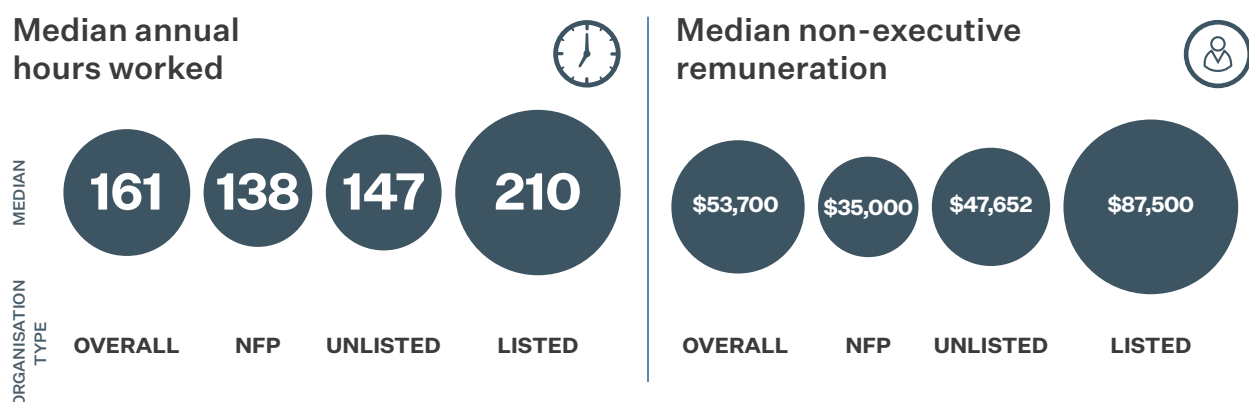


2025 Directors' Fees Survey: Not-for-profit Insights

The *2025 Directors' Fees Report*, produced by the Institute of Directors (IoD) and EY, is a key source of information on directors' remuneration in the New Zealand market. It also provides useful insights into the evolving expectations on directors across a range of organisations and industries. Below are a selection of key statistics and trends drawn from the survey of 5,169 directorships, including 1,158 directors, across 1,957 organisations that relate to those in not-for-profit (NFP) roles.

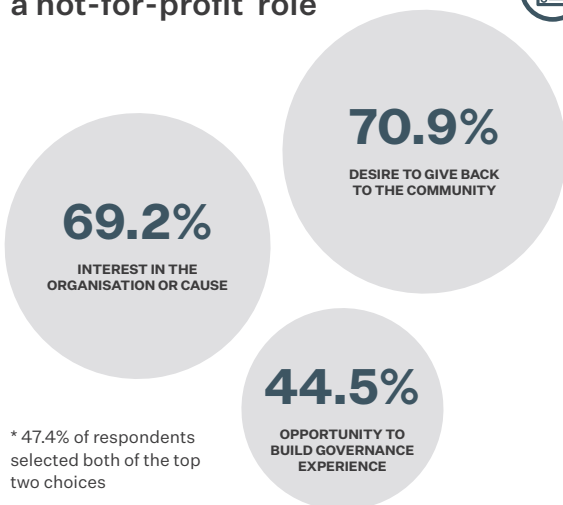
Not-for-profit directors play a vital role in New Zealand's communities. Many serve without pay, yet the time and responsibility they carry is significant. These insights highlight the unique contribution of not-for-profit directors compared with peers.



54.9% of respondents stated they were not remunerated in their not-for-profit role. For those who did, roughly one-third (36.3%) said they reviewed fees annually, 21.6% noted reviews were ad hoc, 13.5% were two-yearly and others were three-yearly, when market conditions justified or were set by external organisations such as central or local government.

Over half (58.1%) of non-executive directors expressed satisfaction with their remuneration level versus 50.7% of not-for-profit directors. It was observed that those in not-for-profit governance roles were more likely to receive non-financial awards such as professional development, experiences (such as tickets to events) and free or discounted organisation products/services.

Reasons for taking on a not-for-profit role



Trustees



126

MEDIAN HOURS

35

HOURS IN MEETINGS

10

AVERAGE NO. OF MEETINGS

Executive/council member



146

MEDIAN HOURS

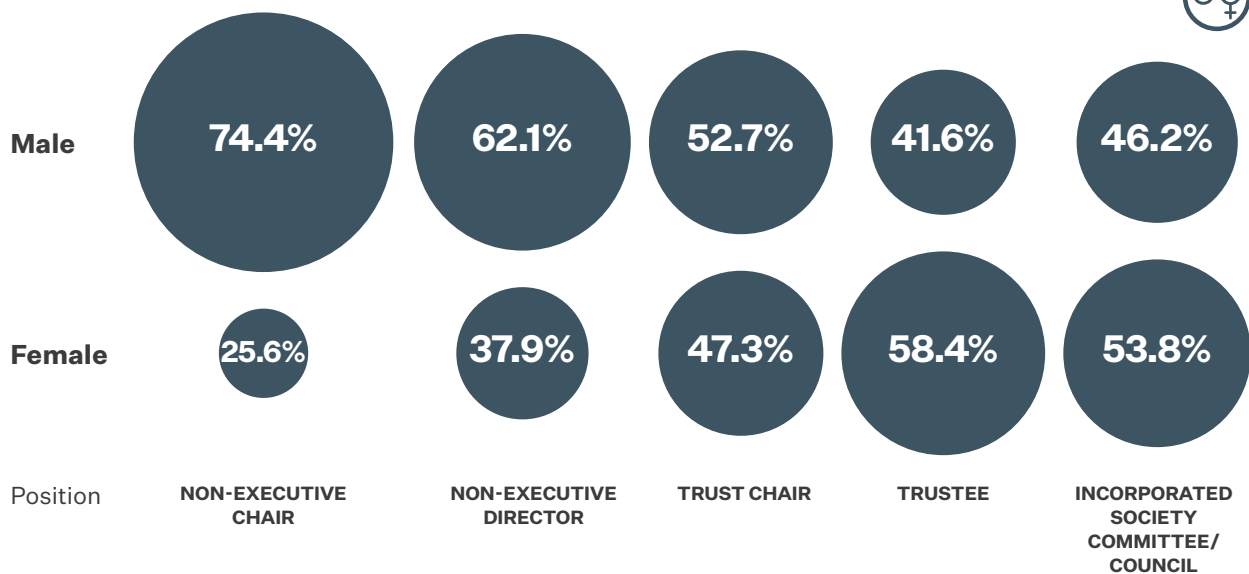
36

HOURS IN MEETINGS

6

AVERAGE NO. OF MEETINGS

Type of directorship held



Female representation among trustees remains high at 58.4%, consistent with last year and continuing to mark trustees as one of the few governance groups where women outnumber men. Incorporated society committees/councils show a similar pattern, but across most other governance categories, men continue to hold the majority of positions. Among non-executive directors – the largest group in the survey – men account for 62.1%, indicating that New Zealand's boardrooms remain male-dominated.

There are, however, encouraging signs of progress. The gender pay gap for non-executive directors narrowed significantly in 2025, dropping from 10% to just 2.4%, with median fees for female directors rising faster than those for men. Women are also gaining ground in leadership roles such as trust chairs and advisory board chairs, although men still hold the majority overall. These figures suggest that while female representation is strongest in trustee and society roles, change is also starting to emerge in more traditional board positions – though equity in leadership and remuneration is still some distance away.

Median annual fees

