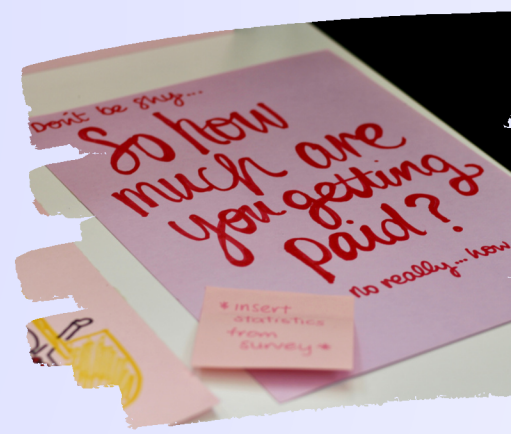




Let's Talk Pay Survey 2025

What we heard

Through this survey we heard from over 1,300 women, each sharing their experiences of pay discussions at work



Women want to be heard and involved in pay decisions, but are often left out

32%

had never asked for a pay rise or negotiated their pay, even though they **wanted to**

49%

didn't feel **appropriately involved** in decisions about their pay

65%

said they had been **paid less** than other colleagues doing the same job

Four in ten

disagreed that they have **enough information about how pay is determined** in the workplace

34%

disagreed that there are **safe and effective ways to raise pay-related concerns**



Confidence navigating pay is low

4%

felt very confident **asking for a pay rise or negotiating pay**

5%

felt very confident **reporting or challenging unfair pay**

6%

felt very confident **speaking up for themselves in pay discussions**



Need for more support, information, and transparency

16%

felt very confident **accessing support and information about employment rights**

"Many of us were raised to be polite, to wait our turn, and not to make waves. But I've learned that speaking up for yourself isn't being difficult. It's being clear on your worth. The more we talk about pay, the more we help create workplaces where fairness and transparency are the norm."



The right moments to talk about pay are often the hardest

31%

wanted to discuss pay but didn't in a **regular meeting with their manager**

27%

wanted to discuss pay but didn't in a **performance and/or rem review**

"One thing I've learned about pay conversations is that they're not just about money, they're about value, confidence, and self-respect."





What needs to change for the next generation

Respondents called for more conversations and support, readiness for diversity, and recognition of unpaid labour



What respondents said matters most to make pay conversations feel safer and easier

80%

Clear and **transparent pay** structures and systems

79%

Knowing there won't be **negative consequences**

75%

Including **pay ranges** in job advertisements

Supportive managers make a big difference

- **Initiate** regular conversations
- Understand and share the organisation's **pay policies and processes**
- **Listen** and provide clear **feedback and guidance**
- Be aware of and address **bias and discrimination**



What stopped respondents from talking about pay

Taboo

Talking about pay is seen as **private, awkward, and stigmatised**

Secrecy

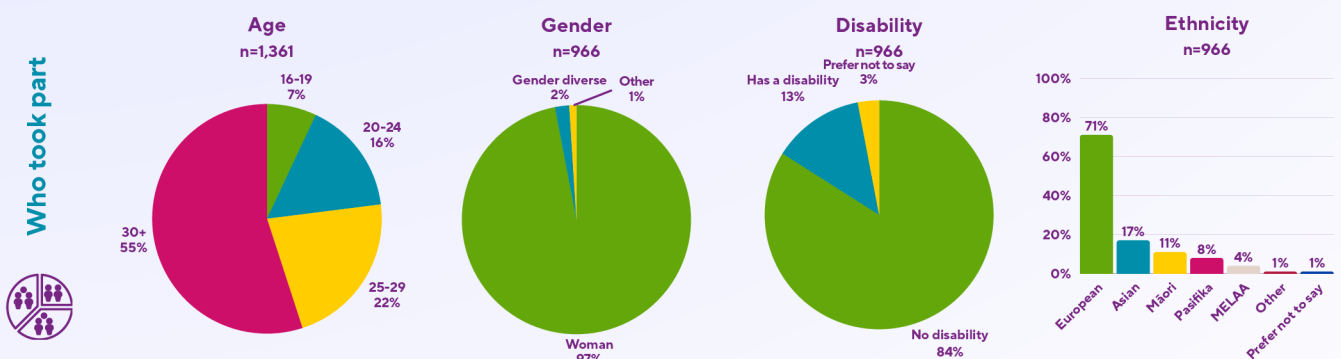
Pay secrecy, lack of pay transparency, and having **little opportunity to discuss**

Fear

Scared of **judgement, retaliation, and repercussions**

"As a young Pacific woman, I've grown up in a culture where humility is deeply valued, and talking about money can feel uncomfortable. That mindset can make it hard to speak up, especially when we're grateful just to have the job."

"But I've come to realise that advocating for fair pay doesn't mean you're ungrateful, it means you understand your worth. It's okay to feel nervous, but it's also okay to ask. You're not just asking for yourself, you're helping to shift the culture for others who come after you. So my advice to other young women is this: prepare, practice, and don't be afraid to back yourself. You deserve to be paid fairly for the value you bring."



Thank you to all the people and organisations who contributed to this survey and important kaupapa