



# 2019 New Zealand Not for Profit Salary Report

Inaugural Edition  
New Zealand's most reliable and  
comprehensive salary report

The 2019 New Zealand Not for Profit Salary Report  
Published by Enterprise Care Pty Ltd

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DATED the 6th day of February 2019  
Enterprise Care Pty Ltd

# Table of Contents

Introduction.....	5
About Us .....	8
Research Methodology .....	11
BOARD .....	12
Board Highlights .....	13
Table 1 Total Salary for Board* .....	14
Table 1A Board Analysis .....	16
CHIEF EXECUTIVE OFFICER .....	18
Chief Executive Officer Highlights .....	19
Table 2 Total Salary for Chief Executive Officer* .....	20
GENERAL MANAGER.....	26
General Manager Highlights.....	27
Table 3 Total Salary for General Manager* .....	28
MANAGER.....	32
Manager Highlights .....	33
Table 4 Total Salary for Manager* .....	34
OFFICER .....	38
Manager Highlights .....	39
Table 5 Total Salary for Officer* .....	40
ASSISTANT .....	44
Assistant Highlights .....	45
Table 6 Total Salary for Assistant* .....	46
Table 7 Additional Salary Data .....	50
In Closing - Thank You .....	51

# Introduction

Sometimes people can have the view that the charity sector is the whole of the Not-for-Profit sector in New Zealand. This is, as many of us know, not an accurate understanding of this highly robust sector. Not-for-profit (NFP) organisations are generally created without the objective of making a profit; rather their primary focus and mission/purpose is to advantage or to benefit the community and or members. Of course, it is even more imperative in today's economic and political uncertainties that the sector can generate reserves of cash which will enable investing in infra-structures and appropriate IT platforms that will deliver the efficiencies that are necessary for a sustainable and resilient organisation.

The New Zealand NFP sector includes charity, voluntary and non-government organisations and depending on your source of information has estimates of around \$10 billion; or about 3 – 4% of present NZ GDP. It is both a substantial and significant part of the NZ economy.

The Cause Report, by investment firm JBWere, released recently, is an important in-depth analysis of the New Zealand NFP sector. JBWere's New Zealand head Craig Patrick was reported as saying that the large numbers of NFPs in New Zealand are "creating a burden on their supporters and volunteers."

The growth and impact of this sector continues apace, but there appears to be, like the experience of their Australian counterparts, some challenging headwinds too. These headwinds are not confined to only one part of the sector, but all seem to be facing similar challenges.

The legal structure of NFPs remains diverse and including many Māori organisations, the sector includes those organisations that are incorporated societies, trusts/charitable trusts, limited liability companies, organisations constituted by an Act or directly by a decision of Parliament and or unincorporated associations.

As the Cause Report noted "Kiwis care very much about causes, and want to start and be involved in good works ... Since 2010, there have been 2.5 charities established each business day in New Zealand.

"Looking ahead, we think that more collaboration and mergers could be part of the solution," Patrick said.

One very critical issue which was highlighted by Patrick concerned the need for funding growth. While up until recent times this aspect for many NFPs has been strong, reportedly around 6 per cent annually since 2004, he commented: "This growth has often been at the expense of margins which are squeezed. This has impacted on the ability for organisations to fund innovation and think more creatively. Where, for example, are the Googles in the NFP sector?"

In the "Doing good and doing it well? – the Grant Thornton Australia and New Zealand Not for Profit sector survey 2013/2014 highlighted that both NZ and Australian NFPs were clear about the need to achieve more professional standards in the way they managed, operated and governed their organisations.

In the Executive Summary the comment was made:

*"The once popular perception of Not for Profits as amateur organisations run by enthusiastic volunteers has disappeared. Of the many trends that have emerged from the latest Grant Thornton survey of the sector, one stands out: Not for Profits on both sides of the Tasman are striving to adopt more professional standards in how they manage, operate and govern the enterprise."*

.....

## *"Governance*

*Not for Profits are required to meet similar governance standards as for-Profit organisations on both sides of the Tasman – and recent changes in both countries are upping the ante. New Zealand has introduced new reporting standards (with more on the way), and Australian organisations are dealing with the recent introduction of the Australian Charities and Not for Profits Commission and the National Disability Insurance Scheme. This continues a trend that has been apparent for some years now.*



*One result is pressure on Not for Profit boards to be run by experienced people, typically from a business background. The alternative – boards run by passionate inexperienced volunteers – not only exposes the organisation to increasing legal risks, but also to greater funding challenges, as funders with the deepest pockets are more likely to demand that donee organisations demonstrate sound governance and business practices.*

*This is yet another reason for organisations to consolidate. Our survey shows that small Not for Profits are more likely to struggle in the governance sphere. While there are exceptions to this, the general trend is clear. We expect to see the average size of Not for Profits increase in coming years, and a trend towards more boards run by suitably qualified professionals.”*

It is obvious to many of the NFP leaders that trying to continue to provide even the current, let alone expanding services with less funding, is neither possible nor sustainable in the long term.

If that is the accepted position, then one positive option for a NFP is to direct a greater focus on improved innovation together with the calibre and capability of their existing and or new staff. Hence the retaining and motivating of their present key staff / recruitment is a critical governance objective. So, while trying to meet the inexorable increase in demand with the ever-apparent diminishing of the organisation’s resources, while retaining key staff with limited potential for salary increases is challenging many organisations’ performances.

It is not a question of working harder, it is now of working smarter.

In order to do this then the levels of salary need to be comparable across the sector as a minimum, even if everyone appreciates the sector cannot compete with the government and commercial sectors.

The report further acknowledged that there are new sources of funding “which were rewarding success, rather than just reimbursing an organisation's costs, and new methods of corporate support through partnerships emerged that offered benefits for both the company and the NFP organisation.”

In an article – “The Not-For-Profit Sector: A different way of seeing - April 9, 2017” found on the NZ Volunteering website; the other major challenge facing NFPs is identified as volunteerism itself.

Statistics NZ Annual Enterprise Survey Manager Susan Hollows said 90 percent of non-profits rely on volunteers and do not employ staff. However, paid staff numbers rose 30 percent between 2004 and 2013, up from 105,340 to 136,750.

“The number of people volunteering for non-profit institutions increased from 1 million to 1.2 million, but they contributed fewer hours in 2013,” Ms Hollows said.

The time volunteers spent working for non-profits dropped 42 percent, from 270 million hours in 2004 to 157 million hours in 2013. “These findings reflect a global trend, with other countries also showing reductions in time spent volunteering,” Ms Hollows said.

When reviewing JBWere’s “The Cause Report”, Sue Hine, an independent advocate for managers of volunteers and who writes a [blog](#) offered various comments including these:

- *The rise in numbers of organisations can be attributed to the extraordinary response to the era of inequality, and government denial of a crisis in housing and poverty: foodbanks, food recovery, breakfasts and lunches for schools have all boomed in the past five years.*
- *Yes, the low level of financial reserves in community organisations is a concern. In former times volunteers were the innovators, finding new ways to deliver services, creating new initiatives: again, formalisation of service delivery and contract specifications have inhibited organisation innovation and volunteer creativity.*
- *The report notes the current mix of sector funding is unsustainable and urges new ways of operating: community organisations are already aware of this pressure and are moving to collaboration and mergers where appropriate, and to partnerships with corporate organisations.*

All of these comments highlight the importance of attracting and retaining the right people. Clearly this is one key area that boards, and the leaders of every organisation retain reasonable control over. Hence the

areas of recruitment and training and appointment of the right persons into the right roles continues to remain a valuable source of gaining advantage for NFPs.

While reporting entities and especially those commercial entities with shareholders have obligations of public reporting; nevertheless, many more NFPs are now assuming greater responsibility and oversight of their salary payments than ever before.

It is a board responsibility and part of sound governance practices to better understand and be engaged in setting and monitoring of not only the CEO's remuneration but also the senior management of the NFP.

Salaries and remuneration generally are best understood as a multi-faceted governance issue. Hence the remuneration offered to senior executives and staff remains a sensitive issue.

Whether it is the base salary and or any variable component, many today especially as interested and engaged stakeholders, seek to be informed and wish to keep a close eye on how the organisation's board of governance is dealing with such matters.

No one ignores the obvious that good performance needs to often be linked to the right remuneration, but payments need to be commensurate with performance and boards more active in their oversight of this area.

Often it is the boards that are seen as failing to exercise good governance practice within the remuneration area. Directors are now expected to address the questions of remuneration with an appropriate supervisory framework; including being capable of demonstrating the requisite level of leadership, professionalism, experience, and sound governance decision-making.

Consistently our feedback from directors, CEOs and senior executive teams within the sector is by using the Enterprise Care Report we are assured that "our organisation has the appropriate remuneration levels and our salaries are competitive within the marketplace". From a governance perspective this is essential to re-assure our stakeholders that their directors are expending due skill, care and attention.

The Report establishes the New Zealand Not for Profit sector benchmark metrics; and strongly supports sound governance practices.

In working with expert remuneration advisors, we assist organisations to better manage this important aspect of their governance. The regular positive feedback from expert advisors and professional remuneration users confirms the value of including numerous graphics, trend analysis and report. This supports the executives and those with governance responsibilities to strongly benchmark relevant and appropriate remuneration levels within their organisations.



Damien Smith LLB B Com FAICD FGIA FCIS FIML CAHRI  
Managing Director  
Enterprise Care

# About Us

Established in 1988, Enterprise Care delivers effective governance solutions. Together, we work with you to transform your organisation's leaders. By creating an effective governance environment, everyone can positively contribute to achieving the organisation's purpose. Being at the forefront of governance thinking, we understand what it takes to deliver real solutions that enable your organisation to perform successfully over the long term.

## Our Purpose

At Enterprise Care we are committed to helping build better organisations.

## The Intelligence of Positive Social Impact

Better governed organisations foster community trust; achieve a more reliable and sustainable operation, increase opportunities for professional development and personal growth, and ensure people have a sense of belonging and personal engagement.

## Our Commitments

Enterprise Care's commitments are to:

- Deliver market-leading products and services
- Innovate by offering value-creating solutions
- Offer practical solutions by understanding our clients' needs
- Respect and value our business partners
- Work collaboratively to create productive relationships.

## Governance Intelligence®

Peter Drucker, the management consultant guru, educator and author commented that "Management is doing things right. Leadership is doing the right things."

As such governance needs to directly nurture an organisation's profitability and resilience. The essence of Governance Intelligence® provides operational clarity and the pathway to be a High-Performance Organisation.

This enhances an organisation's capability to gather information to successfully address the volatility, uncertainties, complexities, and ambiguities it faces on a daily basis in a timely and effective manner.

It helps directors, MDs/CEOs, senior executives, and all staff achieve better performance. Those organisations with high Governance Intelligence® are more resilient and achieve success at a higher level when benchmarked against their peers.

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The Australasian Society  
of Association Executives

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As a not-for-profit organisation, AuSAE has a unique understanding of the opportunities and challenges association professionals face, utilising this knowledge to strengthen the wider industry.

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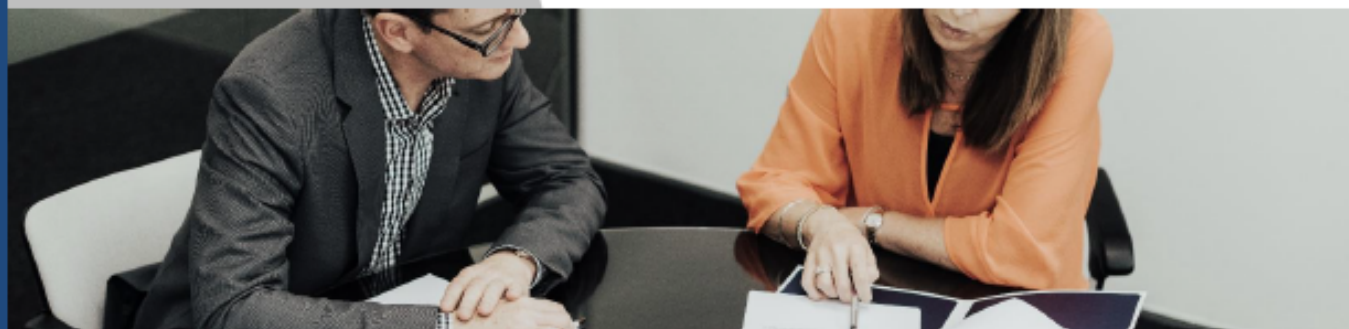
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# Research Methodology

**Survey questionnaire:** The survey questionnaire was provided in electronic format and contained background information and instructions to the respondents together with a list of supporters. The financial data requested was prepared in an open-ended format. Questions covering benefit policy information and the organisation profile were close-ended.

**Respondents:** Sixty seven (67) responses covering 170 positions were received and included in the report.

**Results:** All responses were collected and stored on a secure server, reviewed for consistency and used to generate tabular results. Percentages listed for all data were rounded off, which sometimes accounted for total percentages being a small percent more or less than 100%. The remuneration information was cross-tabbed with all the organisation profile information.

**Column headings:** The column headings for total salary tables consist of: the number of responses (N) together with the percentage of the total for that category that N represents; Average (mean); Quartile 1; Quartile 2 (median); and Quartile 3. The responses under all column headings are indicated as dollars where the \$ sign is used, as percentages where the % sign is used, and absolute numbers where no sign is used.

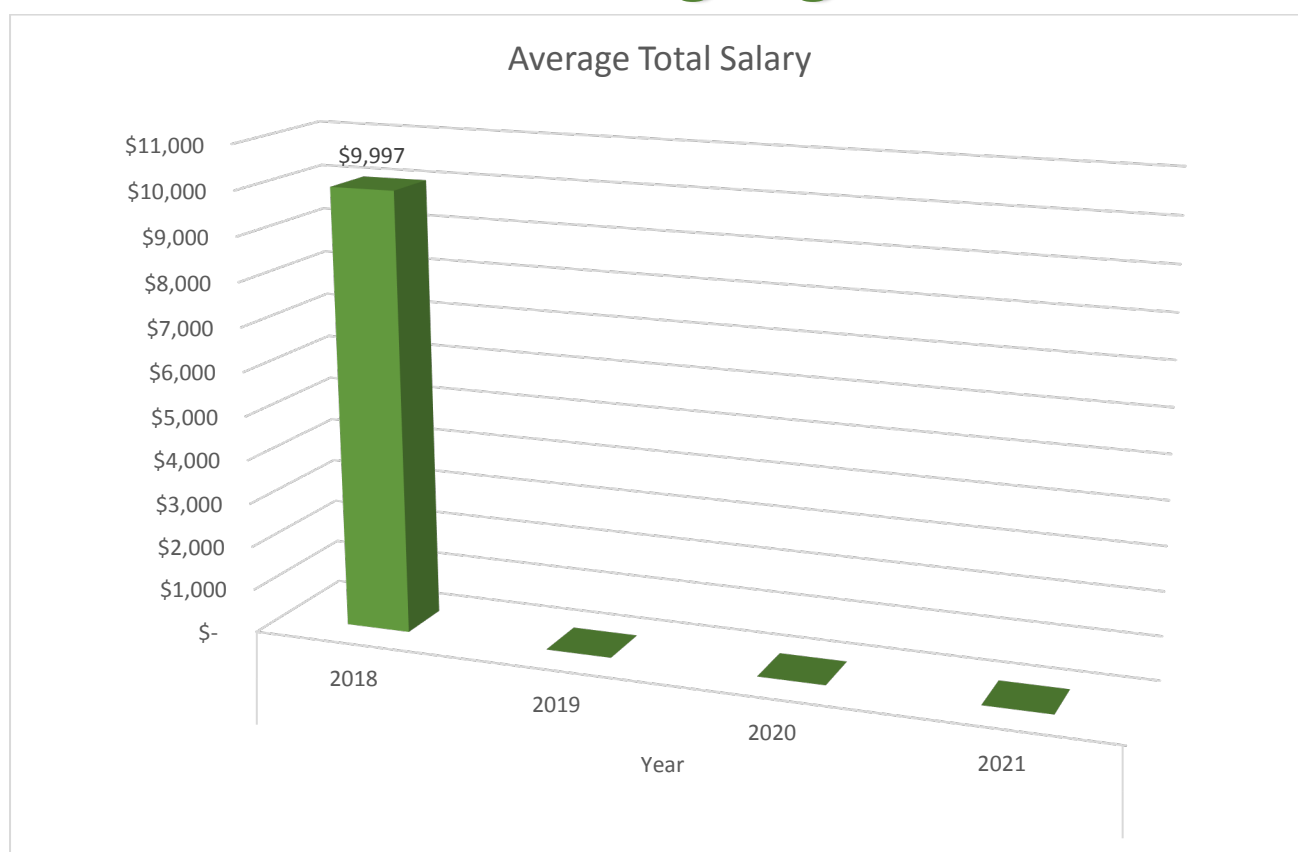
**Quartiles:** The quartile figures are obtained by listing the salary figures of all respondents in a particular category from lowest to highest and then dividing this list into four (4) parts with an equal number of respondents in each. Quartile 1 provides the salary figure which 75% of the respondents' salary figures are above (and 25% below); Quartile 2 or Median Value provides the salary figure which 50% of the respondents' salary figures are above (and 50% below); and Quartile 3 provides the salary figure which 25% of the respondents' salary figures are above (and 75% below).

**Rounding of Percentages:** The rounding of percentages to whole numbers and in some cases to one (1) decimal point may see totals not being equal to 100%.

# BOARD

Accountable for the governance of the whole organisation.  
Responsible for overall conduct and delivery of the organisation's  
strategic purpose, including all divisions and separate operations

# Board Highlights



	Average Salary Only	Average Total Salary (all respondents)	Average Total Salary for those who received a Salary	Average Total Salary for those who did not receive a Salary
<b>Board</b>	\$17,014	\$9,997	\$20,614	\$4,280
<i>Number Responding</i>	7	20	7	13
<b>INCUMBENT'S GENDER</b>				
	<b>Male</b>	60%	<b>Female</b>	30%
			<b>Undisclosed</b>	10%
Average Total Salary		\$9,120	\$11,083	\$12,000

Other forms of compensation provided to the Board:

	\$	%
<b>Bonus</b>	\$0	0%
<b>Professional Development</b>	\$4,611	45%
<b>Insurance</b>	\$2,168	40%
<b>Car Supplied/Allowance</b>	\$0	0%
<b>All other types of benefits</b>	\$2,750	40%



# Table 1 Total Salary for Board\*

	TOTAL		AVERAGE (mean)	75% EARN MORE†	MEDIAN VALUE†	25% EARN MORE†
BOARD	20		\$9,997	\$1,500	\$4,500	\$6,642
TOTAL EXPENDITURE						
Under \$500,000	1	5%	\$6,642	\$6,642	\$6,642	\$6,642
\$500,000 to under \$1.25 million	9	45%	\$3,356	\$0	\$4,500	\$5,500
\$1.25 million to under \$3 million	4	20%	\$4,000	\$2,500	\$3,500	\$5,000
\$3 million to under \$6 million	6	30%	\$24,517	\$1,500	\$34,600	\$41,500
AVERAGE NUMBER OF EMPLOYEES						
0 to 2 employees	1	5%	\$0	\$0	\$0	\$0
3 to 5 employees	5	25%	\$2,828	\$0	\$2,000	\$5,500
6 to 10 employees	5	25%	\$4,740	\$4,200	\$5,000	\$7,250
11 to 20 employees	5	25%	\$15,200	\$4,500	\$14,250	\$24,000
21 to 40 employees	2	10%	\$3,000	\$2,500	\$3,000	\$3,000
Over 250 employees	2	10%	\$40,050	\$34,600	\$40,050	\$40,050
NUMBER OF PAID MEMBERS						
No paid members	2	10%	\$40,050	\$34,600	\$40,050	\$40,050
Under 50 paid members	3	15%	\$10,000	\$2,500	\$3,500	\$24,000
101 to 500 paid members	5	25%	\$2,428	\$0	\$2,750	\$5,500
501 to 1000 paid members	4	20%	\$4,050	\$2,000	\$4,200	\$5,000
1001 to 50,000 paid members	6	30%	\$10,250	\$1,500	\$4,500	\$9,500
GEOGRAPHIC SCOPE						
Regional	2	10%	\$40,050	\$34,600	\$40,050	\$40,050
National	17	85%	\$7,050	\$1,500	\$4,500	\$5,500
International	1	5%	\$0	\$0	\$0	\$0
HEADQUARTERS LOCATION						
Auckland	5	25%	\$400	\$0	\$0	\$2,000
Wellington	10	50%	\$7,034	\$4,200	\$5,000	\$6,642
Regional Centre	5	25%	\$25,520	\$3,500	\$34,600	\$41,500

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

† For an explanation of these headings, see Quartiles on page 11



# Table 1 Board (cont.)

	TOTAL		AVERAGE (mean)	75% EARN MORE†	MEDIAN VALUE†	25% EARN MORE†
ORGANISATION CLASSIFICATION						
Community & Family Services	3	15%	\$10,000	\$2,500	\$3,500	\$24,000
Disability Services	2	10%	\$40,050	\$34,600	\$40,050	\$40,050
Industry/Trade	10	50%	\$7,284	\$1,500	\$4,500	\$6,642
Professional	4	20%	\$4,250	\$0	\$2,000	\$5,500
Sporting and Recreation	1	5%	\$0	\$0	\$0	\$0
GENDER						
Male	12	60%	\$9,120	\$1,500	\$4,500	\$5,500
Female	6	30%	\$11,083	\$2,500	\$5,500	\$9,500
Undisclosed	2	10%	\$12,000	\$0	\$12,000	\$12,000

† For an explanation of these headings, see Quartiles on page 11

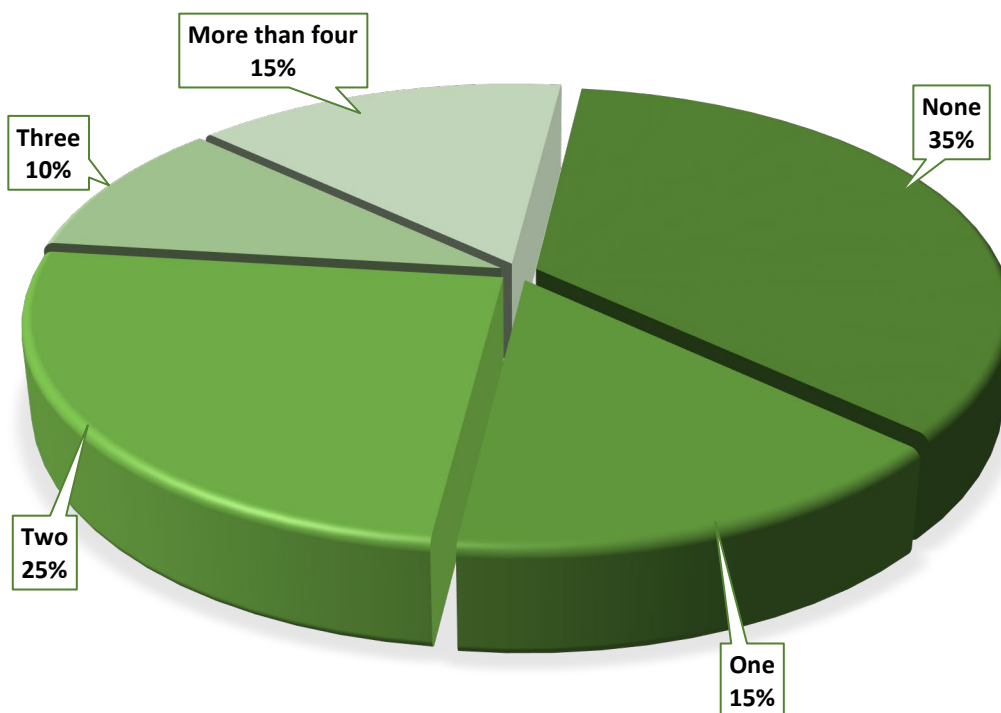
# Table 1A Board Analysis

	TOTAL	MALES	FEMALES	UNDISCLOSED
<b>SALARY DETAIL BY GENDER</b>				
Average Salary Only	\$5,955	\$5,758	\$8,333	\$0
<i>Number responding</i>	20	12	6	2
Average Insurance	\$2,168	\$2,049	\$3,000	\$0
<i>Number responding</i>	8	7	1	0
Average Professional Development	\$4,611	\$3,800	\$1,933	\$20,000
<i>Number responding</i>	9	5	3	1
Average for all other Benefits	\$2,750	\$2,333	\$2,750	\$4,000
<i>Number responding</i>	8	3	4	1
Average Total Salary*	\$9,997	\$9,120	\$11,083	\$12,000
<i>Number responding</i>	20	12	6	3
<b>NUMBER OF YEARS AS DIRECTOR</b>				
Less than 1 year	4	1	3	0
<i>Number responding</i>	20%	8%	50%	0%
1-3 years	11	6	3	2
<i>Number responding</i>	55%	50%	50%	100%
4-6 years	2	2	0	0
<i>Number responding</i>	10%	17%	05	0%
7-10 years	0	0	0	0
<i>Number responding</i>	0%	0%	0%	0%
Over 10 years	3	3	0	0
<i>Number responding</i>	15%	25%	0%	0%
<b>LENGTH OF STANDARD TERM OF OFFICE</b>				
1 year	2	2	0	0
<i>Number responding</i>	10%	17%	0%	0%
2 years	5	3	1	1
<i>Number responding</i>	25%	25%	17%	50%
3 years	9	4	4	1
<i>Number responding</i>	45%	33%	67%	50%
Over 3 years	4	3	1	0
<i>Number responding</i>	20%	25%	17%	0%

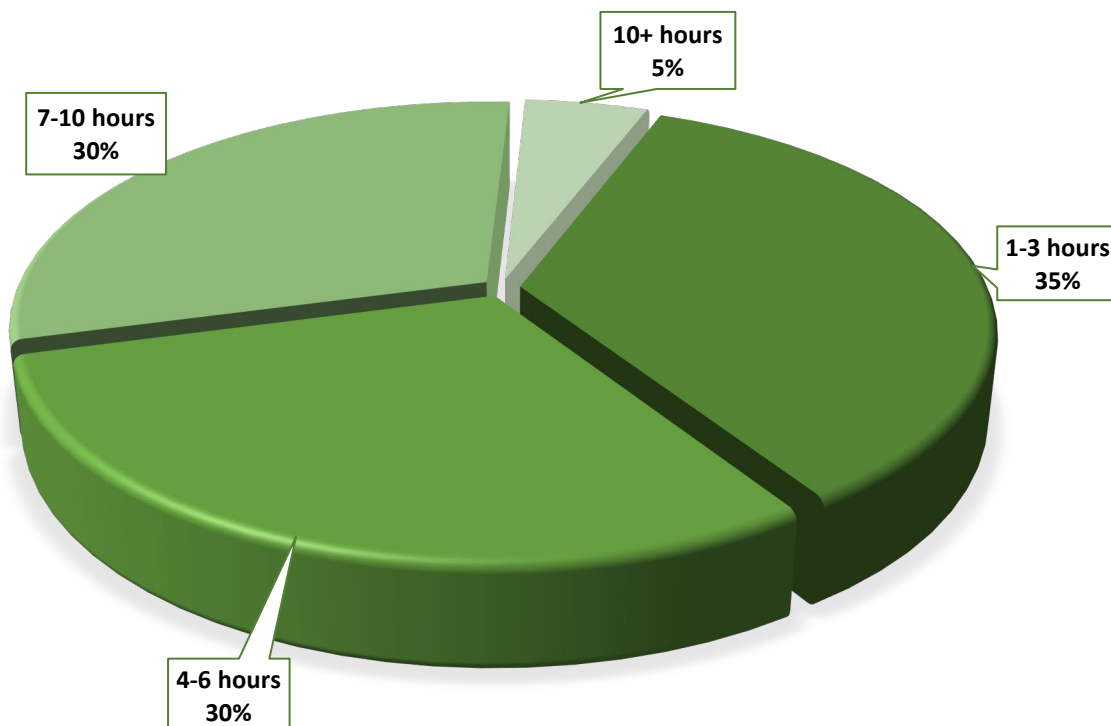
\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

## Table 1A Board Analysis (cont.)

NUMBER OF OTHER BOARDS DIRECTORS SIT ON



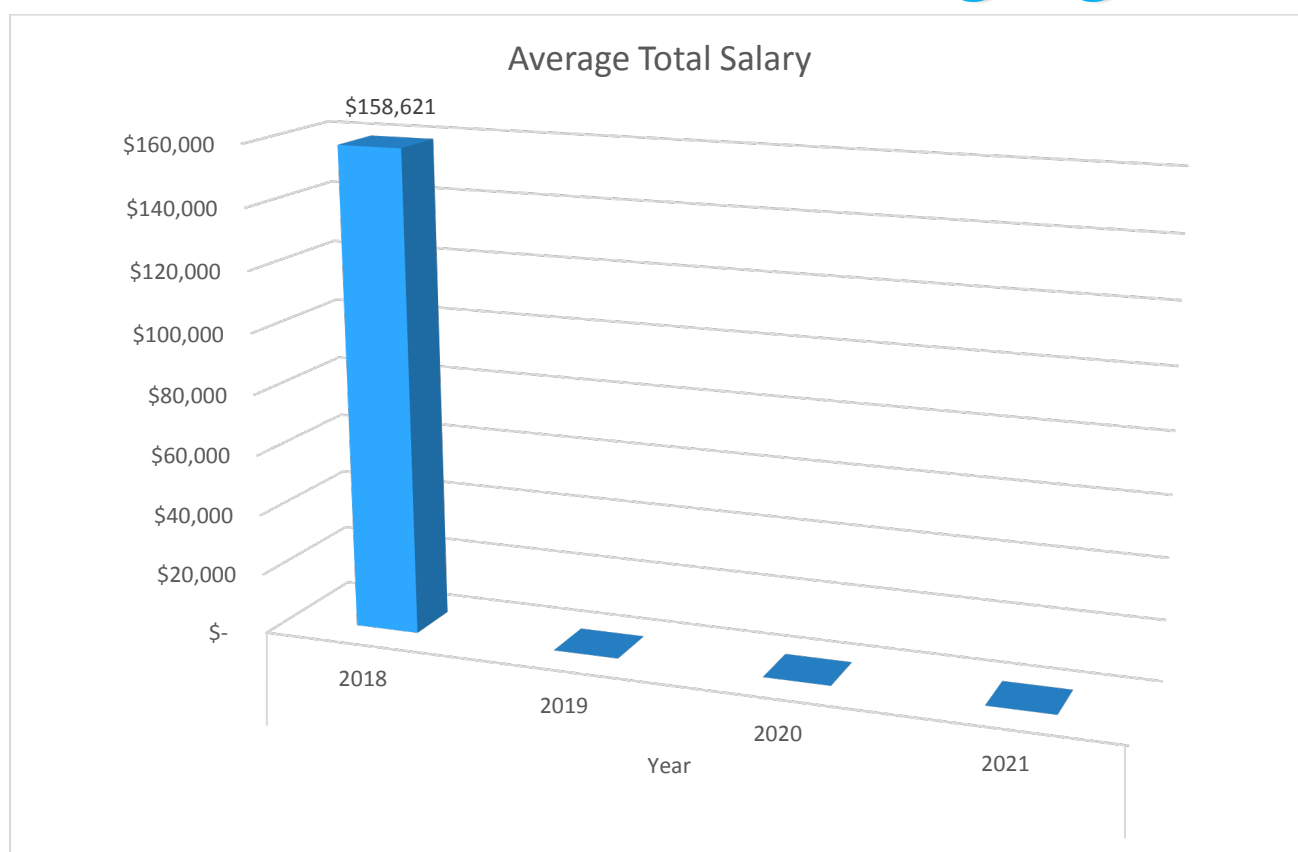
DIRECTOR'S MONTHLY TIME COMMITMENT



# CHIEF EXECUTIVE OFFICER

Accountable for the whole of the organisation. Responsible for overall conduct and delivery of the organisation's strategic purpose, including all divisions and separate operations

# Chief Executive Officer Highlights



	Average Salary Only	Average Bonus	Average Total Salary	Minimum Total Salary	Maximum Total Salary
<b>Chief Executive Officer</b>	\$148,851	\$13,775	\$158,621	\$80,626	\$355,000
<i>Number Responding</i>	52	23	52		
<b>INCUMBENT'S GENDER</b>					
	<b>Male</b>	56%		<b>Female</b>	44%
Average Total Salary		\$168,104			\$146,666

Other forms of compensation provided to Chief Executive Officers:

	\$	%
Bonus	\$13,775	44%
Professional Development	\$3,079	60%
Insurance	\$570	10%
Car Supplied/Allowance	\$16,680	27%
All other types of benefits	\$2,017	23%

## Table 2 Total Salary for Chief Executive Officer\*

	TOTAL		AVERAGE (mean)	75% EARN MORE+	MEDIAN VALUE+	25% EARN MORE+
CHIEF EXECUTIVE OFFICER	52		\$158,621	\$108,000	\$141,142	\$200,500
TOTAL EXPENDITURE						
Under \$500,000	19	37%	\$124,949	\$100,600	\$110,500	\$141,142
\$500,000 to under \$1.25 million	19	37%	\$150,288	\$123,000	\$142,257	\$184,099
\$1.25 million to under \$3 million	7	13%	\$195,371	\$141,200	\$212,000	\$230,000
\$3 million to under \$6 million	7	13%	\$235,886	\$156,000	\$248,000	\$277,500
AVERAGE NUMBER OF EMPLOYEES						
0 to 2 employees	14	27%	\$129,095	\$95,000	\$110,500	\$181,600
3 to 5 employees	20	38%	\$147,002	\$118,000	\$132,750	\$155,000
6 to 10 employees	10	19%	\$173,323	\$84,500	\$162,400	\$212,000
11 to 20 employees	4	8%	\$230,875	\$153,000	\$243,500	\$249,500
21 to 40 employees	3	6%	\$198,733	\$100,000	\$141,200	\$355,000
Over 250 employees	1	2%	\$248,000	\$248,000	\$248,000	\$248,000
NUMBER OF PAID MEMBERS						
No paid members	5	10%	\$147,082	\$105,000	\$126,411	\$156,000
Under 50 paid members	4	8%	\$173,450	\$125,000	\$141,200	\$184,099
50 to 100 paid members	5	10%	\$140,567	\$106,000	\$108,000	\$175,000
101 to 500 paid members	14	27%	\$154,511	\$110,500	\$141,142	\$181,600
501 to 1000 paid members	7	13%	\$158,241	\$118,000	\$145,688	\$208,000
1001 to 50,000 paid members	17	33%	\$167,378	\$95,000	\$135,000	\$212,000
GEOGRAPHIC SCOPE						
Local	1	2%	\$95,000	\$95,000	\$95,000	\$95,000
Regional	3	6%	\$142,875	\$80,626	\$100,000	\$248,000
National	45	87%	\$159,535	\$110,500	\$136,000	\$200,500
International	3	6%	\$181,867	\$156,000	\$181,600	\$208,000
HEADQUARTERS LOCATION						
Auckland	17	33%	\$172,127	\$121,700	\$136,000	\$200,500
Wellington	26	50%	\$156,546	\$108,000	\$142,257	\$208,000
Christchurch	2	4%	\$99,918	\$94,836	\$99,918	\$99,918
Regional Centre	7	13%	\$150,302	\$95,000	\$126,411	\$248,000

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

† For an explanation of these headings, see Quartiles on page 11



## Table 2 Chief Executive Officer (cont.)

	TOTAL		AVERAGE (mean)	75% EARN MORE+	MEDIAN VALUE+	25% EARN MORE+
ORGANISATION CLASSIFICATION						
Academic/Education	1	2%	\$156,000	\$156,000	\$156,000	\$156,000
Aged Care	1	2%	\$184,099	\$184,099	\$184,099	\$184,099
Community & Family Services	4	8%	\$142,832	\$80,626	\$106,000	\$141,200
Disability Services	1	2%	\$248,000	\$248,000	\$248,000	\$248,000
Health Care	1	2%	\$105,000	\$105,000	\$105,000	\$105,000
Health Education	2	4%	\$143,700	\$125,000	\$143,700	\$143,700
Industry/Trade	18	35%	\$175,204	\$118,000	\$153,000	\$219,000
Mental Health	1	2%	\$100,000	\$100,000	\$100,000	\$100,000
Professional	13	25%	\$146,812	\$92,000	\$136,000	\$202,900
Social Enterprise	1	2%	\$100,600	\$100,600	\$100,600	\$100,600
Sporting and Recreation	1	2%	\$121,700	\$121,700	\$121,700	\$121,700
Other	8	15%	\$163,995	\$113,800	\$135,000	\$186,000
GENDER						
Male	29	56%	\$168,104	\$118,000	\$153,000	\$212,000
Female	23	44%	\$146,666	\$100,000	\$15,000	\$156,000
YEARS IN POSITION						
Less than 1 year	3	6%	\$114,679	\$94,836	\$108,000	\$141,200
1 to 3 years	10	19%	\$229,671	\$123,000	\$141,142	\$230,000
4 to 6 years	18	35%	\$153,947	\$106,000	\$136,000	\$186,000
7 to 10 years	4	8%	\$163,000	\$84,500	\$155,000	\$200,500
Over 10 years	17	33%	\$155,484	\$100,000	\$118,000	\$184,099
YEARS WITH ORGANISATION						
Less than 1 year	2	4%	\$124,600	\$108,000	\$124,600	\$124,600
1 to 3 years	7	13%	\$188,356	\$132,750	\$141,142	\$230,000
4 to 6 years	20	38%	\$155,835	\$106,000	\$136,000	\$186,000
7 to 10 years	4	8%	\$163,000	\$84,500	\$155,000	\$200,500
Over 10 years	19	37%	\$153,259	\$100,000	\$123,000	\$181,600

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

† For an explanation of these headings, see Quartiles on page 11

# Table 2A Chief Executive Officer Analysis

	TOTAL	MALES	FEMALES
<b>SALARY DETAIL BY GENDER</b>			
Average Salary Only	\$148,851	\$157,576	\$137,850
<i>Number responding</i>	52	29	23
Average Bonus	\$13,775	\$13,790	\$13,748
<i>Number responding</i>	23	15	8
Average for Car Supplied/Allowance	\$13,744	\$12,500	\$18,720
<i>Number responding</i>	5	4	1
Average Insurance	\$570	\$488	\$900
<i>Number responding</i>	5	4	1
Average Professional Development	\$3,079	\$2,106	\$4,261
<i>Number responding</i>	31	17	14
Average for all other Benefits	\$2,689	\$2,675	\$2,700
<i>Number responding</i>	9	4	5
Average Total Salary*	\$158,621	\$168,104	\$146,666
<i>Number responding</i>	52	29	23
Minimum Total Salary*	\$80,626	\$80,500	\$80,626
Maximum Total Salary*	\$355,000	\$310,000	\$355,000

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

## Table 2A Chief Executive Officer Analysis (cont.)

Timeframe	\$	%
<b>AVERAGE TOTAL SALARY* BY LENGTH OF TIME IN POSITION</b>		
Less than 1 year	\$114,679	6%
1 to 3 years	\$183,799	19%
4 to 6 years	\$154,058	35%
7 to 10 years	\$162,500	8%
Over 10 years	\$155,484	33%
<b>AVERAGE TOTAL SALARY* BY LENGTH OF TIME WITH ORGANISATION</b>		
Less than 1 year	\$124,600	4%
1 to 3 years	\$188,356	13%
4 to 6 years	\$155,935	38%
7 to 10 years	\$162,500	8%
Over 10 years	\$153,259	37%

Where a total salary increase was received in 2018, the average amount of such increase was **4.49%**.

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

# Table 2A Chief Executive Officer Analysis (cont.)

## RECEIVED A BONUS AND/OR INCENTIVE THAT WERE BASED TOTALLY OR IN PART ON PERFORMANCE MEASURES

63%	79%	43%
of all	of all male	of all female
respondents	respondents	respondents

## RECEIVED SALARY REVIEW ON A SCHEDULED BASIS

79%	79%	78%
of all	of all male	of all female
respondents	respondents	respondents

### FOR CEOs WHO RECEIVED A SALARY REVIEW

Receive one every 6 months	0%	0%	0%
Receive one every 12 months	90%	91%	94%
Receive one every 18 months	2%	4%	0%
Received one on Other scheduled period	7%	4%	6%

## AVERAGE AMOUNT OF TOTAL SALARY\* INCREASE DURING MOST RECENT FINANCIAL YEAR\*

Overall	Male	Female
4.49%	5.15%	3.79%

## INCREASE WAS BASED TOTALLY OR IN PART ON PERFORMANCE MEASURES

44%	55%	30%
of all	of all male	of all female
respondents	respondents	respondents

### FOR CEOs WHO RECEIVED A SALARY INCREASE

Received from Committee of Management/Board	72%	71%	73%
Received from Executive Committee	18%	18%	18%
Received from Salaries Committee	2%	4%	0%
Received from Other source	8%	7%	9%

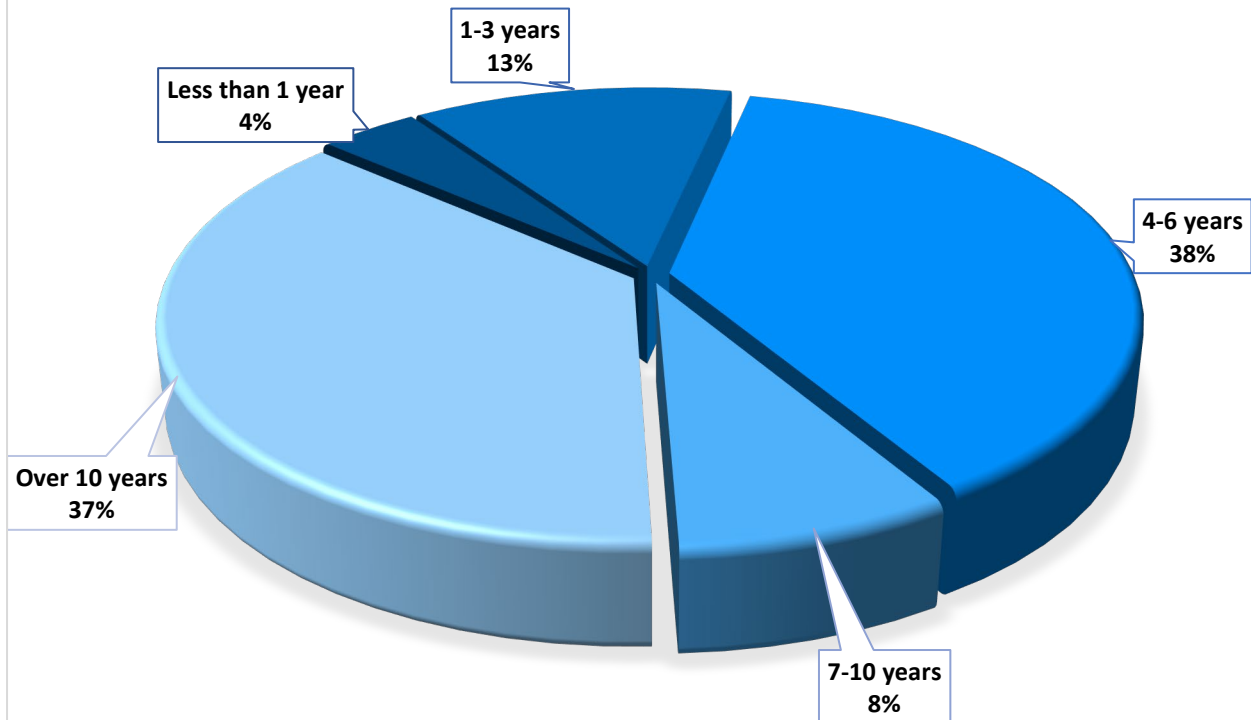
## CEOs WHO HAVE A WRITTEN EMPLOYMENT CONTRACT/LETTER OF AGREEMENT

100%	56%	44%
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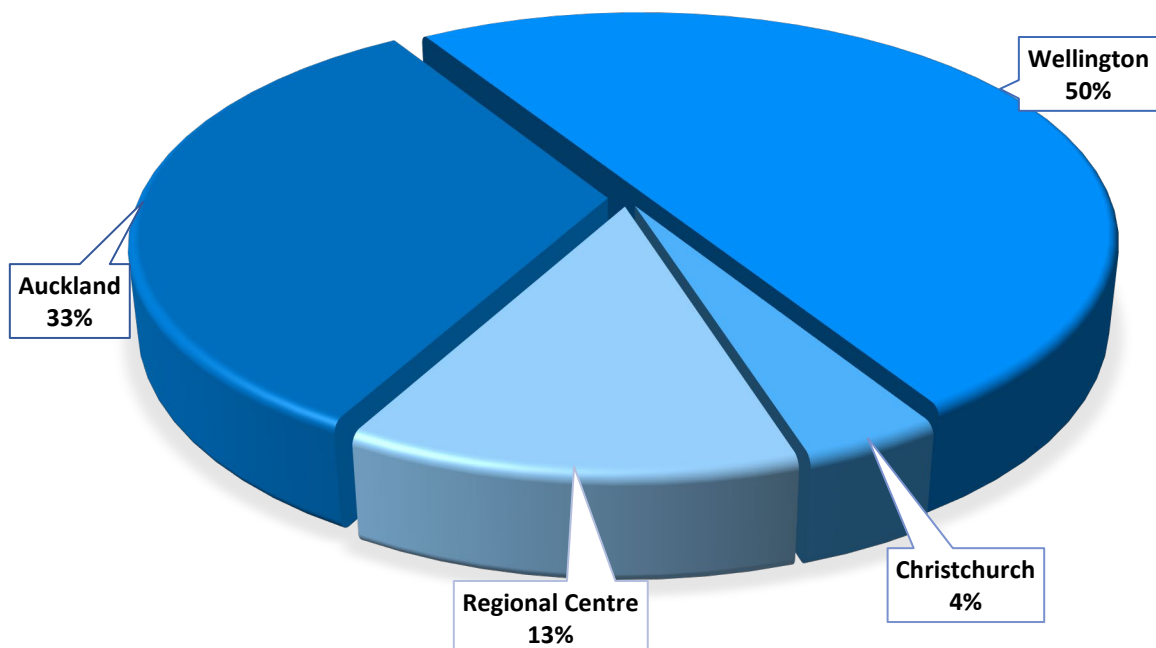
\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

## Table 2A Chief Executive Officer Analysis (cont.)

LENGTH OF TIME WITH ORGANISATION



LOCATION OF HEADQUARTERS

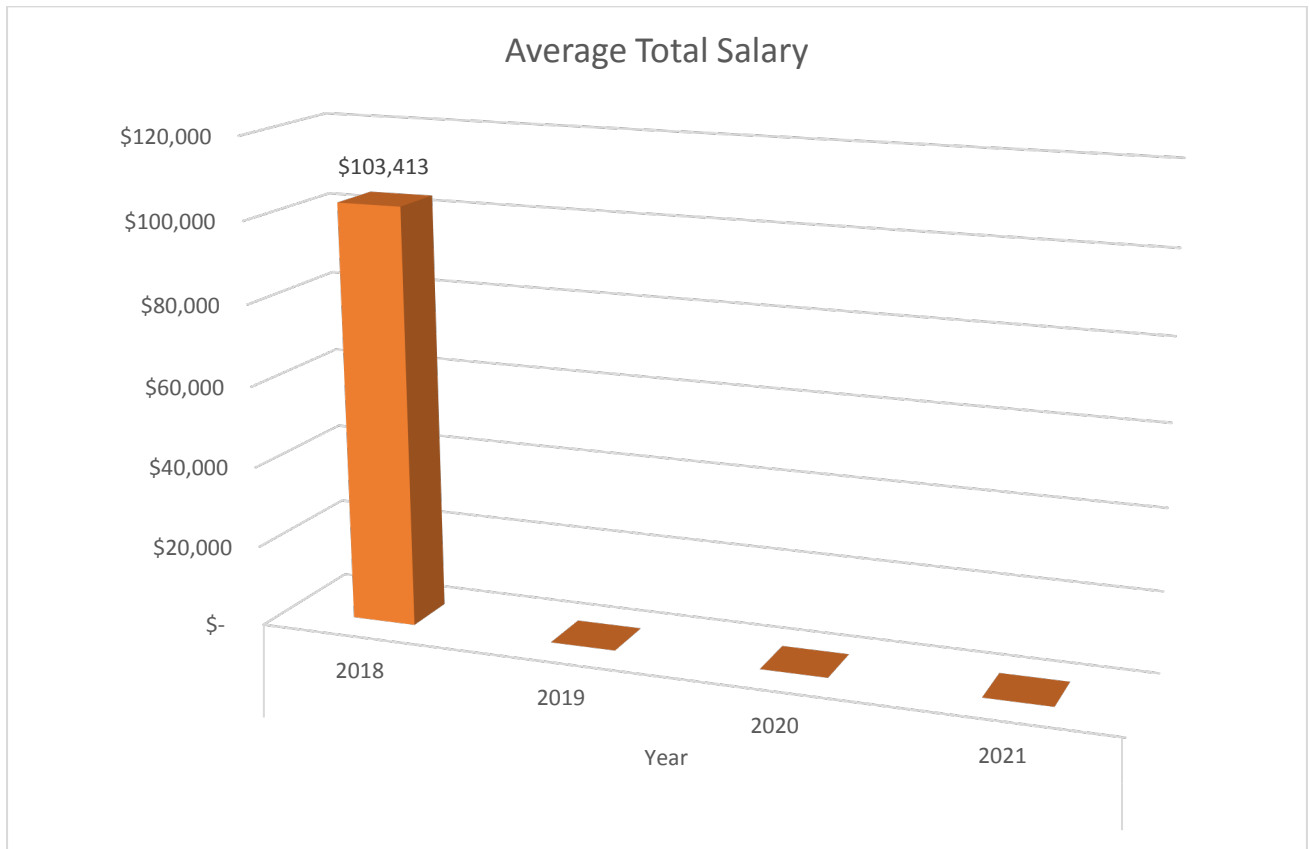


# GENERAL MANAGER

Is fully accountable for the management and  
delivery of a specific functional area



# General Manager Highlights



	Average Salary Only	Average Bonus	Average Total Salary	Minimum Total Salary	Maximum Total Salary
<b>General Manager</b>	\$102,433	\$2,500	\$103,413	\$45,103	\$241,500
<i>Number Responding</i>	25	5	25		

INCUMBENT'S GENDER					
	Male	28%	Female	44%	Undisclosed
Average Total Salary		\$107,214		\$106,669	\$64,065

Other forms of compensation provided to General Managers:

	\$	%
Bonus	\$2,500	20%
All other types of benefits	\$2,000	24%

# Table 3 Total Salary for General Manager\*

	TOTAL		AVERAGE (mean)	75% EARN MORE†	MEDIAN VALUE†	25% EARN MORE†
GENERAL MANAGER	25		\$103,413	\$83,000	\$98,501	\$120,000
TOTAL EXPENDITURE						
Under \$500,000	5	20%	\$70,980	\$45,130	\$75,000	\$83,640
\$500,000 to under \$1.25 million	8	32%	\$93,140	\$83,000	\$85,000	\$98,501
\$1.25 million to under \$3 million	4	16%	\$116,955	\$105,000	\$106,320	\$125,000
\$3 million to under \$6 million	7	28%	\$124,786	\$97,000	\$115,00	\$130,000
\$6 million to under \$10 million	1	4%	\$144,000	\$144,000	\$144,000	\$144,000
AVERAGE NUMBER OF EMPLOYEES						
0 to 2 employees	5	20%	\$70,980	\$45,130	\$75,000	\$83,640
3 to 5 employees	8	32%	\$94,742	\$83,000	\$88,000	\$103,000
6 to 10 employees	3	12%	\$142,167	\$60,000	\$125,000	\$241,500
11 to 20 employees	6	24%	\$118,667	\$97,000	\$115,000	\$130,000
21 to 40 employees	2	8%	\$95,000	\$85,000	\$95,000	\$95,000
41 to 75 employees	1	4%	\$144,000	\$144,000	\$144,000	\$144,000
NUMBER OF PAID MEMBERS						
No paid members	2	8%	\$170,001	\$98,501	\$170,001	\$170,001
Under 50 paid members	1	4%	\$105,000	\$105,000	\$105,000	\$105,000
50 to 100 paid members	4	16%	\$69,815	\$45,130	\$45,130	\$83,000
101 to 500 paid members	4	16%	\$102,705	\$85,000	\$88,000	\$106,320
501 to 1000 paid members	3	12%	\$97,880	\$83,640	\$85,000	\$125,000
1001 to 50,000 paid members	11	44%	\$105,147	\$75,000	\$110,000	\$130,000
GEOGRAPHIC SCOPE						
National	24	96%	\$97,660	\$83,000	\$98,501	\$115,000
International	1	4%	\$241,500	\$241,500	\$241,500	\$241,500
HEADQUARTERS LOCATION						
Auckland	5	20%	\$81,328	\$75,000	\$83,640	\$85,000
Wellington	16	64%	\$113,474	\$85,000	\$110,000	\$130,000
Christchurch	1	4%	\$62,615	\$62,615	\$62,615	\$62,615
Regional Centre	3	12%	\$100,167	\$97,000	\$98,501	\$105,00

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

† For an explanation of these headings, see Quartiles on page 11

## Table 3 General Manager (cont.)

	TOTAL		AVERAGE (mean)	75% EARN MORE++	MEDIAN VALUE+	25% EARN MORE+
ORGANISATION CLASSIFICATION						
Academic/Education	3	12%	\$159,773	\$106,320	\$131,500	\$241,500
Community & Family Services	4	16%	\$75,315	\$45,130	\$75,065	\$105,000
Employment Services	1	4%	\$83,640	\$83,640	\$83,640	\$83,640
Industry/Trade	9	36%	112,000	\$88,000	\$115,000	\$125,000
Professional	4	16\$	\$83,904	\$62,615	\$85,000	\$94,000
Sporting and Recreation	1	4%	\$60,000	\$60,000	\$60,000	\$60,000
Other	3	12%	\$105,834	\$75,000	\$98,501	\$144,000
GENDER						
Male	7	28%	\$107,214	\$97,000	\$105,000	\$130,000
Female	16	64%	\$106,669	\$83,640	\$103,000	\$115,000
Undisclosed	2	8%	\$64,065	\$45,130	\$64,065	\$64,065
YEARS IN POSITION						
Less than 1 year	5	20%	\$85,352	\$45,130	\$85,000	\$120,000
1 to 3 years	11	44%	\$110,467	\$83,640	\$97,000	\$125,000
4 to 6 years	2	8%	\$122,500	\$115,000	\$122,500	\$122,500
7 to 10 years	3	12%	\$93,274	\$75,000	\$98,501	\$106,320
Over 10 years	4	16%	\$104,654	\$62,615	\$106,000	\$110,000
YEARS WITH ORGANISATION						
Less than 1 year	4	16%	\$85,440	\$45,130	\$85,565	\$120,000
1 to 3 years	8	32%	\$114,643	\$83,000	\$97,000	\$105,000
4 to 6 years	6	24%	\$104,667	\$85,000	\$115,000	\$125,000
7 to 10 years	3	12%	\$93,274	\$75,000	\$98,501	\$106,320
Over 10 years	4	16%	\$104,654	\$62,615	\$106,000	\$110,000

† For an explanation of these headings, see Quartiles on page 11

# Table 3A General Manager Analysis

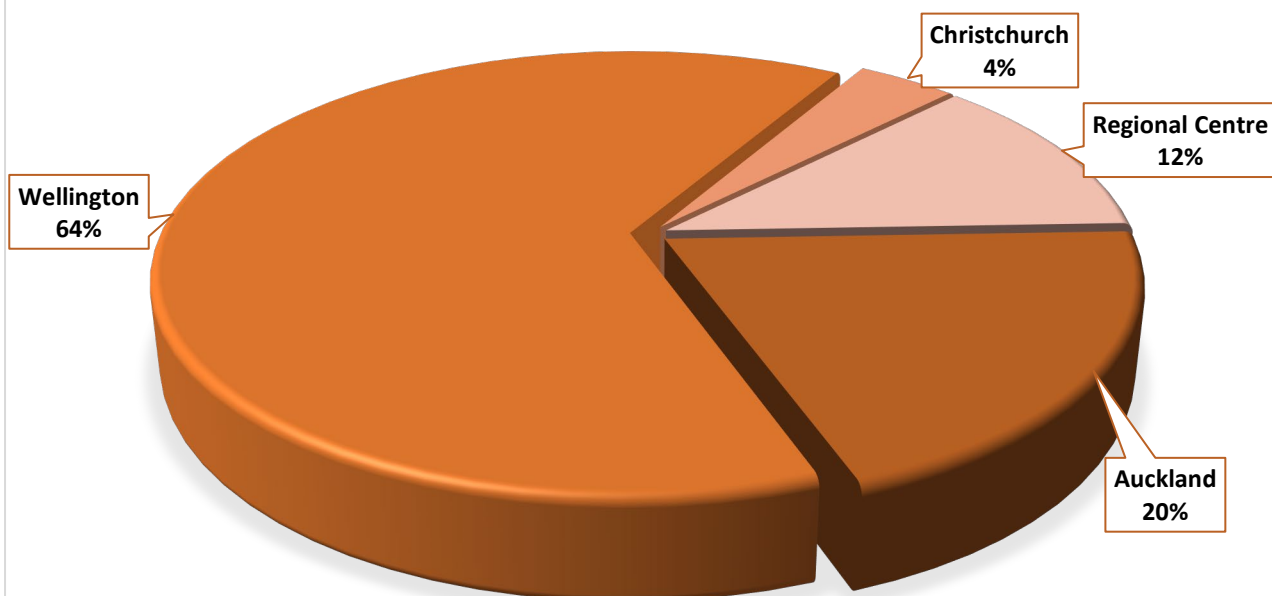
Timeframe	\$	%
<b>AVERAGE TOTAL SALARY* BY LENGTH OF TIME IN POSITION</b>		
Less than 1 year	\$85,352	20%
1 to 3 years	\$110,467	44%
4 to 6 years	\$122,500	8%
7 to 10 years	\$93,274	12%
Over 10 years	\$104,654	16%
<b>AVERAGE TOTAL SALARY* BY LENGTH OF TIME WITH ORGANISATION</b>		
Less than 1 year	\$85,440	16%
1 to 3 years	\$114,643	32%
4 to 6 years	\$104,667	24%
7 to 10 years	\$93,274	12%
Over 10 years	\$104,654	16%

Where a total salary increase was received in 2018, the average amount of such increase was **2.49%**.

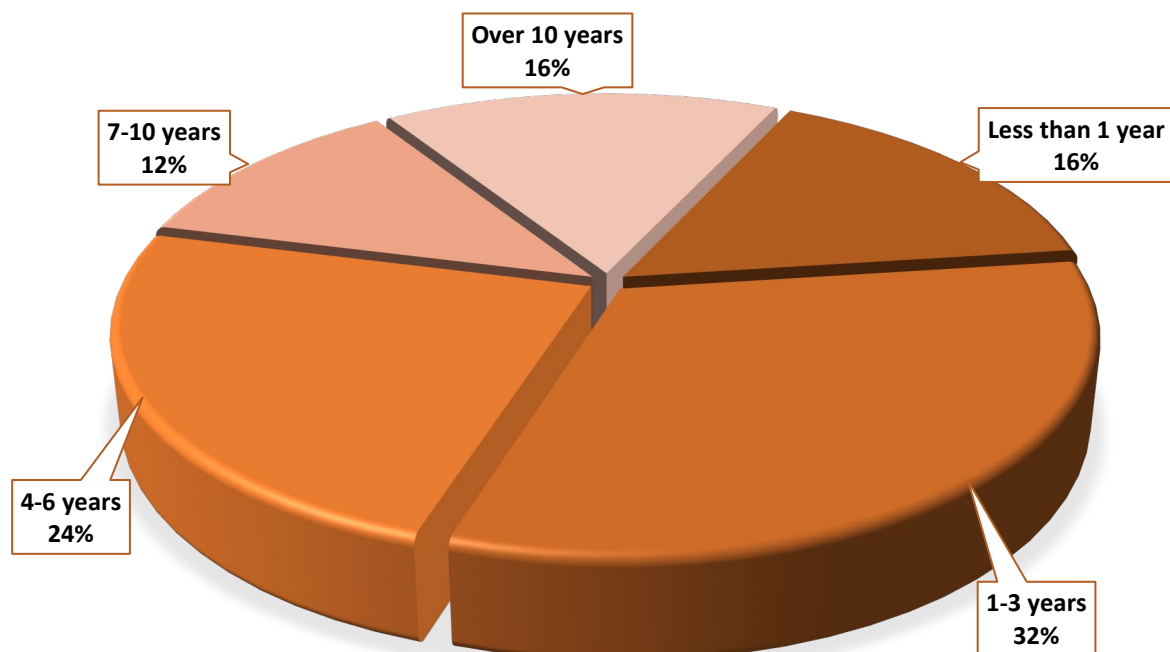
\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

## Table 3A General Manager Analysis (cont.)

### LOCATION OF HEADQUARTERS



### LENGTH OF TIME WITH ORGANISATION



# MANAGER

Has significant responsibility for the management and delivery of a specific functional area



# Manager Highlights



	Average Salary Only	Average Bonus	Average Total Salary	Minimum Total Salary	Maximum Total Salary
<b>Manager</b>	\$90,186	\$2,857	\$91,234	\$45,120	\$280,000
<i>Number Responding</i>	47	7	47		
<b>INCUMBENT'S GENDER</b>					
	<b>Male</b>	15%	<b>Female</b>	83%	<b>Undisclosed</b> 2%
Average Total Salary		\$94,250		\$91,875	\$45,120

Other forms of compensation provided to Managers:

	\$	%
Bonus	\$2,857	15%
All other types of benefits	\$4,179	15%

## Table 4 Total Salary for Manager\*

	TOTAL		AVERAGE (mean)	75% EARN MORE†	MEDIAN VALUE†	25% EARN MORE†
MANAGER	47		\$91,234	\$70,000	\$85,000	\$103,850
TOTAL EXPENDITURE						
Under \$500,000	9	19%	\$108,437	\$45,120	\$70,000	\$140,000
\$500,000 to under \$1.25 million	20	43%	\$89,923	\$65,000	\$88,000	\$103,850
\$1.25 million to under \$3 million	6	13%	\$83,347	\$76,125	\$85,000	\$95,000
\$3 million to under \$6 million	11	23%	\$86,682	\$72,000	\$85,000	\$95,500
\$6 million to under \$10 million	1	2%	\$60,000	\$60,000	\$60,000	\$60,000
AVERAGE NUMBER OF EMPLOYEES						
0 to 2 employees	6	13%	\$74,322	\$45,120	\$82,560	\$100,000
3 to 5 employees	15	32%	\$110,170	\$75,000	\$98,000	\$122,500
6 to 10 employees	10	21%	\$91,042	\$72,000	\$85,000	\$105,000
11 to 20 employees	12	26%	\$85,246	\$72,000	\$85,000	\$89,000
21 to 40 employees	1	2%	\$76,125	\$76,125	\$76,125	\$76,125
41 to 75 employees	3	6%	\$60,000	\$60,000	\$60,000	\$60,000
NUMBER OF PAID MEMBERS						
No paid members	2	4%	\$77,750	\$72,000	\$77,750	\$77,750
Under 50 paid members	7	15%	\$88,262	\$72,000	\$85,000	\$103,850
50 to 100 paid members	4	9%	\$75,060	\$45,120	\$74,560	\$104,000
101 to 500 paid members	9	19%	\$120,403	\$70,000	\$88,000	\$140,000
501 to 1000 paid members	6	13%	\$89,577	\$82,560	\$85,000	\$104,900
1001 to 50,000 paid members	19	40%	\$83,859	\$62,350	\$80,000	\$96,500
GEOGRAPHIC SCOPE						
National	45	96%	\$91,833	\$70,000	\$85,000	\$103,850
International	2	4%	\$77,750	\$72,000	\$77,750	\$77,750
HEADQUARTERS LOCATION						
Auckland	7	15%	\$83,709	\$70,000	\$80,000	\$98,000
Wellington	36	77%	\$92,608	\$67,130	\$85,000	\$104,000
Regional Centre	4	9%	\$92,031	\$76,125	\$95,500	\$98,250

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

† For an explanation of these headings, see Quartiles on page 11

## Table 4 Manager (cont.)

	TOTAL		AVERAGE (mean)	75% EARN MORE+	MEDIAN VALUE+	25% EARN MORE+
ORGANISATION CLASSIFICATION						
Academic/Education	2	4%	\$77,750	\$72,000	\$77,750	\$77,750
Aged Care	1	2%	\$103,850	\$103,850	\$103,850	\$103,850
Community & Family Services	9	19%	\$78,914	\$66,857	\$85,000	\$106,000
Employment Services	1	2%	\$82,560	\$82,560	\$82,560	\$82,560
Industry/Trade	15	32%	\$88,867	\$85,000	\$88,000	\$96,500
Professional	10	21%	\$94,825	\$67,130	\$98,000	\$122,500
Sporting and Recreation	2	4%	\$75,000	\$70,000	\$75,000	\$75,000
Other	7	15%	\$115,714	\$60,000	\$70,000	\$140,000
GENDER						
Male	7	15%	\$94,250	\$85,000	\$95,500	\$103,850
Female	39	83%	\$91,875	\$70,000	\$82,560	\$100,000
Undisclosed	1	2%	\$45,120	\$45,120	\$45,120	\$45,120
YEARS IN POSITION						
Less than 1 year	8	17%	\$87,043	\$45,120	\$85,000	\$105,000
1 to 3 years	20	43%	\$83,135	\$66,857	\$76,125	\$85,000
4 to 6 years	7	15%	81,626	\$67,130	\$75,000	\$104,000
7 to 10 years	8	17%	\$126,644	\$95,500	\$100,000	\$122,500
Over 10 years	4	9%	\$86,100	\$60,400	\$80,000	\$98,000
YEARS WITH ORGANISATION						
Less than 1 year	8	17%	\$85,530	\$45,120	\$85,000	\$105,000
1 to 3 years	17	36%	\$85,611	\$65,000	\$74,800	\$85,000
4 to 6 years	12	26%	\$100,292	\$75,000	\$85,000	\$88,000
7 to 10 years	6	13%	\$100,075	\$82,100	\$96,500	\$103,850
Over 10 years	4	9%	\$86,100	\$60,400	\$80,000	\$98,000

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

† For an explanation of these headings, see Quartiles on page 11

# Table 4A Manager Analysis

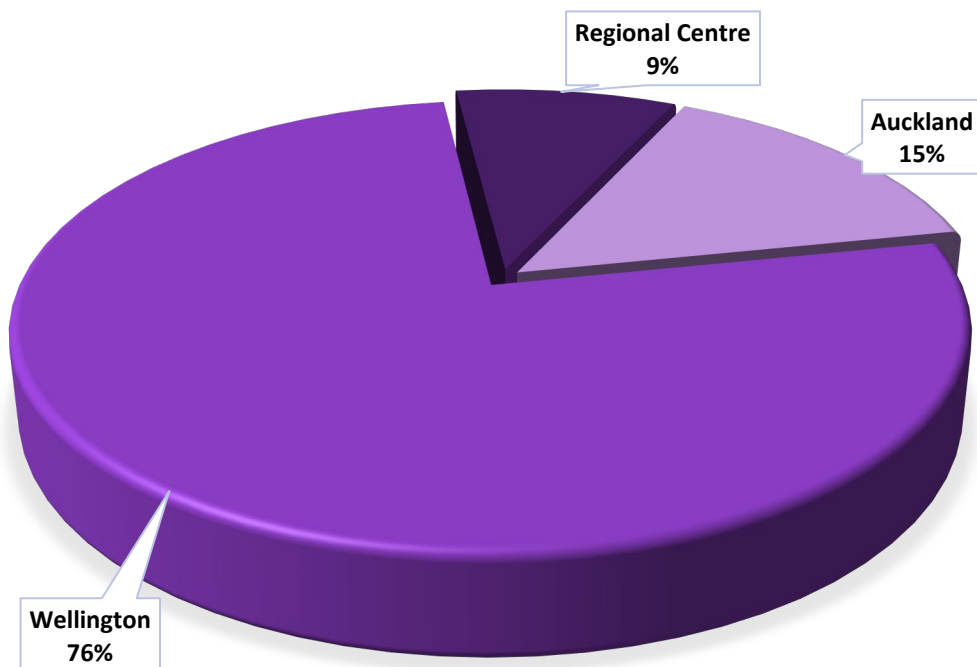
Timeframe	\$	%
<b>AVERAGE TOTAL SALARY* BY LENGTH OF TIME IN POSITION</b>		
Less than 1 year	\$87,043	17%
1 to 3 years	\$83,135	43%
4 to 6 years	\$81,626	15%
7 to 10 years	\$126,644	17%
Over 10 years	\$86,100	9%
<b>AVERAGE TOTAL SALARY* BY LENGTH OF TIME WITH ORGANISATION</b>		
Less than 1 year	\$85,530	17%
1 to 3 years	\$85,611	36%
4 to 6 years	\$100,292	26%
7 to 10 years	\$100,075	13%
Over 10 years	\$86,100	9%

Where a total salary increase was received in 2018, the average amount of such increase was **3.12%**.

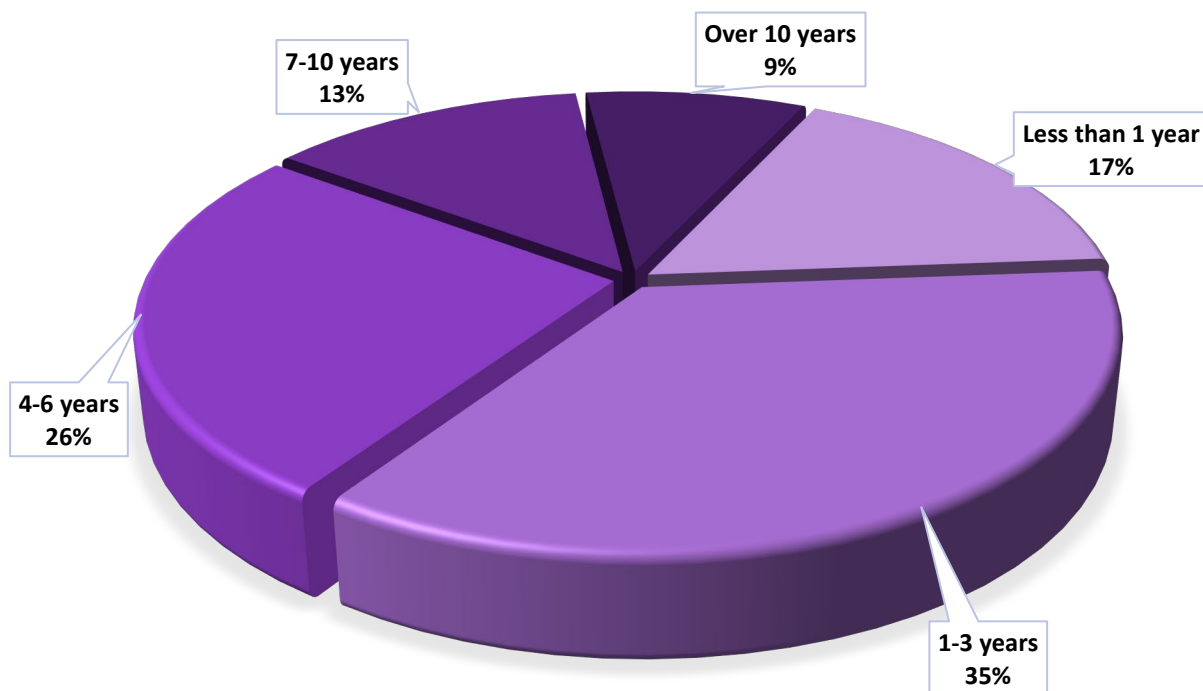
\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

## Table 3A Manager Analysis (cont.)

LOCATION OF HEADQUARTERS



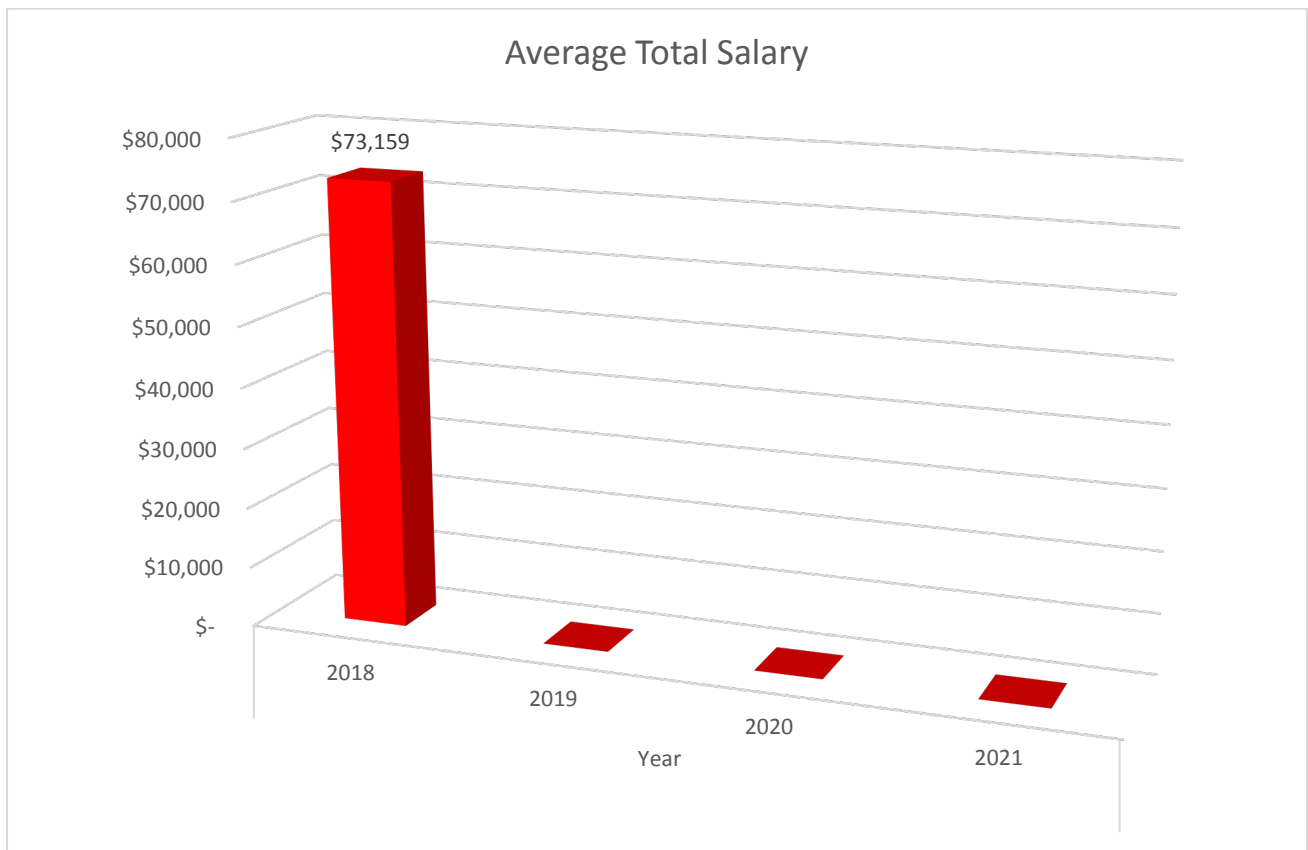
LENGTH OF TIME WITH ORGANISATION



# OFFICER

Is partially responsible for a specific functional area or has  
responsibility for part of a specific functional area

# Officer Highlights



	Average Salary Only	Average Bonus	Average Total Salary	Minimum Total Salary	Maximum Total Salary
<b>Officer</b>	\$72,283	\$1,750	\$73,159	\$45,000	\$116,000
<i>Number Responding</i>	25	2	25		
<b>INCUMBENT'S GENDER</b>					
	<b>Male</b>	4%	<b>Female</b>	92%	<b>Undisclosed</b> 4%
Average Total Salary	\$65,000		\$73,782		\$67,000

Other forms of compensation provided to Officers:

	\$	%
Bonus	\$1,750	8%
All other types of benefits	\$4,600	16%

# Table 5 Total Salary for Officer\*

	TOTAL		AVERAGE (mean)	75% EARN MORE+	MEDIAN VALUE+	25% EARN MORE+
OFFICER	25		\$73,159	\$55,650	\$67,000	\$85,500
TOTAL EXPENDITURE						
Under \$500,000	1	4%	\$93,600	\$93,600	\$93,600	\$93,600
\$500,000 to under \$1.25 million	14	56%	\$71,775	\$55,000	\$66,780	\$83,095
\$1.25 million to under \$3 million	4	16%	\$67,717	\$49,350	\$67,432	\$85,500
\$3 million to under \$6 million	5	20%	\$78,933	\$67,000	\$75,000	\$81,000
\$6 million to under \$10 million	1	4%	\$65,000	\$65,000	\$65,000	\$65,000
AVERAGE NUMBER OF EMPLOYEES						
0 to 2 employees	1	4%	\$93,600	\$93,600	\$93,600	\$93,600
3 to 5 employees	15	60%	\$72,270	\$55,000	\$68,125	\$85,500
6 to 10 employees	2	8%	\$76,833	\$67,000	\$76,833	\$76,833
11 to 20 employees	5	20%	\$74,533	\$65,000	\$75,000	\$81,000
41 to 75 employees	2	8%	\$62,500	\$60,000	\$62,500	\$62,500
NUMBER OF PAID MEMBERS						
No paid members	2	8%	\$61,215	\$55,650	\$61,215	\$61,215
101 to 500 paid members	7	28%	\$80,371	\$49,350	\$85,500	\$94,400
501 to 1000 paid members	5	20%	\$76,272	\$64,000	\$83,095	\$86,666
1001 to 50,000 paid members	11	44%	\$69,326	\$60,000	\$67,000	\$75,000
GEOGRAPHIC SCOPE						
National	25	100%	\$73,159	\$55,650	\$67,000	\$85,500
HEADQUARTERS LOCATION						
Auckland	6	24%	\$69,449	\$55,000	\$67,000	\$83,095
Wellington	16	64%	\$75,554	\$60,000	\$74,800	\$86,666
Regional Centre	3	12%	\$67,810	\$55,650	\$66,780	\$81,000

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

† For an explanation of these headings, see Quartiles on page 11



## Table 5 Officer (cont.)

	TOTAL		AVERAGE (mean)	75% EARN MORE†	MEDIAN VALUE†	25% EARN MORE†
ORGANISATION CLASSIFICATION						
Academic/Education	1	4%	\$85,500	\$85,500	\$85,500	\$85,500
Aged Care	2	8%	\$49,350	\$49,350	\$49,350	\$49,350
Industry/Trade	8	32%	\$78,803	\$65,000	\$81,000	\$86,666
Professional	8	32%	\$75,791	\$55,000	\$68,125	\$80,000
Research/Medical Research	1	4%	\$93,600	\$93,600	\$93,600	\$93,600
Sporting and Recreation	1	4%	\$67,000	\$67,000	\$67,000	\$67,000
Other	4	16%	\$61,858	\$55,650	\$60,000	\$65,000
GENDER						
Male	1	4%	\$65,000	\$65,000	\$65,000	\$65,000
Female	23	92%	\$73,782	\$55,650	\$74,800	\$86,666
Undisclosed	1	4%	\$67,000	\$67,000	\$67,000	\$67,000
YEARS IN POSITION						
Less than 1 year	3	12%	\$76,000	\$45,000	\$67,000	\$116,000
1 to 3 years	14	56%	\$69,968	\$55,000	\$65,000	\$81,000
4 to 6 years	4	16%	\$71,586	\$54,000	\$55,650	\$83,095
7 to 10 years	3	12%	\$88,989	\$74,800	\$85,500	\$106,666
Over 10 years	1	4%	\$68,125	\$68,125	\$68,125	\$68,125
YEARS WITH ORGANISATION						
Less than 1 year	3	12%	\$76,000	\$45,000	\$67,000	\$116,000
1 to 3 years	12	48%	\$67,546	\$55,000	\$65,000	\$75,000
4 to 6 years	6	24%	\$75,891	\$55,650	\$83,095	\$88,000
7 to 10 years	3	12%	\$88,989	\$74,800	\$85,500	\$106,666
Over 10 years	1	4%	\$68,125	\$68,125	\$68,125	\$68,125

† For an explanation of these headings, see Quartiles on page 11

# Table 5A Officer Analysis

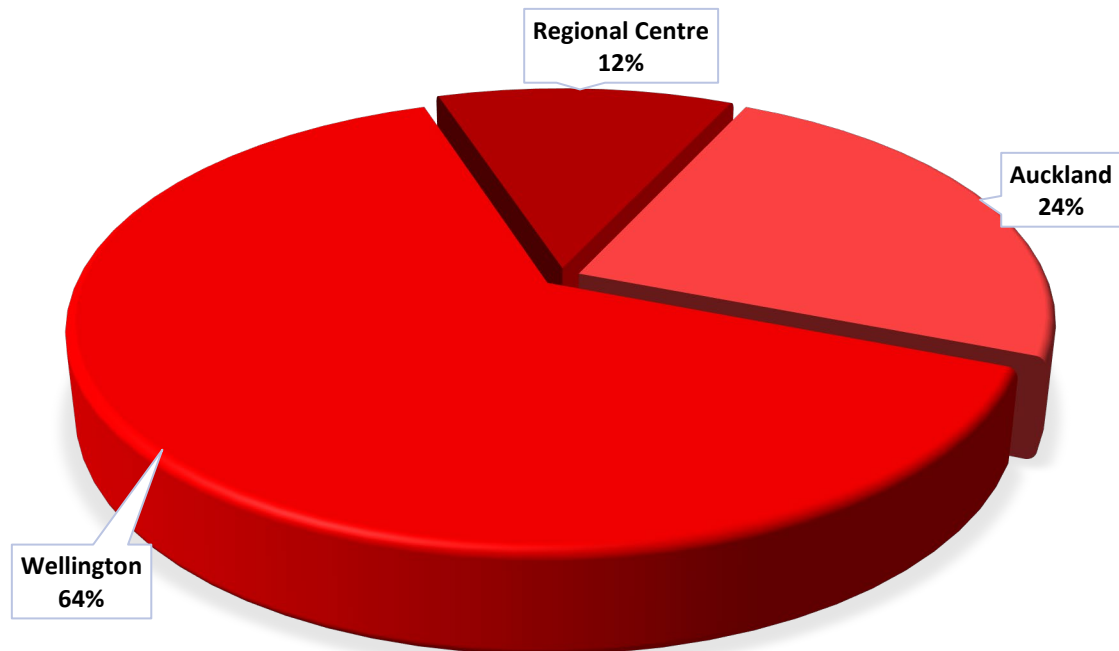
Timeframe	\$	%
<b>AVERAGE TOTAL SALARY* BY LENGTH OF TIME IN POSITION</b>		
Less than 1 year	\$76,000	12%
1 to 3 years	\$69,968	56%
4 to 6 years	\$71,586	16%
7 to 10 years	\$88,989	12%
Over 10 years	\$68,125	4%
<b>AVERAGE TOTAL SALARY* BY LENGTH OF TIME WITH ORGANISATION</b>		
Less than 1 year	\$76,000	12%
1 to 3 years	\$67,546	48%
4 to 6 years	\$75,891	24%
7 to 10 years	\$88,989	12%
Over 10 years	\$68,125	4%

Where a total salary increase was received in 2018, the average amount of such increase was **2.89%**.

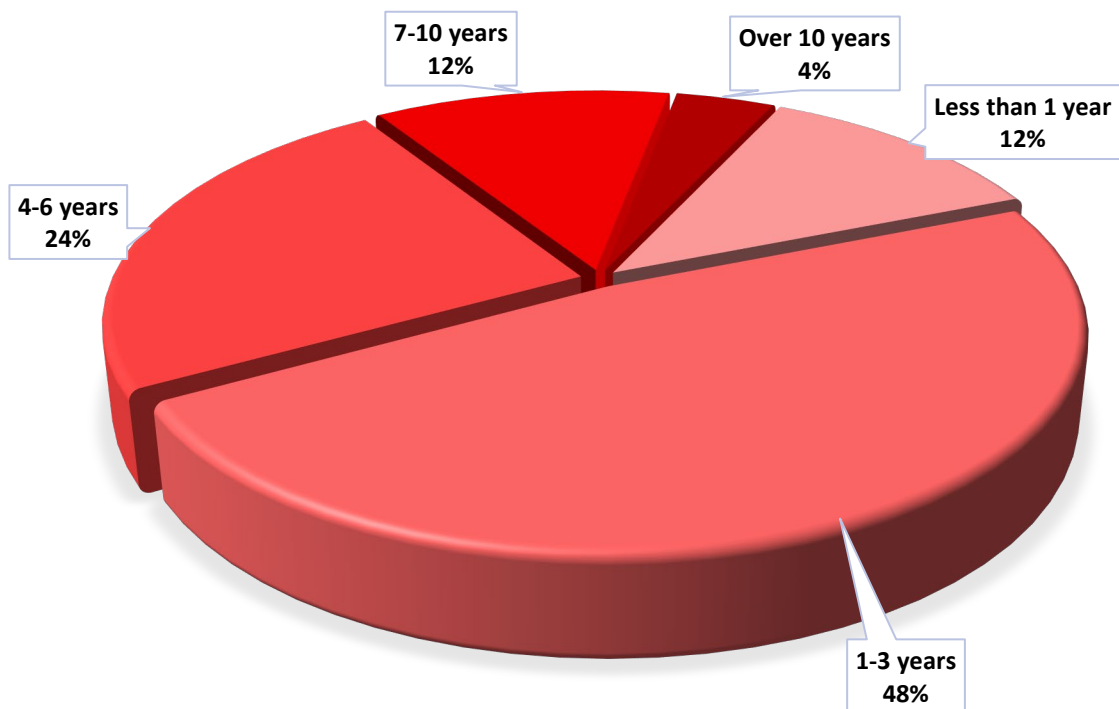
\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

## Table 5A Officer Analysis (cont.)

### LOCATION OF HEADQUARTERS



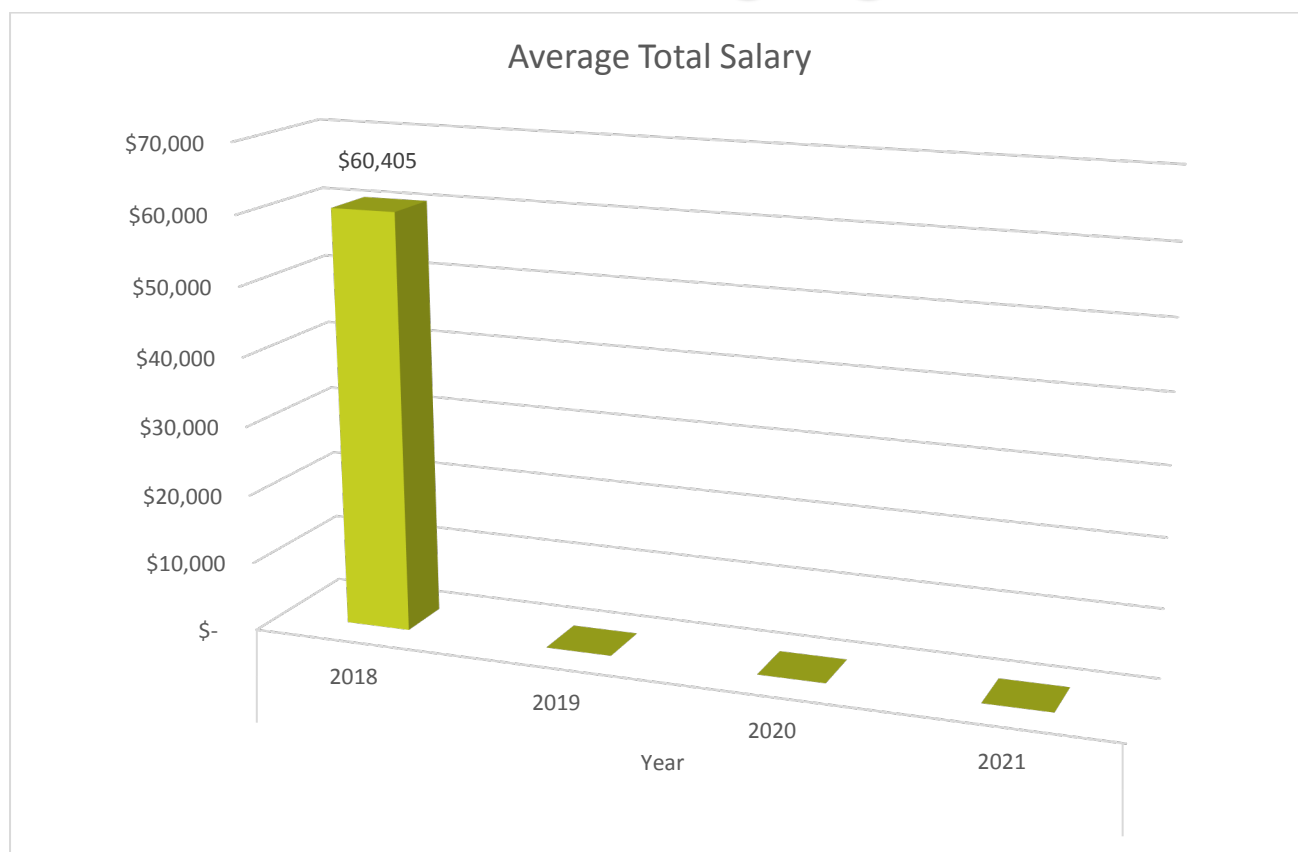
### LENGTH OF TIME WITH ORGANISATION



# ASSISTANT

Provides support to more senior staff level(s) in carrying out the responsibilities of a specific functional area

# Assistant Highlights



	Average Salary Only	Average Bonus	Average Total Salary	Minimum Total Salary	Maximum Total Salary
<b>Assistant</b>	\$60,119	\$2,000	\$60,405	\$45,522	\$85,000
<i>Number Responding</i>	21	3	21		
<b>INCUMBENT'S GENDER</b>					
	<b>Male</b>	0%		<b>Female</b>	100%
Average Total Salary		\$0			\$60,405

Other forms of compensation provided to Assistants:

	\$	%
Bonus	\$2,000	14%
All other types of benefits	\$0	0%

## Table 6 Total Salary for Assistant\*

	TOTAL		AVERAGE (mean)	75% EARN MORE†	MEDIAN VALUE†	25% EARN MORE†
ASSISTANT	21		\$60,405	\$52,000	\$56,235	\$65,000
TOTAL EXPENDITURE						
Under \$500,000	1	5%	\$52,000	\$52,000	\$52,000	\$52,000
\$500,000 to under \$1.25 million	13	62%	\$59,152	\$52,500	\$55,100	\$62,000
\$1.25 million to under \$3 million	3	14%	\$67,507	\$45,522	\$72,000	\$85,000
\$3 million to under \$6 million	4	19%	\$61,250	\$58,000	\$61,500	\$65,000
AVERAGE NUMBER OF EMPLOYEES						
0 to 2 employees	3	14%	\$51,500	\$50,000	\$52,000	\$52,500
3 to 5 employees	7	33%	\$61,783	\$52,000	\$56,235	\$70,993
6 to 10 employees	3	14%	\$70,667	\$55,000	\$72,000	\$85,000
11 to 20 employees	6	29%	\$61,167	\$58,000	\$62,000	\$65,000
21 to 40 employees	1	5%	\$45,522	\$45,522	\$45,522	\$45,522
Over 250 employees	1	5%	\$57,000	\$57,000	\$57,000	\$57,000
NUMBER OF PAID MEMBERS						
No paid members	2	10%	\$56,618	\$56,235	\$56,618	\$56,618
Under 50 paid members	5	24%	\$58,472	\$45,522	\$51,847	\$62,000
101 to 500 paid members	2	10%	\$52,000	\$52,000	\$52,000	\$52,000
501 to 1000 paid members	4	19%	\$75,826	\$62,305	\$72,000	\$84,000
1001 to 50,000 paid members	8	38%	\$56,950	\$52,500	\$55,000	\$58,000
GEOGRAPHIC SCOPE						
Local	2	10%	\$62,000	\$62,000	\$62,000	\$62,000
Regional	1	5%	\$57,000	\$57,000	\$57,000	\$57,000
National	18	86%	\$60,417	\$52,000	\$55,100	\$65,000
HEADQUARTERS LOCATION						
Auckland	5	24%	\$64,461	\$52,000	\$62,000	\$73,153
Wellington	10	48%	\$62,694	\$52,000	\$55,100	\$70,993
Regional Centre	6	29%	\$53,210	\$50,000	\$56,235	\$57,000

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

† For an explanation of these headings, see Quartiles on page 11

## Table 6 Assistant (cont.)

	TOTAL		AVERAGE (mean)	75% EARN MORE†	MEDIAN VALUE†	25% EARN MORE†
ORGANISATION CLASSIFICATION						
Aged Care	2	10%	\$61,420	\$51,847	\$61,420	\$61,420
Community & Family Services	1	5%	\$45,522	\$45,522	\$45,522	\$45,522
Disability Services	1	5%	\$57,000	\$57,000	\$57,000	\$57,000
Industry/Trade	9	43%	\$66,478	\$55,000	\$65,000	\$72,000
Professional	5	24%	\$52,920	\$52,000	\$52,500	\$55,000
Other	3	14%	\$60,078	\$56,235	\$59,118	\$62,000
GENDER						
Female	21	100%	\$60,405	\$52,000	\$57,000	\$65,000
YEARS IN POSITION						
Less than 1 year	7	33%	\$58,883	\$55,100	\$57,000	\$62,000
1 to 3 years	6	29%	\$59,749	\$52,500	\$55,000	\$65,000
4 to 6 years	3	14%	\$49,841	\$45,522	\$49,841	\$52,000
7 to 10 years	3	14%	\$67,333	\$55,000	\$62,000	\$85,000
Over 10 years	2	10%	\$73,153	\$62,305	\$73,153	\$73,153
YEARS WITH ORGANISATION						
Less than 1 year	6	29%	\$56,697	\$55,100	\$56,235	\$58,000
1 to 3 years	7	33%	\$61,499	\$52,500	\$65,000	\$70,993
4 to 6 years	3	14%	\$49,841	\$45,522	\$49,841	\$52,000
7 to 10 years	2	10%	\$70,000	\$55,000	\$70,000	\$70,000
Over 10 years	3	14%	\$69,435	\$62,000	\$62,305	\$84,000

† For an explanation of these headings, see Quartiles on page 11

## Table 6A Assistant Analysis

Timeframe	\$	%
<b>AVERAGE TOTAL SALARY* BY LENGTH OF TIME IN POSITION</b>		
Less than 1 year	\$58,883	33%
1 to 3 years	\$59,749	29%
4 to 6 years	\$49,841	14%
7 to 10 years	\$67,333	14%
Over 10 years	\$73,153	10%
<b>AVERAGE TOTAL SALARY* BY LENGTH OF TIME WITH ORGANISATION</b>		
Less than 1 year	\$56,697	29%
1 to 3 years	\$61,499	33%
4 to 6 years	\$49,841	14%
7 to 10 years	\$70,000	10%
Over 10 years	\$69,435	14%

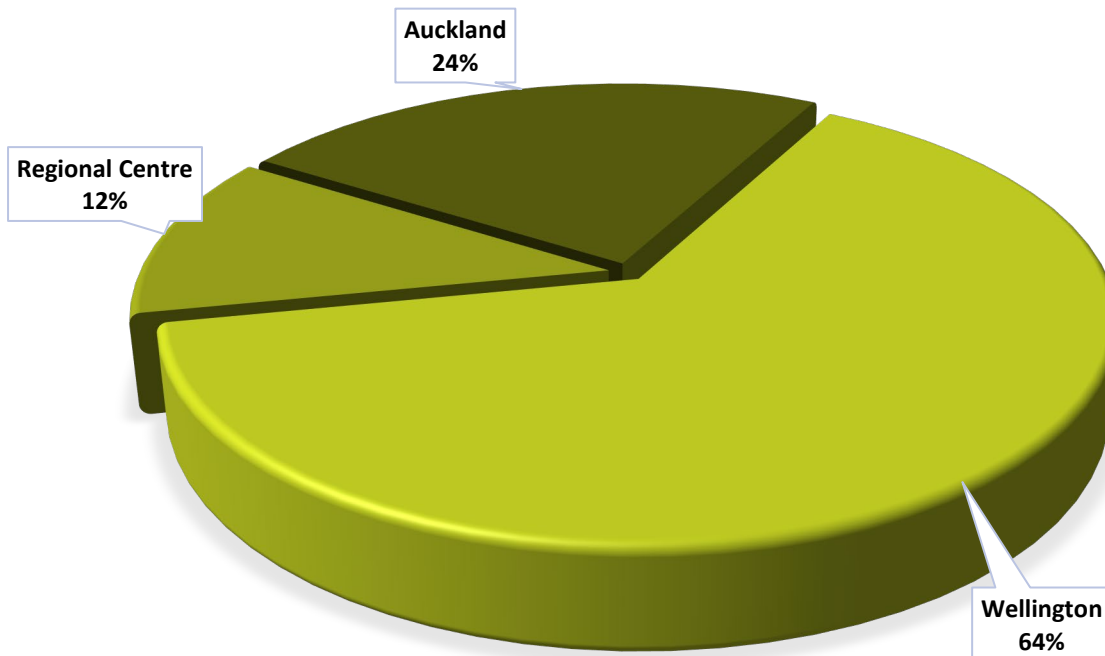
Where a total salary increase was received in 2018, the average amount of such increase was **3.20%**.

\* Total salary figures include payments to KiwiSaver, bonuses and/or incentives, and all other benefits (including FBT if paid)

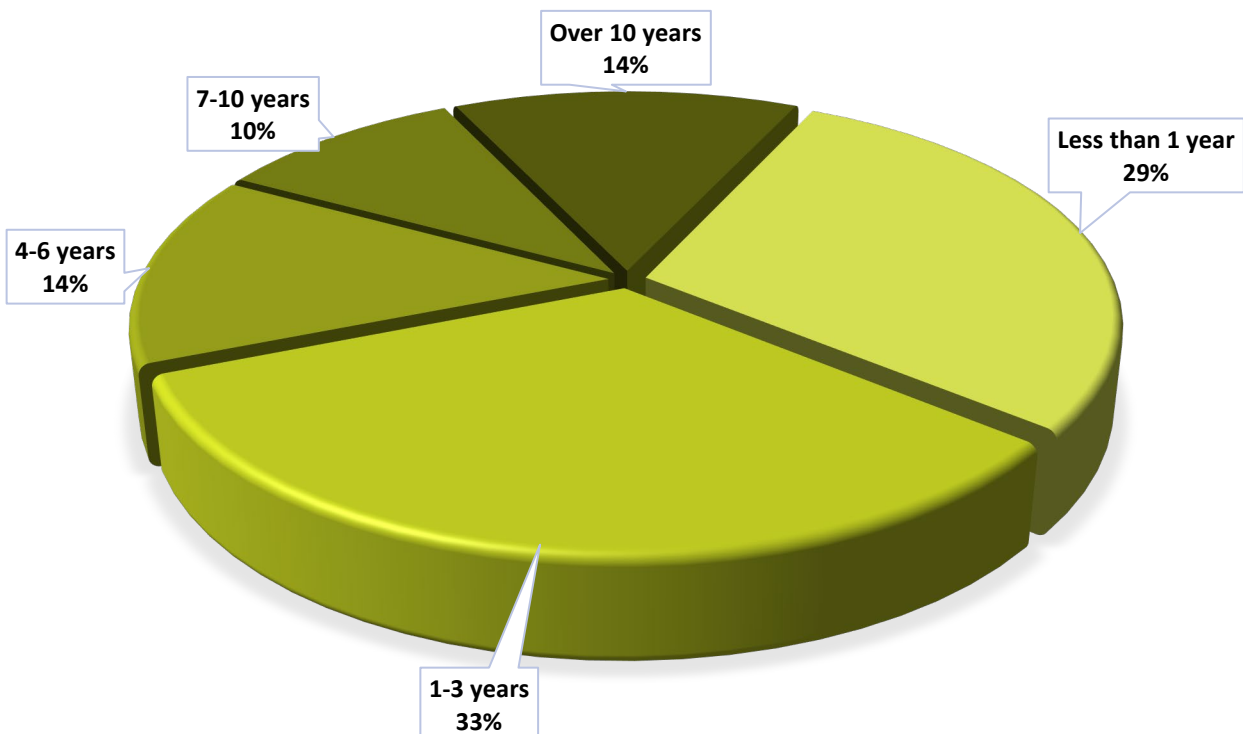


## Table 6A Officer Analysis (cont.)

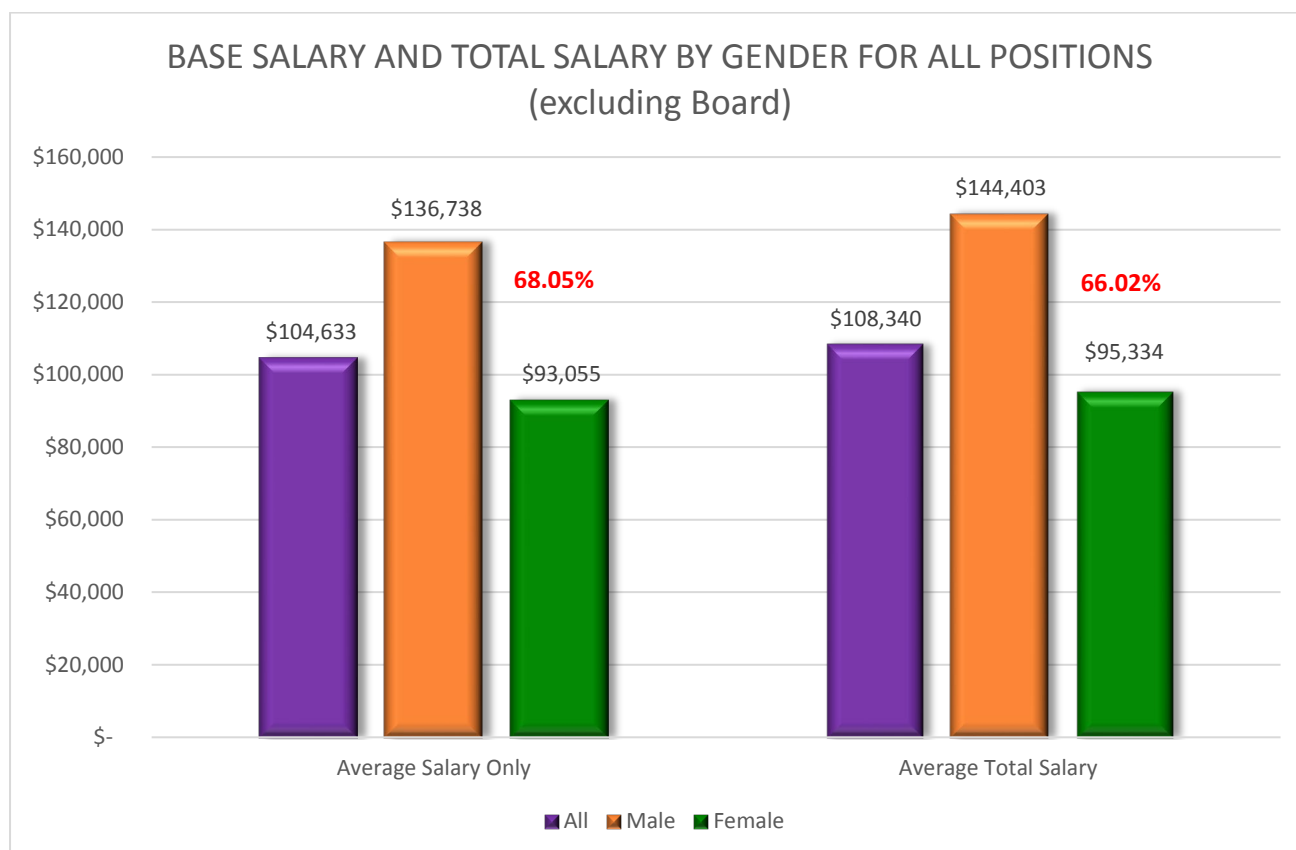
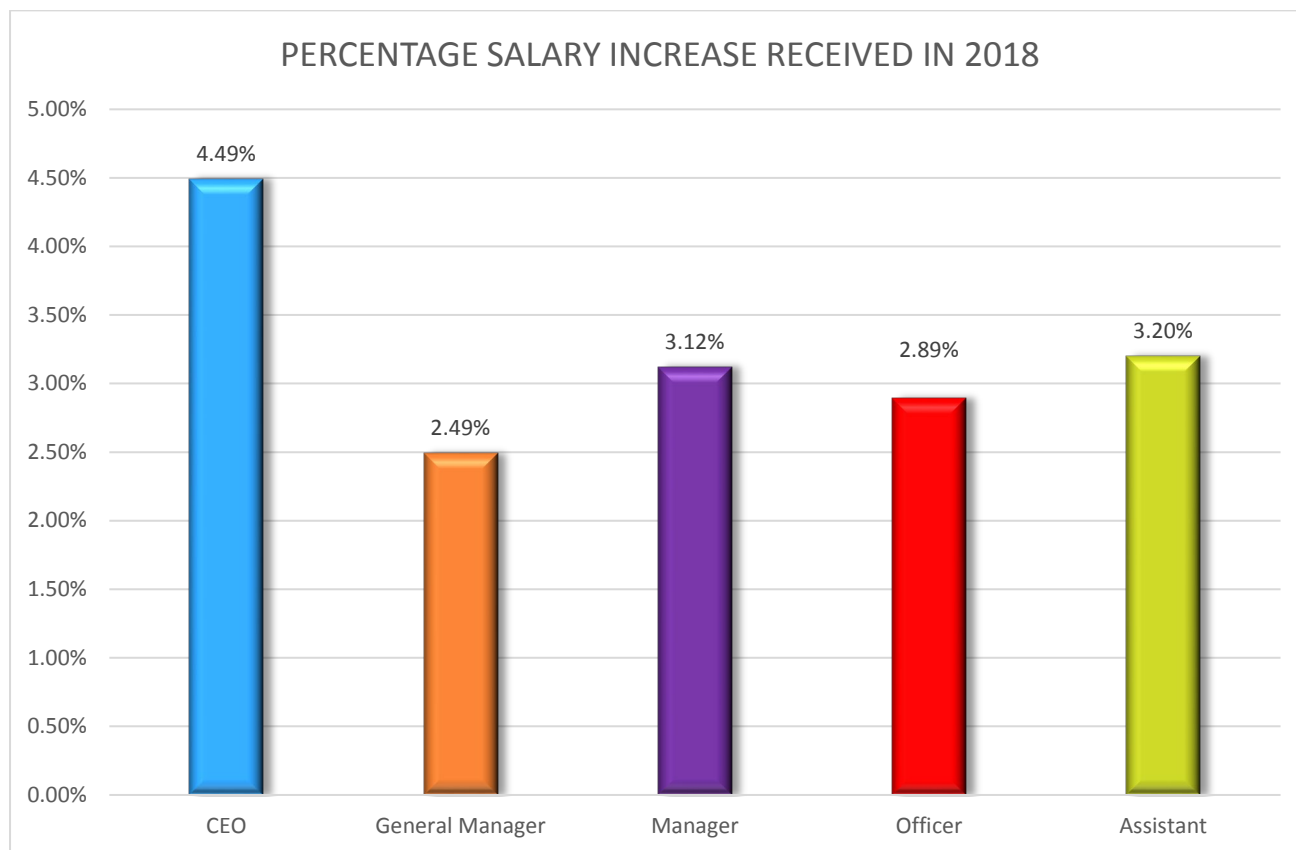
### LOCATION OF HEADQUARTERS



### LENGTH OF TIME WITH ORGANISATION



## Table 7 Additional Salary Data



# In Closing - Thank You

Enterprise Care would like to thank all of those who participated in our Inaugural New Zealand Not for Profit Salary Survey and Report. Without your involvement and support this valuable information and knowledge about the NFP sector would not have happened.

We would also like to thank firstly, Brett Jeffrey (GM NZ AuSAE) for his enthusiastic encouragement, ongoing interest and support, and valued feedback. Particularly a special mention is required for Brett's tireless efforts in letting everyone know of this wonderful project and making sure many NFPs were aware of the Salary Survey initiative.

Secondly, we would like to acknowledge the assistance provided by Walker Wayland Auckland; and thank Sandy Nelson, Director - Walker Wayland Auckland Ltd, Business Advisors and Chartered Accountants, for his input and support.

The response received to the Inaugural New Zealand Not for Profit Salary Survey was excellent. The salary information provided has enabled Enterprise Care to produce this comprehensive Salary Report, and provides a wonderful basis for ongoing trend analysis and benchmarking for salaries in the New Zealand Not for Profit Sector over the coming years.

Recognising and rewarding your employees includes professionally managing their salaries. More and more NFP employees wish to know that their employer understands the market within which the organisation operates.

Importantly NFPs now need to have the salary levels and arrangements for remuneration as part of a board's governance responsibility. This Report ensures key leaders can understand and benchmark against comparable external markets (by size, industry, and location).

Stakeholders are more interested in knowing that the organisation is benchmarking their salaries and making sound decisions. Without competitive salaries, an organisation is vulnerable in attracting and retaining the best talents. Any failure to keep abreast of market salary levels may result in the loss of valuable employees. This of course can lead to loss in productivity and increase in costs.

This report offers you a critical resource to benchmark your present salary payments. Over time this benchmarking will support better understanding of the salary and employment trends, helping boards and senior executives to make more informed and effective pay decisions including hiring, promotions, salary changes, and finally staff remuneration budget planning.

All of this is important for a salary and performance framework offering support in founding a sound employee engagement culture.

The second (2<sup>nd</sup>) New Zealand Not for Profit Salary Survey will commence in July 2019, with the Report being released in November.

Enterprise Care would love to hear from you. Your feedback is important to us. It will help us to provide the best Salary Report we can, and in doing so, meet your important needs.

Please provide your feedback to Tracy Portarianos at [portarianost@enterprisecare.com.au](mailto:portarianost@enterprisecare.com.au)

For further information on Enterprise Care, please visit our website: [www.enterprisecare.com.au](http://www.enterprisecare.com.au)