

Briefing to the Incoming Minister for Women

November 2023

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Introducing the Women portfolio

Congratulations on your appointment and welcome to your role as Minister for Women.

This briefing provides you with an overview of the Women's portfolio, your roles and responsibilities, the Ministry's functions, and how the Ministry can support you to make a positive difference for all wāhine women and kōtiro girls in Aotearoa New Zealand.

Steady progress has been made in achieving gender equality, and women and girls continue to play a pivotal role in the political, social, and economic life of New Zealand.

By working across government, and with non-government organisations (NGOs), community partners, and private sector leaders, we have made significant progress towards achieving gender equality – particularly in areas such as leadership, increased employment opportunities, pay equity, and reducing pay gaps in the public sector.

Despite this great progress, challenges remain and there is more to do to improve outcomes for women and girls, including in:

- employment, skills, training, and business and entrepreneurship
- equal representation
- safety from violence
- health and wellbeing.

We will provide further advice following this briefing

Following a discussion with you, we will provide secondary advice on:

- International work, including information on international forums you may wish to attend and reporting requirements.
- An update on work undertaken on the development of a pay transparency system.

Page 19 of this briefing provides a timeline for upcoming advice. We are available to discuss other potential advice with you.

Your Ministerial group, the National Advisory Council on the Employment of Women, will be writing to you separately.

Your role as Minister for Women

As Minister for Women, you are the Government's lead for improving the lives of women and girls in New Zealand.

You represent women and girls in New Zealand in all their diversity.

You lead change and bring the voices of women and girls into your discussions with your Ministerial colleagues to advance the interests of women and girls.

You set the priorities for the portfolio and the direction of the Ministry's work programme.

The Minister for Women is not currently responsible for any legislation.

You ensure value for investment when you:

- **Lead** work to improve the outcomes of all women and girls in New Zealand.
- **Bring** a gender perspective to government decision-making.
- **Partner** with Ministerial colleagues on joint work and participate in relevant Ministerial groups.
- **Highlight** issues publicly, including internationally, and encourage action to make a difference.

Outcomes for women and girls are shaped through policies, services, and products led by other Ministerial portfolios. Your relationships and leadership role with other Ministers, including Finance, Health, Social Development and Employment, Education, Tertiary Education and Skills, Economic Development, Trade, Workplace Relations and Safety, Māori Development, Pacific Peoples, Ethnic Communities, and Disability Issues, will be key to achieving aspirational change for women and girls in New Zealand.

We look forward to discussing how you might like to look for opportunities across all your portfolios.

You represent the interests of women and girls in international arenas

As the Minister for Women, you represent the interests of women and girls in New Zealand and promote gender equality and women's empowerment in international arenas.

You lead New Zealand's international representation at the:

- United Nations Commission on the Status of Women.
- Asia-Pacific Economic Cooperation Women and the Economy Forum.
- Pacific Islands Forum Women Leaders Meeting.

To support you in your international role, the Ministry builds and maintains strong relationships with foreign counterparts to learn international best practice to promote domestic successes.

We work with and support the Ministry of Foreign Affairs and Trade to provide expertise in drafting and negotiations related to gender and women's rights and interests.

New Zealand has international commitments and obligations to women's rights

New Zealand has ratified or endorsed a number of international agreements and declarations that specifically protect and promote the rights of women and girls.

Some of these are binding in international law and are required to be embedded in domestic law.

The Government, with support from the Ministry, has a key role in upholding and reporting on New Zealand's obligations.

These include:

- The Convention on the Elimination of All Forms of Discrimination Against Women and its Optional Protocol.
- The Women, Peace and Security Agenda (comprised of UN Security Council Resolution 1325 - alongside nine others - which recognises the importance of gender perspectives and women's involvement in peace and security issues).

You are responsible for the Vote Women appropriation

As Minister for Women, you are responsible for the Vote Women appropriation.

The Ministry has a single appropriation for policy advice and related services. For the current 2023/24 financial year, the total appropriation is \$15.2 million as updated in the Vote Women Budget and Economic Fiscal Update.

The appropriation sets the legal parameters for the Ministry's work, which is to provide policy advice and other support to Ministers in discharging their policy decision-making and other portfolio responsibilities.

The Ministry is here to support you

The Ministry supports you when considering government policy and proposals from your Ministerial colleagues by:

- Providing gender analysis.
- Ensuring the voices and perspectives of all women are included in government policy, decision making, and initiatives.
- Providing system leadership with partners and stakeholders, including wāhine Māori, Pacific women, and diverse communities.

- Delivering a range of services, tools, and advice to increase women and girls' leadership, participation, safety, and wellbeing in society.

We will provide you with:

- Support to progress your key policy priorities as Minister for Women.
- Support for your participation in relevant Ministerial groups.
- Evidence and advice on issues and opportunities for women and girls in New Zealand.
- High-quality Ministerial support services so you can meet your Ministerial and accountability requirements.
- A Private Secretary, who is the primary day-to-day contact and the key conduit for the flow of information between your Office and the Ministry.

Strategic opportunities

There are a range of strategic opportunities to achieve high impact for women and girls.

A social investment approach could enable us to more effectively target New Zealanders with the greatest need, and deliver or commission evidence-based interventions, to achieve better outcomes for them and for New Zealand as a whole by reducing long-term costs.

To support you in advancing better outcomes for New Zealanders in greatest need, we have identified the following opportunities for you to consider.

Increasing women's representation on private sector boards

There is the opportunity to work with leaders from the private sector, such as Champions for Change, Global Women, the Institute of Directors, and Women on Boards New Zealand, to increase women's representation on private sector boards.

You may wish to seek further advice on this opportunity. We can facilitate a meeting with leaders from these groups at your request.

Reducing online harm

There is an opportunity for you to progress the development of a government response to online harm.

This could include the Ministry partnering with organisations such as the Classifications Office and Netsafe and continuing to support the Global Partnership for Action on Gender-Based Online Harassment and Abuse.

You may wish to seek advice about ways the Ministry could support you to take further action to address online harm.

Advancing pay transparency measures

There is the opportunity to advance work on the recommendations of the Education and Workforce Committee made in March 2022.

These could include:

- Introducing mandatory pay gap reporting legislation.
- Banning pay secrecy clauses.
- Requiring employers to publish starting salaries in job adverts.

The Ministry is preparing advice on the current state of this work programme and to seek your agreement to continue this work. You may wish to seek further advice about options for advancing pay transparency.

Our focus areas

Our work programme and strategic objectives are informed by your priorities. Our current strategic objectives are set out in our *Statement of Intent 2021 - 2025*.

The four strategic objectives that inform our current work programme are:

- 1. Social and economic wellbeing:** all women and girls enjoy economic security and thrive throughout their lives.
- 2. Participation:** all women and girls fully participate in society.
- 3. Safety:** all women and girls are safe from all forms of violence.
- 4. Wāhine Māori:** wāhine Māori have improved outcomes.

These outcomes require us to look at women and girls in all their diversity to understand more about how we can improve the lives of women and girls across New Zealand.

We focus on areas that make the biggest difference to women and girls. Ensuring that women are economically secure, have better outcomes in health and education, and feel safe and secure have been key focus areas for our work programme.

We continue to meet our international reporting obligations and look for ways to strengthen women's economic prosperity and participation.

Your priorities will set our future strategic direction and inform our next Statement of Intent (which will be updated in 2024).

We bring data and insights on women's issues

Data provides a strong evidence base for developing and investing in social initiatives. We use this data to provide insights and influence change for women and girls across New Zealand.

The Ministry monitors and analyses data on women in New Zealand through a range of key sources including (but not limited to):

- Stats NZ's Household Labour Force Survey (employment and the gender pay gap) and the national Census (population).
- Public Service Commission's Workforce Data (public sector pay gaps and leadership).
- Retirement Commission's KiwiSaver and retirement outcomes research.
- Ministry of Education's annual education attainment and achievement across schooling levels reports.
- Ministry of Justice's New Zealand Crime and Victims Survey (family violence and sexual violence).

- World Economic Forum's Global Gender Gap Index which annually tracks the state of gender equality around the world. Currently New Zealand ranks 4th out of 156 countries behind Iceland, Norway, and Finland.

1. Social and economic wellbeing

All women and girls enjoy economic security and thrive throughout their lives.

Women have different experiences in the labour market than men, which can put women at an economic disadvantage and vulnerable to labour market changes.

Women:

- continue to earn less than men
- have lower levels of retirement savings
- experience gender and ethnic pay gaps
- are more likely to be underutilised in the labour market and concentrated in lower-paid work and/or part-time or casual work.

Improving women's employment outcomes can generate lifetime and intergenerational benefits for women, their children and family, their community, and wider society. Women's increased labour market participation has long been a driver of economic growth in New Zealand.

As Minister for Women, you will need to consider with your Ministerial colleagues how you wish to progress key labour market issues that impact on women.

Women experience persistent inequities in the labour market

The gender pay gap in New Zealand has reduced steadily from 16.3% in 1998 but has fluctuated over the past decade. It is currently 8.6% (as at June 2023).

Women tend to earn less on average than men, with men's median hourly earnings sitting at \$33.00 compared to \$30.15 for women. By comparison, Pacific women earned \$28.00, wāhine Māori earned \$28.29, and Asian women earned \$29.00. Women who belong to one or more minority group (e.g.: sexual orientation, ethnicity, disability) experience further barriers and inequities in the labour market.

Women make up the majority (70.2%) of part-time workers. Of all working women in the paid workforce, 28.4% work part-time, i.e., less than 30 hours per week.

These factors and other labour market inequities also lead to lower retirement savings, as there is a 25.0% gap in the average KiwiSaver balance between women and men (as reported by the Retirement Commission in 2022).

The cause of pay inequities are multi-faceted. About 20% of the gender pay gap in New Zealand can be accounted for by differences between men and women in education and leadership roles, occupation choice, age, type of work, and family responsibilities. The remaining 80% is due to 'unexplained' factors which

are harder to measure, like conscious and unconscious bias and differences in choices and behaviours.

More women are entering the labour force

Women's participation in the labour force has steadily increased – from 54.3% in 1991 to 67.2% in September 2023. This has dropped slightly from the historic high of 68.0% in June 2023. This rate measures the proportion of working aged women who are or want to be working.

The women's employment rate is currently at 64.5%, down from 65.4% last quarter. The last quarter's employment rates were the highest ever recorded, and while the rates have since dropped the overall employment rate of 69.1% remains the fifth highest since measurement began in 1986. Women's unemployment rate has risen to 4.1% since the last quarter (3.9%).

Increasing trade opportunities for women

The Ministry contributed to the development of a gender equality chapter in the United Kingdom - New Zealand Free Trade Agreement, which was negotiated by the Ministry of Foreign Affairs and Trade. This Agreement entered into force on 31 May 2023.

The Ministry assisted with negotiating articles addressing gender equality in the European Union - New Zealand Free Trade Agreement. It is New Zealand's first ever Free Trade Agreement to contain enforceable outcomes on trade and gender.

To understand women's participation in trade, we worked with New Zealand Trade and Enterprise and the Ministry of Foreign Affairs and Trade to commission a report from Business and Economic Research Limited on the trade experiences of women-led businesses. The report, *New Zealand Women in Export Trade: Understanding the Barriers*, drew significantly on interviews and survey responses from New Zealand women in export.

Gender budgeting advances gender equality

Gender budgeting is a social investment approach that:

- uses data and evidence to assess the impact of potential interventions
- promotes early investment to achieve better long-term outcomes
- ensures public spending elevates the needs of women and girls and improves outcomes for all
- reduces inequalities and advances gender equality.

Through using analytical tools to analyse the impact of Government expenditure, gender budgeting can ensure that the different needs of women and girls are considered in the Budget process and in the allocation of funding and resources.

Recognised as international best practice by the OECD, the United Nations, the International Labour Organization, and the International Monetary Fund, over 80 countries now utilise gender budgeting in some form. This includes over 60% of OECD countries.

Gender budgeting is included in the existing Budget process to support effective and well-informed decision making. It does not create a separate Budget process.

The Ministry worked with the Treasury to introduce gender budgeting in 2021 through a pilot programme for Budget 2022. Building on the success of the pilot, the Ministry and the Treasury co-led an expanded Gender Budgeting Exercise for Budget 2023.

The Ministry supported these agencies through the process with a 'Gender Budgeting Toolkit'. The toolkit included guidance, training, peer review, and one-on-one support to help build the agencies' capacity and provide effective and high-quality policy advice. We also provided advice on the Budget package to Treasury and Ministers throughout the Budget cycle.

We will provide advice about options for gender budgeting and will discuss this further with you.

Pay transparency measures can increase visibility of pay information

In March 2022, the Education and Workforce Committee released a briefing that recommended (by majority) that the Government develop pay transparency measures.

The recommendations included a list of considerations for the underlying policy work:

- A regime is more likely to be effective if it is mandatory.
- There should be a comprehensive regime rather than a reporting only model.
- Any regime should include ethnicity as well as gender.
- Consult with disabled people to develop a tailored approach.
- Introduce further transparency measures in the public sector.
- Consider wider pay transparency measures in the underlying policy work such as publishing starting salaries and restrictions on pay secrecy.

The Ministry and Ministry of Business, Innovation and Employment have commenced policy work on the design of a pay transparency system. Following a discussion with you, we will provide advice on options for your consideration.

We contribute to reducing gender and ethnic pay gaps in the public service

The Public Service Act 2020 requires the Public Service to build a diverse, equitable, and fair Public Service that is free from bias and discrimination and ensures it represents all New Zealanders. The Equal Pay Act 1972 requires employers to ensure that men and women are paid equally for work of equal value.

In 2018, the Public Service Commission, the Ministry for Women, and the Ministry of Business, Innovation and Employment established a work programme to support the progress of pay equity claims and to close pay gaps in the Public Service by implementing the *Public Service Gender Pay Gap Action Plan 2018 – 2020*.

In 2021, the Action Plan was expanded into *Kia Toipoto: Closing Gender, Māori, Pacific and Ethnic pay gaps, Public Service Action Plan 2021 – 2024*. Since both plans have been implemented, the gender pay gap in the public service has reduced from 12.2% (2018) to 7.1% (2023).

There are 23 active pay equity claims covering 149,245 workers

The Pay Equity Taskforce at the Public Service Commission is responsible for developing and leading best practice guidance, support, and advice on the pay equity process. They work to ensure that claims progress in accordance with the Equal Pay Amendment Act 2020.

As at 26 October 2023, 175,134 people have had their pay corrected in 13 settlements and one extension. The average pay correction across all settlements was 30%.

We can set up a meeting at your request with the Pay Equity Taskforce.

The Ministry developed the first women's employment action plan, *Te Mahere Whai Mahi Wāhine*

This cross-government plan brings together actions to provide a roadmap to improve employment pathways for women. It sits alongside and supports the work of other employment action plans for Māori, Pacific, younger, ethnic, older, and disabled workers.

In the first year of implementing *Te Mahere Whai Mahi Wāhine Women's Employment Action Plan*, we have:

- Led the development of a pay transparency system with Ministry of Business, Innovation and Employment.
- Supported KiwiSaver changes for paid parental leave.
- Published a report on New Zealand women in export and trade.

- Led a forum on workforce issues for women with BusinessNZ, the New Zealand Council of Trade Unions, and Ministers.
- Supported ongoing work to eliminate gender and ethnic pay gaps in the public sector.
- Supported ongoing work to increase representation on public sector boards and committees.
- Co-piloted and evaluated a project with Te Puni Kōkiri aimed at girls disengaged from education and training (the Kōhine project).
- Published research on access to childcare.

2. Participation

All women and girls fully participate in society.

Women have the right to participate fully in society, including in health, education, employment, and political and public life.

We nominate women for ministerially appointed public sector boards and committees

The Ministry's Nominations Service oversees an extensive database of more than 1,600 women. We advise women enrolled in the database about vacancies on public sector boards and committees, matching their skills, backgrounds, and levels of experience with the role advertised and support their application as required.

In addition to administering and supporting the nominations database, the Ministry's Nomination Service works closely with other population agencies (Te Puni Kōkiri, Ministry of Disabled People, Ministry for Ethnic Communities, and Ministry for Pacific Peoples) and their nomination teams.

In June 2023, we launched the Leadership Learning Hub, which is a collection of resources designed to develop leadership and governance skills for those seeking appointment to a public sector board. The Hub is housed on the Ministry's website and its development was supported by other population agencies.

We annually report gender and ethnic representation on public sector boards and committees. The results of our most recent stocktake showed that we have reached 53.1% women's representation on public sector boards and committees as at 31 December 2022 – the highest proportion yet.

This is the third consecutive year that women's representation has reached 50% or above. It follows the introduction of targets for public sector boards and committees in 2018, which saw a more sustained lift, following a ten-year period of reasonably small increases.

The Ministry can support you to nominate women for public sector boards and committee roles.

Recognising women's achievements

The New Zealand Royal Honours system is a way to celebrate and recognise the service and achievements of New Zealanders, across multiple fields and areas of endeavour, throughout our nation and in our communities.

We highlight women's contributions by proposing suitable candidates for Honours, which biannually (New Year and King's Birthday) recognise exceptional achievements or service by New Zealanders.

Approximately one-third of the nominations received each Honours round by the Honours Unit are for women, however recent recipients of the New Years and King's Birthday Honours have been more representative of the wider population with a close to 50/50 recipient split by gender.

Previous successful nominees sourced by the Ministry come from a variety of backgrounds, including service to health, education, governance, sport, conservation, te ao Māori, and the arts.

The Ministry can support you to nominate women for a New Zealand Royal Honour.

Increasing women's representation on private sector boards

While we have improved women's representation in public sector governance, there is still some way to go in the private sector. Currently women hold 28.5% of all director positions and 26.4% of executive management positions across the NZX-listed companies (as at 31 July 2022).

Champions for Change is a group of over 80 leading Chief Executives and Chairs who are sector leaders in achieving inclusive and diverse leadership in workplaces.

Global Women has over 400 members who are recognised for their ability to influence and positively impact diversity, equality, and inclusive leadership for women.

Other organisations like the Institute of Directors and Women on Boards New Zealand are also focused on increasing representation of women in leadership and governance roles.

The Ministry works closely with these organisations on issues affecting women in the labour market.

3. Safety

All women and girls are safe from all forms of violence.

All women and girls have a right to live safely and be protected from all forms of violence to enable their full participation in society and the economy. Safety from violence is an internationally recognised condition for wellbeing and full participation in society and the economy.

Violence against women is widespread in New Zealand:

- New Zealand has the highest rate of intimate partner violence against women in the OECD.
- One in three women experience physical or sexual violence from a partner.
- One in three women experience sexual assault in their lifetimes.
- Women are more likely than men to suffer abuse from a partner, including repeat victimisation.
- Women made up 71% of the victims of sexual assault incidents.
- The number of sexual assault incidents per 100 women is almost four times higher than the same figure per 100 men.

Family violence and sexual violence cause health, economic, and social harms to people, families, and communities. Family violence has been estimated to cost the country between \$4.1 and \$7 billion each year, and a 2021 report estimated the cost of sexual violence in New Zealand at \$6.9 billion per year. The impacts of violence are serious, long-lasting, and can be fatal.

Preventing, disrupting, and responding to violence will help New Zealanders to live safe, connected, and healthy lives for generations to come.

The Ministry has a long history of working with other agencies to address family violence and sexual violence. The Ministry provides gendered advice to Te Puna Aonui in the implementation of the *National Strategy to Eliminate Family Violence and Sexual Violence*.

Addressing online harm

The impacts of online harm are increasingly evident across measures of gender equality such as in leadership, participation, and safety.

Advances in the field of Artificial Intelligence, seen in widely available tools such as ChatGPT, bring the potential for additional risk, including entrenching built-in gender bias and the amplification of existing gender-based violence.

Online harm is particularly compounded for groups of women and gender-diverse people who experience intersecting discrimination, including those who are Māori, disabled, culturally or linguistically diverse, and rainbow communities.

This is an emerging area of work for the Ministry as we consider how these developments will impact women and girls.

4. Wāhine Māori

Wāhine Māori have improved outcomes.

Improving outcomes for wāhine Māori is embedded in all the work we do. Across our work programme we have focused on improving outcomes, including supporting more wāhine onto public sector boards and committees.

We co-lead the Crown's response to Wai 2700 – Mana Wāhine Kaupapa Inquiry.

You have joint responsibility for the Crown's response to the Mana Wāhine Kaupapa Inquiry

The Waitangi Tribunal is hearing over 200 claims which allege to the Crown's denial of mana wāhine has had serious consequences for the social, economic, cultural, and spiritual wellbeing of wāhine Māori and their access to leadership roles. Claims are both historical and contemporary and extend across many fields of Crown policy and practice.

You and the Minister for Māori Development have joint portfolio responsibility for the Wai 2700 – Mana Wāhine Kaupapa Inquiry.

The current phase of the Inquiry focuses on data and research that will form the basis of the evidence that the Tribunal will consider in substantive hearings. The Waitangi Tribunal have commissioned seven research projects, and the Ministry is supporting an additional six research projects which will be finalised by December 2024.

There are no decisions required ahead of the research projects being completed. The Ministry is available to discuss progress of this project at your request.

Key partnerships

Partnership is key to improve outcomes for women and girls and to success in this portfolio.

The Ministry partners with government agencies, non-governmental organisations, community groups, and women across the country to ensure all initiatives will provide the intended outcomes. Outcomes for women and girls cannot improve with agencies working in isolation.

As Minister, you have your own advisory committee, the National Advisory Council on the Employment of Women (NACEW).

The Ministry is ideally placed to connect you to organisations, relevant advisory groups, and groups of women across the country to progress work focused on improving outcomes for women and girls.

There are links with other Ministerial portfolios

There are links between your Women portfolio and other Ministerial portfolios. As Minister, you have an opportunity to positively influence outcomes for women and girls as a key member of Ministerial groups overseeing the government's policy programme. We will support you in your role on these groups, as well as any relevant Cabinet Committees and attendance at Ministerial advisory committees.

To improve data availability and insights, we are partnering with Stats NZ and the Ministry of Social Development to improve collection of gender and ethnic data to analyse if women are participating in training and employment and if the programmes are tailored to meet their needs. There are opportunities to formalise and strengthen an approach.

NACEW provides you with independent advice

NACEW is your Ministerial advisory committee. They support your priorities on women's employment and provide you with high-quality independent advice. NACEW can operate as a 'sounding board' for new policy approaches or tools on women's employment. The Ministry provides NACEW with policy and administrative support.

All members of NACEW, including the Chair, are appointed by you for a term of up to three years through a public nominations process. Two members are appointed from contributing partner organisations – BusinessNZ and the New Zealand Council of Trade Unions.

There are currently ten members on NACEW:

Traci Houpapa MNZM JP <i>Waikato Maniapoto,</i> <i>Taranaki, Tūwharetoa</i>	<ul style="list-style-type: none"> • Chair, NACEW • Chair, Federation of Māori Authorities • Chair, Ministry for Primary Industries Māori Advisory Group • Chair, Te Arawa Group Holdings • Co-Chair, Australia NZ Leaders Forum Indigenous Business Group • Chair, Hineuru Holdings Ltd
Theresa Gattung	<ul style="list-style-type: none"> • Co-founder My Food Bag • Chair, AIA NZ • Chair, Global Women • Chair, Tend Health Ltd • Chair, Telco Technology Services
David McLean	<ul style="list-style-type: none"> • Chair, Kiwirail Holdings Ltd
Bernadette Pereira	<ul style="list-style-type: none"> • Member, Paramedic Council • Member, Health, Quality and Safety Commission Consumer Network • Member, South Seas Health Care Trust Board • Member, Counties Manukau Consumer Network
Naomi Hughes	<ul style="list-style-type: none"> • Founding Director, Aotahi Limited and Around Twelve • Director Ahuahu Group Ltd
Minnie Baragwanath MNZM	<ul style="list-style-type: none"> • Consultant and Coach, Minnie B Consulting • Founder, Global Centre of Possibility
Theresa Rongonui	<ul style="list-style-type: none"> • Executive Director, Go Media • Principal Consultant, Skills Consulting Group • Director of Learning and Organisation Development, New Zealand Trade and Enterprise
Nurain Janah	<ul style="list-style-type: none"> • Founder and Trustee, Authenticity Aotearoa • Founder and Director, Rehendhi Consulting
Melissa Ansell-Bridges NZCTU	<ul style="list-style-type: none"> • National Secretary, New Zealand Council of Trade Unions • Trustee, UnionAID
Lyn McMorran BusinessNZ	<ul style="list-style-type: none"> • Executive Director, Financial Services Federation • Commission member, Insurance and Financial Services Ombudsman Scheme

The terms of the current members commenced on 19 December 2022 and will expire on 18 December 2025. Under NACEW's Terms of Reference, you have discretion to make changes to the make-up of NACEW to ensure it meets your needs.

There is an advisory group on pay transparency which is made up of NACEW members. We can discuss this with you ahead of the group's next meeting which you will receive an invite to.

There are a range of groups in the community that are focused on getting better results for women

There are a range of stakeholder groups that we work closely with and will support you to connect with these. Our stakeholders are diverse and span across Māori, Pacific, ethnic communities, rainbow communities, rural, and non-government organisations. We will support you in engaging with these groups and communities liaising with your Office.

In addition to this, there are over 30 organisations involved in the International Women's Caucus. The Caucus is convened by you as Minister and meets three times a year. It is a forum for government and non-governmental organisations (NGOs) to work collaboratively on international issues relevant to the interests and wellbeing of women and girls in the international fora.

Upcoming advice

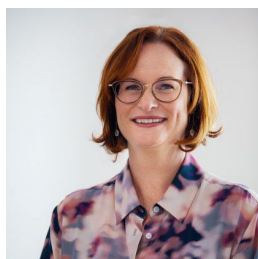
The Ministry is preparing advice on key topics for your portfolio over the next three months.

Date	Item	Description
Dec 2023	Commission on the Status of Women	<p>The United Nations Commission on the Status of Women is the principal global intergovernmental body exclusively dedicated to the promotion of gender equality and the empowerment of women.</p> <p>CSW is an annual two-week session involving representatives from United Nations Member States, civil society organisations, and other entities gathering at the UN headquarters in New York. The sixty-eighth session of the Commission on the Status of Women (CSW68) will occur on 11 to 22 March 2024.</p> <p>You will receive advice on the option of you attending CSW68 as Head of the New Zealand delegation alongside Ministry officials and a non-governmental organisation (NGO) representative as part of the delegation.</p>
Dec 2023	Pay transparency	A briefing to provide an update on the status of the pay transparency work.
Dec 2023	New Zealand Royal Honours: 2024 King's Birthday	A briefing to seek your agreement to progress 2024 King's Birthday Honours applications for several women and ask whether there are any women you would like to be considered.

Our organisation

Leadership Team

The leadership team at Manatū Wāhine have in-depth private and public sector experience, specialist knowledge, and strong links with a range of external stakeholders.



Kellie Coombes

Te Tumu Whakarae mō te Wāhine | Secretary for Women and Chief Executive

In 2021, Kellie was appointed Acting Secretary for Women and Chief Executive, Manatū Wāhine Ministry for Women. Her position was made permanent in October 2022 for a five-year term.



Deborah Malcolm

Kaihautū Te Puna Kaupapahere | Deputy Secretary Policy

Deb leads the Ministry's policy function. This includes overseeing the delivery of policy advice relating to women and girls in New Zealand



Anna Chalmers

Kaihautū | Deputy Secretary, Engagement and Services

Anna leads the engagement function, providing communications and media advice, stakeholder engagement, and events support. Anna also oversees the Ministry's Nominations Service.



Maxine Khrona Shortland MNZM

Ngāti Hine, Ngāpuhi, Ngātiwai, Ngāti Porou

**Hautū Māori | Director, Capability and Engagement
Kaihautū | Director of Corporate Services**

Maxine leads the strategic and operational work to develop and strengthen the Ministry's cultural capability and leads across our corporate functions.



Nadine Millin

Āpiha Mātāmua ā-Tāngata | Chief People Officer

Nadine leads the design and delivery of the Ministry's people strategy and management.

Our people

Our people provide system leadership, working across government and with stakeholders, to deliver a range of services, tools, and advice to improve outcomes for women and girls.

Our team of 46 FTE have a wide variety of experience in both the public and private sector and have a diverse work programme. This includes policy, supporting the Mana Wāhine Kaupapa Inquiry, data and insights, Ministerial servicing, communications, stakeholder engagement, and women in governance and leadership services. They are supported by the People team and Corporate Services.

In July 2022, we consulted with staff on a change proposal regarding the policy function, with a new structure stood up on 31 October 2022. This change has increased collaboration across the organisation to continue to improve outcomes for women and girls.

We have further developed new ways of working to enable us to respond to the needs of women and girls. Most recently this has included two Covid-19 Community Funds, and this year we ran a contestable fund to improve women and girls' access to sport and active recreation activities as part of the FIFA Women's World Cup Australia and New Zealand 2023.