

NEW ZEALAND  
**EMPLOYMENT  
MARKET REPORT**  
2025

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# New Zealand Employment Market Update

*Reflecting on the past, understanding the present, and preparing for what's next.*

## 2024 Review

If we had to summarise 2024 in a sentence, it might be something like this: "It's been a bumpy ride, but we're finding our footing." Much like the weather in Aotearoa – four seasons in a day – the job market this year has delivered a mixed bag. From cautious optimism and strategic hires to redundancies and salary tensions, the employment landscape has continued to evolve as New Zealand's economic and social pressures shift.

In this review, we've drawn on insights from employers and job seekers across Aotearoa, general hiring trends, data from Stats NZ and MBIE, and firsthand experience from our recruitment professionals. Here's how the year unfolded and what 2025 might have in store.

## A Look Back: How 2023 Set the Scene

The start of 2024 was very much influenced by what happened the year before. After a frenzied few years of catch-up hiring after COVID, the employment market in 2023 started to cool, especially in the second half of the year. Political uncertainty around the election, a more cautious business environment, and tightening budgets led to hiring slowdowns across several industries.

Candidates, used to the high salaries and strong job market of 2021–2022, entered 2024 with high expectations. Employers, on the other hand, were navigating cost pressures and more conservative hiring goals. The result? A bit of a stalemate in Q1 2024 with hiring happening, but only where the business case was airtight.



**Christian Brown**  
Chief Operating Officer



# 2024 in Focus: Navigating Change and Redefining Flexibility

## Slower Economic Growth, Rising Unemployment

New Zealand's economic engine didn't roar in 2024, it idled. GDP growth was sluggish, hovering around **0.8%**, with sectors like construction, retail, and hospitality feeling the pinch. The unemployment rate crept up steadily, reaching **5.1%** by the end of the year – a sharp rise from the **sub-4%** rates of previous years.

Cost cutting, particularly in the tech and professional services space, made headlines early in the year. At the same time, some sectors, like healthcare and logistics, still reported difficulty filling roles. It wasn't that there weren't people looking for work; there just weren't enough people with the right mix of skills and experience.

## Restructures, Redundancies, and Burnout

It wasn't only the numbers that told the story. Anecdotally, HR teams and recruiters reported more restructuring activity than in the past few years. Reorganisations, hiring freezes, and rounds of redundancies signalled a more risk-averse business environment. At the same time, the people left behind were often under more pressure.

According to multiple surveys, employee burnout rose dramatically in 2024. In fact, according to Employment Hero, over half of New Zealand workers reported moderate to high levels of burnout, driven by heavier workloads, cost-of-living stress, and the blurred boundaries that come with hybrid work models.

## Flexibility: Here to Stay, Still Finding its Shape

If there's one employment trend that's not going anywhere, it's flexibility. In 2024, employers and employees continued to negotiate what hybrid and flexible working arrangements looked like. While globally there's an increasing trend of the corporate world returning to the office, it's fair to say that across New Zealand, everyone's still figuring it out – including me!

Some employers pushed for more in-office time to rebuild culture and collaboration. Others leaned into flexibility, redesigning their offices and schedules to suit how their teams wanted to work. The companies that had the most success? The ones that invited their employees to help shape flexible working policies, rather than mandating them.

Still, hybrid working hasn't been a silver bullet. Some employers reported a drop in engagement and collaboration, while others noted challenges with onboarding and mentoring junior staff. We expect these conversations to continue in 2025 as businesses refine their hybrid models and explore creative ways to balance presence and productivity.

## Pay, Progression, and the Cost of Living

One of the biggest pressures in the employment market this year was wage growth, or the lack of it. While inflation moderated slightly from the highs of 2022–2023, many Kiwis were still struggling with cost-of-living increases, particularly in housing and food. And they were looking to their employers to help close the gap.

For job seekers, salary remained the number one reason to consider a new role. Employers who offered strong packages – including meaningful development opportunities and non-financial benefits like mental health support and extra leave – stood out.

That said, not every business could meet rising salary expectations. The challenge in 2024 was balancing retention, reward, and realism. Expect more of the same for the rest of 2025.

## Migration Moves and a “Hollowing Out” Concern

This year also brought renewed focus on the flow of people in and out of New Zealand. Net migration rose sharply, with provisional data showing a net gain of over **127,000** people for the year ending November 2023. But it wasn't just new arrivals getting attention, it was the number of Kiwis heading overseas.

Australia remained a major drawcard, with higher salaries, lower living costs (in some cases), and perceived career progression opportunities luring mid-career professionals and younger workers alike. Employers began to express concern about a “hollowing out” of talent in sectors like engineering, tech, and healthcare, where experienced local talent was increasingly hard to hold onto.

Immigration policies helped plug some of the gaps, but the reality is that we're not retaining enough skilled workers, and the government and businesses need to work together on solutions in 2025.

# Trends to Watch in 2025

## Technology and AI-Driven Change

2024 saw the mainstreaming of generative AI tools into many workplace processes – from marketing and admin to coding and analytics. While uptake is still uneven, the businesses that embraced AI found productivity gains and new opportunities for automation.

We expect this trend to accelerate over the course of this year, but it comes with a caveat: businesses will need to upskill their people in digital literacy, data analysis, and critical thinking to avoid leaving workers behind.

## Green Jobs and the Sustainability Shift

As New Zealand continues to advance toward its emissions reduction targets, we're seeing the early stages of a "green collar" economy. Jobs in renewable energy, sustainable agriculture, and environmental science are gradually gaining traction, and businesses are beginning to build ESG (environmental, social, and governance) credentials into their employee value propositions.

It's early days, but this is an area to watch in 2025, especially with Gen Z workers prioritising purpose alongside pay.

## A Renewed Focus on Employee Wellbeing

After two years of intense focus on flexibility and productivity, 2025 will be a rebuilding year for many organisations, and wellbeing will play an essential role in that recovery. Supporting employee wellbeing through realistic workloads, mental health resources, and strong, people-first leadership creates the conditions for sustainable performance and retention. In a labour market that remains tight in key sectors, companies that continue to prioritise their people's wellbeing are better positioned to attract and keep top talent.

## What Employers Can Do Now

If you're planning to hire in the year ahead, whether that means growing your team or replacing a vacant role, here are a few practical takeaways from 2024 that may help:

- Be transparent about what you can offer in terms of pay, flexibility, and development.
- Invest in learning and upskilling where appropriate, especially in tech, AI, and leadership.
- Check your EVP to make sure it aligns with what today's job seekers are looking for.
- Retain your best people by talking to them early and often about their career goals.
- Keep building flexibility, but don't forget about culture, connection, and collaboration.

## Final Thoughts: A Cautious Optimism

If 2023 was a year of uncertainty and 2024 was a year of recalibration, then 2025 may well be a year of cautious optimism. The fundamentals of New Zealand's employment market remain solid, and our people are skilled, resilient, and innovative. But to unlock the next chapter of growth, we'll need a renewed focus on talent retention, meaningful work, and building future-ready skills.

As far as some of the key indicators go, we expect to see GDP growth in the coming months, with the OCR rate stabilising and inflation cooling, along with a decrease in the unemployment rate after it reaches its predicted peak mid-year. Business confidence is rising ever so cautiously – many of Madison's clients are seeing green shoots with increasing confidence for the second half of 2025.

There will still be headwinds. Economic uncertainty, global instability, and a competitive talent market won't disappear overnight. But for employers and job seekers who are willing to adapt, 2025 could offer new opportunities.

Here's to a year of smart hiring, people-first leadership, and building stronger, more sustainable workplaces!

A stylized, handwritten signature in black ink, likely belonging to Christian Brown.

**Christian Brown**  
Chief Operating Officer





## About this Report

# Methodology

### Insights Surveys

This report draws on feedback from **337 Employers** and **2,905 Job Seekers** in a wide range of industries across New Zealand.

The employer survey explored recruitment activity, workforce trends and hiring challenges, while the job seeker survey focused on preferences, motivations, and job seeking trends. These insights are supported by the day-to-day experiences of Madison consultants and are summarised throughout this report.

### Salary Data

The salary guide in this report has been compiled from multiple sources, including Madison placements, market research, and consultant, client, and candidate feedback. The figures shown represent base salary only, excluding bonuses, commissions, incentive schemes, and benefit packages, which can vary by industry and location. While we're confident in the accuracy of our data, salary ranges must be used as a guide only.

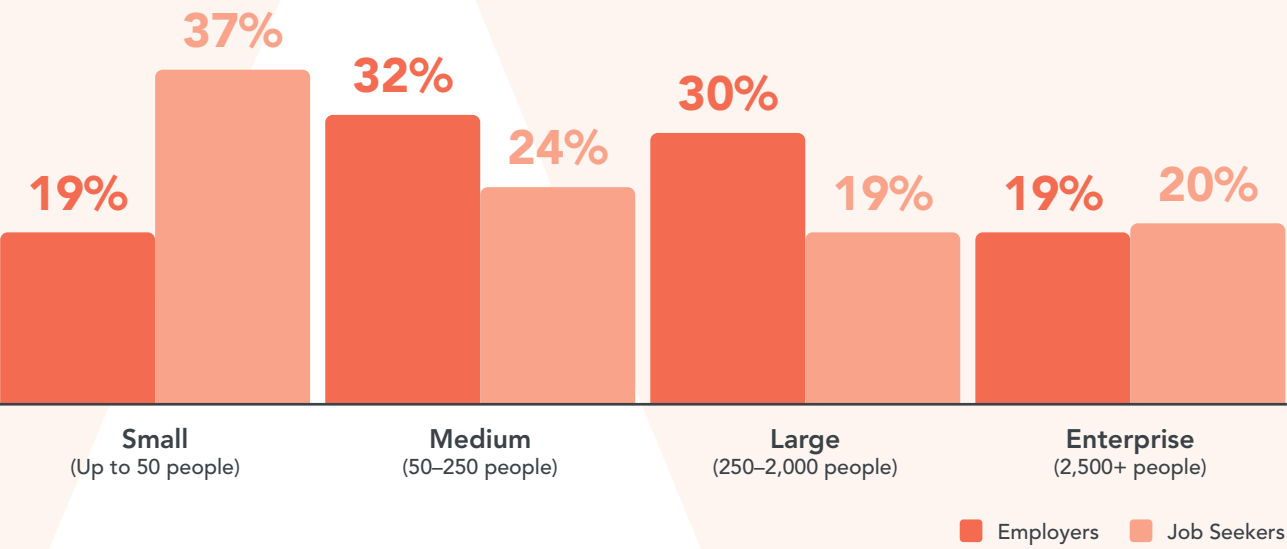
### Salary Tables

**Low** Typically the average starting salary for a role.  
**High** The average highest expected salary for a role.  
*We do not include extreme low or high outliers.*

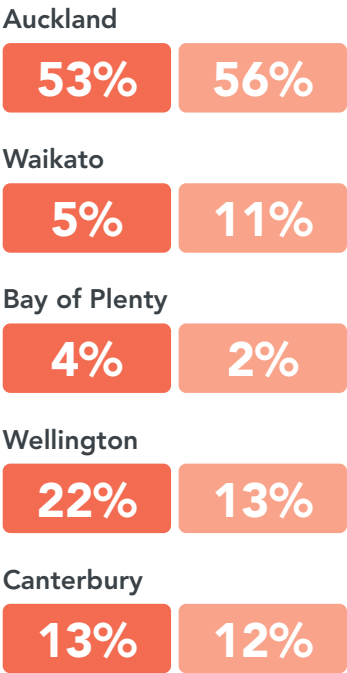
About this Report

# Respondent Demographics

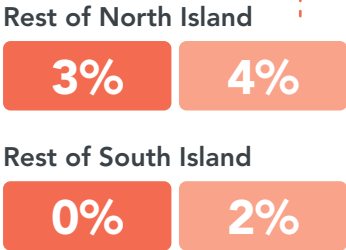
Organisation Size



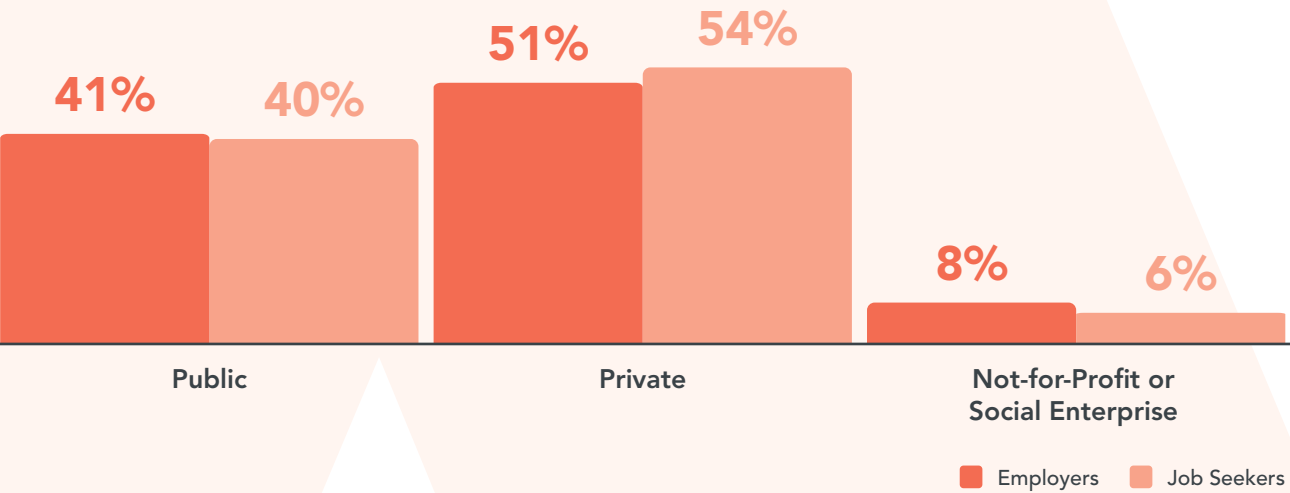
Location



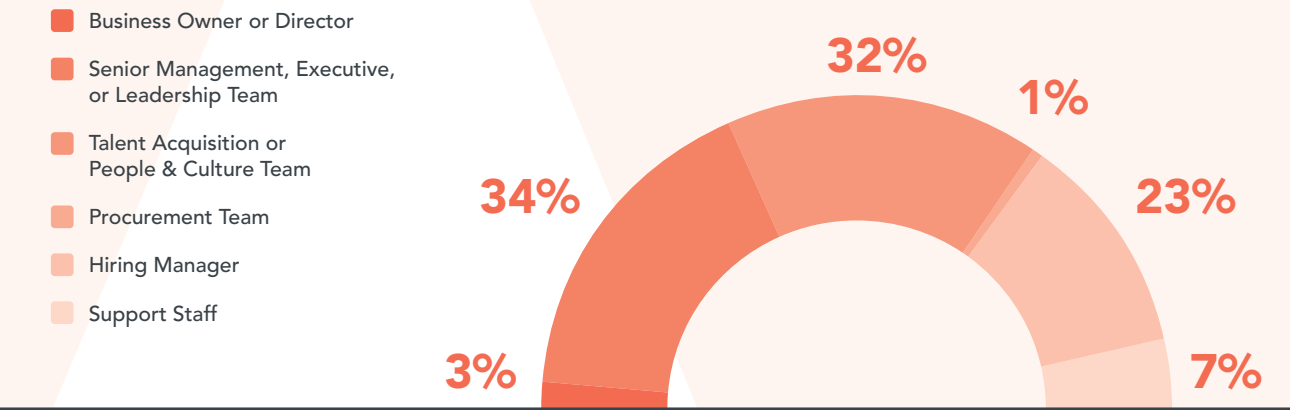
Employers – Organisation Location  
Job Seekers – Work Location



Business Sector



Employers – Role in Organisation

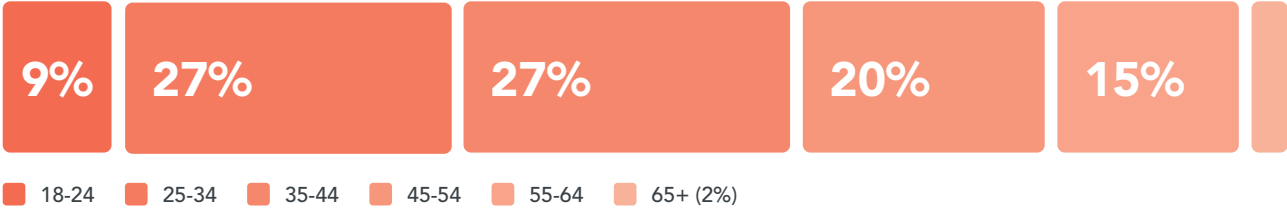


Job Seekers

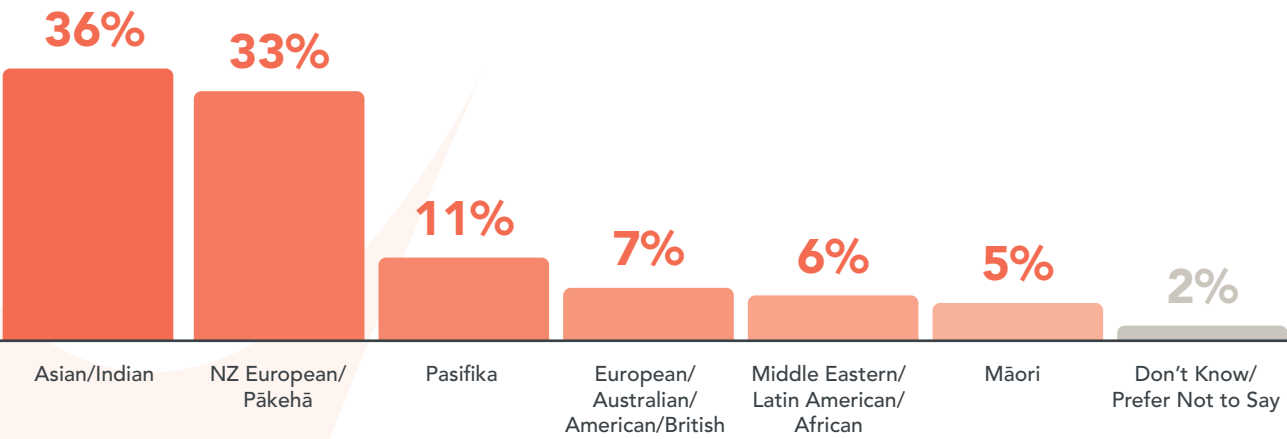
Gender



Age



Ethnicity

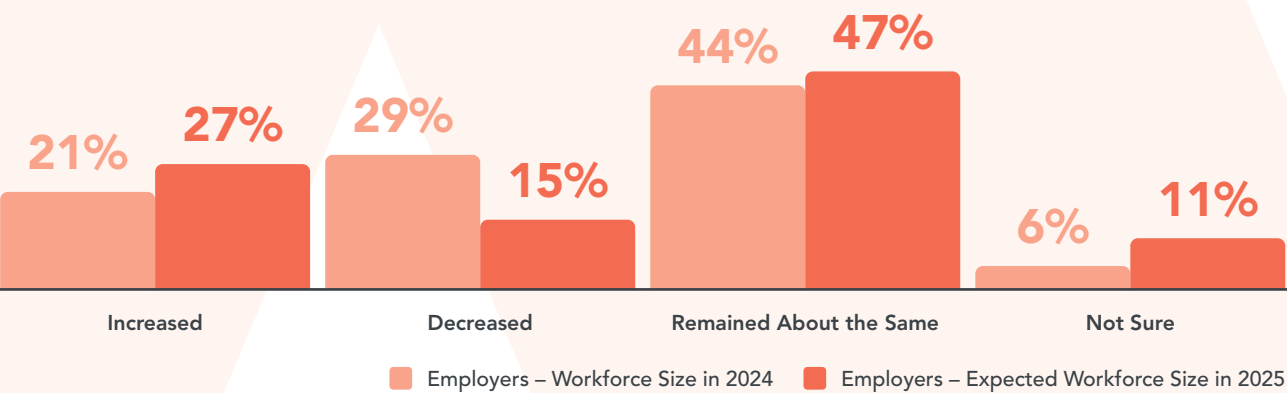




Data Themes & Insights

# Workforce Change

## Workforce Size



65%

of Employers' organisations went through some form of a restructure in 2024

## Looking Back and Ahead

### 2024

Top Change Driver  
**Restructuring**

In 2024, New Zealand employers navigated a turbulent mix of restructuring and economic rebound. Among employers surveyed, **44%** noted organisational restructures as the primary reason for changes to workforce size, driven largely by government cost-saving directives, economic tightening, and shifting market conditions.

Some organisations reduced headcount through attrition or role disestablishment, others expanded to meet rising demand or re-engaged following earlier hiring freezes. As one employer put it:

*“We used this restructure as an opportunity to right-size for our current and future needs.”*

Growth did occur, particularly where new contracts, business investment, or project activity supported expansion. Overall, 2024 was a year of recalibration, with employers balancing caution and opportunity.

### 2025

Top Forecasted Change Driver  
**Business Growth and Project Delivery**

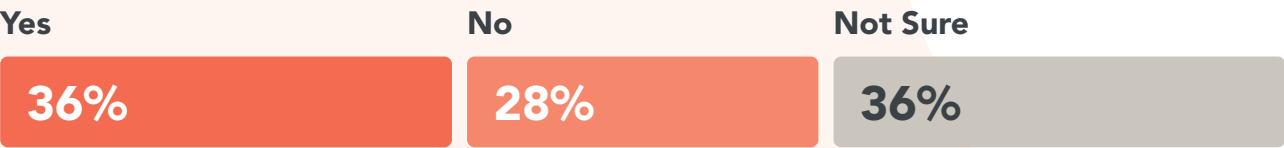
Looking ahead to 2025, employer sentiment is cautiously optimistic, with more forecasting targeted workforce growth tied to new business, infrastructure projects, and strategic expansion. However, government policy and fiscal constraints remain a barrier – particularly in the public sector, where employers expect continued restructuring and attrition without backfilling roles.

Standout reasons for growth include increased workloads, new services, and technology-driven expansion, while reductions are linked to funding cuts, automation, and efficiency drives. One employer noted:

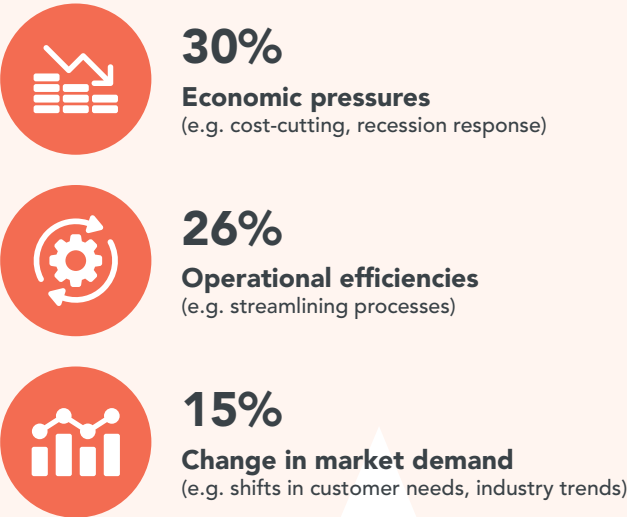
*“We are in a growth phase and recently launched new technology to enable this.”*

Another confirmed, *“We have already been advised there will be less funding.”* The year ahead is likely to bring uneven growth, with workforce decisions shaped by both opportunity and ongoing pressure to do more with less.

Organisations Planning a Restructure in 2025



Top 3 Reasons for Restructuring in 2024



Top 3 Reasons Organisations are Planning a Restructure in 2025



Key Considerations for Employers in 2025

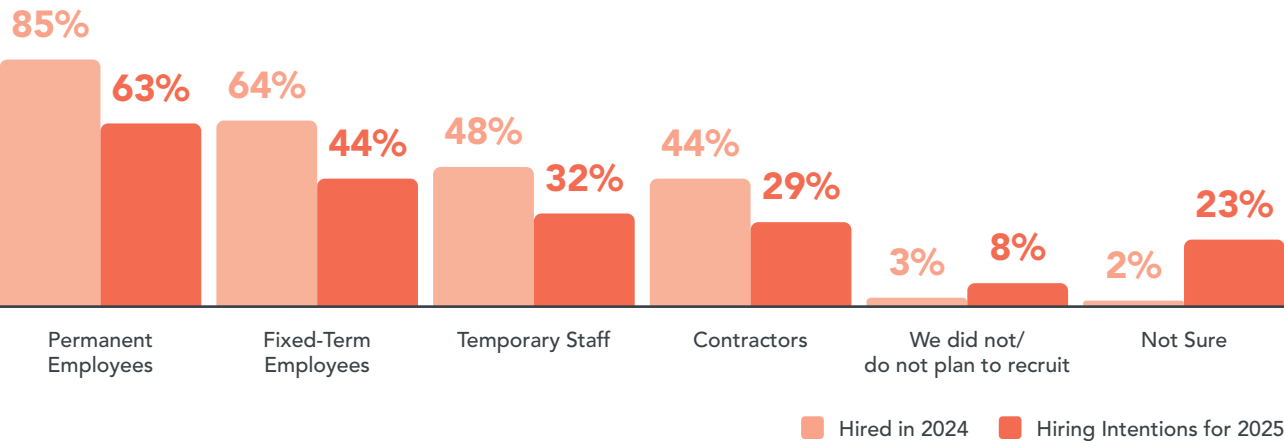


- ✓ **Plan for Workforce Agility**  
Build flexibility into your workforce model as the market rebounds with project-based, temporary, or contract roles
- ✓ **Use Restructuring Strategically**  
Treat change as an opportunity to realign teams and resources with future priorities
- ✓ **Balance Growth with Constraints**  
Prioritise roles and investments that clearly support and align with business goals

Data Themes & Insights

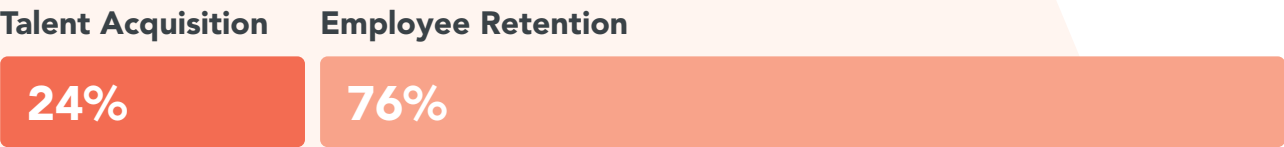
Employer Hiring Trends

Types of Hiring

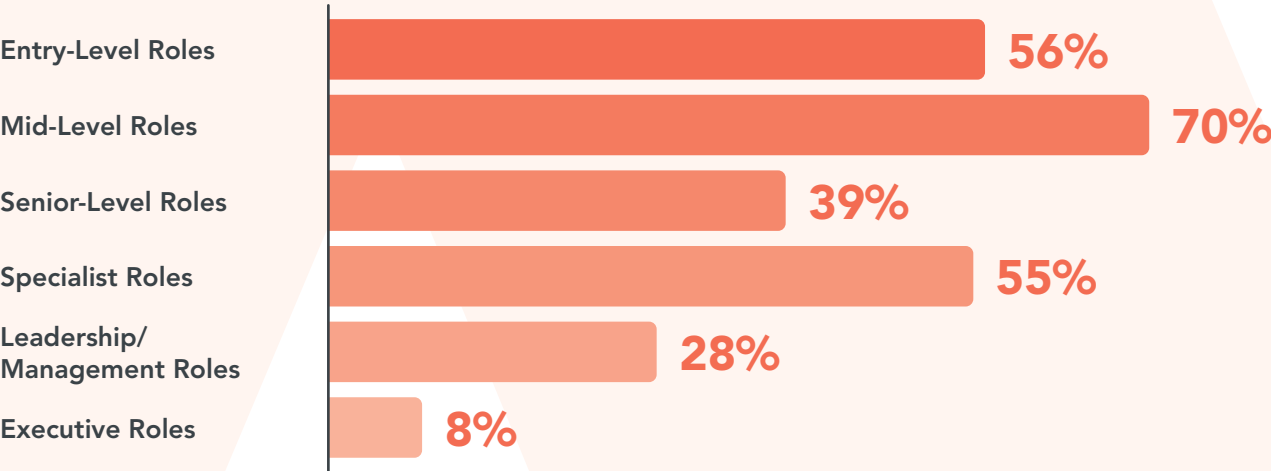




Hiring Priority



Expected Level of Hiring



Biggest Barriers to Sourcing Talent in the Next 12 Months



Most Important Skills When Hiring



Why Employers Prioritise Soft Skills

Across the responses, a consistent theme emerged: soft skills are seen as harder to teach, but critical for long-term success and team cohesion. Employers overwhelmingly stated that hard skills can be trained, but attitude, adaptability, communication, and cultural fit are foundational.

Many respondents noted that soft skills drive team performance, especially in customer-facing roles, fast-paced environments, and collaborative or hybrid teams. In small businesses or organisations

where culture is key, a misalignment in soft skills can have a “ripple effect” that negatively impacts morale and productivity. As one employer said:

*“Hire the wrong person and you can lose more than one from the team quickly.”*

Quick Tips to Identify Soft Skills in Job Seekers

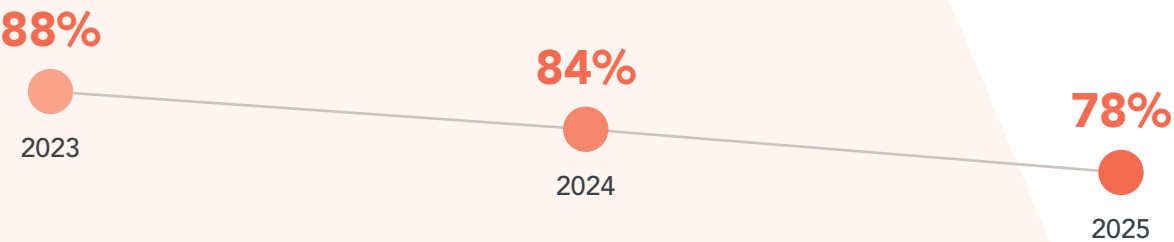


- ✓ Ask “how” they worked, not just what they did
- ✓ Use scenario-based questions to test adaptability
- ✓ Watch how they communicate, not just what they say
- ✓ Involve the team to help assess fit
- ✓ Consider psychometric testing for deeper insights
- ✓ Don’t skip references – ask about attitude and collaboration

Data Themes & Insights

# Job Seeker Insights

## Job Seekers Who Consider Their Workplace a Good Place to Work



### Management Matters

Digging into the reason for the **11%** drop over two years in the number of Job Seekers who view their workplace positively revealed one core truth: management matters. Nearly half of those with negative views cited poor management or team environment as the reason. **Investing in strong, people-first leadership is essential to retain talent and build a workplace employees want to stay in.**

### Top 3 Factors That Make a Workplace Good

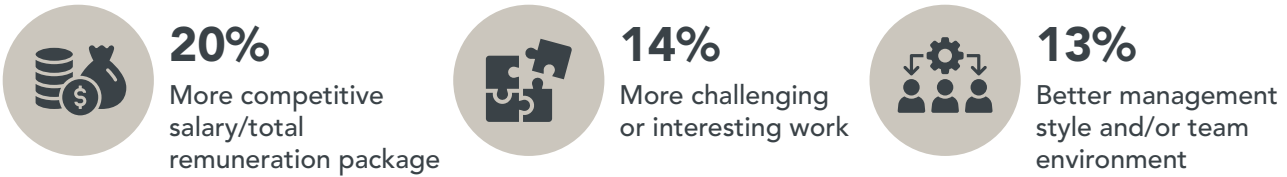


### Top 3 Factors That Detract From a Good Workplace



**78%** of Job Seekers are considering a move to a new workplace in 2025

## Top 3 Reasons for Wanting to Move Jobs in 2025



### Top 3 Non-Financial Factors for Clicking 'Apply'



### Top 3 Non-Financial Reasons for Accepting a Job Offer



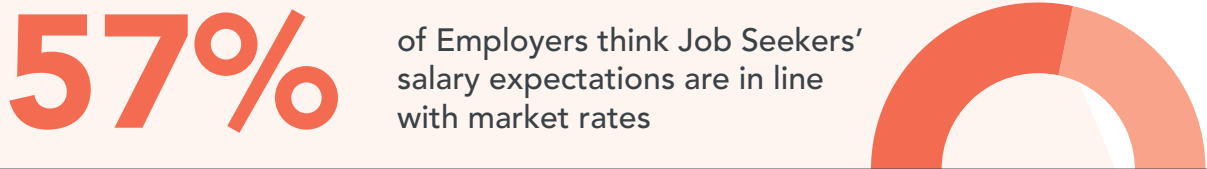
Salary/total remuneration was the **third most important** factor influencing job seekers to click 'apply', but it remains the **number one factor** in whether they actually accept a job offer.

### The Importance of Speed to Offer

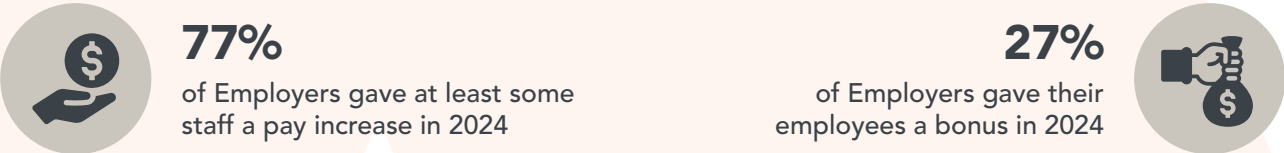
**60%** of Job Seekers expect to receive a job offer or outcome within two weeks of applying. This trend highlights the need for more efficient hiring processes. In a competitive market, delays mean you risk losing top applicants to employers who move faster. **Streamlined processes and clear communication not only boost acceptance rates, but also strengthen your employer brand.**

Data Themes & Insights

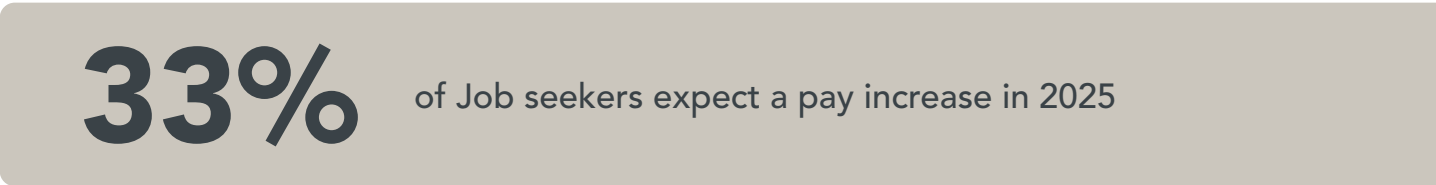
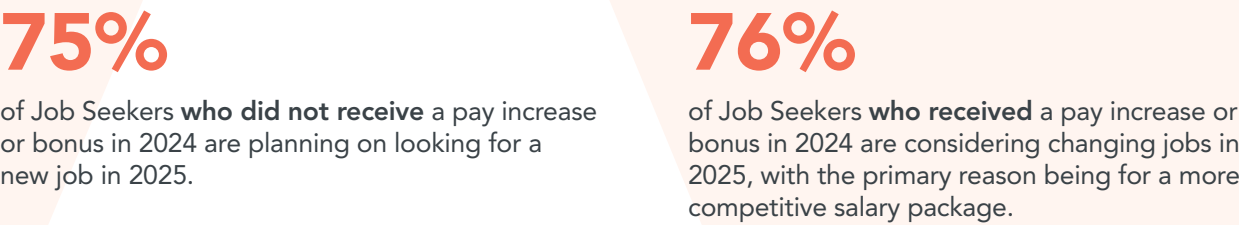
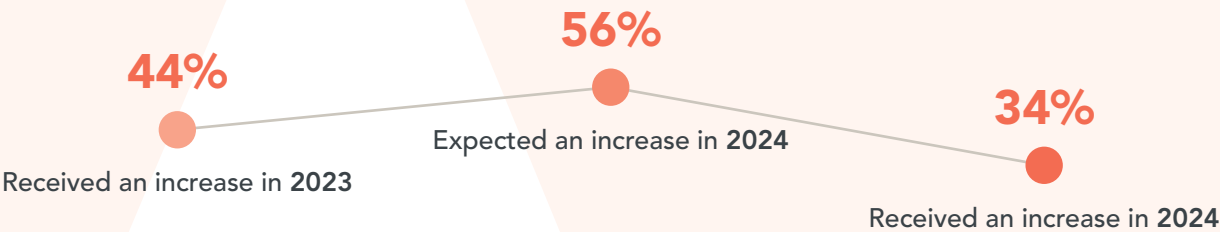
# Remuneration



Only **36%** of Employers say Job Seekers' salary expectations are above market rates – an **18%** drop from last year. This suggests candidates are becoming more realistic about their value and the current job market.

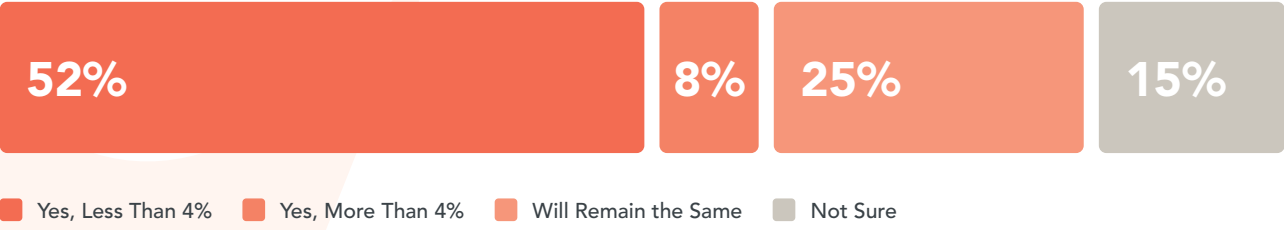


### Job Seekers Who Received a Pay Increase



**78%** of the Job Seekers who do not expect a pay increase or bonus in 2025 are considering changing jobs this year. Most of this group are actively searching for their next job now.

### Employers Expected Pay Increases in 2025





Data Themes & Insights

# Benefits

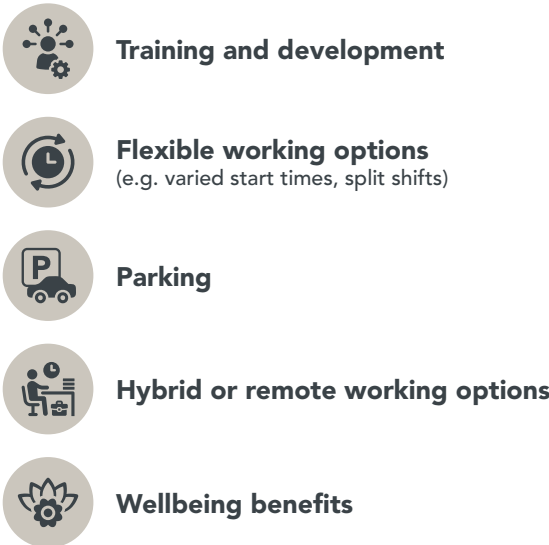
Top 5 Most Common Benefits Offered by Employers



Top 5 Benefits Ranked as 'Very Important' by Job Seekers



Benefits Most Frequently Received by Job Seekers



Top New Benefits Implemented by Employers in the Last 12 Months

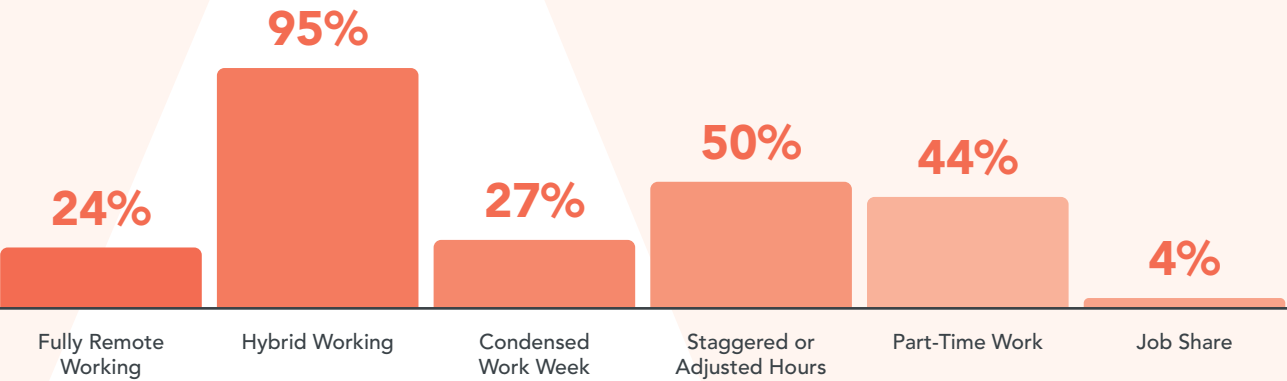


Return-to-office policies may be a hot topic, but flexibility is clearly the hotter one.

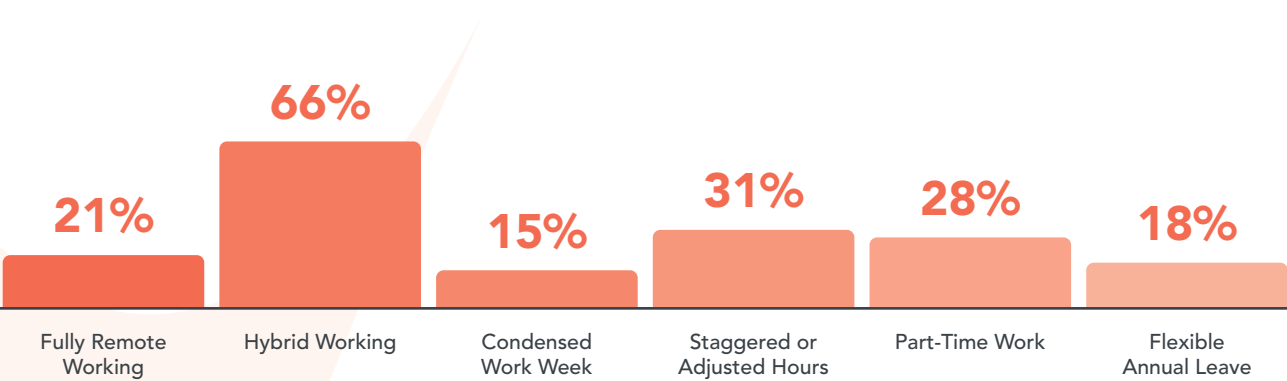
While only 13% of Employers introduced a formal return-to-office policy in the past year, 95% continue to offer hybrid working – and flexible work options ranked as one of the most common and valued benefits for both Employers and Job Seekers.

In fact, flexible working was rated even more important than hybrid/remote options alone, showing that today's workforce prioritises autonomy over location. With staggered hours, part-time work, and condensed weeks on the rise, it's clear that flexibility is the benefit shaping work today, and the one we recommend that employers don't overlook.

Types of Flexible Working Offered by Employers



Types of Flexible Working Offered to Job Seekers





# Salary Guide

**Salary Data**

The salary guide in this report has been compiled from multiple sources, including Madison placements, market research, and consultant, client, and candidate feedback. The figures shown represent base salary only, excluding bonuses, commissions, incentive schemes, and benefit packages, which can vary by industry and location. While we’re confident in the accuracy of our data, salary ranges must be used as a guide only.

**Salary Tables**

- Low** Typically the average starting salary for a role.
  - High** The average highest expected salary for a role.
- We do not include extreme low or high outliers.*

# Accounting & Finance

2025 is about attracting commercially savvy Accounting & Finance professionals with a blend of competitive salaries, ongoing development, and clear growth pathways.



## Accounting & Finance Salary Guide

| JOB TITLE                               | AUCKLAND |      | WELLINGTON |      | WAIKATO & BAY OF PLENTY |      | CHRISTCHURCH |      |
|---|----------|------|------------|------|-------------------------|------|--------------|------|
|   | Low      | High | Low        | High | Low                     | High | Low          | High |
| Chief Financial Officer                 | 225      | 400  | 200        | 350  | 200                     | 275  | 150          | 300  |
| Financial Controller                    | 150      | 220  | 150        | 210  | 140                     | 200  | 120          | 200  |
| Commercial Manager                      | 150      | 230  | 145        | 230  | 130                     | 180  | 140          | 200  |
| Finance Manager                         | 140      | 160  | 140        | 180  | 130                     | 160  | 120          | 160  |
| Payroll Manager                         | 120      | 160  | 110        | 160  | 100                     | 140  | 90           | 130  |
| Financial Accountant                    | 90       | 140  | 90         | 140  | 90                      | 130  | 90           | 130  |
| Management Accountant                   | 100      | 140  | 90         | 140  | 100                     | 130  | 90           | 130  |
| Tax Accountant                          | 100      | 160  | 100        | 155  | 90                      | 110  | 80           | 120  |
| Credit Manager                          | 110      | 150  | 85         | 130  | 100                     | 110  | 75           | 110  |
| Financial Analyst                       | 100      | 140  | 90         | 130  | 85                      | 100  | 90           | 120  |
| Accounts Payable/Receivable Team Leader | 90       | 110  | 90         | 110  | 75                      | 85   | 75           | 90   |
| Billings Operations Team Leader         | 100      | 120  | 90         | 105  | 75                      | 85   | 70           | 90   |
| Payroll Officer                         | 80       | 110  | 75         | 100  | 70                      | 90   | 75           | 90   |
| Assistant Accountant                    | 75       | 90   | 75         | 90   | 70                      | 80   | 70           | 90   |
| Credit Controller                       | 65       | 90   | 65         | 85   | 65                      | 75   | 65           | 80   |
| Payroll Administrator                   | 65       | 85   | 65         | 80   | 65                      | 80   | 70           | 78   |
| Accounts Payable                        | 65       | 80   | 65         | 80   | 65                      | 75   | 65           | 75   |
| Accounts Receivable                     | 65       | 80   | 65         | 80   | 65                      | 75   | 65           | 75   |
| Accounts Assistant                      | 65       | 80   | 60         | 75   | 65                      | 75   | 65           | 75   |
| Finance Assistant                       | 60       | 70   | 60         | 75   | 65                      | 75   | 65           | 75   |

Salary range in NZD \$'000s





# Business Support

*In 2025, attracting and retaining top Business Support talent will require a strong mix of flexible working options, career development, and a positive, engaging workplace culture.*

## Business Support Salary Guide

| JOB TITLE                 | AUCKLAND |      | WELLINGTON |      | WAIKATO & BAY OF PLENTY |      | CHRISTCHURCH |      |
|---------------------------|----------|------|------------|------|-------------------------|------|--------------|------|
|                           | Low      | High | Low        | High | Low                     | High | Low          | High |
| Executive Assistant       | 95       | 140  | 80         | 120  | 75                      | 90   | 75           | 100  |
| Personal Assistant        | 85       | 100  | 70         | 80   | 70                      | 85   | 70           | 85   |
| Office Manager            | 80       | 100  | 80         | 105  | 70                      | 85   | 70           | 85   |
| Project Coordinator       | 80       | 110  | 75         | 100  | 70                      | 85   | 70           | 85   |
| Events Coordinator        | 65       | 85   | 65         | 85   | 60                      | 65   | 65           | 75   |
| Facilities Coordinator    | 65       | 85   | 65         | 85   | 65                      | 70   | 60           | 70   |
| Sales Support             | 65       | 75   | 60         | 75   | 60                      | 65   | 60           | 65   |
| Team Administrator        | 68       | 85   | 65         | 75   | 65                      | 70   | 60           | 68   |
| Office Administrator      | 62       | 78   | 60         | 75   | 60                      | 70   | 60           | 70   |
| Receptionist              | 60       | 70   | 60         | 65   | 60                      | 65   | 60           | 65   |
| Data Entry/Database Admin | 60       | 65   | 60         | 65   | 60                      | 65   | 60           | 65   |

Salary range in NZD \$'000s



# Business Transformation

*In 2025, as salaries level out, employers can attract Business Transformation professionals with complex, challenging projects and the opportunity to deliver meaningful, lasting organisational change.*

## Business Transformation Salary Guide

| JOB TITLE                | Contractor Roles<br><small>(hourly rates in NZD)</small> |      |            |      | Permanent Salaries<br><small>(salary range in NZD \$'000s)</small> |      |            |      |
|--------------------------|--|------|------------|------|--|------|------------|------|
|                          | AUCKLAND   |      | WELLINGTON |      | AUCKLAND   |      | WELLINGTON |      |
|                          | Low  | High | Low        | High | Low  | High | Low        | High |
| Change Manager           | 120  | 160  | 130        | 160  | 135  | 210  | 120        | 230  |
| Programme Director       | 150  | 200  | 150        | 180  | 180  | 250  | 180        | 260  |
| Programme Manager        | 130  | 180  | 130        | 150  | 130  | 220  | 140        | 220  |
| Senior Programme Advisor | 100  | 130  | 100        | 130  | 95   | 140  | 95         | 140  |
| Programme Advisor        | 80   | 120  | 80         | 110  | 85   | 120  | 85         | 120  |
| Programme Coordinator    | 70   | 100  | 70         | 100  | 85   | 120  | 85         | 115  |
| Senior Project Manager   | 120  | 155  | 120        | 150  | 125  | 170  | 125        | 165  |
| Project Manager          | 100  | 140  | 100        | 130  | 110  | 145  | 110        | 140  |
| Project Coordinator      | 60   | 100  | 60         | 90   | 80   | 120  | 80         | 100  |
| Senior Business Analyst  | 100  | 145  | 110        | 140  | 120  | 170  | 115        | 160  |
| Business Analyst         | 70   | 105  | 70         | 105  | 80   | 130  | 70         | 130  |

Salary range in NZD \$'000s



# Construction & Engineering

*In 2025, the key to attracting and retaining critical skill sets will be offering secure, long-term opportunities with exposure to high-impact projects. After several years of industry instability, professionals are looking for clarity, consistency, and well-defined pathways for progression.*



## Construction Salary Guide

| JOB TITLE               | AUCKLAND |      | WELLINGTON |      | WAIKATO & BAY OF PLENTY |      | CHRISTCHURCH |      |
|-------------------------|----------|------|------------|------|-------------------------|------|--------------|------|
|                         | Low      | High | Low        | High | Low                     | High | Low          | High |
| Operations Manager      | 150      | 200  | 140        | 190  | 110                     | 180  | 110          | 190  |
| Construction Manager    | 155      | 230  | 150        | 210  | 140                     | 160  | 150          | 200  |
| Project Director        | 200      | 300  | 200        | 300  | 180                     | 220  | 180          | 220  |
| Project Manager         | 120      | 250  | 95         | 220  | 90                      | 160  | 100          | 150  |
| Site Manager/Supervisor | 110      | 160  | 100        | 145  | 100                     | 130  | 90           | 130  |
| Project Engineer        | 90       | 140  | 90         | 140  | 90                      | 120  | 90           | 120  |
| Civil Engineer          | 80       | 130  | 75         | 130  | 90                      | 140  | 80           | 120  |
| Structural Engineer     | 80       | 130  | 75         | 140  | 90                      | 140  | 80           | 110  |
| Project Coordinator     | 70       | 100  | 70         | 110  | 65                      | 75   | 70           | 90   |
| Contracts Manager       | 120      | 180  | 125        | 180  | 90                      | 120  | 110          | 140  |
| Commercial Manager      | 160      | 220  | 160        | 220  | 150                     | 180  | 140          | 160  |
| Quantity Surveyor       | 100      | 180  | 90         | 165  | 90                      | 160  | 100          | 130  |
| Estimator               | 100      | 180  | 90         | 150  | 85                      | 120  | 90           | 120  |
| BIM Manager             | 130      | 150  | 130        | 150  | 100                     | 130  | 100          | 130  |
| Bid Writer              | 70       | 110  | 70         | 110  | 110                     | 140  | 110          | 140  |

## Engineering Salary Guide

| JOB TITLE              | AUCKLAND |      | WELLINGTON |      | WAIKATO & BAY OF PLENTY |      | CHRISTCHURCH |      |
|------------------------|----------|------|------------|------|-------------------------|------|--------------|------|
|                        | Low      | High | Low        | High | Low                     | High | Low          | High |
| Technical Director     | 150      | 200  | 150        | 200  | 165                     | 185  | 170          | 190  |
| Engineering Manager    | 118      | 156  | 110        | 150  | 130                     | 150  | 120          | 150  |
| Principal Engineer     | 87       | 120  | 85         | 120  | 100                     | 130  | 110          | 140  |
| Design Engineer        | 85       | 110  | 85         | 110  | 85                      | 105  | 80           | 110  |
| Electrical Engineer    | 80       | 150  | 75         | 150  | 75                      | 95   | 80           | 100  |
| Environmental Engineer | 80       | 110  | 75         | 110  | 100                     | 110  | 100          | 110  |
| Geotechnical Engineer  | 90       | 110  | 85         | 110  | 105                     | 120  | 80           | 110  |
| Maintenance Engineer   | 80       | 120  | 75         | 120  | 90                      | 100  | 80           | 100  |
| Mechanical Engineer    | 80       | 160  | 75         | 160  | 100                     | 110  | 80           | 110  |
| Process Engineer       | 80       | 140  | 75         | 140  | 100                     | 115  | 100          | 120  |

Salary range in NZD \$'000s



# Contact Centre

Balancing rising wage expectations – including increases to the minimum and living wages – with career development will be key for the Contact Centre industry in 2025. Equally important is valuing the strong people skills and empathy, which are essential for customer-facing roles.

## Contact Centre Salary Guide

| JOB TITLE  | AUCKLAND |      | WELLINGTON |      | WAIKATO & BAY OF PLENTY |      | CHRISTCHURCH |      |
|--|----------|------|------------|------|-------------------------|------|--------------|------|
|  | Low      | High | Low        | High | Low                     | High | Low          | High |
| Contact Centre Manager/Customer Service Manager/Customer Service & Sales Manager | 115      | 200  | 110        | 190  | 100                     | 130  | 110          | 180  |
| Team Leader  | 70       | 100  | 70         | 110  | 70                      | 90   | 70           | 100  |
| Trainer/Team Coach   | 65       | 95   | 65         | 90   | 70                      | 90   | 70           | 90   |
| Claims Manager/Senior Claims Consultant  | 80       | 110  | 75         | 90   | 65                      | 80   | 70           | 80   |
| Claims Consultant  | 62       | 85   | 62         | 78   | 65                      | 80   | 65           | 78   |
| Telephone Account Manager/Inside Sales   | 68       | 85   | 60         | 80   | 60                      | 75   | 65           | 75   |
| Retention Representative   | 60       | 70   | 60         | 70   | 60                      | 70   | 60           | 70   |
| Collections Officer  | 62       | 75   | 55         | 70   | 60                      | 70   | 65           | 75   |
| Lending Officer  | 60       | 70   | 60         | 65   | 60                      | 70   | 60           | 65   |
| Customer Service Representative - Inbound  | 52       | 65   | 55         | 65   | 60                      | 65   | 52           | 67   |
| Customer Service Representative - Outbound                                       | 52       | 65   | 52         | 60   | 52                      | 65   | 52           | 65   |
| Outbound Sales/Telesales Consultant  | 60       | 70   | 55         | 65   | 60                      | 65   | 60           | 67   |
| Workforce Manager  | 95       | 130  | 85         | 120  | 90                      | 120  | 85           | 120  |
| Workforce Planner/Scheduler  | 75       | 110  | 75         | 100  | 75                      | 95   | 75           | 115  |

Salary range in NZD \$'000s





# Government & Policy

*In 2025, government agencies will need to balance pay constraints with clear pathways for development, purpose-driven work, and in order to attract and retain professionals with the skills and experience the public service relies on.*

## Government & Policy Salary Guide

| JOB TITLE                | AUCKLAND |      | WELLINGTON |      |
|--------------------------|----------|------|------------|------|
|                          | Low      | High | Low        | High |
| Policy Manager           | 150      | 175  | 150        | 200  |
| Principal Policy Advisor | 130      | 150  | 130        | 190  |
| Senior Policy Advisor    | 100      | 120  | 100        | 150  |
| Policy Advisor           | 70       | 85   | 65         | 100  |
| Policy Analyst           | 70       | 90   | 65         | 100  |
| Advisor                  | 75       | 90   | 60         | 95   |
| Senior Advisor           | 85       | 120  | 100        | 150  |
| Principal Advisor        | 120      | 150  | 130        | 180  |

Salary range in NZD \$'000s





# Marketing & Communications

*In 2025, demand for hybrid-skilled marketers means job seekers are looking for competitive pay, creativity-led roles, and flexible work arrangements. To attract top talent, employers should invest in their employer brand and market roles with the same creativity they expect from candidates.*

## Marketing & Communications Salary Guide

| JOB TITLE  | AUCKLAND |      | WELLINGTON |      | WAIKATO & BAY OF PLENTY |      | CHRISTCHURCH |      |
|--|----------|------|------------|------|-------------------------|------|--------------|------|
|  | Low      | High | Low        | High | Low                     | High | Low          | High |
| Chief Marketing Officer  | 220      | 280  | 200        | 275  | 150                     | 250  | 170          | 250  |
| Marketing Director   | 180      | 240  | 160        | 220  | 140                     | 200  | 150          | 230  |
| Group Marketing Manager  | 140      | 220  | 160        | 230  | 120                     | 200  | 130          | 200  |
| Marketing Manager  | 100      | 160  | 100        | 160  | 90                      | 140  | 120          | 150  |
| Marketing Executive  | 70       | 100  | 75         | 95   | 70                      | 100  | 70           | 95   |
| Marketing Assistant  | 65       | 85   | 60         | 80   | 65                      | 75   | 60           | 75   |
| Marketing Coordinator  | 60       | 80   | 60         | 80   | 65                      | 75   | 60           | 80   |
| GM/Head of Communications  | 180      | 220  | 160        | 250  | 150                     | 200  | 150          | 200  |
| Communications Manager   | 120      | 160  | 110        | 180  | 100                     | 150  | 100          | 150  |
| Change Comms Consultant  | 110      | 150  | 100        | 180  | 120                     | 150  | 120          | 150  |
| Principal Comms Advisor  | 100      | 130  | 115        | 170  | 110                     | 140  | 90           | 140  |
| Senior Comms Advisor   | 80       | 110  | 95         | 130  | 90                      | 110  | 90           | 110  |
| Comms Advisor  | 70       | 95   | 70         | 95   | 70                      | 90   | 75           | 90   |
| Stakeholder Relations Manager/<br>Stakeholder Engagement Manager | 110      | 140  | 125        | 160  | 100                     | 130  | 100          | 160  |

Salary range in NZD \$'000s

# People & Culture

*In 2025, People and Culture professionals will be central to rebuilding resilient, high-performing teams. Navigating change fatigue and leaner structures will require considered people strategies, competitive package offerings, clear development pathways, and a strong focus on wellbeing and sustainable performance.*



## People & Culture Salary Guide

| JOB TITLE                                  | AUCKLAND |      | WELLINGTON |      | WAIKATO & BAY OF PLENTY |      | CHRISTCHURCH |      |
|--|----------|------|------------|------|-------------------------|------|--------------|------|
|  | Low      | High | Low        | High | Low                     | High | Low          | High |
| Human Resources Director                   | 180      | 300  | 150        | 300  | 150                     | 250  | 150          | 250  |
| Human Resources Manager                    | 120      | 180  | 130        | 185  | 120                     | 160  | 120          | 160  |
| Human Resources Business Partner           | 120      | 170  | 120        | 170  | 100                     | 130  | 90           | 130  |
| Human Resources Advisor                    | 75       | 115  | 70         | 105  | 75                      | 105  | 80           | 100  |
| Human Resources Coordinator                | 60       | 80   | 60         | 75   | 60                      | 75   | 60           | 80   |
| Human Resources Assistant                  | 65       | 80   | 60         | 75   | 65                      | 75   | 60           | 75   |
| Employment Relations Consultant/Specialist | 110      | 150  | 110        | 180  | 100                     | 130  | 100          | 140  |
| Remuneration Specialist                    | 100      | 150  | 95         | 145  | 90                      | 130  | 90           | 130  |
| Internal Recruitment Manager               | 120      | 180  | 120        | 160  | 110                     | 140  | 120          | 160  |
| Internal Recruitment Advisor               | 85       | 130  | 85         | 140  | 80                      | 120  | 85           | 120  |
| Internal Recruitment Consultant            | 80       | 120  | 85         | 140  | 80                      | 110  | 75           | 90   |
| Internal Recruitment Coordinator           | 65       | 80   | 60         | 75   | 65                      | 75   | 65           | 75   |
| Training Manager                           | 100      | 140  | 92         | 155  | 90                      | 120  | 90           | 130  |
| Learning & Development Manager             | 100      | 150  | 100        | 150  | 90                      | 120  | 90           | 130  |
| Learning & Development Coordinator         | 70       | 80   | 60         | 82   | 65                      | 80   | 65           | 80   |
| Change Manager                             | 120      | 200  | 120        | 180  | 110                     | 150  | 120          | 150  |
| Health & Safety Manager                    | 130      | 210  | 120        | 150  | 110                     | 150  | 120          | 180  |
| Health & Safety Assistant/Coordinator      | 70       | 85   | 65         | 80   | 70                      | 85   | 65           | 80   |
| Health & Safety Advisor                    | 75       | 125  | 75         | 110  | 75                      | 120  | 75           | 120  |

Salary range in NZD \$'000s





# Property

*In 2025, property employers must respond to shifting client expectations and market pressures by offering meaningful incentives, clear career pathways, and the chance to contribute to high-impact projects, which are key to engaging and retaining skilled professionals.*

## Property Salary Guide

| JOB TITLE                        | AUCKLAND |      | WELLINGTON |      | WAIKATO & BAY OF PLENTY |      | CHRISTCHURCH |      |
|----------------------------------|----------|------|------------|------|-------------------------|------|--------------|------|
|                                  | Low      | High | Low        | High | Low                     | High | Low          | High |
| Residential Property Manager     | 75       | 120  | 70         | 115  | 75                      | 90   | 70           | 90   |
| Development Manager              | 130      | 180  | 130        | 170  | 100                     | 150  | 100          | 150  |
| Commercial Property Manager      | 100      | 150  | 95         | 155  | 100                     | 130  | 95           | 130  |
| Facilities Manager               | 90       | 140  | 80         | 150  | 90                      | 120  | 90           | 120  |
| Facilities Coordinator/Assistant | 65       | 85   | 65         | 85   | 65                      | 80   | 60           | 80   |
| Asset Manager                    | 110      | 160  | 120        | 180  | 90                      | 130  | 100          | 130  |
| Maintenance Supervisor/Manager   | 90       | 120  | 85         | 120  | 90                      | 120  | 90           | 120  |

Salary range in NZD \$'000s





# Sales

*For the Sales industry, 2025 is all about balancing competitive base salaries with compelling incentive schemes to retain or attract top performers in this fast-moving, target-driven market. When it comes to account managers, strong client relationships, autonomy, and opportunities for growth are just as important as the numbers.*

## Sales Salary Guide

| JOB TITLE                     | AUCKLAND |      | WELLINGTON |      | WAIKATO & BAY OF PLENTY |      | CHRISTCHURCH |      |
|-------------------------------|----------|------|------------|------|-------------------------|------|--------------|------|
|                               | Low      | High | Low        | High | Low                     | High | Low          | High |
| Sales Director                | 220      | 280  | 220        | 260  | 200                     | 250  | 200          | 250  |
| Sales Manager                 | 130      | 200  | 120        | 190  | 120                     | 180  | 120          | 170  |
| Bid Writer                    | 70       | 110  | 70         | 110  | 110                     | 140  | 110          | 140  |
| Senior Account Manager        | 100      | 140  | 110        | 150  | 100                     | 130  | 100          | 130  |
| Key Account Manager           | 100      | 130  | 90         | 140  | 100                     | 130  | 90           | 130  |
| Customer Relationship Manager | 90       | 130  | 90         | 130  | 80                      | 110  | 80           | 125  |
| Business Development Manager  | 95       | 130  | 90         | 145  | 90                      | 130  | 90           | 130  |
| Account Manager               | 90       | 120  | 75         | 100  | 80                      | 100  | 75           | 120  |
| Sales Coordinator             | 65       | 85   | 65         | 85   | 65                      | 80   | 60           | 80   |

Salary range in NZD \$'000s



# About Madison

Madison was established in 1998 and is part of the Accordant Group, the only New Zealand recruitment company listed on the NZX. We operate across six key locations in Auckland, Auckland South East, Hamilton, Tauranga, Wellington and Christchurch.

### What We Do

Madison works across almost all industry sectors, with clients that range from small start-ups to global blue-chip corporates, large public sector and not-for-profit organisations. Our track record includes full-service recruitment covering temporary, permanent and contractor needs across the following sectors:

- |   |   |   |
|---|---|---|
|  Accounting, Finance, Banking & Insurance                |  Contact Centre & Customer Service |  People & Culture           |
|  Business Support & Administration                       |  Government & Policy               |  Property & Facilities      |
|  Business Transformation, Programme & Project Management |  Healthcare & Medical              |  Sales & Account Management |
|  Construction & Engineering                              |  Marketing & Communications        |   |

Within these disciplines, we recruit for the full range of positions from entry level through to specialist and leadership appointments. Customised to your needs, our recruiters will deliver an end-to-end solution or unbundle the recruitment process to supplement the expertise and resources you have in your organisation.



### How We Do It

Because we have a broad focus, but we are staffed by specialist recruitment professionals, we're able to offer the combined benefits of breadth, reach and personalised, expert service. Collaboration, sharing, building a real relationship and true partnerships are what set us apart. Not only do we understand New Zealand, but we have been specifically built and grown for this market.

### What We Offer

Our recruitment solutions for any hiring need:

- ✓ Permanent Recruitment
- ✓ Specialist and Leadership Recruitment
- ✓ Fixed-Term Contract Recruitment
- ✓ Contractor Assignments
- ✓ Temporary Staffing
- ✓ Volume and Project Recruitment
- ✓ Managed Service and Recruitment Process Outsourcing (RPO)
- ✓ Skills & Psychometric Testing
- ✓ Talent Lifecycle Consulting
- ✓ 'Unbundled' Recruitment Services
- ✓ Payroll Services

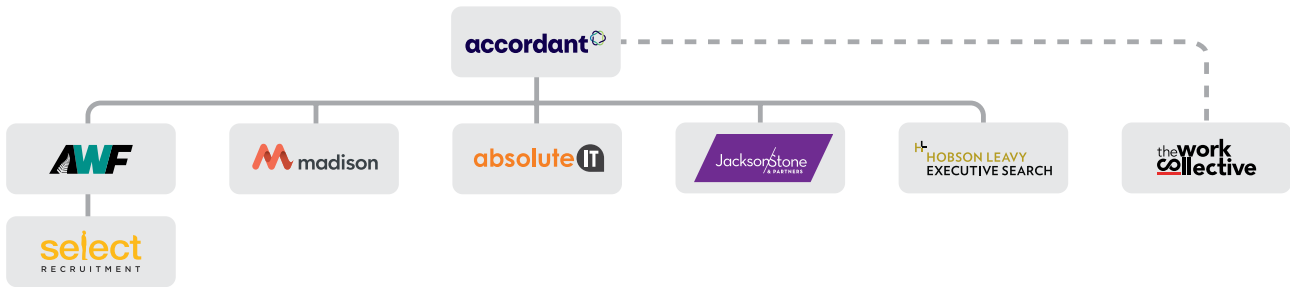
To find out more about Madison and our services visit [madison.co.nz](https://madison.co.nz) or call us on 0508 MADISON.





# The Accordant Group

Delivering recruitment, resourcing and people solutions across New Zealand



Madison is part of the Accordant Group, which is the only staffing provider listed on the NZX. The Group comprises five businesses: Absolute IT, AWF, Hobson Leavy, JacksonStone & Partners and Madison Recruitment.

Accordant Group’s capability spans all levels and aspects of commercial and industrial recruitment services, including permanent roles, temporary assignments and contractor placements. In addition to this, in 2019 Accordant established The Work Collective, a social employment initiative.

To find out more, [visit accordant.nz](https://www.accordant.nz).

- Absolute IT** is a specialist agency that operates solely in the tech and digital market, recruiting permanent and contract IT professionals.
- AWF** provides labour hire and recruitment services from 20 branches across the country including Select Recruitment in Dunedin.
- Hobson Leavy** is a retained executive search firm with an extensive track record in both the public and private sectors, successfully appointing some of New Zealand’s most senior leaders at Board, CEO and Executive level.
- JacksonStone & Partners** is one of the most experienced executive search, recruitment and contracting agencies in New Zealand, covering all disciplines up to chief executive and board appointments across the private, public and not-for-profit sectors.
- Madison** recruits temporary, contract and permanent staff for a broad range of clients and industries in the commercial and government sectors.
- The Work Collective**, our social employment initiative is supported by each of our businesses and focuses on helping people with barriers to employment find meaningful work opportunities.

**madison.co.nz**

For queries about this report, please contact  
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