SPORT NEW ZEALAND IHI AOTEAROA

2026

PARS Board Fees and Governance Report



StrategicPay

How Strategic Pay can help

Whether your focus is on internal equity, market relativity or performance improvement, we have a range of solutions to meet your needs.

WE CAN HELP YOU TO:

- Improve organisation performance
- Design effective organisational structures
- Develop and map accountabilities for your leadership team
- Define your reward strategy in line with your business philosophy
- Assess executive performance and reward
- Choose and implement the right remuneration system
- Design and market value your jobs
- Ensure your performance management system supports your strategy
- Review and design tailored incentives to align rewards with strategy
- Train your managers and staff in the systems you choose

Strategic Pay Limited | **www.strategicpay.co.nz** | **info@strategicpay.co.nz**

Auckland | **Tauranga** | **Wellington** | **Christchurch** | **Dunedin**

StrategicPay

This document and any related advice, data or correspondence provided in relation to it is the intellectual property of Strategic Pay Limited. The intellectual property is confidential information and provided to the client to whom it is addressed (or if not so addressed, to the intended recipient) only for the internal purposes of that recipient on a confidential basis. It must not be read, used, stored, printed, scanned or copied by anyone other than the intended recipient nor disseminated, distributed, altered, reproduced, published or summarised by anyone without the prior written consent of Strategic Pay Limited.

© 2026 Strategic Pay Limited

PARS Board Fees and Governance Report 2026

© 2026 Strategic Pay Limited

© 2026 Strategic Pay Limited

Table of Contents

Introduction 9
- Survey Parameters 9
- Participant Demographics 11

PARS Board Policies and Practices 15
- Paid vs Volunteer Directorship 15
- Board Size 15
- Board Meetings 16
- Board Committees 19
- Review of Fees 21
- Board Workload 23
- Appointments, Ellections, and Serving Term 25
- Governance Protections 28
- Attracting and Retaining Directors 29
- Key Issues Facing the Board 30

Schedule of Board Fees 33
- Annual Board Fees 33

Gender Based Analysis 37
- PARS Boards Members 37

Appendices 41
- Appendix A: List of Participant Organisations / Boards 41
- Appendix B: Rem On-Demand® 42
- Appendix C: About Strategic Pay 43

© 2026 Strategic Pay Limited

© 2026 Strategic Pay Limited

Executive Summary

© 2026 Strategic Pay Limited

© 2026 Strategic Pay Limited

Executive Summary



Total Participation

67	68	55	404
Boards	Chairs*	Deputy Chairs	Directors / Trustees

*One participant has two co-Chairs

Board Practices

7 - 10
Typical Number of Board Members

21 Hours
Typical Commitment to Board Meetings

3
Median Number of Committees

Board Fees



Paid directorships account for 24% of all directorships analysed in this survey

Fee Ratio
2.7 Chair vs Director
1.4 Deputy Chair vs Director





Top Factor
94% Affordability

© 2026 Strategic Pay Limited

© 2026 Strategic Pay Limited

Introduction

© 2026 Strategic Pay Limited

© 2026 Strategic Pay Limited

Introduction

Sport New Zealand commissioned Strategic Pay to conduct a survey of Board Fees and Governance Policies and Practices across organisations in the Play, Active Recreation and Sports (PARS) sector within New Zealand. This report covers the results of that survey, providing detailed insights into this unique sub-set of Not for Profit Boards. The report aims to provide a benchmark for informed comparison of the remuneration of Directors / Trustees of Boards organisations who operate in this space.

When comparisons have been made to the wider Not for Profit Sector, this data has been sourced from Strategic Pay's 2026 Not for Profit Directors' Fees Report.

SURVEY PARAMETERS

Survey Format

This report is set out in two modes:

Board Policies and Practices

- This section contains insights into the structure, policies and practices of participating Boards.

Schedule of Fees

- This section contains analysis on directors' and trustees' board fees, including median, average, upper and lower quartile market values and relevant breakdowns.

Breakdowns where possible are supplied by:

Board member type

- Chair
- Deputy Chair
- Director / Trustee

Executive Classification

- Executive
- Non-Executive

Payment type

- Full Payment
- Honorarium
- Part Payment

Demographic Type

- Sport Organisation Type
- Employee Numbers
- Turnover/Budget
- Assets
- Region

© 2026 Strategic Pay Limited

Board Size

For the purpose of this survey, we categorise boards into 3 sizes, small, medium and large:

Board size	Number of Directors / Trustees
Small Board	6 or fewer members
Medium Board	7 to 10 members
Large Board	11 or more members

Interpretation

The survey results often need to be interpreted according to their application in particular circumstances. **Independent advice** is available from Strategic Pay about the best steps to take in reviewing and setting fee levels.

Strategic Pay would like to thank all participants for their time taken in completing the survey.

Most Importantly

At Strategic Pay Limited, data is only our starting point. It is important to know and understand current market data and practice. However, as we consult with our clients, the data is one of many tools we use to provide solutions. We offer our clients customised advice, drawing on our long experience, market intelligence, and consultative approach.

When advising on Board of Director Fees, we first consider the market data, and then move to issues of complexity, business model, time requirements, industry, sector, environment and the list goes on. Our tailored recommendations and advice will reflect the unique dimensions and challenges of each organisation.

The PARS Directors' Fees and Governance Report is not intended to replace the tailored specific advice needed by Boards when reviewing remuneration practices. Instead, it may provide an indication of when or if independent advice is needed.

Confidentiality

Strategic Pay maintains stringent standards of data confidentiality and security. It is expected that this Survey Report will be used by participating organisations for **internal purposes** only.

To uphold data privacy and comply with regulatory standards, Strategic Pay prohibits the copying or uploading of any part of the report into generative artificial intelligence tools or chatbots (such as ChatGPT), or the use of the contents of the report or associated materials for any other machine learning or artificial intelligence purposes.

Disclaimer

This report is designed to provide a summary of current pay trends, 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.

Feedback

We welcome feedback from participating organisations on additions / deletions / enhancements to the Survey. Please send your feedback to Natasha Stone, Director Data and Analytics at natasha.stone@strategicpay.co.nz

© 2026 Strategic Pay Limited

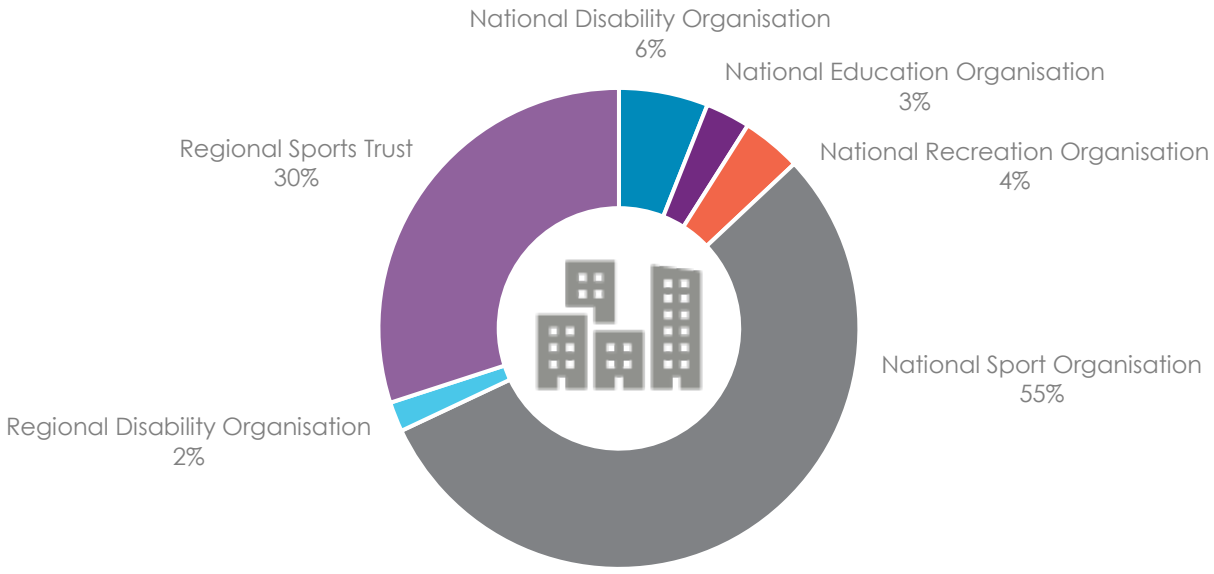
PARTICIPANT DEMOGRAPHICS

Information relating to Board Fees and Governance Policies and Practices were provided for a total of 67 Boards for PARS organisations. The following charts provide details of the demographic distribution of the organisations represented.

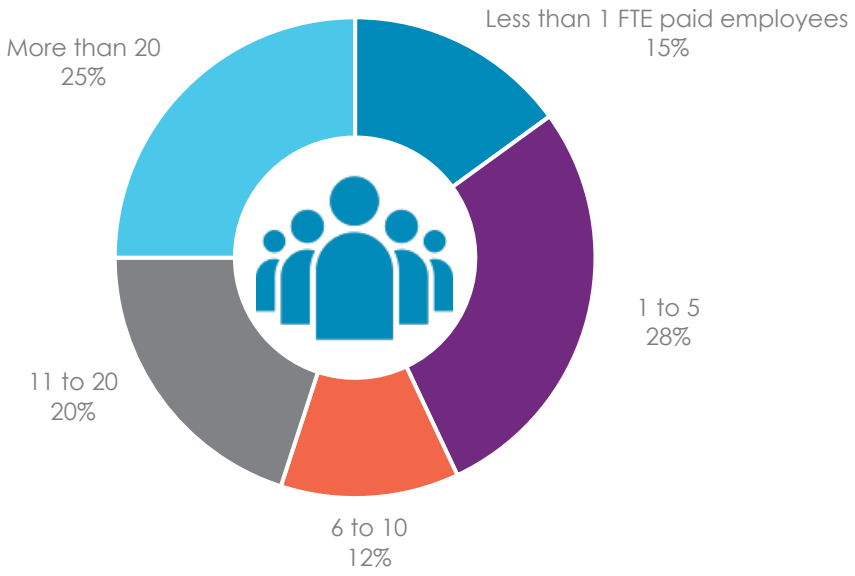
A complete list of participants can be found in the Appendices.

The data is reported as at 1 October 2026.

PARTICIPANTS BY SPORT ORGANISATION TYPE

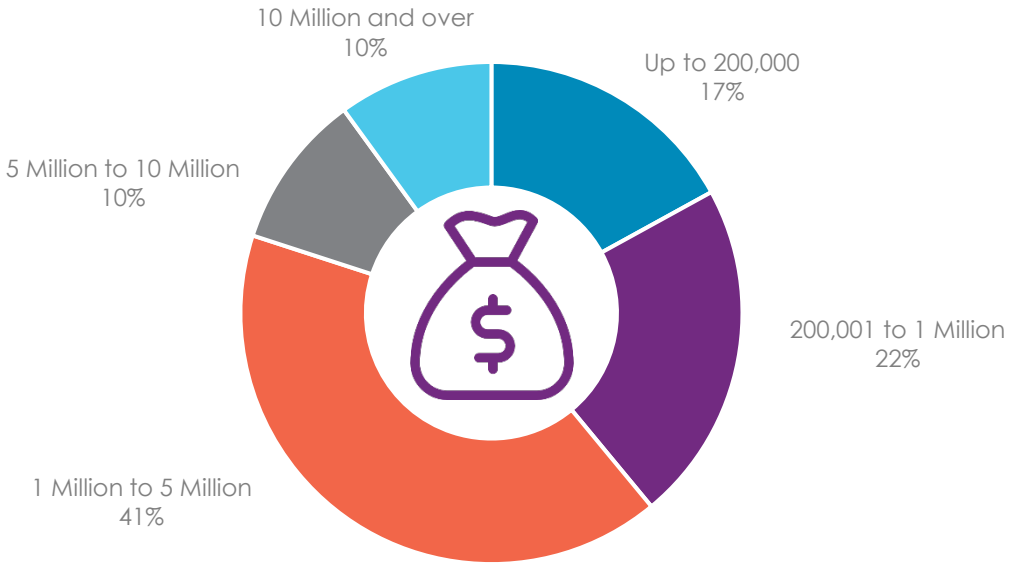


PARTICIPANTS BY EMPLOYEE NUMBERS (FTE)

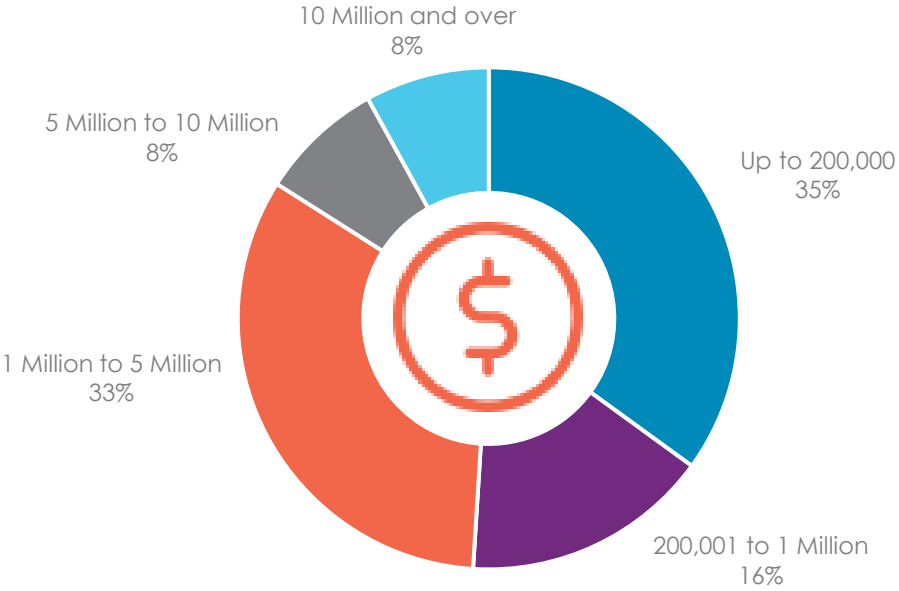


© 2026 Strategic Pay Limited

PARTICIPANTS BY TURNOVER/REVENUE



PARTICIPANTS BY ASSETS



© 2026 Strategic Pay Limited

Board Policies and Practices

© 2026 Strategic Pay Limited

© 2026 Strategic Pay Limited

PARS Board Policies and Practices

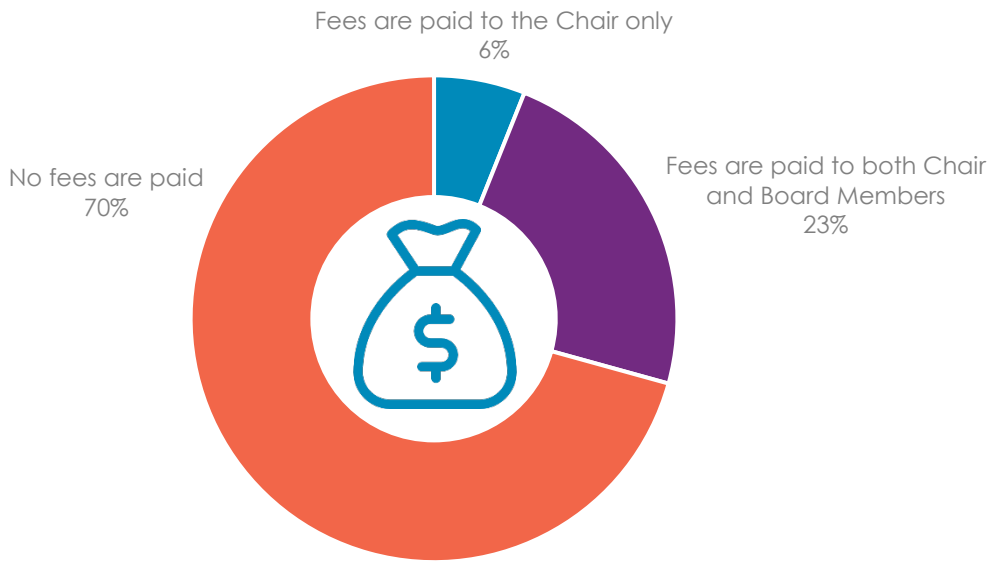
This section reflects responses to the policy and practice questionnaire. While 67 organisational Boards responded to the questionnaire, not all respondents answered all questions.

PAID VS VOLUNTEER DIRECTORSHIP

The majority of participating Boards (70%) have volunteer directorships / trustees only.

PREVALENCE OF PAID BOARD ROLES

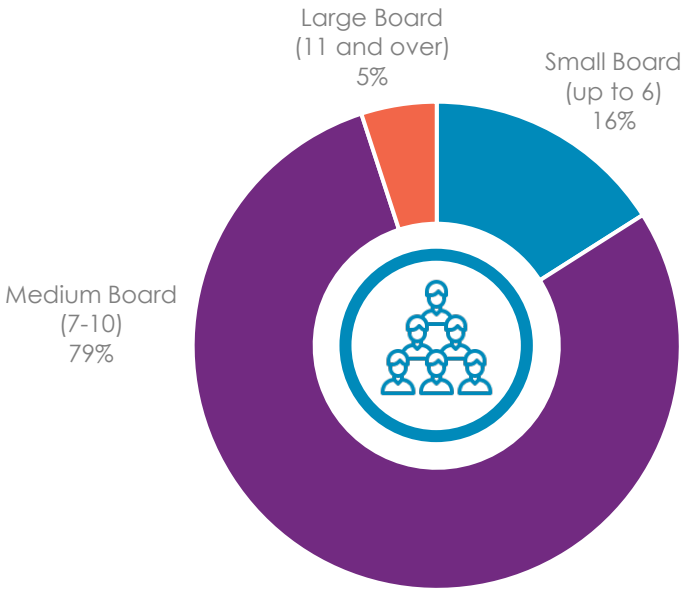
| BY PERCENTAGE OF BOARDS



BOARD SIZE

PREVALENCE OF BOARD SIZE

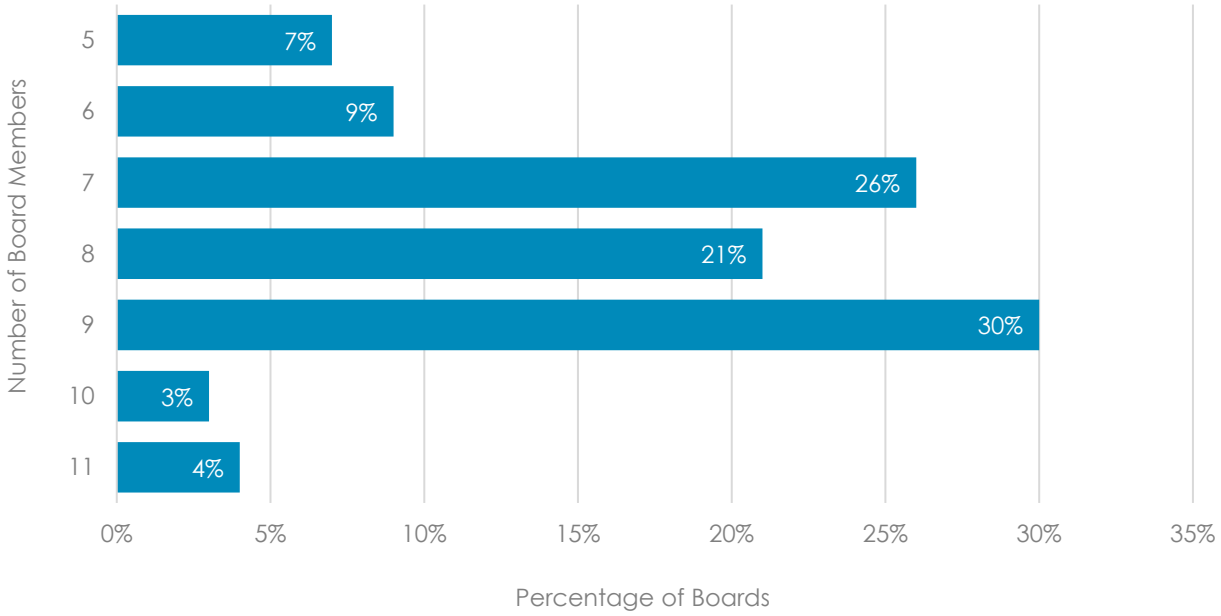
| BY PERCENTAGE OF BOARDS



© 2026 Strategic Pay Limited

PREVALENCE OF BOARD MEMBER NUMBERS PER BOARD

| BY PERCENTAGE OF BOARDS

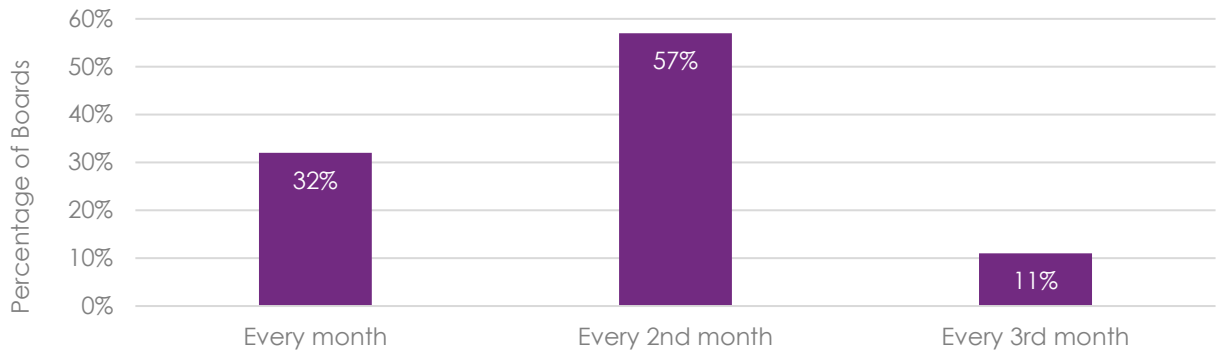


BOARD MEETINGS

Number of Board Meetings per Year			
Lower Quartile	Median	Upper Quartile	Average
6	7	9	8

FREQUENCY OF MEETINGS

| BY PERCENTAGE OF BOARDS



Length of Board Meetings (Hours)			
Lower Quartile	Median	Upper Quartile	Average
2	3	4	3

A median of 7 meetings per year, at a median duration of 3 hours, equates to a typical annual time investment of 21 hours per year for Board meetings.

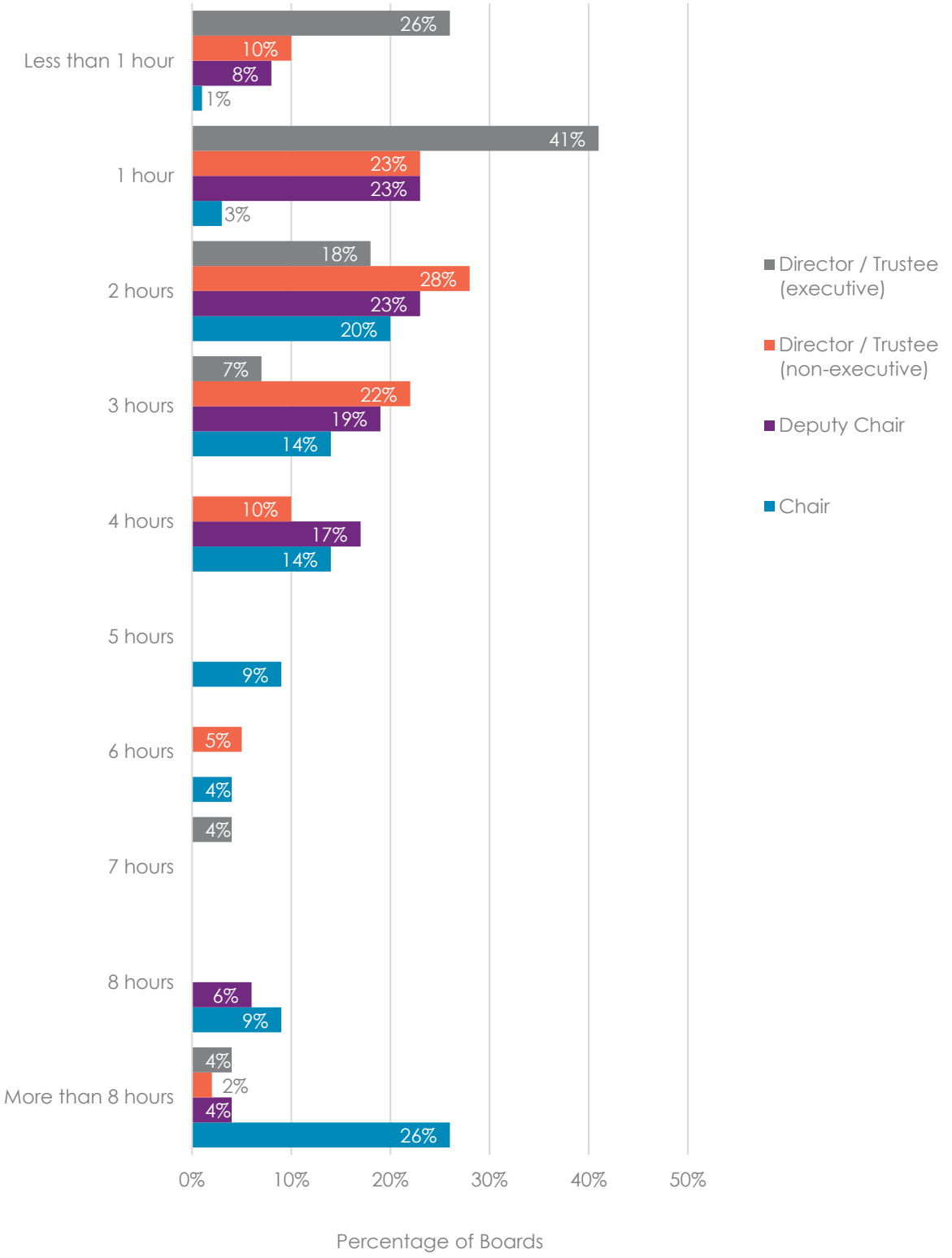
Within the wider Not for Profit sector, Boards tend to have eight meetings per year that are three hours long, equating to a typical annual time investment of 24 hours per year for Board meetings.

© 2026 Strategic Pay Limited

The Chair of the Board generally has a higher time commitment compared to other positions of the Board. This is demonstrated in the following two charts detailing the average amount of time spent by each position preparing for Board meetings and on tasks following Board meetings.

AVERAGE PREPARATION TIME

| BY MEMBER POSITION AND PERCENTAGE OF BOARDS

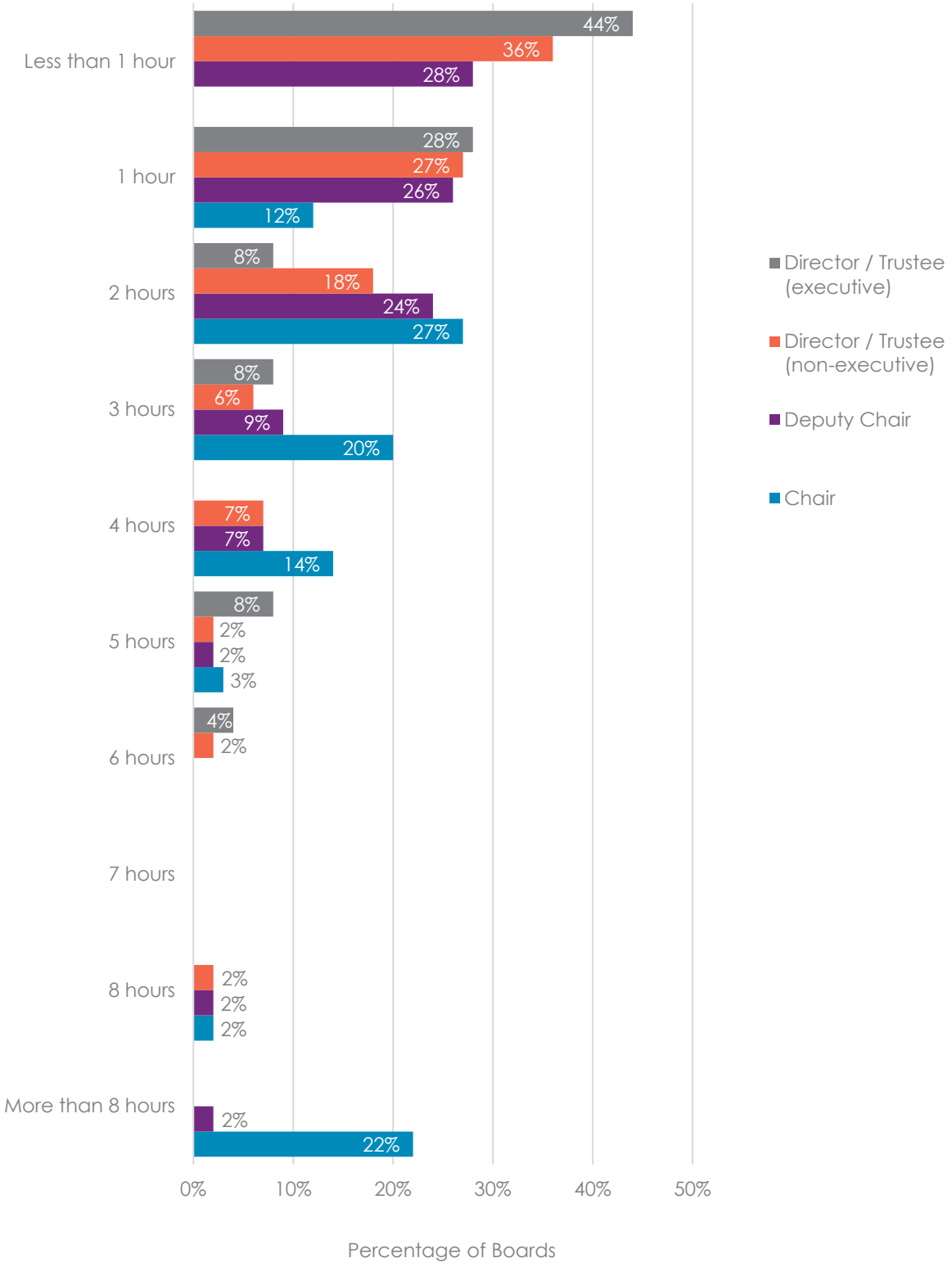


© 2026 Strategic Pay Limited

The chart below details the average follow-up time spent by each Board position.

AVERAGE FOLLOW-UP TIME

| BY MEMBER POSITION AND PERCENTAGE OF BOARDS



© 2026 Strategic Pay Limited

BOARD COMMITTEES

Number of Committees per Board			
Lower Quartile	Median	Upper Quartile	Average
1	3	4	3

Committee Fees

It is very rare for participating organisations to pay committee fees to Board members with just 6% reporting they pay committee fees of some kind.

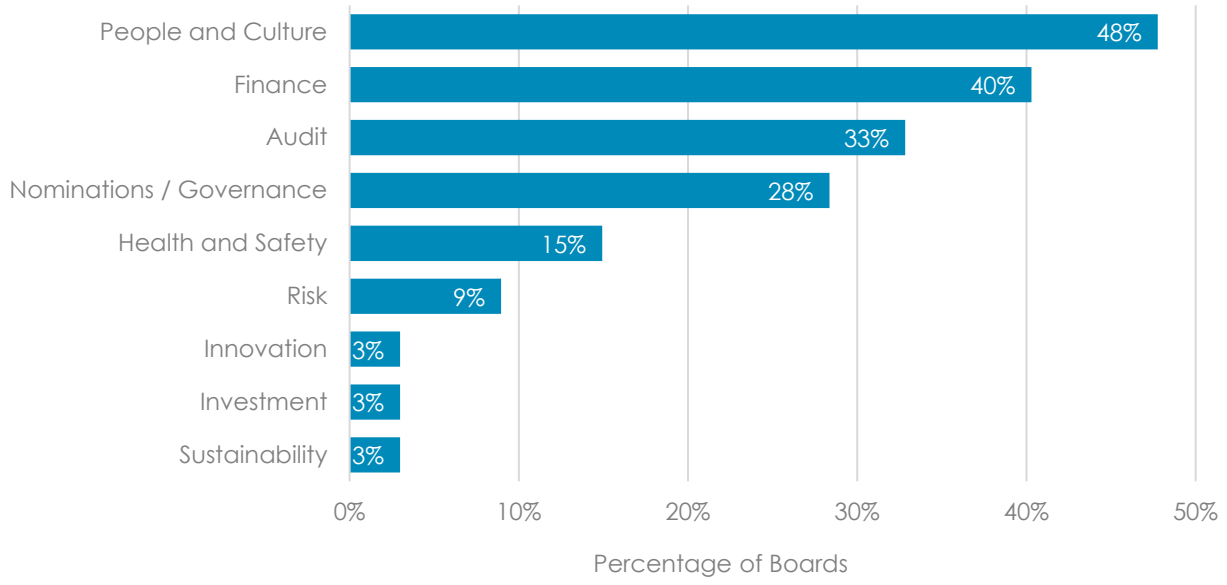
For Boards that do pay committee fees, it is more prevalent for fees to be paid to the committee Chair only.

Types of Committees

The most prevalent committees amongst participating Boards are People and Culture, Finance, and Audit.

COMMITTEE TYPE

| BY PERCENTAGE OF BOARDS



Other committees listed by participants included:

- Combined Audit, Risk, and Finance
- Remuneration (separate to People and Culture)
- High Performance
- Strategy
- Committees specific to the operations of the Board, organisation, or sport.

© 2026 Strategic Pay Limited

Committee Meetings and Number of Members

The table below details the average number of committee meetings per year and the average number of committee members for each of the committee types where sample sizes allow.

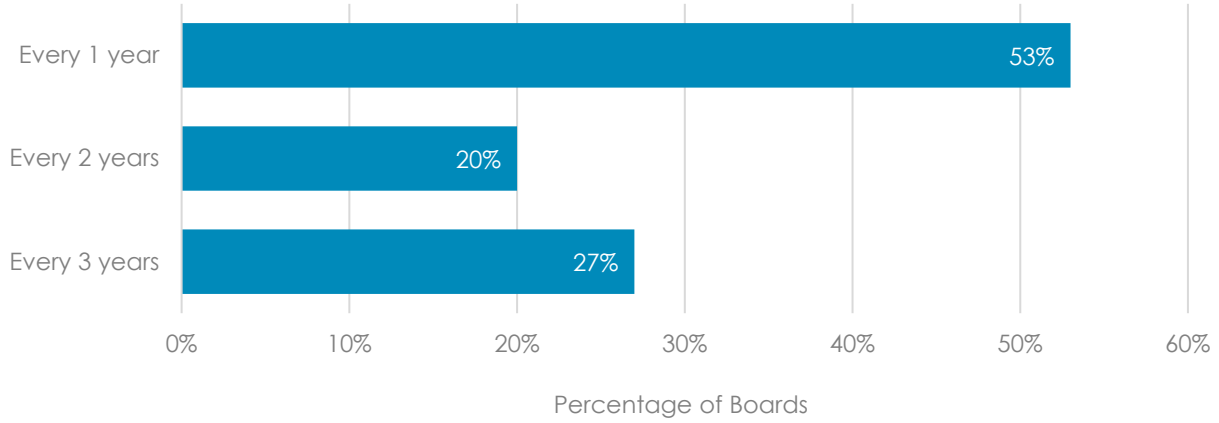
Committee Type	Average Committee Meetings per Annum	Average Number of Committee Members Including Chair
Audit	6.3	4.5
Finance	5.7	3.8
Health and Safety	5.0	2.5
Nominations / Governance	3.6	4.1
People and Culture	3.1	3.0

© 2026 Strategic Pay Limited

REVIEW OF FEES

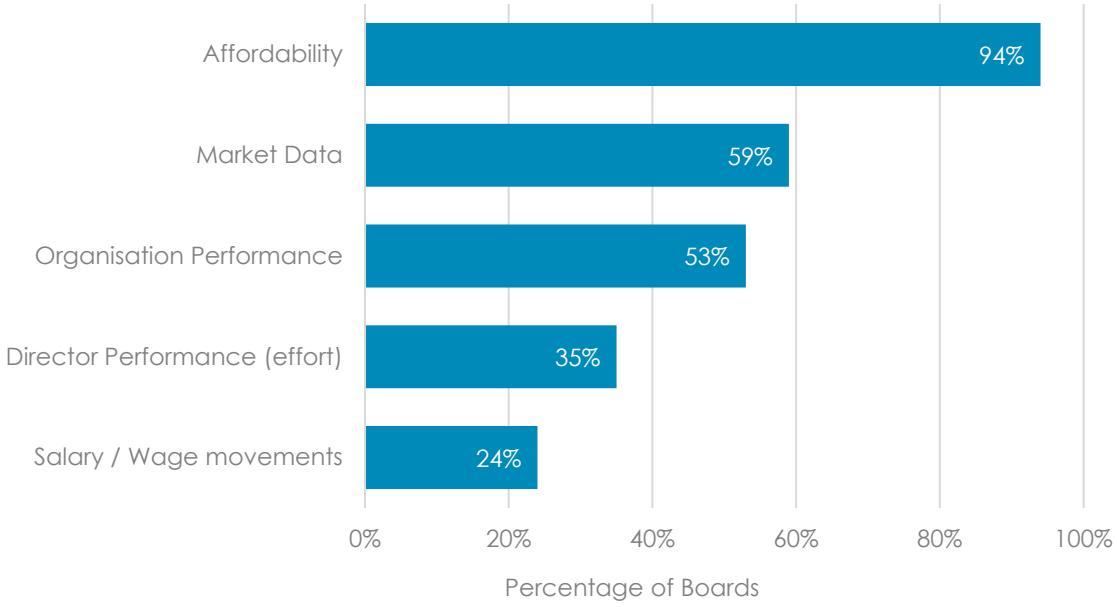
FREQUENCY OF BOARD FEE REVIEWS

| BY PERCENTAGE OF BOARDS



FACTORS CONSIDERED IN BOARD FEE REVIEWS

| BY PERCENTAGE OF BOARDS



For the graph above: totals equal more than 100% as multiple factors tend to be considered when reviewing board fees. The proportion of organisations represented in the graph is based on those respondents who cited at least 1 factor used in fee reviews.

© 2026 Strategic Pay Limited

How Board and/or Director/Trustee Performance is Measured

82% of participants responded to this question, the predominant themes from the feedback are summarised below:

Board Self-Evaluation and Reflection

- Many Boards use self-reflection as the primary mechanism for monitoring board effectiveness and identifying areas for improvement. Common methods used are; evaluation questionnaires, reflection and/or self-assessment exercises, and end-of-meeting reviews.

External Reviews and Governance Audits

- A significant number of Boards supplement self-assessments with independent reviews, recognising that external reviews provide objectivity and credibility that internal assessments alone cannot achieve.

Strategic Plan Delivery

- Boards commonly assess performance by examining whether the Board is helping the organisation achieve its strategic objectives and provide leadership that enables organisational success.

Director / Trustee Engagement and Participation

- A large number of Boards stated they measure individual directors/trustees primarily through their engagement using various indicators including; meeting attendance, participation in discussions, willingness to take on responsibilities and follow through.

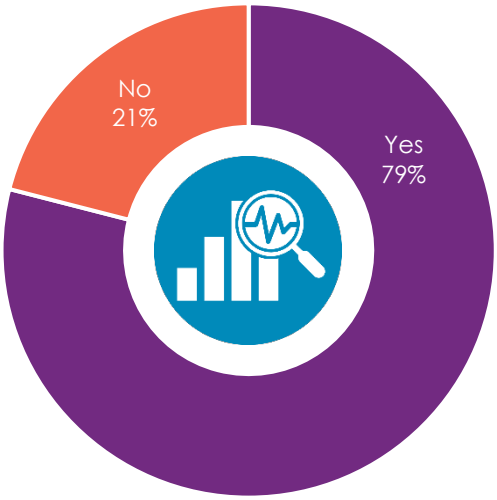
Stakeholder and Feedback-Based Assessment

- A recurring theme from responses was obtaining feedback from other stakeholders – other Board members, CEO and staff, sport community and/or club/organisation members.

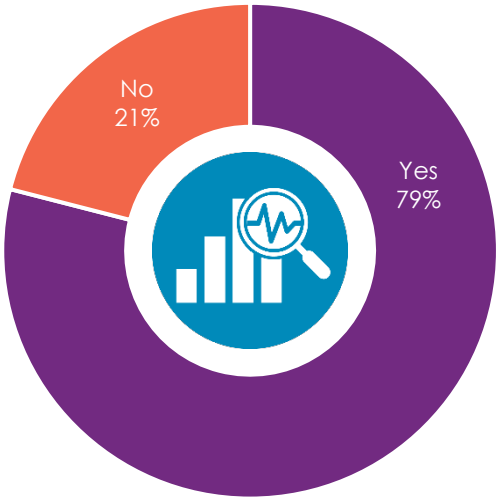
© 2026 Strategic Pay Limited

BOARD WORKLOAD

BOARDS WHICH SAW AN INCREASED WORKOAD OVER THE PAST YEAR | BY PERCENTAGE OF BOARDS



BOARDS WHICH SAW AN INCREASE IN COMPLEXITY OF ISSUES FACED OVER THE PAST YEAR | BY PERCENTAGE OF BOARDS

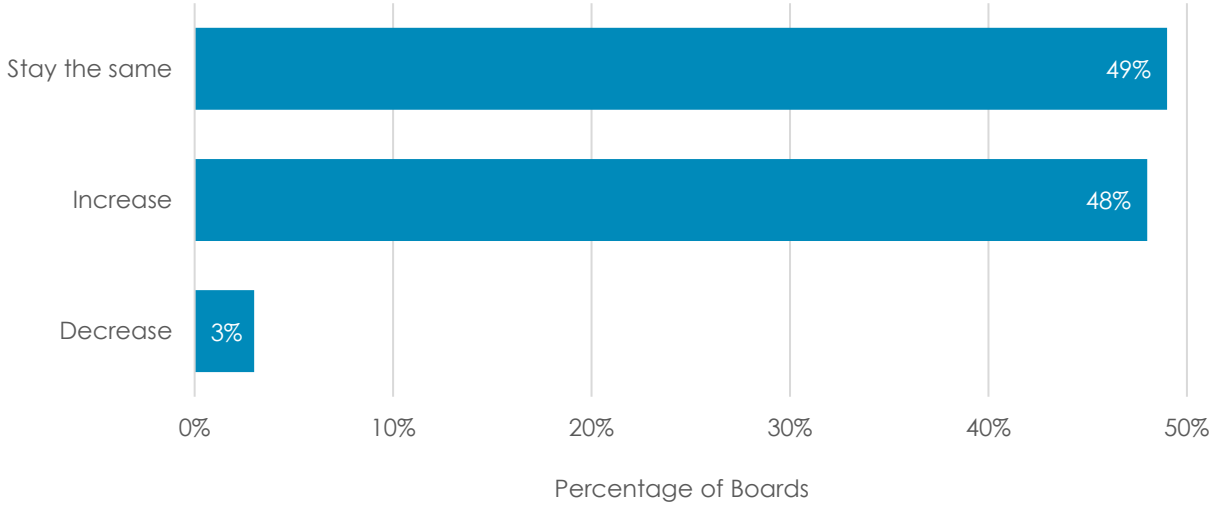


Please note that for the two questions represented in the charts above, analysis of responses provided resulted in the same percentage values for both charts.

Responses in the PARS sector were consistent with those across Boards in the wider Not for Profit sector, where 68% reported an increase in workload in the past year and 77% reported an increase in the complexity of issues faced. This represents a significant shift since 2025 when only 35% of Not For Profit boards reported an increase in workload and 58% reported increased complexity in issues faced.

© 2026 Strategic Pay Limited

ANTICIPATION OF BOARDS FOR THE YEAR AHEAD REGARDING TIME-COMMITMENTS / WORKLOAD | BY PERCENTAGE OF BOARDS



Reasons for Increased Workload

Predominant themes across responding Boards that have seen an increase in workload over the past year are presented below.

- Strategic planning and organisational transformation
- Governance, compliance, and constitutional/regulatory change
- Financial sustainability and funding challenges
- Organisational change including leadership transitions
- Stakeholder management, complaints, and disputes
- Special projects, events and growth initiatives

© 2026 Strategic Pay Limited

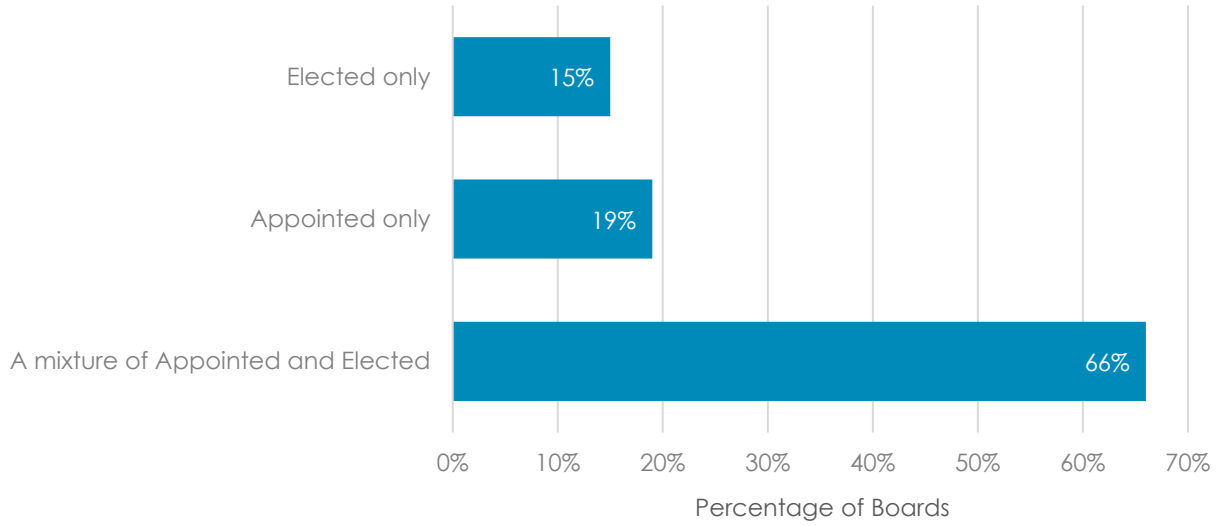
.

APPOINTMENTS, ELLECTIONS, AND SERVING TERM

Two thirds of Boards have members that are a mixture of appointed and elected members.

BOARD MEMBERS APPOINTED VS ELECTED

| BY PERCENTAGE OF BOARDS



Where Boards are made up of both appointed and elected members, on average the proportion of each member type is 57% elected and 43% appointed.

All Boards allow members to be re-elected or re-appointed.

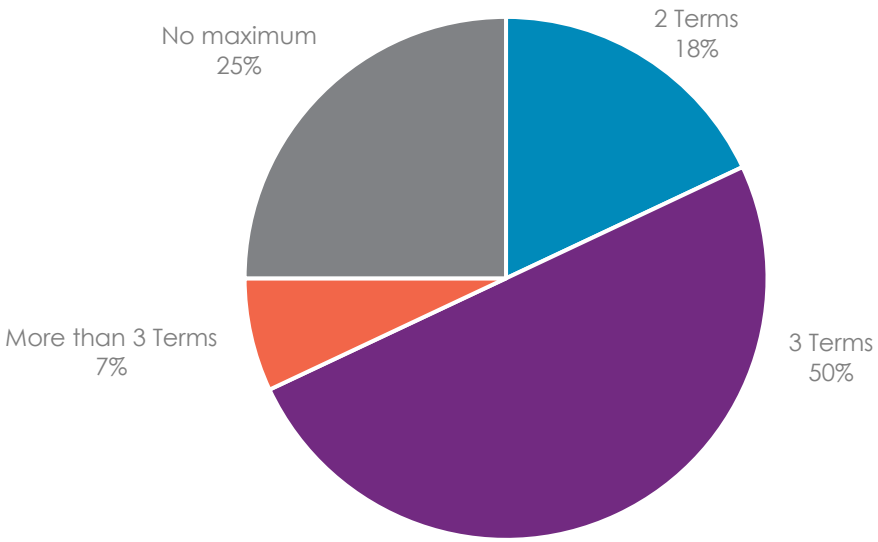
© 2026 Strategic Pay Limited

Typical Serving Term

As shown in the two charts below, Boards tend to allow members to serve a maximum of three terms, whether they are elected or appointed members. No maximum limit to the number of terms members could serve was reported by for 25% and 33% of respondents respectively for elected and appointed members.

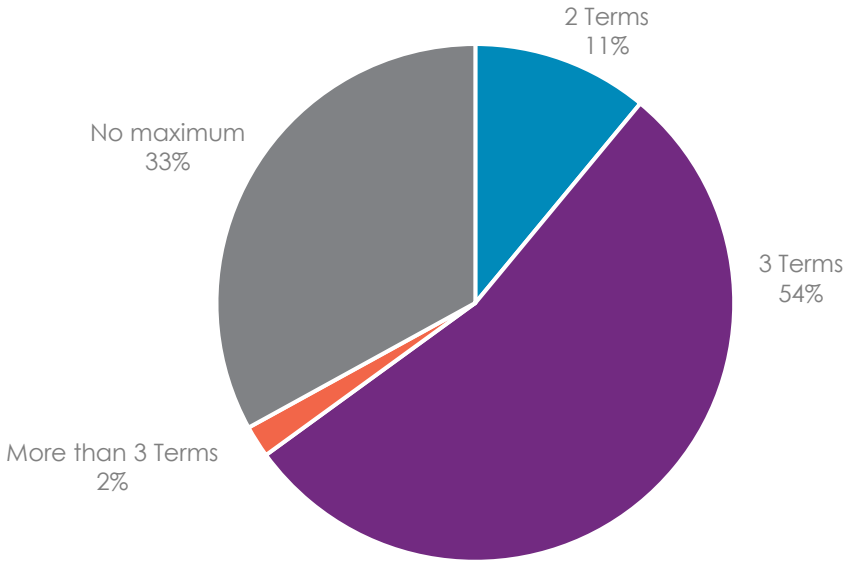
MAXIMUM NUMBER OF TERMS - ELECTED MEMBERS

| BY PERCENTAGE OF BOARDS



MAXIMUM NUMBER OF TERMS - APPOINTED MEMBERS

| BY PERCENTAGE OF BOARDS

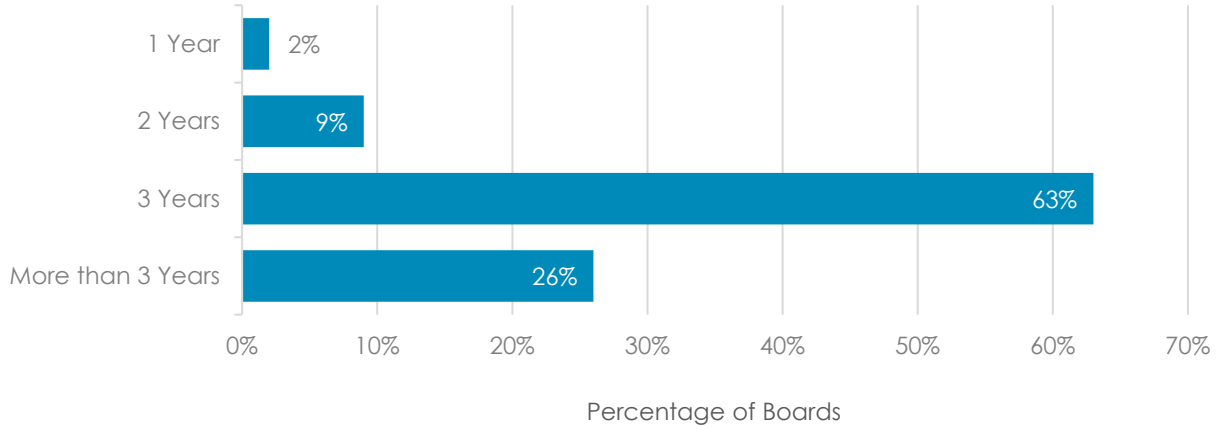


83% of Boards in the Not for Profit sector allow members to serve a maximum of 2 or 3 terms.

© 2026 Strategic Pay Limited

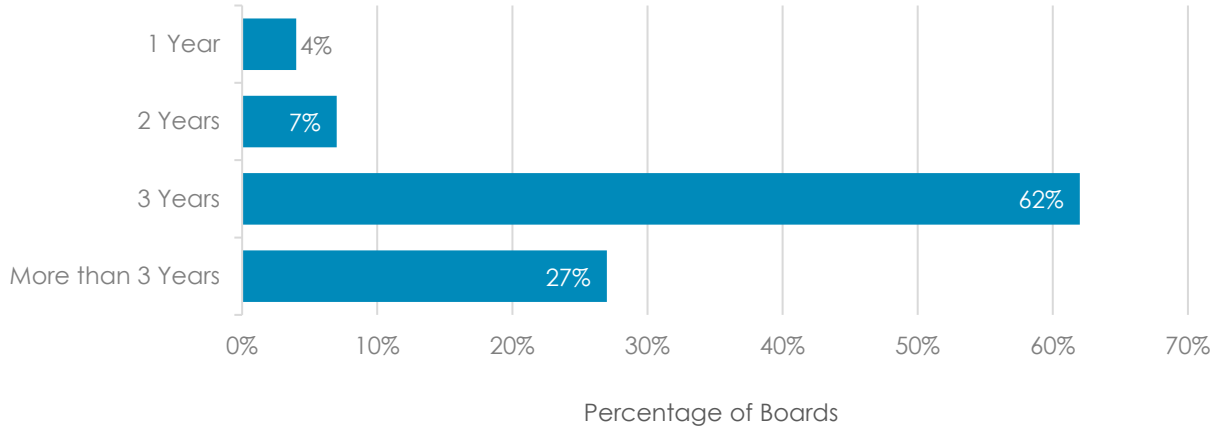
TYPICAL SERVING TERM - ELECTED MEMBERS

| BY PERCENTAGE OF BOARDS



TYPICAL SERVING TERM - APPOINTED MEMBERS

| BY PERCENTAGE OF BOARDS



Typical serving term within Not for Profit sector:

52% 3 years

More than 3 years 40%

For Boards that have a maximum number of terms, the table below details the maximum tenure a member can serve if re-elected or re-appointed.

Member Type	Maximum Tenure (Years)			
	Lower Quartile	Median	Upper Quartile	Average
Elected Members	8	9	9	8
Appointed Members	9	9	9	8

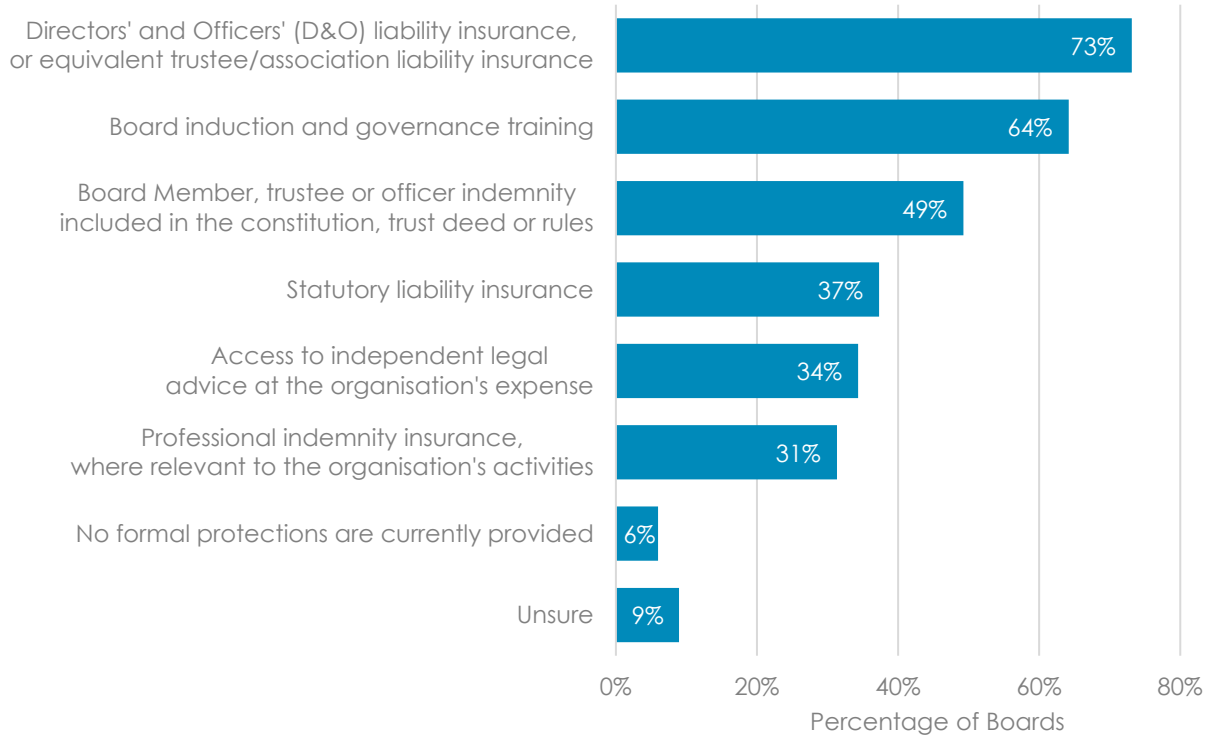
© 2026 Strategic Pay Limited

GOVERNANCE PROTECTIONS

The most prevalent governance protection provided to Board members is Directors' and Officers' (D&O) Liability Insurance which is provided by 73% of Boards. Sixty-four percent of Boards report they provide Board induction and governence training.

GOVERNANCE PROTECTIONS PROVIDED TO BOARD MEMBERS

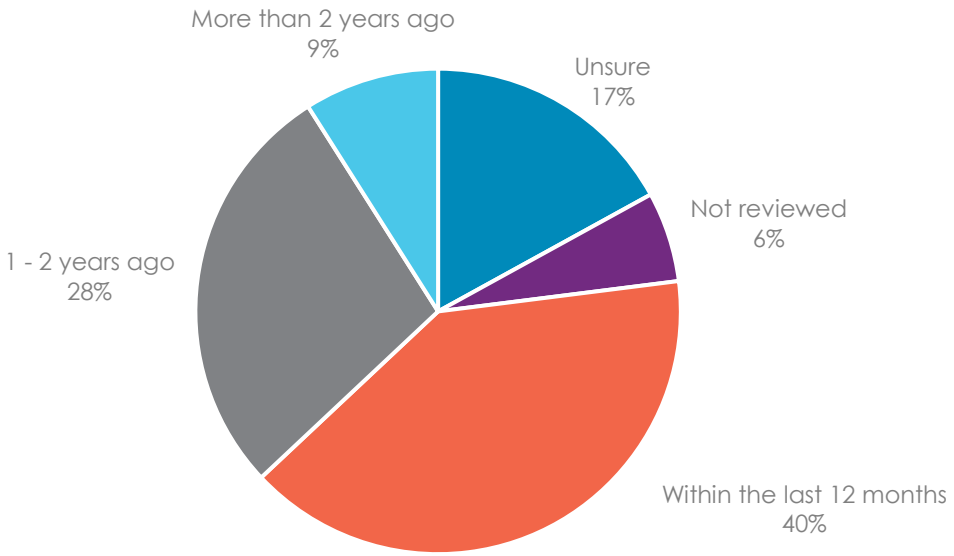
| BY PERCENTAGE OF BOARDS



The majority (68%) of Boards have reviewed their governance protection provisions in the past two years.

REVIEW OF PROTECTION PROVISIONS

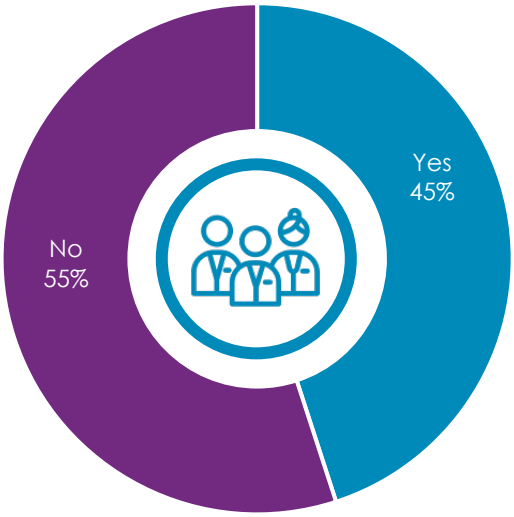
| BY PERCENTAGE OF BOARDS



© 2026 Strategic Pay Limited

ATTRACTING AND RETAINING BOARD MEMBERS

ORGANISATIONS FINDING IT CHALLENGING TO ATTRACT OR RETAIN BOARD MEMBERS | BY PERCENTAGE OF BOARDS



There is very little difference between the wider Not for Profit sector Boards and PARS Boards in regards to the proportion of Boards finding it challenging to attract and retain Board members with 43% of Not for Profit Boards indicating they find this challenging.

Typical Difficulties Faced in Attracting and Retaining Board Members

Participants were asked to provide details relating to the difficulties faced attracting and retaining Board members. A summary of responses reveal a range of difficulties, primarily related to the voluntary nature of unpaid Board roles, time commitment, and the increasing complexity of governance roles. Below are the four key difficulties faced by Boards:

Limited candidate pool

- Many organisations reported a shrinking pool of people willing to volunteer for board roles.
- This difficulty is enhanced by the lack of remuneration offered or the volunteer nature of the roles within participating Boards.

Time Commitment and Competing Priorities

- Even when suitably skilled individuals exist, many cannot commit the time required. Respondents noted that prospective board members are often already busy with work, family, and other commitments.

Shortage of Governance Skills and Experience

- With increasing organisational complexity requiring stronger governance capability, there are fewer candidates available through volunteer recruitment.

Governance Complexity, Risk and Accountability

- Governance roles are perceived as carrying increasing personal and organisational risk, making recruitment more challenging.

© 2026 Strategic Pay Limited

KEY ISSUES FACING THE BOARD

Participants reported a variety of issues and challenges currently faced by their Board, below is a summary of the key challenges:

Financial Sustainability and Funding Challenges

- Financial pressures were by far the most common concern across Boards with rising operational costs and a need to diversify revenue/funding sources notes as being key challenges.

Compliance, Risk and Governance Workload

- Boards reported that governance has become increasingly complex and demanding with several reporting that increasing compliance requirements divert board attention away from strategic matters.

Volunteer Capacity and Time Constraints

- Many responses highlighted the difficulty of governing through volunteer board structures and showed are concerned that governance expectations are outpacing the available volunteer capacity.

Stakeholder Management and Competing Expectations

- Boards report difficulties balancing competing stakeholder interests with several reporting key challenges that include; balancing member expectations versus financial realities, and dealing with complaints, appeals, and disputes.

Participation, Membership and Growth Challenges

- A significant number of Boards expressed concern about participation trends including; declining membership and difficulty attracting new participants.

© 2026 Strategic Pay Limited

Schedule of Board Fees

© 2026 Strategic Pay Limited

© 2026 Strategic Pay Limited

Schedule of Board Fees

The analysis of Board fees is based on fees data for 127 individual board members (Chairs, Deputy Chairs, and Directors/Trustees). Paid directorships account for 24% of all directorships analysed in this survey.

Of the paid directorships surveyed, the majority receive honorarium payments.

Below is a summary of overall annual Board fees paid to each Board member type.

While a small number of Board members were identified as having an executive function, most Board members are non-executive members.

ANNUAL BOARD FEES

Overall Summary of Board Fees

Board Member Type	Sample Size	Overall Summary of Annual Board Fees ($)			
		Lower Quartile	Median	Upper Quartile	Average
Chair	20	4,375	7,500	21,000	12,653
Deputy Chair	11	1,000	4,000	8,750	5,833
Director / Trustee	96	800	2,800	7,500	4,505

Fees Relationship | Chair and Deputy Chair vs Director / Trustee

Fee Relationship | Chair and Deputy Chair vs Director / Trustee		
Chair	Deputy Chair	Director / Trustee
2.7 :	1.4 :	**1**

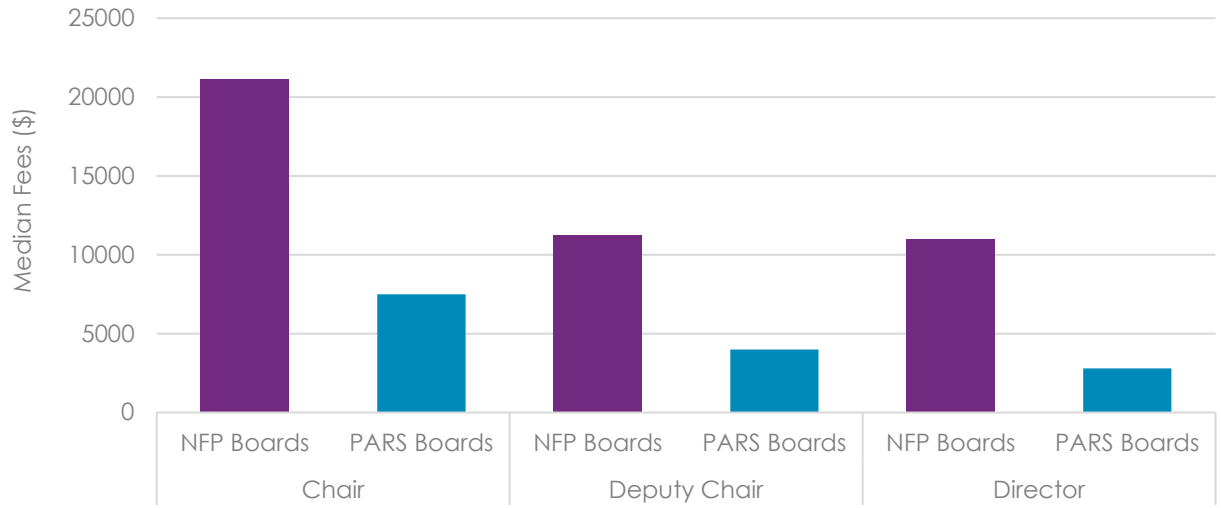
The table above provides the ratios of median Chair fee and median Deputy Chair Fee to the median fee for Director / Trustee.

© 2026 Strategic Pay Limited

Comparison to Not for Profit Sector

For each Board position, the table below shows the median fees provided within the wide Not for Profit sector compared with the median fees provided by PARS Boards.

MEDIAN FEES OF NOT FOR PROFIT BOARDS VS PARS BOARDS



Fee ratio – Not for Profit Boards vs PARS Boards

The table below provides ratios of median fees within Not for Profit Boards vs PARS Boards.

Fee Ratio: Not for Profit Fees vs PARS Fees		
Chair	Deputy Chair	Director / Trustee
2.8 : 1	2.8 : 1	3.9 : 1

Overall, Chairs and Deputy Chairs serving on Not for Profit Boards are receiving 2.8 times the amount that Chairs and Deputy Chairs serving on PARS Boards are receiving. For Directors/Trustees this ratio is higher with members of Not for Profit Boards receiving nearly four times that which Directors/Trustees on PARS Boards are being paid.

© 2026 Strategic Pay Limited

Board Fees by Member and Payment Type

The tables below provide a summary of annual Board fees paid to each Board member type with breakouts by payment type where sample sizes allow.

The sample sizes for breakouts may not equal the overall total sample number as some respondents did not specify the payment classification and not all payment classifications had publishable sample sizes.

Fees paid to Board members in the PARS market comprise mostly of honorariums and will generally be lower than what part or full payments would be. However, these payments can differ depending on an organisation's size and type.

CHAIR

Annual Board Fees by Payment Type Chairs ($)						
Board Member Type	Payment Type	Lower Quartile	Median	Upper Quartile	Average	Sample
Chairs	**All**	4,375	7,500	21,000	12,653	**20**
	Full Payment	*	*	*	*	2
	Honorarium	4,250	7,250	9,375	9,925	14
	Part Payment	*	*	*	*	2

* Not published due to small sample size

DEPUTY CHAIR

Annual Board Fees by Payment Type Deputy Chairs ($)						
Board Member Type	Payment Type	Lower Quartile	Median	Upper Quartile	Average	Sample
Deputy Chairs	**All**	1,000	4,000	8,750	5,833	**11**
	Full Payment	*	*	*	*	1
	Honorarium	1,000	4,000	7,250	5,609	7
	Part Payment	*	*	*	*	1

* Not published due to small sample size

DIRECTOR / TRUSTEE

Annual Board Fees by Payment Type Directors / Trustees ($)						
Board Member Type	Payment Type	Lower Quartile	Median	Upper Quartile	Average	Sample
Directors / Trustees	**All**	800	2,800	7,500	4,505	**96**
	Full Payment	*	*	*	*	6
	Honorarium	760	1,500	5,000	3,419	62
	Part Payment	11,300	11,300	12,000	11,207	15

* Not published due to small sample size

© 2026 Strategic Pay Limited

Board Fees by Demographics

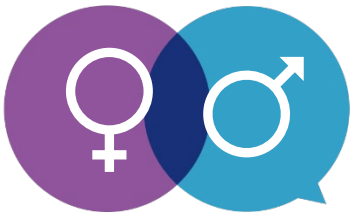
The table below provides the median of annual Board fees paid to each Board member type with breakouts by demographic of organisation / Board where sample sizes allow.

Board and Committee Fees by Demographics – Median Fees ($)				
Demographic of Organisation / Board	Board Chair	Board Deputy Chair	Board Director / Trustee	Number of Boards
By Sport Organisation Type				
National Disability Organisation	*	*	*	*
National Education Organisation	*	*	*	*
National Recreation Organisation	*	*	*	*
National Sport Organisation	10,000	7,500	7,500	9
Regional Disability Organisation	*	*	*	*
Regional Sports Trust	7,250	1,000	1,000	9
By FTE Staff				
50 and below	7,500	2,800	2,000	16
51 - 300	*	*	*	*
301 - 1000	*	*	*	*
Over 1000	*	*	*	*
By Turnover / Budget				
$5m or below	5,000	1,000	1,000	10
$5.1m - $20m	20,000	*	5,000	6
$20.1m - $50m	*	*	*	*
Over $50m	*	*	*	*
By Total Assets				
$5m or below	5,000	1,000	1,000	11
$5.1m - $20m	24,000	*	7,500	5
$20.1m - $50m	*	*	*	*
Over $50m	*	*	*	*
By Region				
Metropolitan	18,500	7,500	7,500	10
Other North Island	7,500	*	1,000	6
Other South Island	*	*	760	3

* Not published due to small sample size

© 2026 Strategic Pay Limited

Gender Based Analysis



99% of directorship data submitted for this report included gender

PARS BOARDS MEMBERS

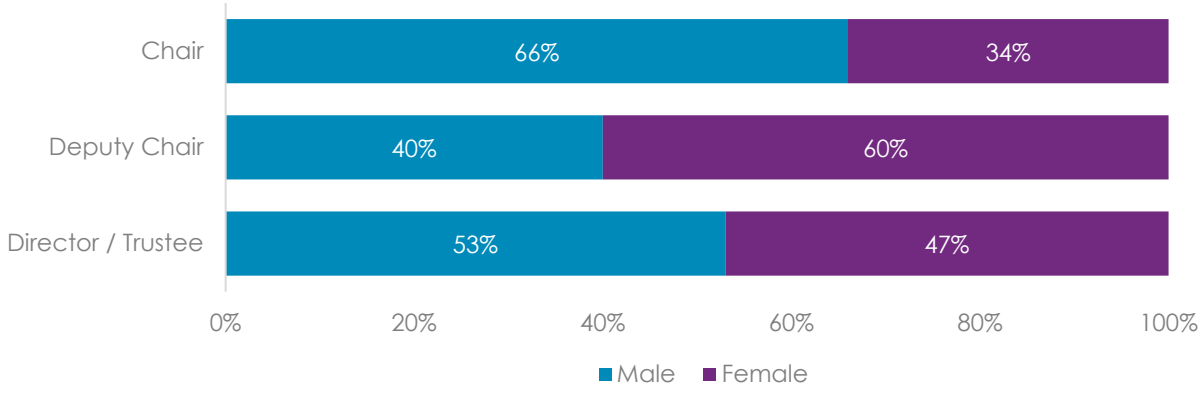
GENDER POPULATION OF PARS BOARD MEMBERS

| OVERALL



GENDER POPULATION OF PARS BOARD MEMBERS

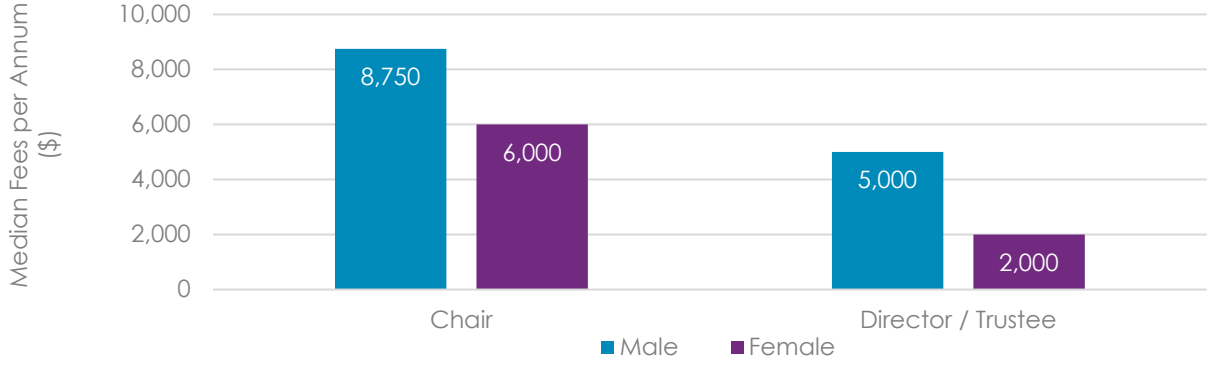
| BY BOARD MEMBER TYPE



While there is no internal differentiation in fees within Boards, the differentiation of fees in the broader marketplace of interest. The below graph represents median annual board fees in PARS Boards by board member type for those who provided gender information.

MEDIAN ANNUAL BOARD FEES BY GENDER

| BY BOARD MEMBER TYPE



© 2026 Strategic Pay Limited

© 2026 Strategic Pay Limited

Appendices

© 2026 Strategic Pay Limited

© 2026 Strategic Pay Limited

Appendices

APPENDIX A: LIST OF PARTICIPANT ORGANISATIONS / BOARDS

Active Southland
AFL New Zealand
Aktive
Athletics New Zealand
Badminton New Zealand
Baseball New Zealand
Basketball New Zealand
Bowls New Zealand
Boxing New Zealand
Canoe Racing New Zealand Inc.
Canoe Slalom New Zealand
Capital Football
Croquet New Zealand Inc.
Cycling New Zealand
Flying New Zealand
Golf New Zealand
Halberg Foundation
Inclusive Activity Murihiku
International Taekwon-Do Foundation of New Zealand Inc.
Marching New Zealand
MotorSport New Zealand
New Zealand Clay Target Association Inc.
New Zealand Curling Association
New Zealand Federation of Roller Sports
New Zealand Football
New Zealand Handball Federation
New Zealand Ice Figure Skating Association Inc.
New Zealand Judo Federation
New Zealand Pony Clubs Association
New Zealand Rugby League
New Zealand Shooting Federation Inc.
New Zealand Wheelchair Rugby (NZWR)
Nuku Ora
Orienteering New Zealand
Parafed Gisborne Tairawhiti
Parafed Taranaki
Paralympics New Zealand Inc.
Physical Education New Zealand
Recreation Aotearoa
Rowing New Zealand
Scouts Aotearoa
Snow Sports New Zealand
Softball New Zealand
Special Olympics New Zealand
Sport Bay of Plenty
Sport Hawkes Bay
Sport Northland
Sport Otago
Sport Taranaki
Sport Tasman
Surf Lifesaving New Zealand
Surfing New Zealand
Swimming New Zealand
Table Tennis Manawatu Inc.
Table Tennis South Canterbury
Table Tennis Wellington
Tennis New Zealand
The Duke of Edinburgh's Hillary Award (DoE)
Touch New Zealand
Triathlon New Zealand
Tuia Waitākere
Waikato Table Tennis Association
Waitematā Table Tennis Association Inc.
Water Polo New Zealand
Wellington Hockey Association
Wellington Softball Association
Whiti Ora Tairāwhiti

© 2026 Strategic Pay Limited

APPENDIX B: REM ON-DEMAND®

RemOn-Demand®

New Zealand's foremost online remuneration survey resource, RemOn-Demand, is supported by Strategic Pay's database of approximately 300,000 individual employee remuneration packages. All components of pay packages (base salary, benefits and performance pay) are represented, as are a comprehensive range of workplace functions.

Whether you're recruiting, conducting wage and salary reviews, resolving pay disputes or setting remuneration policy, RemOn-Demand has the information you need, accessible online at any time or place. For a look at the website, visit app.remondemand.co.nz

Access to RemOn-Demand is gained by either paying a subscription fee or purchasing any of our remuneration surveys.

What does RemOn-Demand have to offer?

- Online remuneration resource
- Access via secure login for all members of your team
- Topical HR issues
- Remuneration market data at your fingertips
  - Full survey reports in interactive PDF
  - Data search by survey and role
- HR Policies and Practices Report (includes salary movements and projections and benefits information)
- Annual Motor Vehicle Cost Update (provides estimates of the annual, comprehensive cost to organisations for purchasing and leasing varying types of motor vehicles)
- Other remuneration related resources
- PayCalculator Tool

Remuneration Survey Report Access

Surveys can be either downloaded online in their entirety as a PDF or single positions can be searched for individually. Hard copies of either method can be printed if required.

For more information on the remuneration surveys that Strategic Pay offers, email surveys@strategicpay.co.nz or remondemand@strategicpay.co.nz

© 2026 Strategic Pay Limited

APPENDIX C: 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
- NZ Benchmark Report
- Senior Executives Remuneration Report
- Senior Executives Remuneration Report
- Directors' Fees Report
- Corporate Services and Executive Management 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
- RemOn-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

© 2026 Strategic Pay Limited

Strategic Pay Limited | **www.strategicpay.co.nz** | **info@strategicpay.co.nz**

Auckland | **Tauranga** | **Wellington** | **Christchurch** | **Dunedin**

This document and any related advice, data or correspondence provided in relation to it is the intellectual property of Strategic Pay Limited. The intellectual property is confidential information and provided to the client to whom it is addressed (or if not so addressed, to the intended recipient) only for the internal purposes of that recipient on a confidential basis. It must not be read, used, stored, printed, scanned or copied by anyone other than the intended recipient nor disseminated, distributed, altered, reproduced, published or summarised by anyone without the prior written consent of Strategic Pay Limited.

© 2026 Strategic Pay Limited