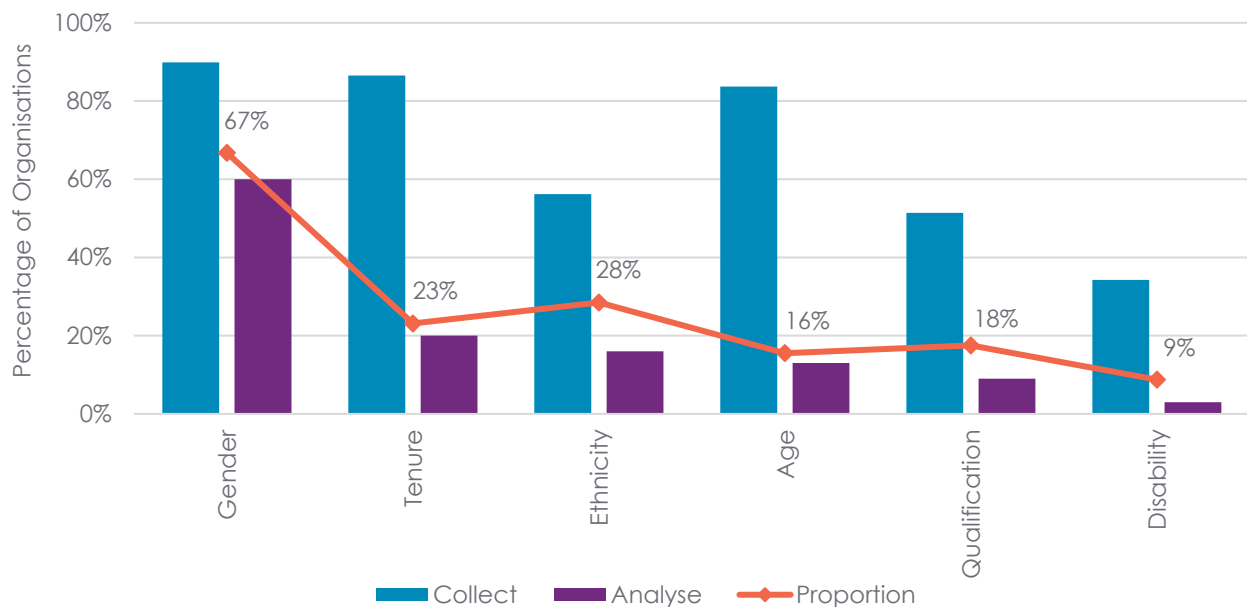
Not all organisations that collect employee demographic data analyse the data as it relates to remuneration. A bit further in this document we will explore how organisations analyse gender and other employee data in regards to pay gap analysis, but for some early perspective, the graphs below compare 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.





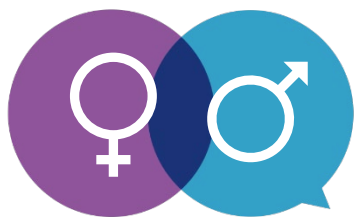
## HOW TO CALCULATE A GENDER PAY GAP

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.

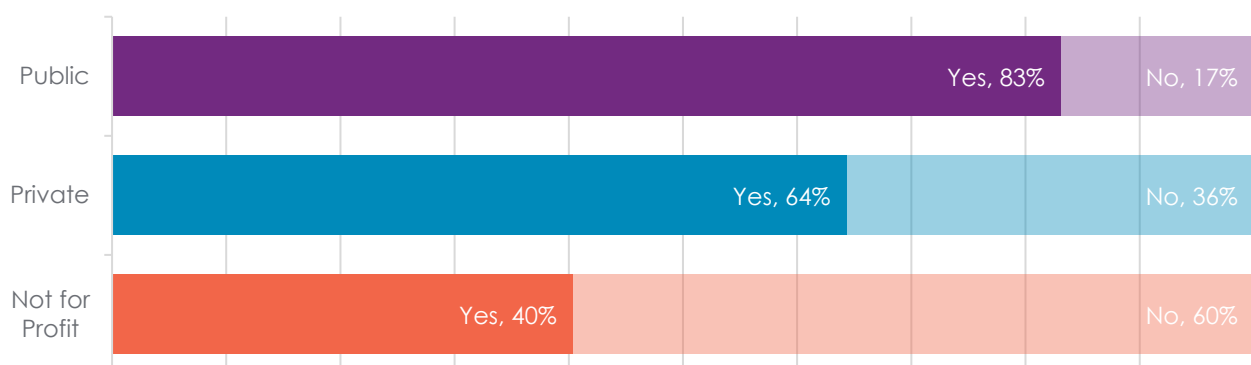


**69%** of organisations **have the knowledge to calculate their gender pay gap.**

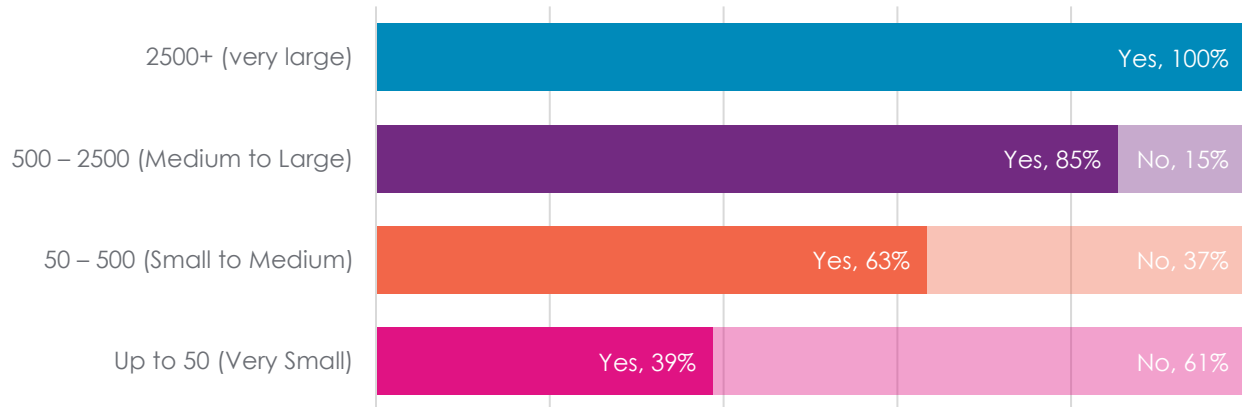
Overall, 69% of organisations have either calculated their gender pay gap already or have access to the calculation methodology. Of those respondents who are intending to calculate their gender pay gap in the next 12-month period, only 30% are confident they know how to find the calculations.

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)



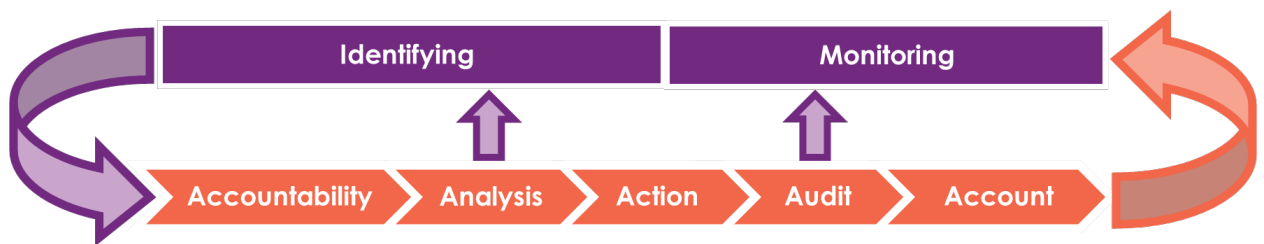
A high proportion of both NFP sector organisations and those that fall in the very small category of up to 50 staff, aren't confident in their understanding of how to calculate their gender pay gap, or where to find the calculation methodology.



## Perceptions and Practices – Analysis

### THE GENDER PAY GAP JOURNEY

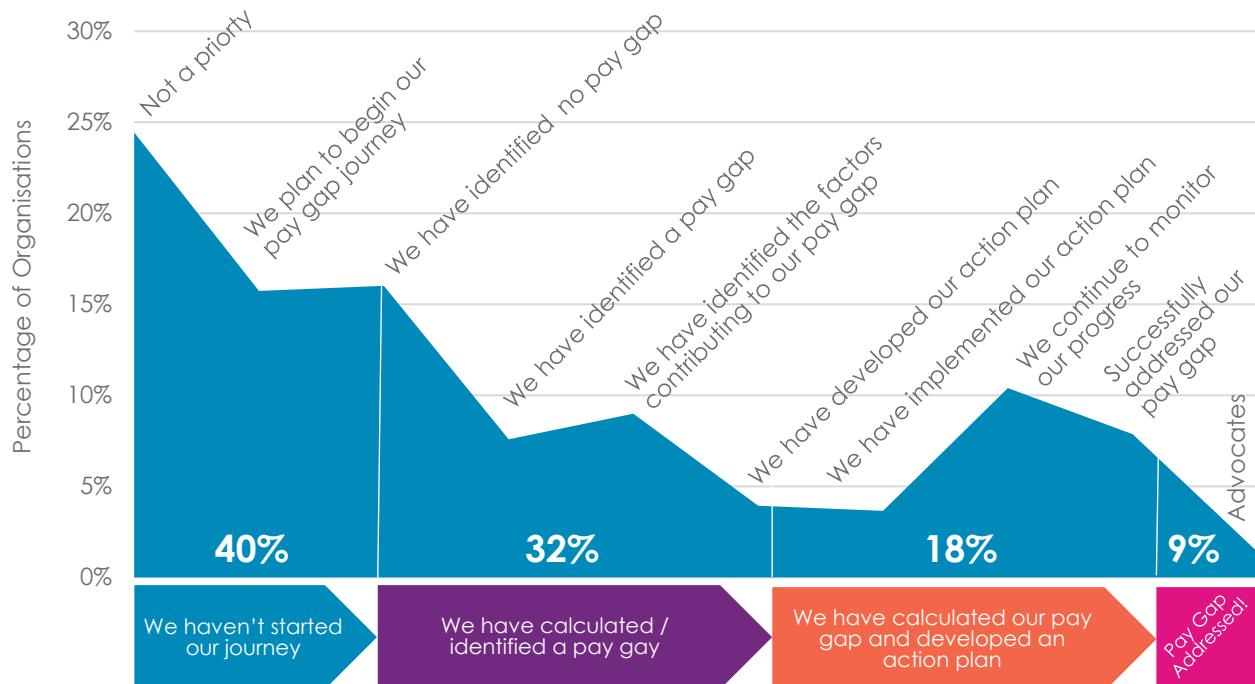
Addressing pay gaps is a complex and ongoing process which involves first identifying and understanding pay gaps followed by taking action to address and monitor gaps over time. In our experience, organisations that have been successful in reducing their pay gaps have set clear goals and invested significant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



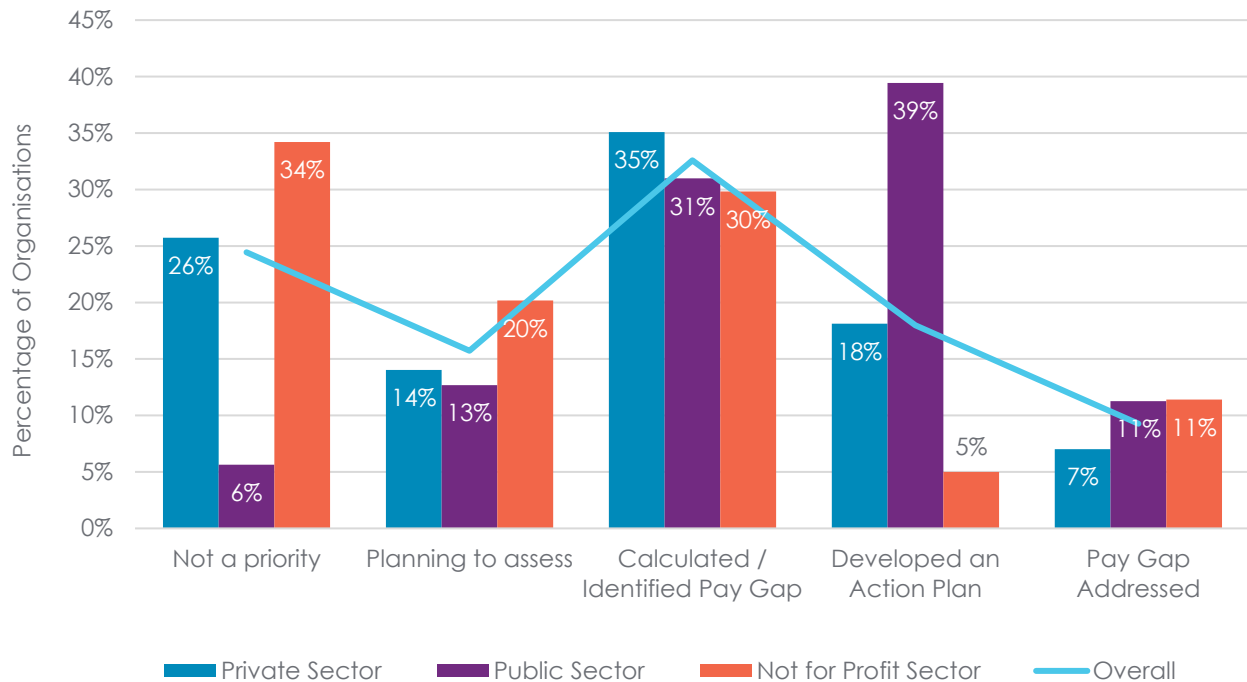
©SPL Pay Equity Model

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

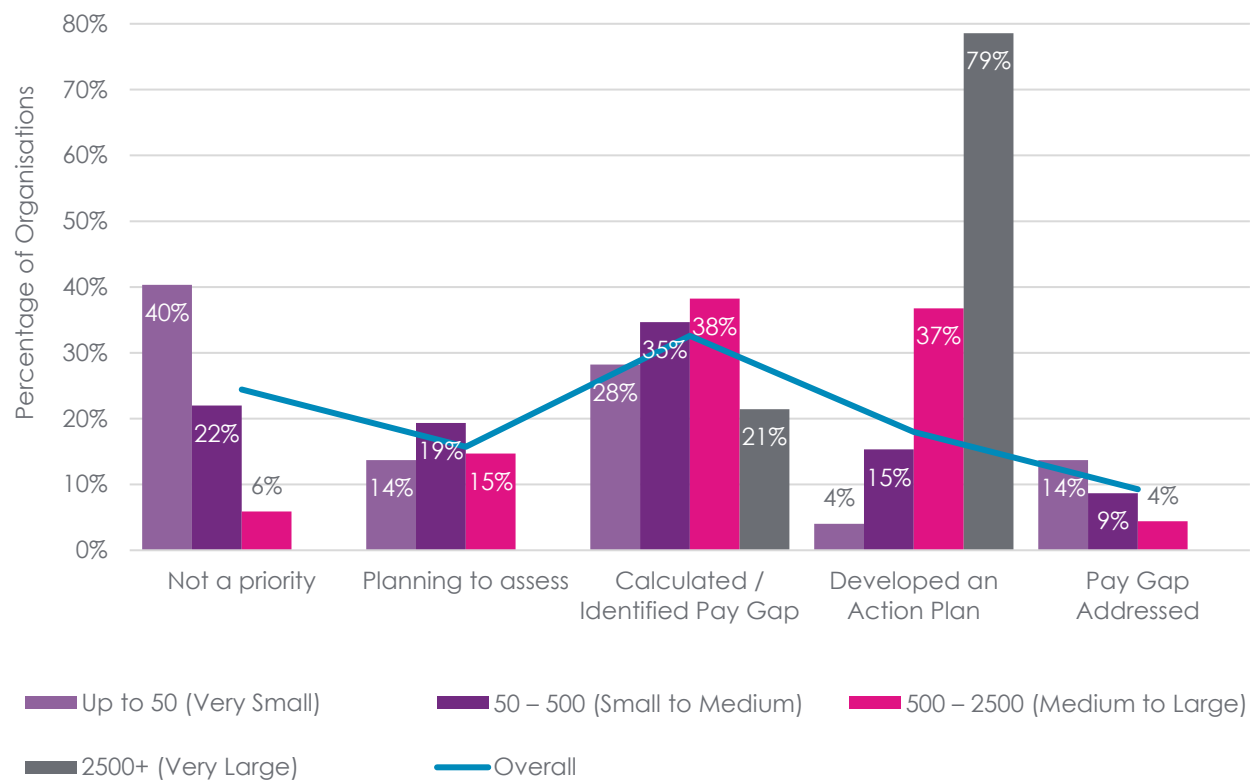


It is clear that the public sector leads the market in regard to progress in the gender pay gap journey with 81% of respondents already on their way. Contributing factors may include a combination of mandated standards and accountability requirements and also the organisation demographics of this group. 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.

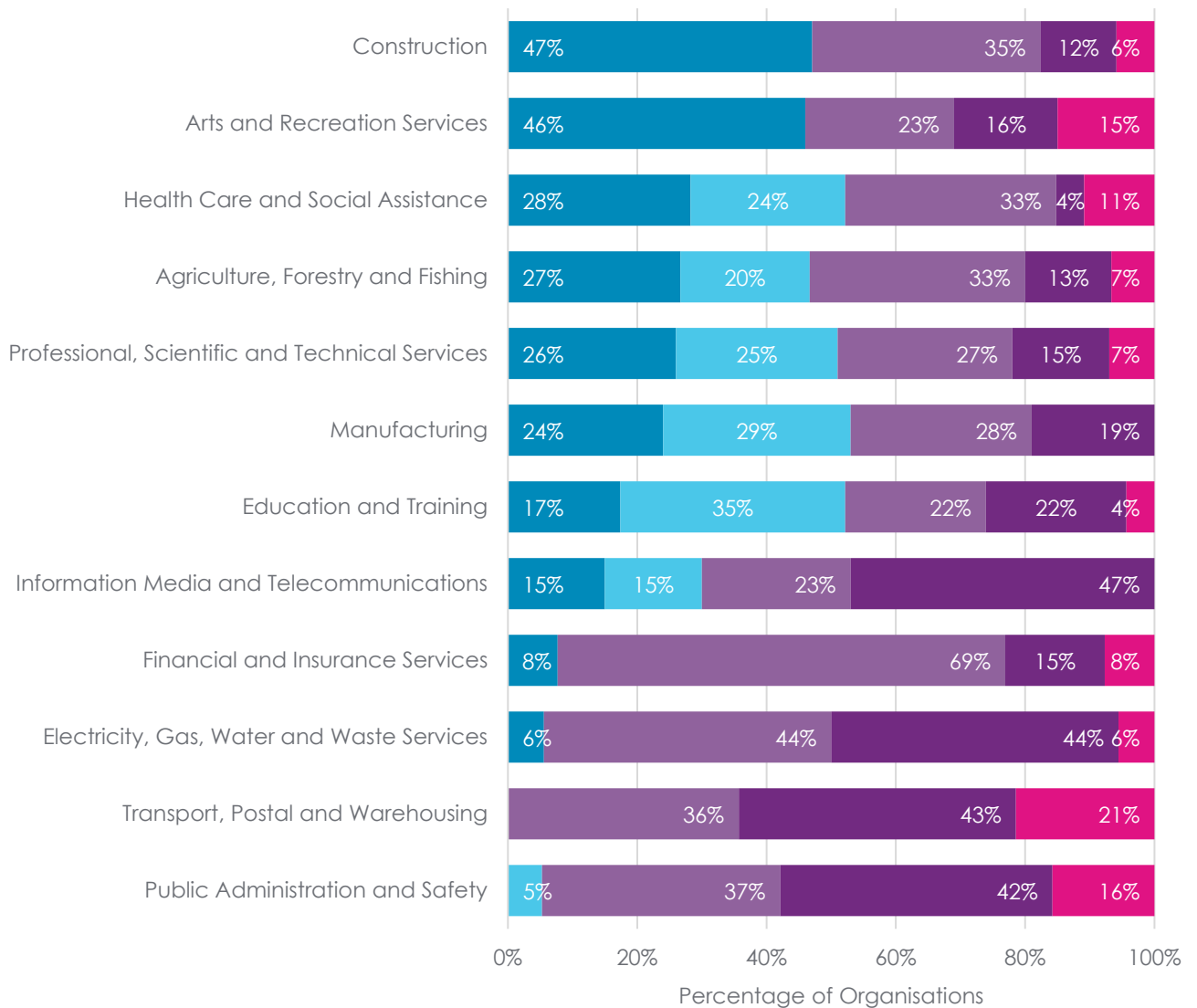


## GENDER PAY GAP JOURNEY | BY ORGANISATION SIZE



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.

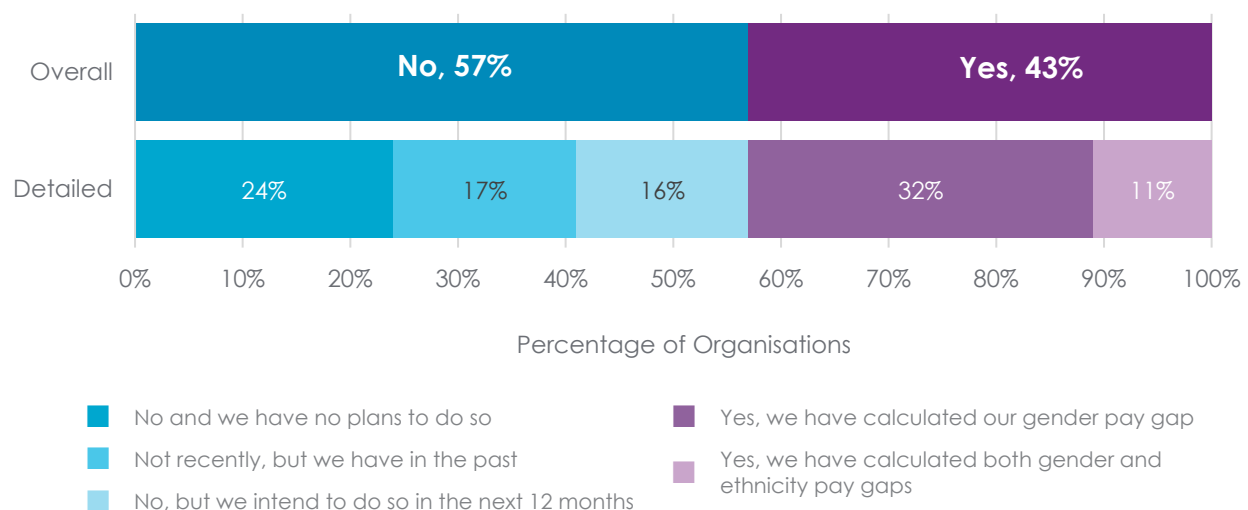
Participants of this survey were asked whether they recently conducted gender pay gap analysis.

**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



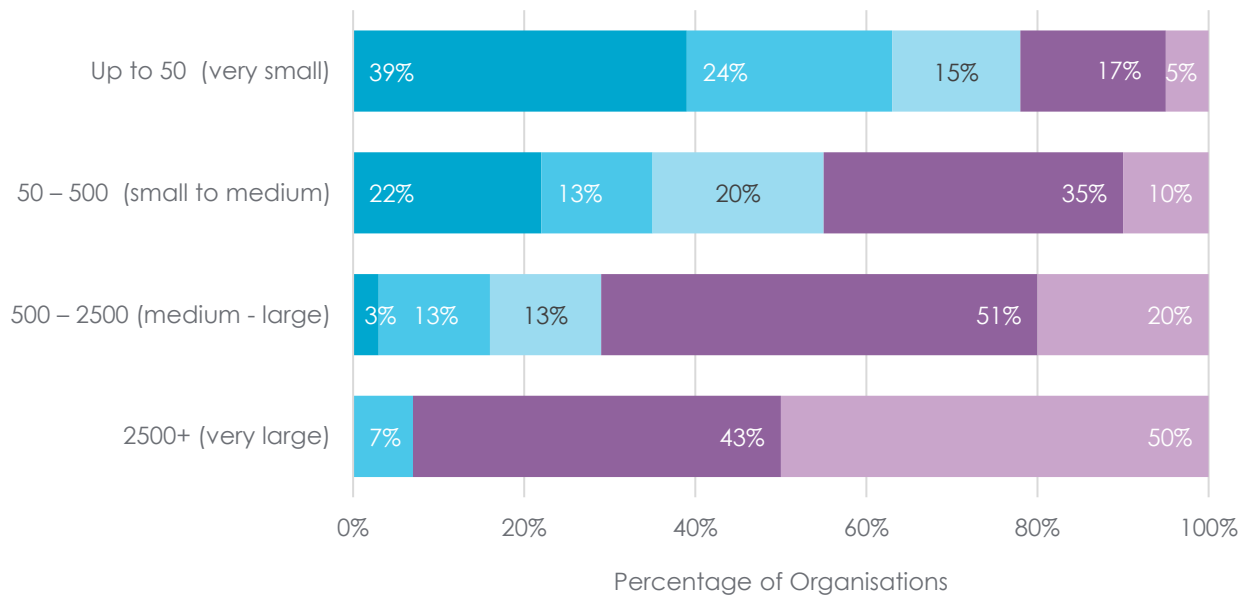
Further in this report we explore the reservations and barriers organisations face that contribute to inaction on progressing in their pay gap journey.

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.

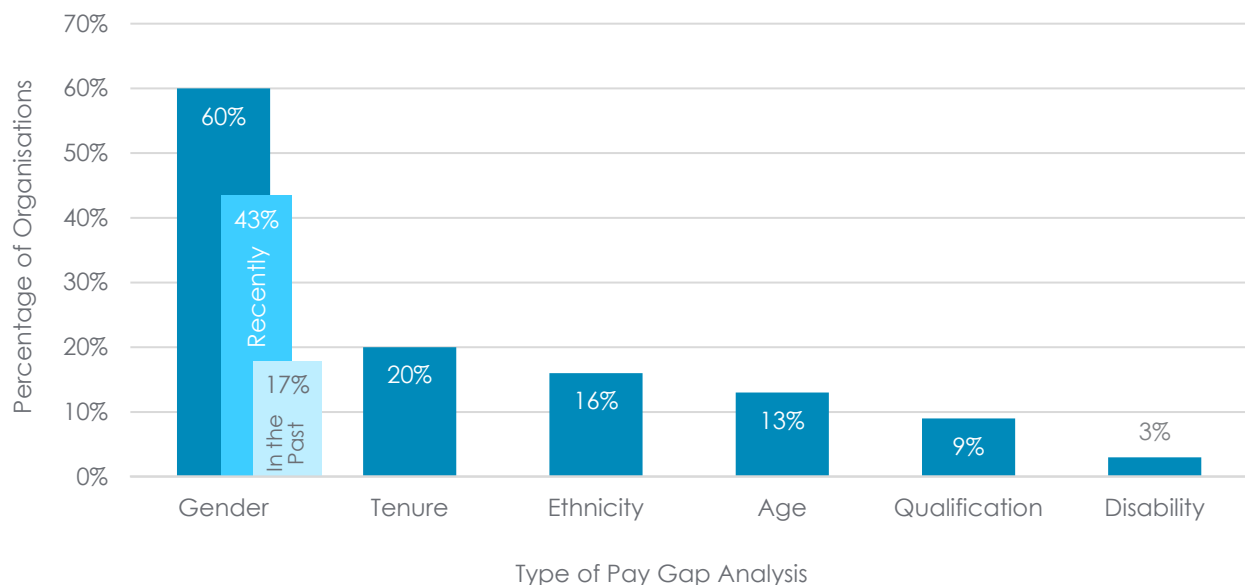
In this section, we focus on pay gap analysis on various demographic areas including ethnicity, gender and disability and impairment. Organisations participating in this survey were asked whether they included analysis on any supplementary demographic data in their pay gap analysis.

**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.

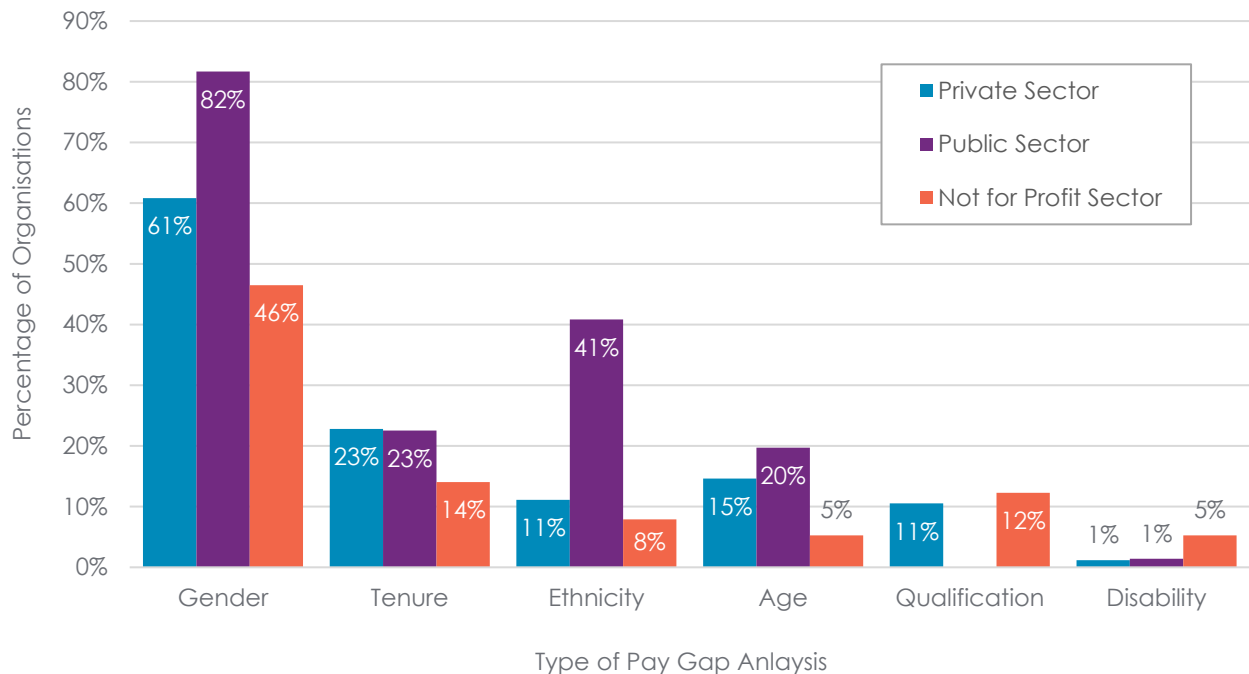
TYPES OF PAY GAP ANALYSIS | OVERALL



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

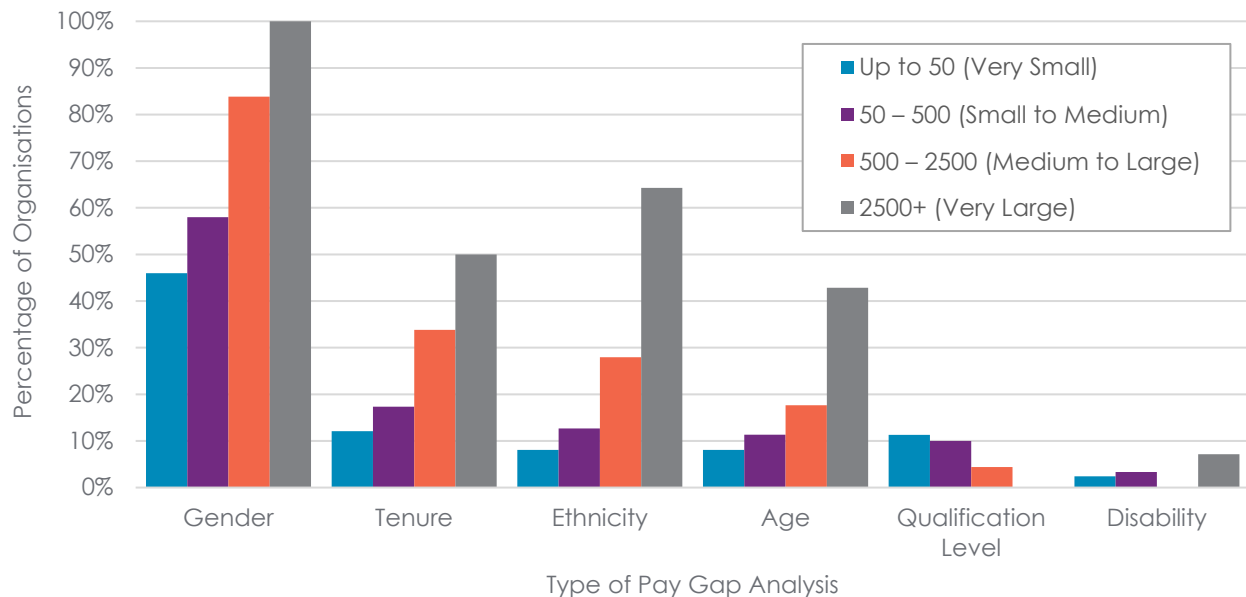


**41% of Public Sector** organisations included supplementary **Ethnicity** analysis.

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

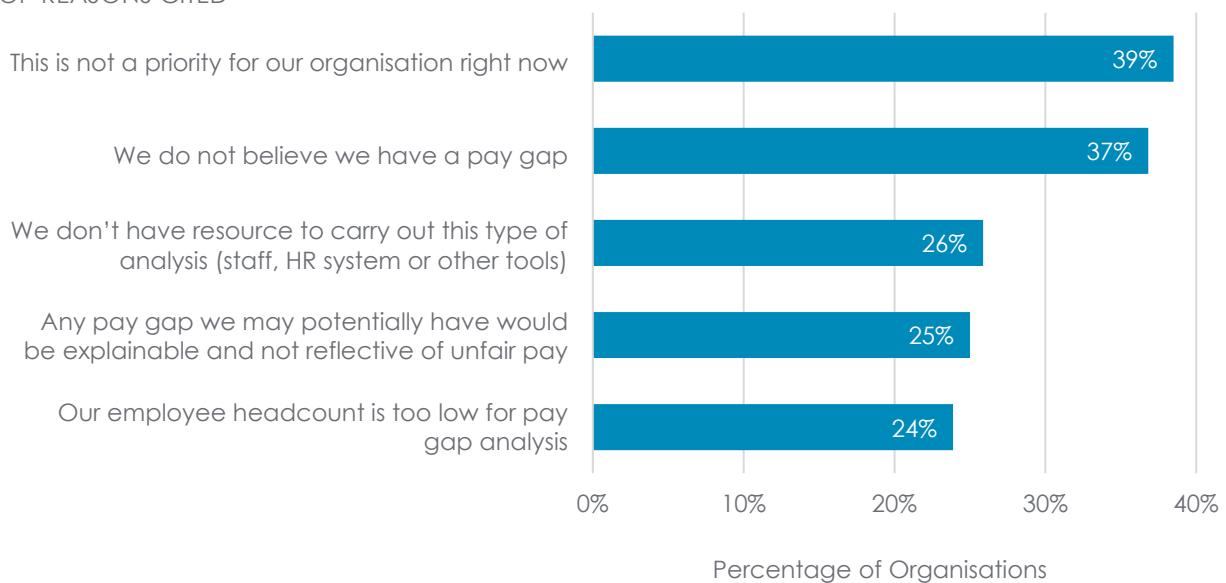
Organisations that have not recently conducted gender pay gap analysis were asked to identify the main challenges to progression with this type of analysis. Responses from those organisations are presented below.

**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

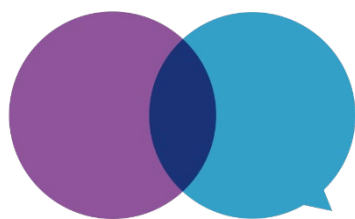
### MONITORING THE EFFECTIVENESS OF GENDER PAY GAP STRATEGY

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.

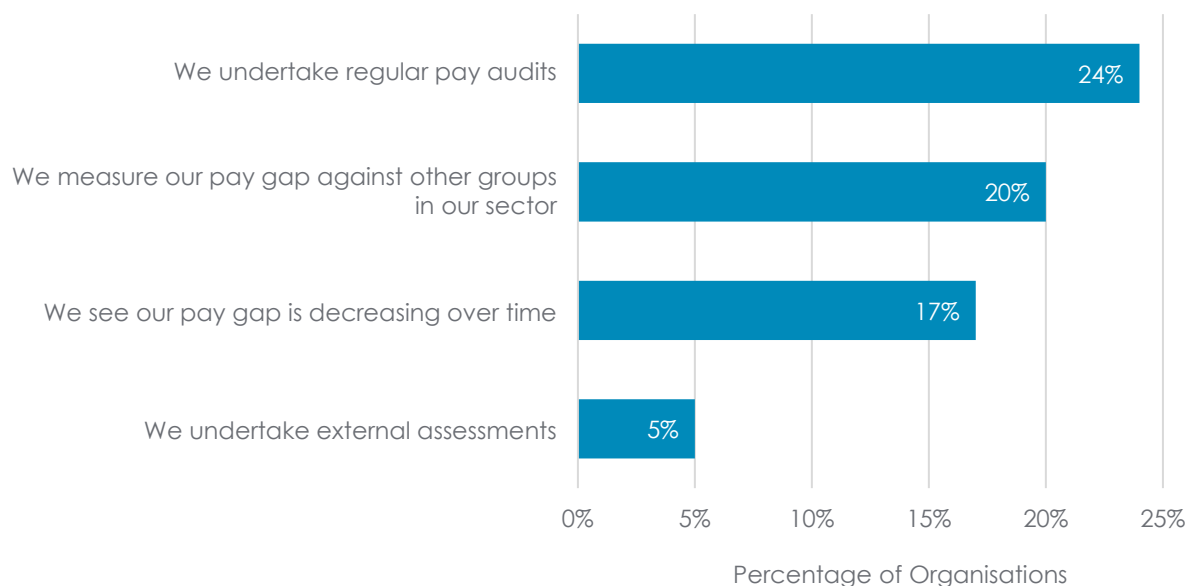
#### Monitoring Gender Pay Gap

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



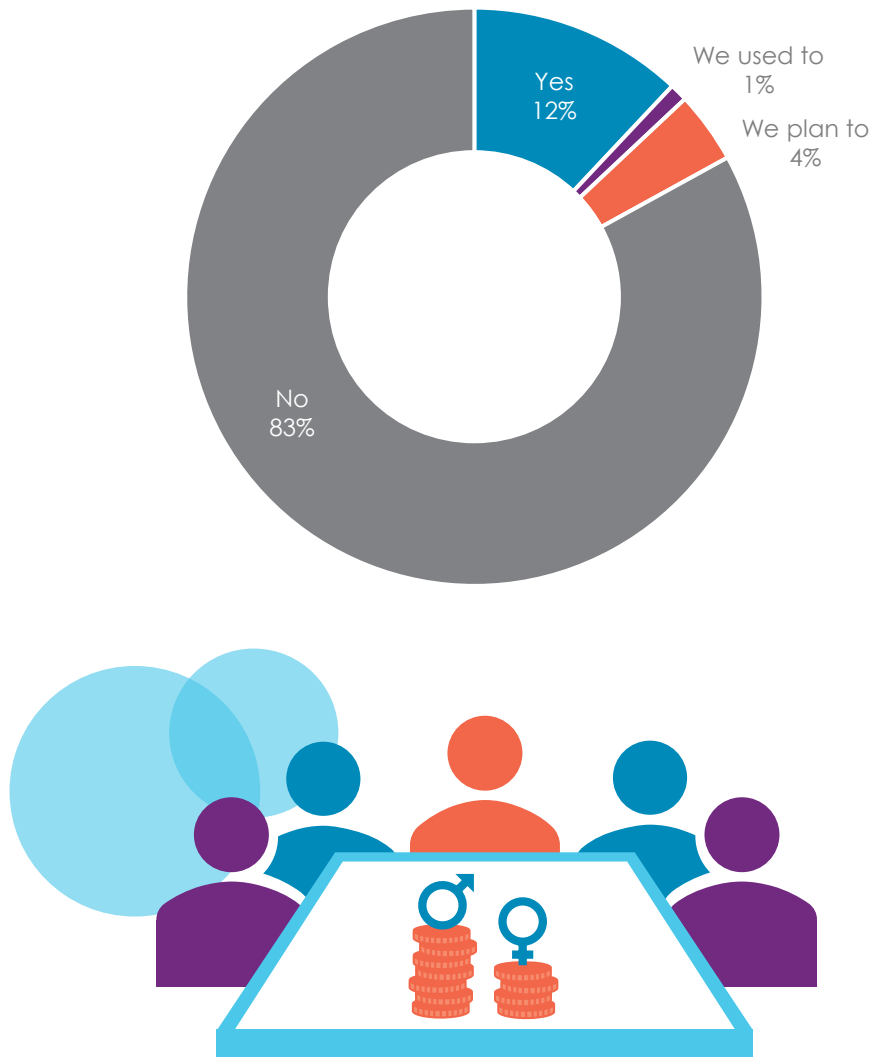
The remainder of organisations who have identified their pay gap do not currently have a strategy for monitoring this.

## 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

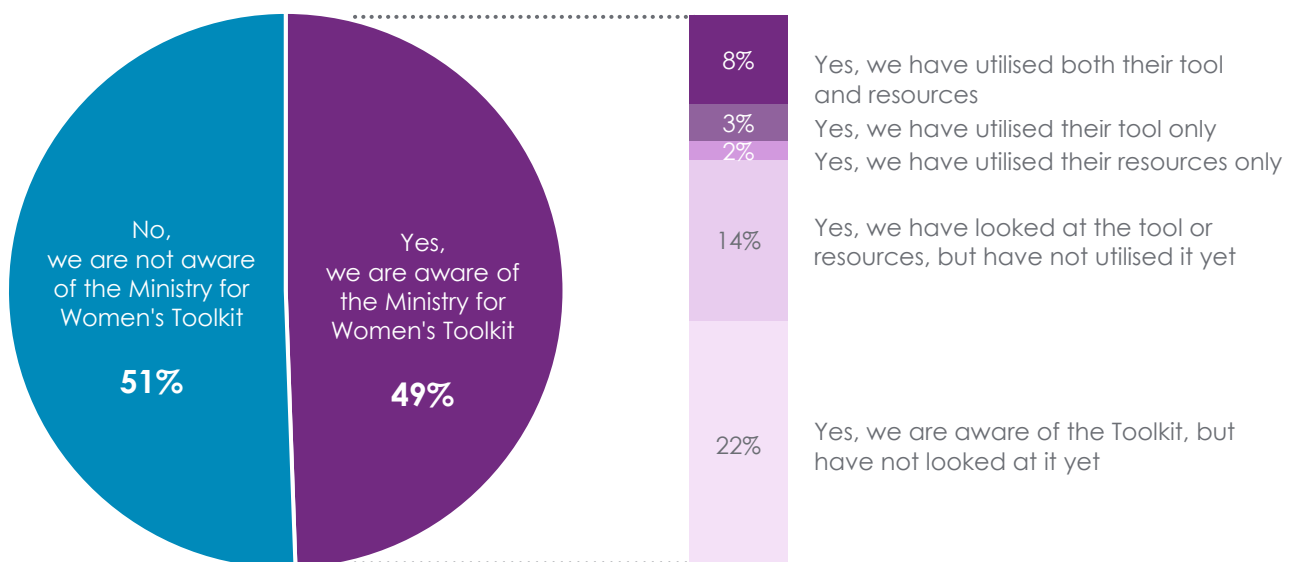
The Ministry for Women's Gender Pay Gap Toolkit is a comprehensive resource designed to help organisations in New Zealand measure, understand, and address gender pay gaps. Participants were asked whether they are aware of the Ministry for Women's Gender Pay Gap toolkit - responses are graphed below.

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



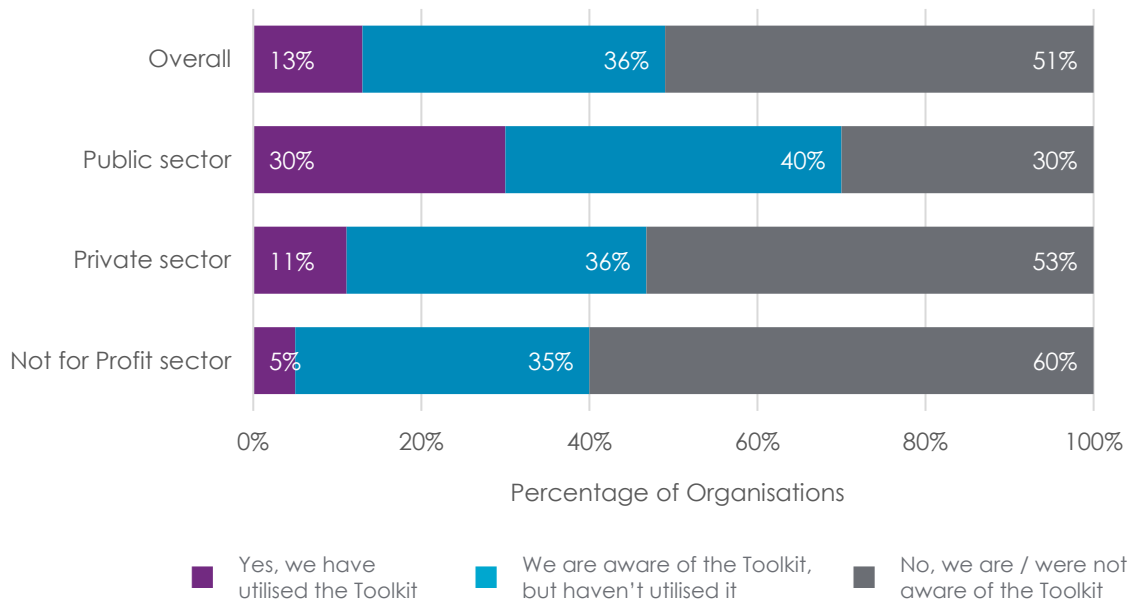
**13%** have utilised it.

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

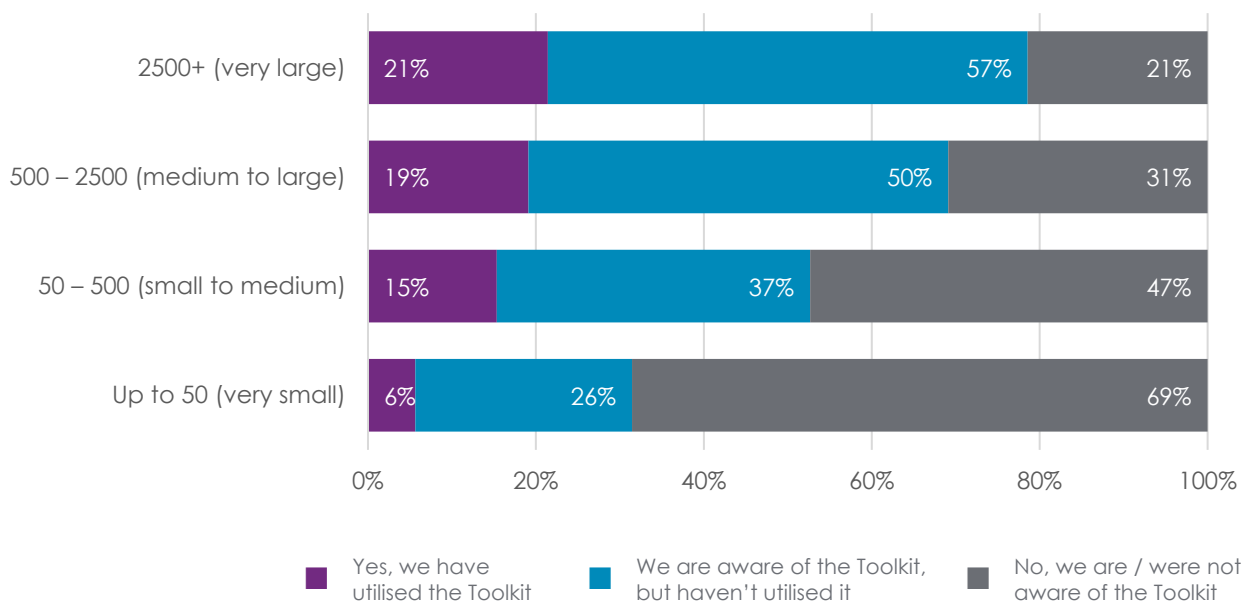


When broken down by sector, it's clear that public sector organisations are more likely to be aware of and engaged with the Ministry for Women's Toolkit than private sector or not for profit organisations.

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

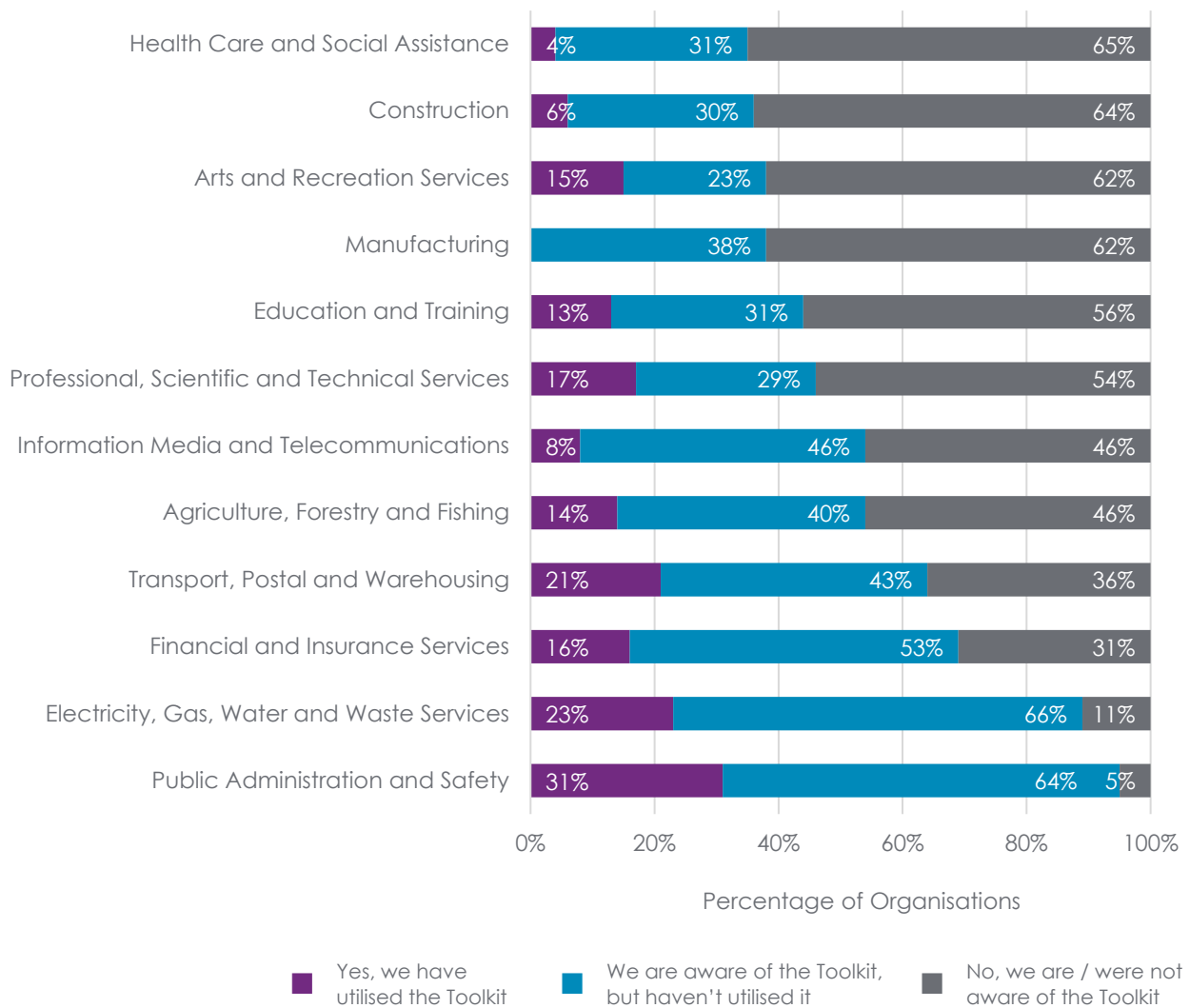


#### ENGAGEMENT WITH THE MINISTRY FOR WOMEN'S GENDER PAY GAP TOOLKIT | BY ORGANISATION SIZE (HEADCOUNT)





## 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:

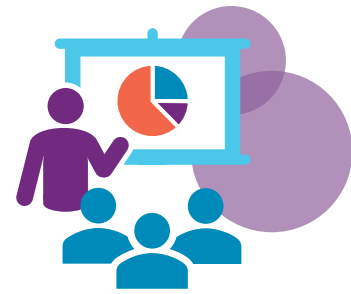
- Alternative tools in use
- Small overall staff numbers
- Lack of resource

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.

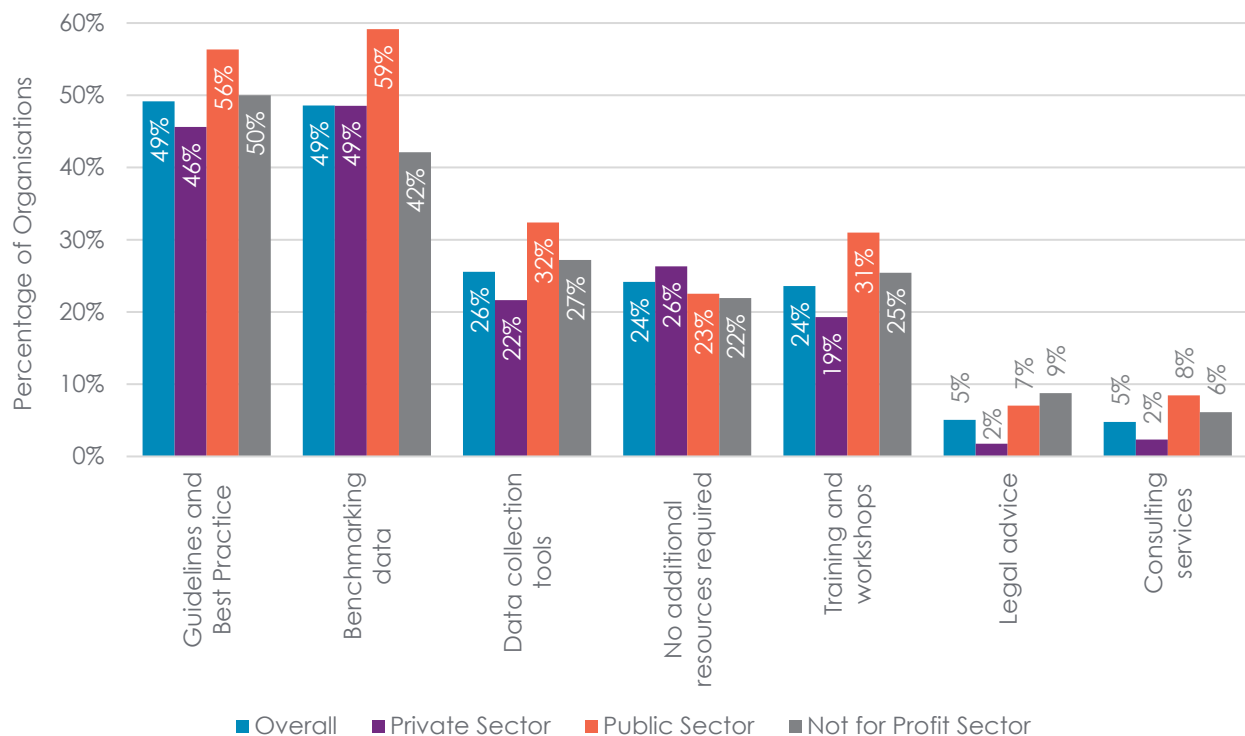
**Small to medium sized organisations**  
will benefit most from having  
**additional guidance and benchmark**



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.

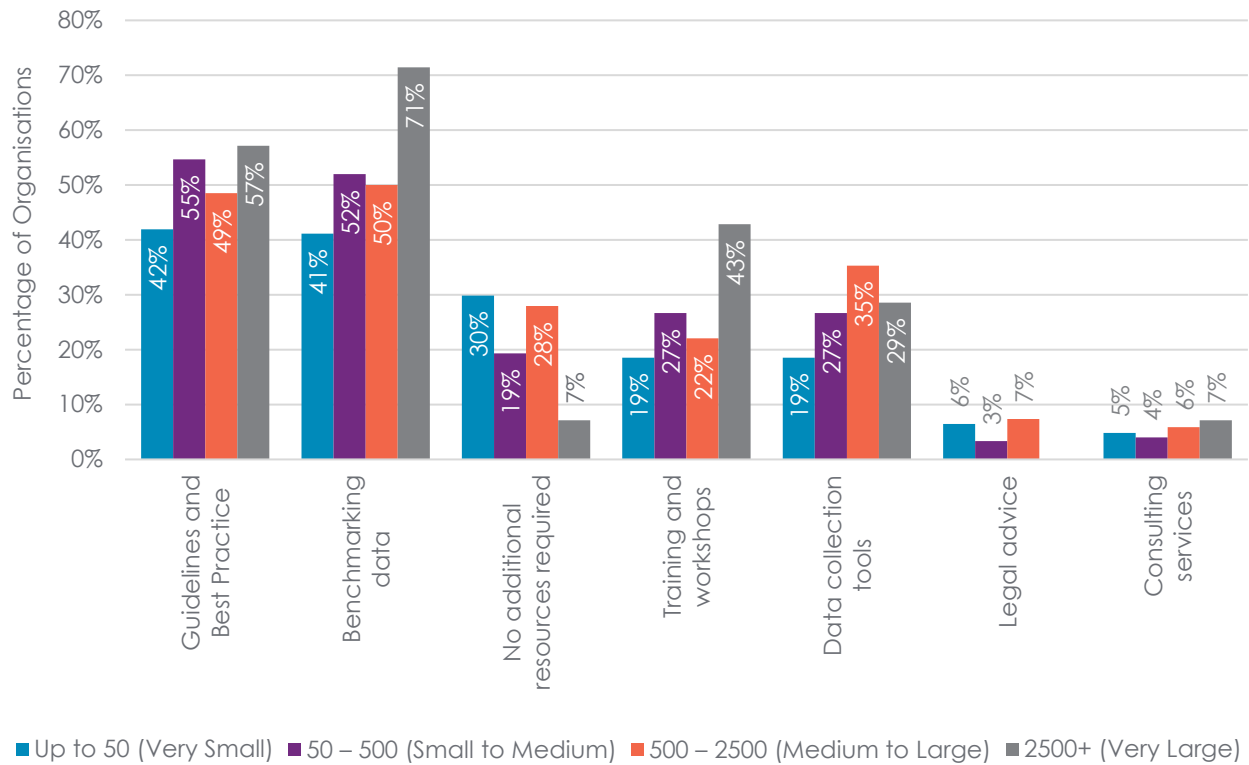
### ADDITIONAL RESOURCES SOUGHT | OVERALL AND BY SECTOR



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)





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# Appendices

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# 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  
Oyster Property Group  
Pacific Edge  
Palmerston North City Council  
Palmerston North Theatre Trust  
Pamu  
Parafed Canterbury  
Paralympics New Zealand  
Parenting Place  
Parliamentary Commissioner for the Environment  
Patersons  
Pattle Delamore Partners  
Pause Breathe Smile Charitable Trust  
Pegasus Health (Charitable) Ltd  
Perry Metal Protection Ltd  
Pertronic Industries Ltd  
PGG Wrightson Seeds  
Pharmac  
Physiotherapy New Zealand  
Pinnacle Midlands Health Network  
Pipeline & Civil Limited  
Polson Higgs  
Port Marlborough Limited  
Port Nelson  
Port of Auckland  
Port Taranaki Limited  
PowerNet Limited  
Presbyterian Support Central  
Presbyterian Support NZ  
Presbyterian Support Services South Canterbury Inc  
Presbyterian Support Southland  
PRLaw  
Q Theatre Limited  
Queenstown Lakes Community Housing Trust  
Queenstown Medical Centre  
Quoin Structural Consultants Ltd  
Rachael Dewar Law  
Rangitikei District Council  
Real Estate Authority  
RealNZ  
Recreation Aotearoa  
Red Stag Timber Limited  
Resolve Group Limited  
Retail NZ  
RHCNZ  
Riley Consultants  
RISE  
Ritchies Bus Company  
RML  
Robinson Bowmaker Paul Limited  
Robotics Plus LTD  
Rockit Global Ltd  
Rotorua Lakes Council  
Royal NZ College of General Practitioners  
RS Eng Ltd  
Ruralco  
Ruru Specialist School  
Safe Business Solutions Ltd  
Saint Clair Family Estate  
Saint Kentigern  
Scenic Hotel Group  
SchoolDocs  
ScreenSouth Ltd  
Search and rescue services ltd  
Self Employed  
Serious Fraud Office

Sexual Wellbeing Aotearoa  
Shape Energy  
Silver Fern Farms  
Silvester Clark Ltd  
Site Safe NZ Inc  
Skills Active Aotearoa Ltd  
Skills Group  
Skollys transport  
Skylight Trust  
Smart Alliances Limited  
Snapper  
Solomon Breweries Ltd  
Sommerville Disability Support Services  
South Pacific Sera Ltd  
Southern Cross Healthcare Limited  
Southern Land group  
Southern Paprika Ltd  
Spencers  
Sport Canterbury  
Sport Manawatu  
Sport Northland  
Sport NZ  
Spring Creek Vintners Ltd  
St Andrew's College  
St Johns in the City Church  
St Paul's church  
Stantec New Zealand  
Stephanie Cowdell  
Stop  
Stopping Violence Dunedin Inc  
Stopping Violence Services (Christchurch) Incorporated  
Stratford District Council  
Structex  
Student Job Search  
Studio Pacific Architecture  
Stuff Limited  
Super Liquor Holdings Ltd  
TalkLink Trust | Wahanga Tū Kōrero  
Taranaki Regional Council  
Taranaki Sports Trust (Sport Taranaki)  
Tararua District Council  
Tasman District Council  
Tatua Dairy Co-Operative  
Taupo District Council  
Tauranga City Council  
Tauranga Hockey Association  
Tautoko Mai  
Tāwhiri Ltd  
Tax Management NZ  
Taylor Bros Transport  
Te Ara Ahunga Ora Retirement Commission  
Te Hotu Manawa Maori T/A Toi Tangata  
Te Kura Toi Whakaari o Aotearoa  
Te Nehenehenui Trust  
Te Papa  
Te Rūnanga o Toa Rangatira  
Te Tahi Youth  
Te Waka Pupuri Putea Trust (Asset Holding company - Te Rarawa)  
Te Wananga o Aotearoa  
Temperzone  
Tertiary Education Commission  
Thames Coromandel District Council  
The Darling Group  
The Duke of Edinburgh's Hillary Award  
The Electoral Commission

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](http://www.strategicpay.co.nz)