



ministry for
Women
minitanga mō ngā
Wāhine



**Women in
governance:**
increasing participation
on State Sector Boards
and Committees

2017





**Women's representation
on state sector boards
and committees has
reached an all-time
high of 45.7%.**

Foreword by

Minister for Women

It is an immense privilege to serve as the Minister for Women. As a proud feminist, I'm ambitious for this Government to advance gender equality.

I'm committed to closing the gender pay gap and pleased to announce that this Government has set a target of 50 percent representation of women on state sector boards and committees by 2021.

It is the fair thing to do, because right now many groups in our society aren't well represented. Women, Māori, young people, ethnic minorities, and many other groups of society are visibly missing from leadership roles.

Organisations with diverse boards do better. Diverse views and experiences help avoid the pitfalls of groupthink and it helps businesses tap into new ideas and markets.

Board roles should go to the most qualified people. Women are just as qualified as men, but like the gender pay gap, there are a number of reasons why more men hold these roles – inertia is a big one.

Many male directors I have spoken to acknowledge the importance of diversity and are becoming

champions for change. You will meet some of them in this publication. These men are helping to mentor and recruit women for leadership roles. This is essential to achieving more diversity and it is to be applauded.

This year, we've hit a new all-time high of 45.7 percent. Our target of 50 percent is in reach, and with a little effort, I know we will get there.

He waka eke noa

A canoe which we are all in with no exception

Julie Anne Genter
Minister for Women



Foreword by

the Chief Executive



This year, we have reached 45.7 percent women's representation on state sector boards and committees – an all-time high.

The Government's newly announced target of 50 percent women's representation on state sector boards and committees by 2021 is encouraging and will require a concentrated effort to achieve.

Achieving 50 percent women's representation on boards is a collective effort and a shared responsibility. It's a responsibility that we relish.

My staff are experienced in working collaboratively with government agencies that appoint to boards and committees, to ensure they can supply the right candidates for state sector boards and committees.

We are the only entity within the state sector which maintains a large pool of exclusively female candidates, with over 1,000 currently available for nomination.

The women we nominate represent a diverse range of leaders from all backgrounds and across New Zealand. We know we can do more. We want a focus on quality, filling gaps, and providing a better service for the pool of women looking for state sector board roles. I'm looking forward to enhancing our service over the next few years.

Diversity on boards is important, but gender balance is only a part of that story – everyone has a place.

We need people from different ethnic communities, and people who have disabilities, so that their experiences can be included. We look forward to working with our partners to achieve this diversity.

I'd like to acknowledge the Institute of Directors who are doing excellent work in this area, and for the tips we've used throughout this publication.

Naku te rourou nau
te rourou ka ora ai te iwi

With your basket and my
basket the people will live.

Renee Graham
Chief Executive
Ministry for Women

Message from the Institute of Directors

For New Zealand to thrive into the future, it is important for us to ensure that all New Zealanders, regardless of gender, ethnicity, or age, are able to succeed on the basis of merit.



Diverse boards set the tone from the top, creating open, innovative, and participatory cultures where people feel free to speak up and talent can be identified and nurtured without unconscious bias.

Research shows that diverse organisations foster innovation and growth. A study by the Centre for Talent Innovation shows that companies that prioritise diversity in leadership are 45 percent more likely than those that don't to have

grown market share in the last 12 months. They are also 70 percent more likely to have captured a new market.

Creating an innovative society based on true and fair merit is critical to New Zealand's success during a digital revolution that will require us to be agile, nimble, and opportunistic.

There are significant opportunities for the public and private sectors

to share experiences and face some of these challenges together.

The Ministry for Women's *Gender Stocktake of State Sector Boards and Committees* is an important step in moving towards this future.

Ngā mihi,

Kirsten Patterson
Chief Executive
Institute of Directors

Purpose

Every year, the Ministry for Women does a gender stocktake on roles appointed by ministers of state sector boards and committees to measure women's participation in governance.

This year, we're expanding from just publishing the results to looking at actions that can be taken to increase women's participation. These actions apply just as much in the private and non government organisation (NGO) sectors as they do in the state sector. We've also spoken to several business leaders for their advice on how we can achieve more women in governance.

This publication also highlights the action plan for how we will reach the Government's new target of 50 percent women's representation on state sector boards and committees by 2021. Across 25 agencies, there are 430+ state sector boards and committees who make over 2,500 appointments most years.

Collectively across the state sector, the 45 percent target of women's representation has been met for the second year in a row. As a comparison, in the private sector, only 19 percent of board members

in NZX's listed companies are women. As at 31 December 2017, women held 1,200 (45.7 percent) of these 2,623 roles. This represents a small increase from the 45.3 percent found in 2016.

We had some strong performances from Oranga Tamariki, Internal Affairs, Health, Finance and Education. We also saw some great improvements from Transport, Justice and Foreign Affairs. These offset small decreases in other portfolios.

Full results are available at www.women.govt.nz



2017's best-performing major portfolios

- Oranga Tamariki (10 boards, **62.1%** women)
- Internal Affairs (30 boards, **60.5%** women)
- Health (56 boards, **59.8%** women)
- Finance (20 boards, **46.4%** women)
- Education (39 boards, **45.9%** women)

Why do we need more women on boards?

Crown entities and statutory boards are central to how the government delivers its services. They oversee the spending of billions of dollars each year and manage thousands of staff and billions of dollars in assets all in the name of providing services to New Zealanders. The Government must ensure it receives the best value it can from these services.

Whether in difficult or prosperous economic times, every business in New Zealand looks for a competitive edge. Utilising the talents and

leadership abilities of women at board level is an outstanding competitive advantage.

There is a lot of research showing that women directors can help companies gain competitive advantage and increase profits, and that companies that have women on their boards outperform those that do not.

And finally, it's an issue of fairness. Women make up just over half of our society, yet they comprise

only 19 percent of NZX directorships, and while they make up almost 48 percent of executive management positions in the public sector, this is only 19 percent in the private sector. Women are also paid, on average, 9.4 percent less than men – a gap even more pronounced at the top end of the scale. Stronger representation of women in leadership contributes to closing the gender pay gap and gives women the opportunity to contribute to a successful society.



Women chair 34.5 percent of state sector boards and committees.

There are some portfolios doing well in this area: Health, Research, and Veterans' Affairs all have 50 percent or more of board chairs being held by women.

Six steps to more diverse boards

1 Inclusive cultures

A culture where everyone feels included is a culture where everyone can thrive. The board can set the tone and culture of an organisation. Across New Zealand and across industries, organisations are recognising the benefits of a diverse, inclusive culture

– increased productivity, innovative thinking, and better engaged employees. A more representative board means more robust debate, diversity, thoughtful challenge and dissent.

Leading an effective culture is fundamental to how a board adds value. The importance

and value of diversity needs to be integrated and embedded into the culture of both the board and the organisation. New Zealand is a diverse, multicultural society. For any business to succeed in that environment, it needs to reflect the diversity of its customers.

“Diversity is the outcome, inclusion is the action, so if you have an inclusive culture then you’re more likely to get diversity. Without diversity we won’t be relevant – we’ll stagnate. Diversity of thought, experience, opportunity, and demographics is critical to innovation.”

Susan Freeman-Greene, CEO Engineering New Zealand, Independent Director, Team Talk



“The fact that there is a lack of diversity on boards and executive teams tell us that there are at the very least discriminatory processes. We know this because we know that ethnic minorities generally don’t lack for brains or talent. We need visibility of those diverse people in key roles so that our people, our children see this as normal and not special.”

Barbara Ala’alatoa, Chair of Education Council; SUPERDiverse Women



Tips for creating an inclusive culture:

- Put a stake in the ground. Be explicit that diversity matters: be vocal and be prepared to measure yourself
- Have an open mind-set that values diversity of thought and facilitates full participation of all members
- Address expectations about board inclusiveness in the interview and orientation process
- Respect and treat people fairly
- Put diversity on the agenda for regular discussion, eg annually, as part of strategy, board evaluation and succession planning discussions
- Encourage diversity throughout the organisation – especially in middle and senior management – the executive and governance pipeline

Addressing bias

2

Bias occurs when people use stereotypes and have the tendency to gravitate toward those immediately recognised as familiar. Often it's a decision made unconsciously but as assumptions have been made, it means that all the relevant information isn't necessarily considered. Bias can influence decisions on hiring, promotion,

performance assessment and salary, as well as who gets challenging projects, and whose contributions are acknowledged. This can happen at all levels of an organisation, right up to the board.

When we are not aware of how bias works, or our own bias, it's hard to make fair and accurate decisions. We are also less able

to recognise and challenge it. Training is available to tackle unconscious bias and needs to be provided to everyone involved in hiring decisions – including appointment to boards. It should be provided by people with expertise and include personal unconscious bias assessments and strategies to reduce bias.

“There have been times in my career where I've heard inappropriate comments being made by men. While it is mostly due to unconscious bias it is important to call them out on it or talk to someone who can do it on your behalf.”



Liz Coutts, Chair of Oceania Healthcare, Ports of Auckland, Skellerup Holdings, Urwin & Co; Director Tennis Auckland, Yellow Pages, EBOS Group

“Unconscious bias occurs when you naturally gravitate to ‘people like me’ because you instinctively understand them and have walked in their shoes, not because you have any obvious bias against others, it is so insidious because you don't even realise you are doing it.”



Cathy Parker, Chair of Audit Bureau of Circulation, Board member of: Magazine Publishers Association, Auckland Wheelbreakers Inc, Rainbow New Zealand Charitable Trust, SuperDIVERSE Women

Tips for recognising and addressing unconscious bias:

- Acknowledge that bias exists
- Question assumptions and build awareness of biases – try one of the online tests to identify your biases
- Take time to consider and evaluate decisions, eg, seek an independent/peer review
- Ensure there is an objective competency and merit-based appointment process, eg remove personal information from CVs
- Give appropriate weight to intrinsic competencies and capabilities, rather than over-valuing certain kinds of experience

3 Review board composition

Board composition isn't just about high-performers, it's about the mix of people. While some attributes of members will be the same (intelligence, diligence, honesty, independent thought and sound business judgment), by having a diverse board you will bring a range of other unique attributes (skills, knowledge,

expertise, experience, styles). All these attributes, and a mix of tenure, will contribute to an effective board where experience is mixed with fresh ideas.

Look at the whole board and its needs rather than just those of individual appointments. A diverse range

of educational and vocational backgrounds will enrich the discussion of a board and improve decision making.

Reviewing board composition should go hand in hand with succession planning. This needs to take in long, mid, and short term planning for the board.

“Under-representation not only raises concerns about equal rights and opportunities for women, but it also undermines business success. Put simply, New Zealand cannot afford to ignore the leadership talents and potential of half our population. Talent is not determined by gender, so why do so many of our businesses hobble their own futures by acting as though it is?”

Sir Neville Jordan, KNZM, Executive Chair, Endeavour Capital Ltd; Chancellor, Victoria University of Wellington



“The current network of board members are mostly men – of a particular age group and ethnicity – who are comfortable with the status quo and will continue to recruit people like themselves. As a consequence, we need to actively encourage the current network of board members to change the status quo.”

Amelia Loguet, Director, School of Business and Public Sector Training



Tips for reviewing board composition:

- Understand the mix of attributes, including experience, skills and diversity around the table
- Assess the composition of the board from a diversity perspective focusing on how the range of attributes relate to the business and sector it operates in, customers, strategy and future needs
- Diversity is not about finding minority board members for cosmetic effect: avoid a compliance or tick-box approach to board diversity
- Ensure the composition of the nomination committee demonstrates a commitment to diversity

Appoint diverse people

To achieve diversity in thought, you need to appoint a diverse range of talent by actively seeking out a diverse range of people. This can be done through using search firms, databases, advertising, social media, and specialist nomination services such as the Institute of Directors' director Search

and the Ministry's own Nominations Services. Te Puni Kōkiri, The Treasury, and the Office of Ethnic Communities also have lists of board-ready people to nominate.

Increasing board diversity is about improving effectiveness, not compliance. However there needs

to be a critical mass for diversity of thought and perspective to flourish. This means that having just one women or one Māori member does not make a board diverse. For example, 30 percent representation is regarded as the minimum level at which minority voices can be heard.



"Directors need to be team players and have an eye toward long-term planning. You want people who think differently who can then challenge the decisions being made around the table and add a different perspective."



Nicki Crauford, Chair GNS Science; Deputy Chair Fire and Emergency New Zealand; Director Orion, Watercare Services, Environmental Protection Authority, Wellington Water

"To appoint diverse talent we need to look beyond just the CV to what a person can bring to the company and role, this means also considering what talents we are looking for when we specify a job beyond just the hard skills, people still need the core skills but if they bring their whole selves to the role can often add so much more to the role and the business."



Cathy Parker, Chair of Audit Bureau of Circulation, Board member of: Magazine Publishers Association, Auckland Wheelbreakers Inc, Rainbow New Zealand Charitable Trust, SuperDIVERSE Women

Tips for identifying and appointing diverse talent:

- Skills first: recruit on the basis of merit and capability
- Establish a gender neutral process for appointments and benchmark all candidates
- Ensure nomination committees and interview panels have at least one woman on them
- Ensure transparency in board selection and appointment processes
- Ask for CVs without names, gender, age, ethnicity, residential addresses and other personal identifying information to help reduce bias
- Do not accept short-lists with a lack of diverse candidates, have a process for returning to the market for further candidates
- Seek the advice of search firms and ensure they have a commitment to diversity

5 Support and mentor new appointees

Appointment is only half the battle. Supporting diversity on New Zealand's boards means supporting diverse leaders. For new talent to flourish and for board culture to become truly inclusive, new leaders

need access to the same reservoirs of knowledge, experience and advice as current leaders.

Formal mentoring programmes, or informal mentoring relationships, are a critical

component of any leader's success. We need to ensure that new appointments have access to the people who can guide their careers and help them develop their strengths.

"When people are new or climbing the ranks it's important for them to have networks and confidants who can give advice when needed. Individuals in leadership roles should be sharing their knowledge and experience with new team members to help them learn and grow. It's up to those of us in leadership roles to extend the ladder so that talented new people have the opportunity to climb up."



Jolie Hodson, CEO Spark Digital

"Planning for the future means supporting the development of successive leaders who, standing on the shoulders of many, will continue to grow the wealth and prosperity of Aotearoa Inc."

Traci Houpapa,
MNZM Chair Federation of Māori Authorities; W3 Wool Unleashed Primary Growth Partnership, National Advisory Council on the Employment of Women, Hineuru Holdings, Our Land and Water National Science Challenge Kahui; Crown Deputy Chair Waikato River Authority



Tips for supporting and mentoring new appointees:

- Facilitate your new appointee, don't make them a clone of yourself
- Being consistent is critical
- Faking it is not making it – provide honest feedback to your new appointees
- Empower new appointees rather than solve issues for them
- Be aware that you are not responsible for them but you both have shared responsibility
- Honour your limits and boundaries
- And remember that listening can be hard, but advice is easy

Targets and measurement

6

Targets are set for every area of business, a diversity target is no different. Setting targets and measuring progress will provide boards with the information they need to track progress and achieve diversity goals. The Government has set a target of 50 percent women's representation on state sector boards and committees by 2021. Achieving this goal will require

commitment and effort. We want to see the private sector follow suit, as it is seriously lagging behind the New Zealand public service, as well as the private sector in countries like Australia and the United Kingdom.

Reporting on progress in an open and meaningful way that goes beyond compliance is simply good governance.

Boards need to lead the way in changing culture and making diversity a priority. This includes setting diversity objectives aligned to board review findings, and ensuring the board has the skills and experience it needs now and for the future. It also includes holding management to account for leading and embedding diversity in the organisation.



“Boards have to keep renewing themselves. Part of this is the skill mix, but is also about gender, culture and attitude. Women should be the easy part but resistance has been stubborn.”

Rob Campbell, Chair SkyCity, Summerset, Tourism Holdings and WEL Networks/UltraFast Fibre and Director at Precinct Properties

Tips for setting targets and measuring progress:

- Develop and implement diversity policies and establish measurable diversity objectives for the board and the organisation
- Ensure there is sufficient and transparent disclosure about board diversity processes, eg board evaluation and appointments, and progress in achieving objectives
- Consider setting targets for short lists, such as a gender balance of between 30 percent and 50 percent
- Hold management to account for leading and embedding diversity in the organisation

Future Directors

The Future Directors programme is currently available in both the public and private sectors and allows highly talented people ('host board members') seeking boardroom experience to observe and participate in board discussions for a 12-month period.

The programme is about diversity in all its forms including gender,

age, ethnicity, experience and regional perspective.

By investing in our future leaders, we develop a more diverse and inclusive pipeline of high-calibre board ready candidates in the private and public sectors.

Host board members can contribute fresh perspectives and greater diversity of thought which ultimately

leads to better decisions and better performance. Aspiring leaders gain much needed governance skills, and can gain new perspectives and fresh ideas.

For more information about the Future Director Programme visit www.women.govt.nz/futuredirectors



"I'm thrilled to have been selected – and I couldn't be in a better board environment. The WorkSafe board is high-pressure and high-profile. I will have a mentor on the board to answer my questions but it is my responsibility to be up to speed with board papers. I don't see it as a challenge – it's more of an opportunity for me."

Ruth Smithers, Future Director, Worksafe

2017 Future Directors Public Sector Programme placements

- Department of Corrections, Risk and Audit Committee – Sara Brownlie
- New Zealand Geographic Board (LINZ) – Rachel Pinn
- Sport New Zealand – Dr Chelsea Grootveld
- Transpower New Zealand – Jennifer Moxon
- Worksafe New Zealand – Ruth Smithers
- Financial Markets Authority – Carol Cheng
- New Zealand on Air – Linda Clark

Working toward 50%

all of us in it together



Action 1

Collective
Government action
(increasing accountability)



Action 2

Supporting state
sector board
appointments
(increasing demand)



Action 3

Increase the supply
for qualified women
candidates
(increasing supply)



Action 4

Monitoring progress
to increase women's
participation on state
sector boards
(tracking progress)

How the Ministry for Women can help you

Nominations Service



"We believe that 'talented diverse people and great governance equals great outcomes for all New Zealanders'."

Amanda Neemia, Manager Nominations Service, Ministry for Women

What we do

We connect women with opportunities to increase the representation of women on state sector boards and committees and support growth of the leadership pipeline and to support the new government target of 50 percent.

We know what's happening with appointment opportunities within the state sector. We are experienced in identifying quality women board and committee members.

The Nominations Service maintains a database of more than 1,000 women who are ready for, or already in, governance positions and recommends them to state sector agencies for appointment to boards and committees.

We match women to relevant opportunities by providing nominations for consideration. Our nominations are evaluated by appointing agencies that run a rigorous process to select the best person for the vacancy.

Our value to women

Our whole-of-government perspective means we understand the needs of state sector boards and can therefore match our candidates for the roles they are most suited for.

We are going through a transformation in the way we do things at the Nomination Service so that we can better support emerging leaders registered

on our database. This includes opening up the nominations portal and enabling women to take control of their own information. We are also developing tools with our stakeholders to support women to take that next step in their governance career, including:

- tools and resources for getting started in governance
- top tips for planning a governance career
- success stories of Inspiring Women in New Zealand
- exploration of board roles

To grow the pipeline of women leaders, we support the Future Directors programme for state sector boards and committees.

Our value to appointing agencies in the state sector

The Nominations Service is adept at working with a range of agencies across the state sector across and constantly nominates high quality women candidates for governance opportunities in the state sector.

We take a cross-ministry approach to developing and maintaining meaningful connections which means we have a range of relationships with professional bodies, across both private

and state sectors. Our networks and partnerships ensure we are best-placed to source high quality women candidates. We interact with our networks by celebrating progress and providing updates on the latest opportunities.

We also monitor women's participation within the state sector. Our *Gender Stocktake of State Sector Boards and Committees* has been conducted annually since 2004, and is the only comprehensive measure of board membership within New Zealand's state sector.

How you can contact us

If you're looking for board members, or you're looking to move into governance yourself, get in touch with Amanda and her team.

04 915 7112

If you're looking at getting into a governance role email:

boards@women.govt.nz

If you're looking for women to fill a board position email:

nominate@women.govt.nz

www.women.govt.nz/leadership/nominations-service



The Gender Stocktake

Methodology

The Gender Stocktake of State Sector Boards and Committees is undertaken annually by the Ministry for Women.

We count the Ministerial appointments to state sector boards and committees as at 31 December each year. The data is taken from CAB 51 Organisation Forms submitted each year to the Department of Prime Minister and Cabinet (DPMC).

The stocktake is dated 31 December 2017 and reports on the ministerially-appointed membership of permanent or ongoing state sector boards and committees as of 31 December 2017. It includes only New Zealand Ministerial appointments that are required to be considered through the Cabinet Appointments and Honours Committee (APH) or other Cabinet committees. It does not include elected board members.

The stocktake does include appointments made by the Governor-General on the recommendation of a

Minister. It does not include members who have been elected, appointed as members of professional groups without Ministerial right of approval, ex-officio members, or current Members of Parliament. The stocktake does not include temporary boards or committees i.e. bodies set up for a particular project that is expected to take no more than approximately 18 months and are intended to disband as soon as that project is completed.

Appointments made outside of APH or other Cabinet Committees are by definition not included. There may be progress made within these appointments, which is not reflected in the Stocktake results.

For each board appointed through the APH Committee, the following data is recorded:

- The name of each member
- The gender of each member
- Each member's status as either a Ministerially-appointed on

non-appointed member (non-appointed members include those who are elected, ex officio or Members of Parliament, or who have been appointed by non-Government groups)

- The chair of the board, where one has been designated
- The appointing portfolio
- The administering agency
- Any other notes relevant to the board's membership and ongoing status

Where information on the CAB51 Organisations Forms was ambiguous, or no CAB51 form was received, Ministry for Women staff contacted officials at the relevant agency to confirm the membership of the board on the stocktake date.

Upon completion of the initial stocktake, data for each agency was forwarded to officials at that agency for their review and confirmation.

Summary by Ministerial Portfolio

Ministerial Portfolio	Boards	Ministerial Appointed Members	Women Ministerial Appointed Members	Percentage of Women
Prime Minister	5	8	3	37.5
Minister for ACC	2	15	7	46.7
Minister of Agriculture	15	67	22	32.8
Minister for Arts, Culture and Heritage	10	61	23	37.7
Attorney-General	8	99	37	37.4
Minister for Biosecurity	1	8	4	50.0
Minister of Broadcasting, Communications and Digital Media	7	41	17	41.5
Minister for Building and Construction	6	46	12	26.1
Minister for Children	10	29	18	62.1
Minister of Commerce and Consumer Affairs	15	70	25	35.7
Minister for the Community and Voluntary Sector	2	11	9	81.8
Minister of Conservation	29	233	97	41.6
Minister of Corrections	3	5	2	40.0
Minister of Defence	1	12	4	33.3
Minister for Disability Issues	1	10	7	70.0
Minister Responsible for the Earthquake Commission	2	12	5	41.7
Minister for Economic Development	6	31	10	32.3
Minister of Education	39	185	85	45.9
Minister for Energy and Resources	4	18	9	50.0
Minister for the Environment	5	39	14	35.9
Minister for Ethnic Communities	1	8	3	37.5
Minister of Finance	20	168	78	46.4
Minister of Fisheries	1	1	1	100.0
Minister for Food Safety	1	3	2	66.7
Minister of Foreign Affairs	11	46	18	39.1
Minister for Greater Christchurch Regeneration	4	17	5	29.4
Minister of Health	56	523	313	59.8
Minister of Housing and Urban Development	2	14	4	28.6

Ministerial Portfolio	Boards	Ministerial Appointed Members	Women Ministerial Appointed Members	Percentage of Women
Minister for Infrastructure	1	7	3	42.9
Minister of Internal Affairs	30	152	92	60.5
Minister of Justice	53	223	84	37.7
Minister for Land Information	4	20	9	45.0
Minister of Local Government	2	9	2	22.2
Minister for Māori Development	8	42	17	40.5
Minister of Pacific Peoples	3	21	12	57.1
Minister for Racing	2	8	2	25.0
Minister of Research, Science and Innovation	12	83	30	36.1
Minister for Small Business	1	2	1	50.0
Minister for Social Development	7	29	12	41.4
Minister for Sport and Recreation	4	27	11	40.7
Minister for State Owned Enterprises	17	91	32	35.2
Minister of Tourism	3	16	5	31.3
Minister of Transport	8	45	12	26.7
Minister for Treaty of Waitangi Negotiations	1	2	2	100.0
Minister for Veterans	4	16	7	43.8
Minister for Whānau Ora	1	1	1	100.0
Minister for Women	1	9	7	77.8
Minister of Workplace Relations and Safety	4	31	19	61.3
Minister for Youth	1	9	6	66.7
	434	2623	1200	45.7

The stocktake is dated 31 December 2017. It includes only New Zealand Ministerial appointments that are required to be considered through the Cabinet Appointments and Honours Committee (APH) or other Cabinet committees. The stocktake does include appointments made by the Governor-General on the recommendation of a Minister. It does not include members who have been elected, appointed as members of professional groups without Ministerial right of approval, ex-officio members, or current Members of Parliament. The stocktake does not include temporary boards or committees i.e. bodies set up for a particular project that is expected to take no more than approximately 18 months and are intended to disband as soon as that project is completed.

Summary by Administering Agency

Administering Agency	Boards	Ministerial Appointed Members	Women Ministerial Appointed Members	Percentage of Women
Accident Compensation Corporation	1	7	2	28.6
Department of Conservation	29	233	97	41.6
Department of Corrections	3	5	2	40.0
Department of Internal Affairs	49	313	167	53.4
Department of Prime Minister and Cabinet	6	17	5	29.4
Land Information New Zealand	4	20	9	45.0
Ministry for Culture and Heritage	18	106	42	39.6
Ministry for the Environment	5	39	14	35.9
Ministry for Pacific Peoples	3	21	12	57.1
Ministry for Primary Industries	16	69	25	36.2
Ministry for Women	1	9	7	77.8
Ministry of Business, Innovation and Employment	43	247	95	38.5
Ministry of Education	11	74	39	52.7
Ministry of Foreign Affairs and Trade	11	45	18	40.0
Ministry of Health	56	523	313	59.8
Ministry of Justice	60	316	121	38.3
Ministry of Social Development	9	48	25	52.1
Ministry of Transport	8	45	12	26.7
New Zealand Defence Force	5	28	11	39.3
Office of the Prime Minister's Science Advisory Committee	1	1	0	0.0
Oranga Tamariki/Ministry for Children	10	29	18	62.1
Parliamentary Counsel Office	1	1	0	0.0
Te Puni Kōkiri	9	43	18	41.9
Tertiary Education Commission	26	100	41	41.0
Treasury	49	284	107	37.7

The stocktake is dated 31 December 2016. It includes only New Zealand Ministerial appointments that are required to be considered through the Cabinet Appointments and Honours Committee (APH) or other Cabinet committees. The stocktake does include appointments made by the Governor-General on the recommendation of a Minister. It does not include members who have been elected, appointed as members of professional groups without Ministerial right of approval, ex-officio members, or current Members of Parliament. The stocktake does not include temporary boards or committees i.e. bodies set up for a particular project that is expected to take no more than approximately 18 months and are intended to disband as soon as that project is completed.

For Boards or Committees administered by Agency go to www.women.govt.nz

A woman with long brown hair, wearing a black and white geometric patterned blazer over a black top, is standing and speaking in a meeting room. She is holding a pen in her right hand and gesturing with her left. The room has a white wall and a table with a laptop and a glass of water. The image has a purple tint.

**The Government has set
a target of 50 percent
women's representation
on state sector boards
and committees by 2021.**



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Women**
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