

# 2025 stocktake of gender and ethnic diversity on public sector boards and committees

June 2026



# Foreword

**It is my pleasure to introduce the 2025 stocktake of gender and ethnic diversity on public sector boards and committees.**

Women now hold 50.2 percent of board and committee roles, marking the sixth consecutive year the Government's 50 percent target has been achieved. Women also hold 43.8 percent of board chair positions. This sustained progress reflects the ongoing commitment of Ministers, agencies and the wider public sector to balanced, capable governance.

Diverse boards deliver better outcomes. They bring broader perspectives, strengthen decision-making and enhance overall governance performance. We remain focused on appointing women on merit and ensuring boards reflect the depth of talent, skills and experience across New Zealand.

We're supporting this with ongoing work to strengthen the pipeline of governance-ready women. Tools such as the Ministry for Women's BoardConnector are helping agencies identify and put forward strong candidates, ensuring Ministers have high-quality options that support gender balance in appointments.

I acknowledge the continued efforts of appointing Ministers, agencies and partners who champion women in leadership and contribute to these results.

This stocktake remains a valuable measure of progress in highly skilled, gender-balanced boards across the public sector.



**Hon Nicola Grigg**  
Minister for Women

# Message from the Chief Executive

**The Ministry for Women is pleased to present the 2025 stocktake of gender and ethnic diversity on public sector boards and committees.**

Maintaining the 50 percent target for the sixth consecutive year is a significant achievement. It reflects the sustained commitment of Ministers, appointing agencies and the wider public service, alongside the contribution of talented women demonstrating strong leadership across governance roles.

Sustaining this momentum depends on a strong and visible pipeline of governance-ready candidates. The Ministry for Women supports this through its Women in Leadership work, including BoardConnector and partnerships across both the public and private sector. This upgraded governance database includes more than 1,100 women seeking governance opportunities, providing agencies with a practical tool to identify high-quality, appointment-ready candidates. We are also working closely with a range of partners to increase webinars, events and training opportunities for women.

Together, these efforts will help ensure continued progress toward gender-balanced public sector boards that reflect the breadth of New Zealand's talent and experience.



**Kellie Coombes**

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

# Key findings for 2025

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## Members on public sector boards and committees

**50.2% women**

compared to 52.1% in 2024 and 53.9% in 2023

### New board members

**49.0% women**

compared to 42.9% women in 2024

### Board chairs

**43.8% women**

compared to 44.5% in 2024

## Ethnic representation on public sector boards and committees (all genders)

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NZ European or European

**69.5%**

Māori

**24.8%**

Pacific

**6.0%**

Asian

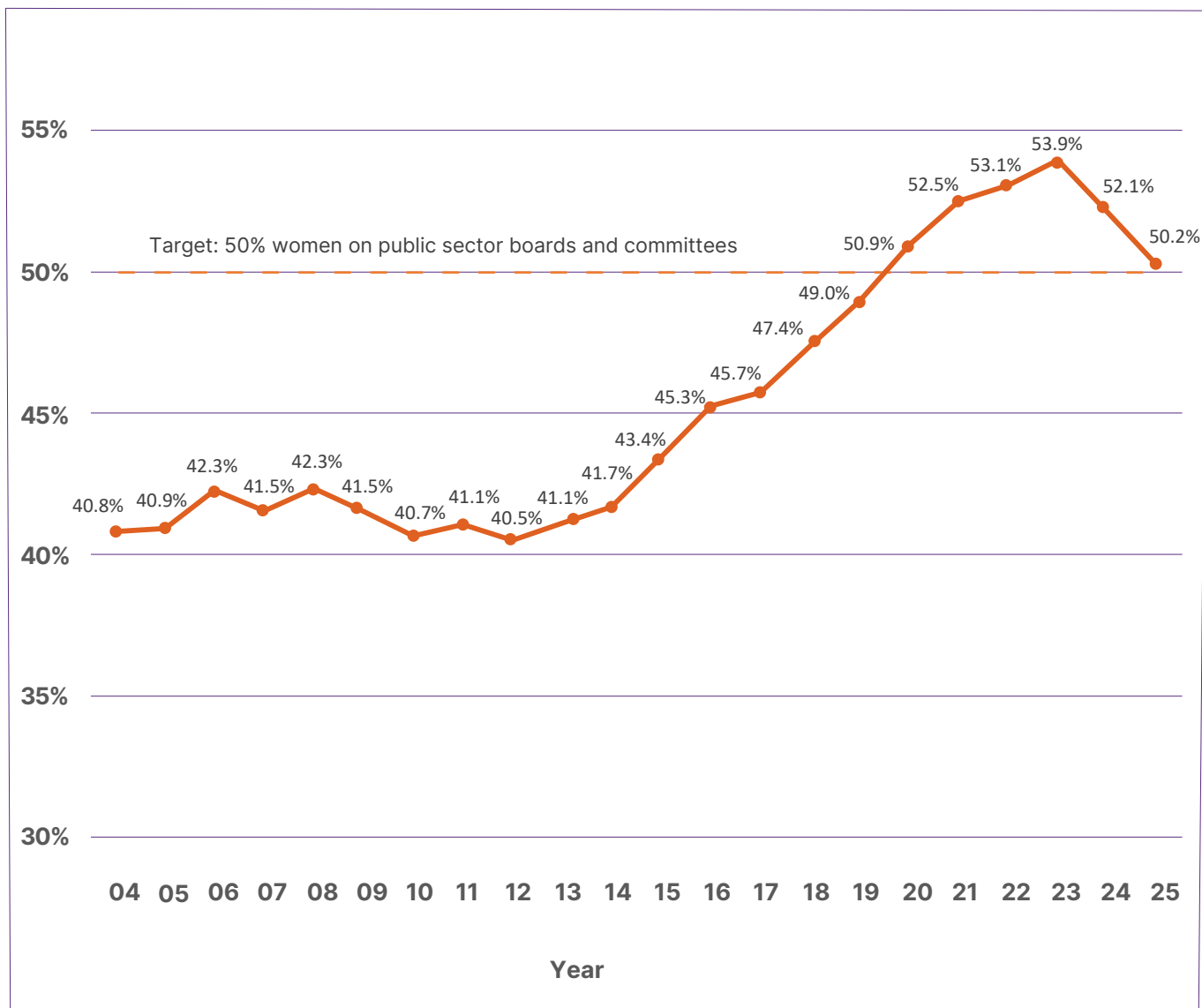
**5.9%**

MELAA\*

**0.9%**

\*Middle Eastern,  
Latin American and African

## Women's representation on public sector boards and committees, 2004-2025



# Overall results

## Gender and ethnicity data

As at 31 December 2025, **women held 50.2% of Cabinet appointed public sector board and committee roles**. This is compared to 52.1% in 2024 and 53.9% in 2023.

This represents the **sixth year in a row** in which women's representation on public sector boards and committees has been at 50% or above.

Ethnicity data was provided for 2,313 board roles, or 98.8% of appointed members (compared to 98.7% in 2024).

### The 2025 data shows that members (all genders) are:

- 69.5% NZ European or European (compared to 68.1% in 2024).
- 24.8% Māori (compared to 27.2% in 2024).
- 6.0% Pacific (compared to 6.8% in 2024).
- 5.9% Asian (compared to 6.2% in 2024).
- 0.9% Middle Eastern, Latin American and African (MELAA) (compared to 0.6% in 2024).

### Gender breakdowns by ethnicity:

- Of 1,607 roles held by NZ European or European members, 779 roles (48.5%) were held by NZ European or European women.
- Of 574 roles held by Māori members, 310 roles (54.0%) were held by wāhine Māori.
- Of 138 roles held by Pacific members, 79 roles (57.2%) were held by Pacific women.
- Of 136 roles held by Asian members, 82 roles (60.3%) were held by Asian women.
- Of 21 roles held by MELAA members, 7 roles (33.3%) were held by MELAA women.

# Overall results

## Individual members holding multiple roles by gender:

- 2,057 members held 2,340 roles. 1,175 board roles were held by women, 1,161 roles were held by men, 3 board roles were held by people who do not identify with a gender, and 1 role was held by a member who did not disclose their gender.
- 1,022 women held 1,175 board roles. Women made up 49.7% of all individuals holding roles.

## Individual members holding multiple roles by ethnicity:

- 2,030 individuals provided ethnicity data (98.8%).
  - 1,417 NZ European or European people held 1,607 board roles. NZ European or European people made up 69.8% of all individual members.
  - 681 NZ European or European women held 779 board roles. NZ European or European women made up 33.5% of all individual members.
  - 483 Māori people held 574 board roles. Māori made up 23.8% of all individual members.
  - 261 wāhine Māori held 310 board roles. Wāhine Māori made up 12.9% of all individual members.
  - 115 Pacific people held 138 board roles. Pacific people made up 5.7% of all individual members.
  - 65 Pacific women held 79 board roles. Pacific women made up 3.2% of all individual members.
  - 108 Asian people held 136 board roles. Asian people made up 5.3% of all individual members.
  - 65 Asian women held 82 board roles. Asian women made up 3.2% of all individual members.
  - 15 MELAA people held 21 board roles. MELAA people made up 0.7% of all individual members.
  - 7 MELAA women held 7 board roles. MELAA women made up 0.3% of all individual members.

## Board chairs

There were 315 appointed members identified as board chairs, either on the organisation forms provided or on boards' or agencies' websites. Of these, 138 (43.8%) were women (compared to 44.5% in 2024). 311 (98.7%) provided ethnicity data.

### Ethnic breakdown of women board chairs:

- 95 were NZ European or European (69.9%).
- 37 were Māori (27.2%).
- 12 were Pacific (8.8%).
- 6 were Asian (4.4%).
- None were MELAA.
- 3 specified an "Other" ethnicity (2.2%).
- 3 further chairs preferred not to specify their ethnicities (2.2%).

## New appointments

There were 596 new appointments recorded in 2025. Of these, 292 (49.0%) were women. Ethnicity data was received for 580 of the new members (97.3%).

### Ethnic breakdown of new members (all genders):

- 70.0% were NZ European or European.
- 22.2% were Māori.
- 5.0% were Pacific.
- 4.7% were Asian.
- 1.0% were MELAA.

# Summary of Women's Representation by Administering Agency

Administering Agency	Boards	Ministerial Appointed Members	Women Ministerial Appointed Members	% of Women
Department of Conservation	27	217	93	42.9%
Department of Corrections	2	4	1	25.0%
Department of Internal Affairs	54	341	192	56.3%
Department of the Prime Minister and Cabinet	4	20	12	60.0%
Land Information New Zealand	4	20	7	35.0%
Ministry for Culture and Heritage	15	97	53	54.6%
Ministry for Pacific Peoples	2	14	8	57.1%
Ministry for Primary Industries	13	59	30	50.8%
Ministry for the Environment	9	54	26	48.1%
Ministry for Women	1	5	5	100.0%
Ministry of Business, Innovation and Employment	44	263	104	39.5%
Ministry of Education	16	96	46	47.9%
Ministry of Foreign Affairs and Trade	7	29	12	41.4%
Ministry of Health	36	259	159	61.4%
Ministry of Housing and Urban Development	2	15	6	40.0%
Ministry of Justice	43	309	177	57.3%
Ministry of Social Development	8	38	22	57.9%
Ministry of Transport	9	50	14	28.0%
New Zealand Defence Force	5	24	10	41.7%
New Zealand Police	1	4	1	25.0%
Oranga Tamariki	11	34	28	82.4%
Parliamentary Counsel's Office	1	1	0	0.0%
Social Investment Agency	1	9	5	55.6%
Te Puni Kōkiri	10	52	23	44.2%
Te Tari Whakatau	1	5	1	20.0%
Tertiary Education Commission	31	107	41	38.3%
Treasury	38	206	92	44.7%
Whaikaha	1	8	7	87.5%
	<b>396</b>	<b>2340</b>	<b>1175</b>	<b>50.2%</b>

The stocktake is dated 31 December 2025. 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. Boards which normally have one or more Ministerial appointments, but where these roles were vacant in 2025, are not included in total board numbers.

# Summary of Women's representation by Ministerial Portfolio

Ministerial Portfolio	Boards	Ministerial Appointed Members	Women Ministerial Appointed Members	% of Women
Prime Minister	4	10	4	40.0%
Minister for ACC	1	6	4	66.7%
Minister of Agriculture	13	58	29	50.0%
Minister for Arts, Culture and Heritage	8	54	29	53.7%
Attorney General	6	113	71	62.8%
Minister for Biosecurity	1	4	1	25.0%
Minister for Building and Construction	7	49	18	36.7%
Minister for Children	11	34	28	82.4%
Minister for Climate Change	3	18	7	38.9%
Minister of Commerce and Consumer Affairs	14	82	39	47.6%
Minister for the Community and Voluntary Sector	2	14	6	42.9%
Minister of Conservation	26	208	92	44.2%
Minister of Corrections	2	4	1	25.0%
Minister of Defence	1	8	4	50.0%
Minister for Digitising Government	1	3	0	36.4%
Minister for Disability Issues	1	8	7	87.5%
Minister for Economic Growth	2	11	4	36.4%
Minister of Education	16	99	50	50.5%
Minister for Emergency Management and Recovery	1	10	7	70.0%
Minister for Energy	4	17	5	29.4%
Minister for the Environment	4	30	13	43.3%
Minister for Ethnic Communities	1	8	5	62.5%
Minister of Finance *	25	205	105	51.2%
Minister for Food Safety	1	3	2	66.7%
Minister of Foreign Affairs	6	32	15	46.9%

Ministerial Portfolio	Boards	Ministerial Appointed Members	Women Ministerial Appointed Members	% of Women
Minister for the Government's Response to the Royal Commission's Report into Historical Abuse in State Care and in the Care of Faith-Based Institutions	1	7	5	71.4%
Minister of Health	35	257	159	61.9%
Minister of Housing <sup>1</sup>	2	15	6	40.0%
Minister for Hunting and Fishing	1	9	1	11.1%
Minister for Infrastructure	3	20	5	25.0%
Minister of Internal Affairs	29	133	86	64.7%
Minister of Justice	39	204	109	53.4%
Minister for Land Information	4	20	7	35.0%
Minister of Local Government	4	26	14	53.8%
Minister for Māori Development	10	52	23	44.2%
Minister for Media and Communication	6	30	14	46.7%
Minister for Pacific Peoples	2	14	8	57.1%
Minister of Police	1	4	1	25.0%
Minister for Racing	4	14	4	28.6%
Minister for Rail	3	15	8	53.3%
Minister for Regional Development	1	6	2	33.3%
Minister for RMA Reform	3	10	6	60.0%
Minister of Science, Innovation and Technology	8	48	20	41.7%
Minister for Social Development and Employment	8	38	22	57.9%
Minister for Social Investment	1	9	5	55.6%
Minister for Space	1	2	0	57.9%
Minister for Sport and Recreation	4	27	15	55.6%
Minister for State Owned Enterprises	12	68	29	42.6%

1 The boards for Kainga Ora Homes and Communities and Tamaki Redevelopment Company Ltd are co-appointed by the Ministers for Finance and Housing. Data for these two boards are counted against both portfolios but are counted only once in overall totals.

Ministerial Portfolio	Boards	Ministerial Appointed Members	Women Ministerial Appointed Members	% of Women
Minister of Tourism and Hospitality	2	8	2	25.0%
Minister for Trade and Investment	2	7	2	28.6%
Minister of Transport	9	50	14	28.0%
Minister for Treaty of Waitangi Negotiations	1	5	1	20.0%
Minister for Universities	11	41	21	51.2%
Minister for Veterans	4	16	6	37.5%
Minister for Vocational Education	22	74	23	31.1%
Minister for Women	1	5	5	100.0%
Minister of Workplace Relations and Safety	3	33	12	36.4%
	<b>396</b>	<b>2340</b>	<b>1175</b>	<b>50.2%</b>

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## Summary of Reported Ethnicities (Appointed Members) by Administering Agency

Board or Committee	Ministerial Appointed Members	Appointees with Ethnicity Data (%)	European (%)	Māori (%)	Pacific (%)	Asian (%)	Middle Eastern, Latin American and African (%)	Other (%)	Do Not Wish to Specify (%)
Department of Corrections	4	4 (100.0%)	1 (25.0%)	3 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Department of Internal Affairs	341	341 (100.0%)	224 (65.7%)	88 (25.8%)	22 (6.5%)	39 (11.4%)	3 (0.9%)	5 (1.5%)	5 (1.5%)
Department of Conservation	217	217 (100.0%)	115 (53.0%)	94 (43.3%)	4 (1.8%)	6 (2.8%)	0 (0.0%)	0 (0.0%)	5 (2.3%)
Department of the Prime Minister and Cabinet	20	20 (100.0%)	18 (90.0%)	6 (30.0%)	3 (15.0%)	0 (0.0%)	0 (0.0%)	2 (10.0%)	0 (0.0%)
Ministry of Housing and Urban Development	15	15 (100.0%)	11 (73.3%)	4 (26.7%)	1 (6.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Land Information New Zealand	20	20 (100.0%)	13 (65.0%)	5 (25.0%)	0 (0.0%)	2 (10.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry of Business, Innovation and Employment	263	262 (99.6%)	208 (79.4%)	25 (9.5%)	6 (2.3%)	10 (3.8%)	6 (2.3%)	16 (6.1%)	20 (7.6%)

Board or Committee	Ministerial Appointed Members	Appointees with Ethnicity Data (%)	European (%)	Māori (%)	Pacific (%)	Asian (%)	Middle Eastern, Latin American and African (%)	Other (%)	Do Not Wish to Specify (%)
Ministry for Culture and Heritage	97	94 (96.9%)	57 (60.6%)	29 (30.9%)	11 (11.7%)	2 (2.1%)	1 (1.1%)	0 (0.0%)	1 (1.1%)
Ministry of Foreign Affairs and Trade	29	27 (93.1%)	19 (70.4%)	6 (22.2%)	1 (3.7%)	4 (14.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry for the Environment	54	52 (96.3%)	38 (73.1%)	10 (19.2%)	1 (1.9%)	1 (1.9%)	0 (0.0%)	0 (0.0%)	4 (7.7%)
Ministry for Women	5	5 (100.0%)	3 (60.0%)	1 (20.0%)	0 (0.0%)	1 (20.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry of Education	96	91 (94.8%)	44 (48.4%)	37 (40.7%)	11 (12.1%)	1 (1.1%)	1 (1.1%)	2 (2.2%)	0 (0.0%)
Ministry of Health	259	258 (99.6%)	164 (63.6%)	71 (27.5%)	21 (8.1%)	21 (8.1%)	5 (1.9%)	0 (0.0%)	1 (0.4%)
Ministry of Justice	309	304 (98.4%)	246 (80.9%)	48 (15.8%)	16 (5.3%)	20 (6.6%)	5 (1.6%)	2 (0.7%)	0 (0.0%)
Ministry of Transport	50	49 (98.0%)	46 (93.9%)	5 (10.2%)	1 (2.0%)	1 (2.0%)	0 (0.0%)	2 (4.1%)	1 (2.0%)
Ministry for Primary Industries	59	57 (96.6%)	48 (84.2%)	7 (12.3%)	1 (1.8%)	5 (8.8%)	0 (0.0%)	2 (3.5%)	0 (0.0%)
Ministry for Pacific Peoples	14	14 (100.0%)	1 (7.1%)	1 (7.1%)	14 (100.0%)	1 (7.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry of Social Development	38	38 (100.0%)	32 (84.2%)	8 (21.1%)	4 (10.5%)	3 (7.9%)	0 (0.0%)	1 (2.6%)	0 (0.0%)

Board or Committee	Ministerial Appointed Members	Appointees with Ethnicity Data (%)	European (%)	Māori (%)	Pacific (%)	Asian (%)	Middle Eastern, Latin American and African (%)	Other (%)	Do Not Wish to Specify (%)
New Zealand Police	4	4 (100.0%)	3 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (25.0%)	0 (0.0%)
New Zealand Defence Force	24	24 (100.0%)	21 (87.5%)	6 (25.0%)	1 (4.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Oranga Tamariki	34	34 (100.0%)	5 (14.7%)	22 (64.7%)	4 (11.8%)	0 (0.0%)	0 (0.0%)	7 (20.6%)	0 (0.0%)
Parliamentary Counsel's Office	1	1 (100.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Social Investment Agency	9	9 (100.0%)	6 (66.7%)	2 (22.2%)	1 (11.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Te Tari Whakatau	5	5 (100.0%)	4 (80.0%)	3 (60.0%)	0 (0.0%)	1 (20.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Tertiary Education Commission	107	105 (98.1%)	83 (79.0%)	22 (21.0%)	5 (4.8%)	3 (2.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Te Puni Kōkiri	52	52 (100.0%)	11 (21.2%)	42 (80.8%)	1 (1.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
The Treasury	206	203 (98.5%)	178 (87.7%)	28 (13.8%)	9 (4.4%)	15 (7.4%)	0 (0.0%)	2 (1.0%)	2 (1.0%)
Whaikaha	8	8 (100.0%)	7 (87.5%)	1 (12.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

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# Summary of Reported Ethnicities (Appointed Members) by Ministerial Portfolio

Ministerial Portfolio	Number of Appointees	Appointees with ethnicity data (%)	European (%)	Māori (%)	Pacific (%)	Asian (%)	Middle Eastern, Latin American and African (%)	Other (%)	Do not wish to specify (%)
Prime Minister	10	9 (90.0%)	8 (88.9%)	1 (11.1%)	1 (11.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for ACC	6	6 (100.0%)	5 (83.3%)	1 (16.7%)	1 (16.7%)	1 (16.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Agriculture	58	56 (96.6%)	48 (85.7%)	6 (10.7%)	0 (0.0%)	5 (8.9%)	0 (0.0%)	2 (3.6%)	0 (0.0%)
Minister for Arts, Culture and Heritage	54	52 (96.3%)	29 (55.8%)	19 (36.5%)	3 (5.8%)	1 (1.9%)	0 (0.0%)	0 (0.0%)	1 (1.9%)
Attorney General	113	111 (98.2%)	91 (82.0%)	24 (21.6%)	3 (2.7%)	4 (3.6%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Biosecurity	4	4 (100.0%)	4 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Building and Construction	49	48 (98.0%)	36 (75.0%)	4 (8.3%)	1 (2.1%)	3 (6.3%)	2 (4.2%)	4 (8.3%)	3 (6.3%)
Minister for Children	34	34 (100.0%)	5 (14.7%)	22 (64.7%)	4 (11.8%)	0 (0.0%)	0 (0.0%)	7 (20.6%)	0 (0.0%)
Minister for Climate Change	18	18 (100.0%)	12 (66.7%)	4 (22.2%)	1 (5.6%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (11.1%)

Ministerial Portfolio	Number of Appointees	Appointees with ethnicity data (%)	European (%)	Māori (%)	Pacific (%)	Asian (%)	Middle Eastern, Latin American and African (%)	Other (%)	Do not wish to specify (%)
Minister of Commerce and Consumer Affairs	82	82 (100.0%)	66 (80.5%)	10 (12.2%)	3 (3.7%)	3 (3.7%)	2 (2.4%)	5 (6.1%)	7 (8.5%)
Minister for the Community and Voluntary Sector	14	14 (100.0%)	10 (71.4%)	1 (7.1%)	2 (14.3%)	1 (7.1%)	0 (0.0%)	0 (0.0%)	1 (7.1%)
Minister of Conservation	208	208 (100.0%)	107 (51.4%)	93 (44.7%)	4 (1.9%)	6 (2.9%)	0 (0.0%)	0 (0.0%)	5 (2.4%)
Minister of Corrections	4	4 (100.0%)	1 (25.0%)	3 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Defence	8	8 (100.0%)	8 (100.0%)	2 (25.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Digitising Government	3	3 (100.0%)	0 (0.0%)	3 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Disability Issues	8	8 (100.0%)	7 (87.5%)	1 (12.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Economic Growth	11	11 (100.0%)	9 (81.8%)	1 (9.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (9.1%)
Minister of Education	99	94 (94.9%)	49 (52.1%)	37 (39.4%)	10 (10.6%)	2 (2.1%)	1 (1.1%)	2 (2.1%)	0 (0.0%)
Minister for Emergency Management and Recovery	10	10 (100.0%)	9 (90.0%)	5 (50.0%)	1 (10.0%)	0 (0.0%)	0 (0.0%)	1 (10.0%)	0 (0.0%)

Ministerial Portfolio	Number of Appointees	Appointees with ethnicity data (%)	European (%)	Māori (%)	Pacific (%)	Asian (%)	Middle Eastern, Latin American and African (%)	Other (%)	Do not wish to specify (%)
Minister for Energy	17	17 (100.0%)	15 (88.2%)	1 (5.9%)	0 (0.0%)	2 (11.8%)	1 (5.9%)	2 (11.8%)	0 (0.0%)
Minister for the Environment	30	30 (100.0%)	26 (86.7%)	2 (6.7%)	0 (0.0%)	1 (3.3%)	0 (0.0%)	0 (0.0%)	2 (6.7%)
Minister for Ethnic Communities	8	8 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	8 (100.0%)	0 (0.0%)	1 (12.5%)	0 (0.0%)
Minister of Finance *	205	205 (100.0%)	145 (70.7%)	48 (23.4%)	12 (5.9%)	18 (8.8%)	0 (0.0%)	4 (2.0%)	2 (1.0%)
Minister for Food Safety	3	3 (100.0%)	2 (66.7%)	1 (33.3%)	1 (33.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Foreign Affairs	32	31 (96.9%)	19 (61.3%)	6 (19.4%)	5 (16.1%)	4 (12.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for the Government's Response to the Royal Commission's Report into Historical Abuse in State Care and in the Care of Faith-Based Institutions	7	7 (100.0%)	6 (85.7%)	5 (71.4%)	1 (14.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

Ministerial Portfolio	Number of Appointees	Appointees with ethnicity data (%)	European (%)	Māori (%)	Pacific (%)	Asian (%)	Middle Eastern, Latin American and African (%)	Other (%)	Do not wish to specify (%)
Minister of Health	257	256 (99.6%)	162 (63.3%)	71 (27.7%)	21 (8.2%)	21 (8.2%)	5 (2.0%)	0 (0.0%)	1 (0.4%)
Minister of Housing <sup>2</sup>	15	15 (100.0%)	11 (73.3%)	4 (26.7%)	1 (6.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Hunting and Fishing	9	9 (100.0%)	8 (88.9%)	1 (11.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Infrastructure	20	20 (100.0%)	18 (90.0%)	2 (10.0%)	2 (10.0%)	1 (5.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Internal Affairs	133	133 (100.0%)	89 (66.9%)	32 (24.1%)	6 (4.5%)	17 (12.8%)	3 (2.3%)	2 (1.5%)	4 (3.0%)
Minister of Justice	204	201 (98.5%)	162 (80.6%)	24 (11.9%)	14 (7.0%)	17 (8.5%)	5 (2.5%)	2 (1.0%)	0 (0.0%)
Minister for Land Information	20	20 (100.0%)	13 (65.0%)	5 (25.0%)	0 (0.0%)	2 (10.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Local Government	26	26 (100.0%)	21 (80.8%)	10 (38.5%)	1 (3.8%)	1 (3.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Māori Development	52	52 (100.0%)	11 (21.2%)	42 (80.8%)	1 (1.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

2 The boards for Kainga Ora Homes and Communities and Tamaki Redevelopment Company Ltd are co-appointed by the Ministers for Finance and Housing. Data for these two boards are counted against both portfolios but are counted only once in overall totals.

Ministerial Portfolio	Number of Appointees	Appointees with ethnicity data (%)	European (%)	Māori (%)	Pacific (%)	Asian (%)	Middle Eastern, Latin American and African (%)	Other (%)	Do not wish to specify (%)
Minister for Media and Communication	30	28 (93.3%)	20 (71.4%)	5 (17.9%)	6 (21.4%)	2 (7.1%)	1 (3.6%)	0 (0.0%)	0 (0.0%)
Minister for Pacific Peoples	14	14 (100.0%)	1 (7.1%)	1 (7.1%)	14 (100.0%)	1 (7.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Police	4	4 (100.0%)	3 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (25.0%)	0 (0.0%)
Minister for Racing	14	14 (100.0%)	14 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Rail	15	15 (100.0%)	15 (100.0%)	2 (13.3%)	1 (6.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Regional Development	6	6 (100.0%)	5 (83.3%)	1 (16.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (16.7%)	0 (0.0%)
Minister for RMA Reform	10	8 (80.0%)	4 (50.0%)	4 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Science, Innovation and Technology	48	48 (100.0%)	34 (70.8%)	5 (10.4%)	1 (2.1%)	1 (2.1%)	1 (2.1%)	4 (8.3%)	5 (10.4%)
Minister for Social Development and Employment	38	38 (100.0%)	32 (84.2%)	8 (21.1%)	4 (10.5%)	3 (7.9%)	0 (0.0%)	1 (2.6%)	0 (0.0%)
Minister for Social Investment	9	9 (100.0%)	6 (66.7%)	2 (22.2%)	1 (11.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

Ministerial Portfolio	Number of Appointees	Appointees with ethnicity data (%)	European (%)	Māori (%)	Pacific (%)	Asian (%)	Middle Eastern, Latin American and African (%)	Other (%)	Do not wish to specify (%)
Minister for Space	2	2 (100.0%)	2 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Sport and Recreation	27	26 (96.3%)	19 (73.1%)	7 (26.9%)	2 (7.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for State Owned Enterprises	68	67 (98.5%)	56 (83.6%)	12 (17.9%)	2 (3.0%)	4 (6.0%)	0 (0.0%)	1 (1.5%)	0 (0.0%)
Minister of Tourism and Hospitality	8	8 (100.0%)	8 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Trade and Investment	7	7 (100.0%)	3 (42.9%)	2 (28.6%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (42.9%)
Minister of Transport	50	49 (98.0%)	46 (93.9%)	5 (10.2%)	1 (2.0%)	1 (2.0%)	0 (0.0%)	2 (4.1%)	1 (2.0%)
Minister for Treaty of Waitangi Negotiations	5	5 (100.0%)	4 (80.0%)	3 (60.0%)	0 (0.0%)	1 (20.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Universities	41	41 (100.0%)	31 (75.6%)	10 (24.4%)	2 (4.9%)	3 (7.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Veterans	16	16 (100.0%)	13 (81.3%)	4 (25.0%)	1 (6.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Vocational Education	74	72 (97.3%)	57 (79.2%)	14 (19.4%)	4 (5.6%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

Ministerial Portfolio	Number of Appointees	Appointees with ethnicity data (%)	European (%)	Māori (%)	Pacific (%)	Asian (%)	Middle Eastern, Latin American and African (%)	Other (%)	Do not wish to specify (%)
Minister for Women	5	5 (100.0%)	3 (60.0%)	1 (20.0%)	0 (0.0%)	1 (20.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Workplace Relations and Safety	33	33 (100.0%)	30 (90.9%)	1 (3.0%)	1 (3.0%)	1 (3.0%)	0 (0.0%)	0 (0.0%)	1 (3.0%)

The stocktake is dated 31 December 2025. 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 not 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. Boards which normally have one or more Ministerial appointments, but where these roles were vacant in 2025, are not included in total board numbers. Boards are listed by the portfolios which appointed to them as at 31 December 2025.

# Methodology

Manatū Wāhine Ministry for Women undertakes this stocktake of gender and ethnicity on public sector boards and committees annually.

Ministerial appointments to public sector boards and committees are counted as at 31 December each year, with data taken from organisation forms submitted by agencies to the Department of the Prime Minister and Cabinet, as well as data uploaded to the Public Service Commission's AppointNet platform. The current stocktake is dated 31 December 2025 and reports on all appointed members of permanent or ongoing boards, and other appointed roles, as of that date. Where boards are summarised by portfolio, they are listed by the portfolios which appointed to them as at 31 December 2025.

The stocktake includes only New Zealand Ministerial appointments considered through Cabinet's Appointments and Honours Committee (APH), or other Cabinet committees. It does not count non-appointed members such as elected or ex-officio members. It also does not count temporary boards appointed for periods of 18 months or less.

Appointing agencies were contacted by Manatū Wāhine Ministry for Women to provide clarity on board membership where necessary, and all agencies were given an opportunity to review and confirm their member data.

Board members self-identified their own ethnicity data and were able to specify multiple ethnicities. Ethnicity data has been coded in keeping with the relevant Stats NZ classification. Members who preferred not to divulge ethnicity data were recorded under the category "Do not wish to specify". All ethnicity data percentages provided refer to the proportion of total members (or individuals) who reported ethnicities.

Boards or roles which were entirely vacant as of 31 December 2025 are not listed here.