NEW ZEALAND POLICY RESEARCH INSTITUTE

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In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

New Zealand 2024/2025

This summary presents key findings from the 2024-2025 New Zealand Women's Empowerment Principles (WEPs) survey, which tracks how organisations are progressing in implementing the seven UN Women's Empowerment Principles. Using two consecutive survey waves, it highlights changes over time in leadership, workplace policies, gender pay equity, safety, talent development, and transparency.

The survey is voluntary and based on self-reported information. In 2024, responses were received from UN WEPs signatory organisations, while in 2025, participation was opened to all interested organisations.

Principle 1	Leadership promotes gender equality	In 2024, eight out of 18 organisations (44.4%) reported that the CEO and/or Board of Directors had made a public commitment or statement of support for gender equality. Notably, eight organisations did not provide a response to this question. In 2025, all nine organisations responded, and eight (88.9%) reported that such a commitment had been made.

Median female representation on the Boards of Directors and Senior Executive Teams vary across survey years, likely reflecting differences in the organisations that responded in each survey wave. Among respondents, median female representation on the Boards of Director was 50% in 2023, 38% in 2024, and 53.5% in 2025. Median female representation on Senior Executive Teams was 50% in 2023, 33% in 2024, and 50% in 2025.

Median Female Representation: Percentage of Members					
Career Level	2021	2022	2023	2024	2025
Board of Directors	40.0	40.0	50.0	38.0	53.5
Senior Executive Team	41.5	50.0	50.0	33.0	50.0

Note: Median and mean calculations exclude null responses. In 2024, ten organisations did not report female representation at Board level and nine did report for the Senior Executive Team. In 2025, one organisation provided no response for either measure. Interpret 2025 results with caution, as two organisations are all-women.

Given the small number of respondents and changes in participation across years, including the presence of two all-women organisations in 2025, these figures should be interpreted as indicative of the range of representation among participating organisations rather than as trends over time or estimates of representation across New Zealand organisations more broadly.

In 2024, two organisations had a formal policy to actively recruit women into Senior Management, the Executive Team, or the Board of Directors, and a further two indicated they planned to introduce such a policy within the next 12 months.

In 2025, four organisations reported having a policy in place.

Examples of these policies and the proportion of organisations who have implemented them are provided in the table below.

Female Recruitment Initiatives					
Initiatives	% of Organisations				
	2021	2022	2023	2024	2025
Conduct unconscious bias training	64	69	73	44	50
Include females on interview panel for every senior executive/Board interview	71	54	64	44	50
Review gender profiles of end-to-end recruitment and selections process to identify 'blockages'	43	62	55	33	25

Note: Proportion calculations exclude null responses. In 2024, nine organisations did not provide a response to this question, and in 2025, one organisation did not respond.

| Principle 2	Equal opportunity, inclusion and non-discrimination	Seven of 18 organisations (38.9%) in 2024 and six of nine (66.7%) in 2025 reported offering enhanced parental leave above statutory entitlements. Policies supporting women returning from parental leave were in place in nine of 18 organisations (50%) in 2024 and six of nine (66.7%) in 2025. Flexible working arrangements were offered by nine of 18 organisations (50%) in 2024 and seven of nine (77.8%) in 2025. Most provided both remote-working and flexi-time options.

Across the six organisations that supplied gender pay-gap data in 2024, male employees were paid, on average, 9.8% more than female employees. In 2025, seven organisations provided comparable data, and the mean gender pay gap narrowed to 3.4%. Two organisations reported a negative pay gap, indicating higher average pay for female employees, while one reported a comparatively wide gap of 24%.

Overall, the average gender pay gap remained relatively stable between 2021 and 2023, increased to 9.8% in 2024, and then declined to 3.4% in 2025. The median pay gap followed a similar trajectory, reaching its highest point in 2021 at 15.9% and its lowest in 2025 at 3.3%.

The table below presents the average and median gender pay gaps and shows that, despite fluctuations over the years, both measures indicate a movement toward more equal pay by 2025.
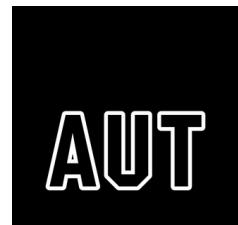
Gender Pay Gap Analysis										
Male to female pay	Average pay gap					Median pay gap				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
Median (%)	6.2%	5.0%	6.0%	4.4%	1.6%	5.9%	22.4%	6.0%	11.1%	3.6%
Average (%)	7.5%	7.4%	7.5%	9.8%	3.4%	15.9%	15.4%	7.5%	14.7%	3.3%

Note: Only organisations that supplied gender pay-gap data are included in the calculations. In 2024, six organisations provided data for the overall average and overall median gender pay gaps. In 2025, seven organisations provided overall average pay-gap data and four provided overall median pay-gap data.

Principle 3	Health, safety and freedom from violence	In 2024, eight of 18 organisations responded to the question on whether they had a zero-tolerance policy towards gender-based violence and harassment, and all eight reported that such a policy was in place. In 2025, seven of nine organisations provided data and six affirmed having such a policy. These policies include domestic violence leave and counselling services.

Seven of the eight organisations that provided data in 2024 said they have a wellness strategy in place, and the same number did so in 2025. Across both years, all organisations reported broader wellness initiatives that, while not specifically targeted at women, are expected to support and empower them.

In 2024, five of the eight organisations that reported on employee safety initiatives indicated they had measures in place to support safe travel to and from the workplace. In 2025, four of the seven organisations that provided data indicated having such initiatives. Examples of these initiatives and the proportion of organisations who have implemented them are provided in the table below.

Initiatives to Ensure Safety of Employees Travelling After Hours					
Initiative	% of Organisations				
	2021	2022	2023	2024	2025
After hours safety policy	29	46	55	100	100
Escort to vehicle after business hours	35.7	46	36	60	0
Rideshare credits/taxi vouchers are provided	14	46	45	40	25

Note: Proportion calculations exclude null responses. In 2024, 13 organisations did not provide a response to this question, and in 2025, five organisations did not respond.
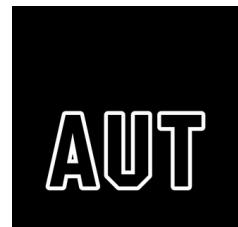
| Principle 4 | Education and training | In 2024, seven of the eight organisations that provided data reported having formal education, training or professional development programmes in place; the same number did so in 2025.

Seven organisations in 2024 indicated that they considered employees' family commitments when scheduling training and education programmes, and six reported doing so in 2025. The most common approach was to adjust the location of training to minimise disruption to family responsibilities. |

Six organisations in each reporting year indicated that they have formal talent identification and management programmes in place. In 2024, four of these organisations reported evaluating the impact of their programmes, and in 2025, five did so. The specific activities included within these talent and identification programmes are summarised in this table.

Talent Identification and Management Programmes					
Activity	% of Organisations				
	2021	2022	2023	2024	2025
Internal mentoring of female employees	50	62	45	86	100
Organise gender-specific networking groups for females	14	46	64	57	83
Actively encourage female leaders to be external mentors for young women	43	46	73	86	67

Note: Proportion calculations exclude null responses. In 2024, 11 organisations did not provide a response to this question, and in 2025, three organisations did not respond.

Principle 5	Enterprise development, supply chain and marketing practices	Three of eight responding organisations reported operating a supplier diversity policy in 2024, compared with two of eight in 2025. These policies support suppliers with a diverse workforce.

Three of eight organisations (37.5%) in 2024 and two of eight (25%) in 2025 have gender-sensitive guidelines for marketing or subscribe to voluntary codes that promote responsible and dignified gender and/or ethnic portrayal in marketing communications.

In 2024, three organisations reported evaluating whether gender-related barriers exist in accessing their products and services. In 2025, two organisations reported undertaking such evaluations. The table below shows the methods used by these organisations.

Methods Evaluating Gender-Related Barriers in Accessing Products and Services					
Method	% of Organisations				
	2021	2022	2023	2024	2025
Customer research e.g., focus group	29	31	27	38	13
Review of purchasing behaviours	29	15	18	25	0
Review, analysis, and monitoring of customer complaints/feedback	29	15	36	38	13

Note: Proportion calculations exclude null responses. In 2024, 10 organisations did not provide a response to this question, and in 2025, one organisation did not respond.

Principle 6

Community leadership and engagement

Seven of the eight organisations that provided data in 2024 and all nine in 2025 collaborate or partner with women's organisations, such as UN Women and Diversity Works NZ.

Seven organisations in each reporting year reported involvement in community programmes that directly support women. This table provides examples of these programmes.

Community Programmes that Support Women					
Programme	% of Organisations				
	2021	2022	2023	2024	2025
Charitable donations to women's organisations	79	85	82	71	57
Sponsorship and funding to women's initiatives	64	69	64	43	43
External mentoring of young women	36	31	55	14	14

Note: Proportion calculations exclude null responses. In 2024, 10 organisations did not provide a response to this question, and in 2025, one organisation did not respond.

Principle 7

Transparency, measuring and reporting

In 2024, eight organisations reported on whether they publicly publish their equal employment opportunity (EEO) metrics, and all confirmed that they do. In 2025, all nine organisations reported publishing EEO metrics.

Examples of how organisations demonstrate their support for the UN Women's Empowerment Principles are provided in this table.

Support of UN Women's Empowerment Principles					
Communication of support	% of Organisations				
	2021	2022	2023	2024	2025
Actively support initiatives that relate to the principles	43	69	55	63	100
Proudly include this information on our website	14	77	64	50	56
Communicate our involvement externally	29	62	36	63	22

Note: Proportion calculations exclude null responses. In 2024, 10 organisations did not provide a response to this question, and in 2025, all responded.