

# 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

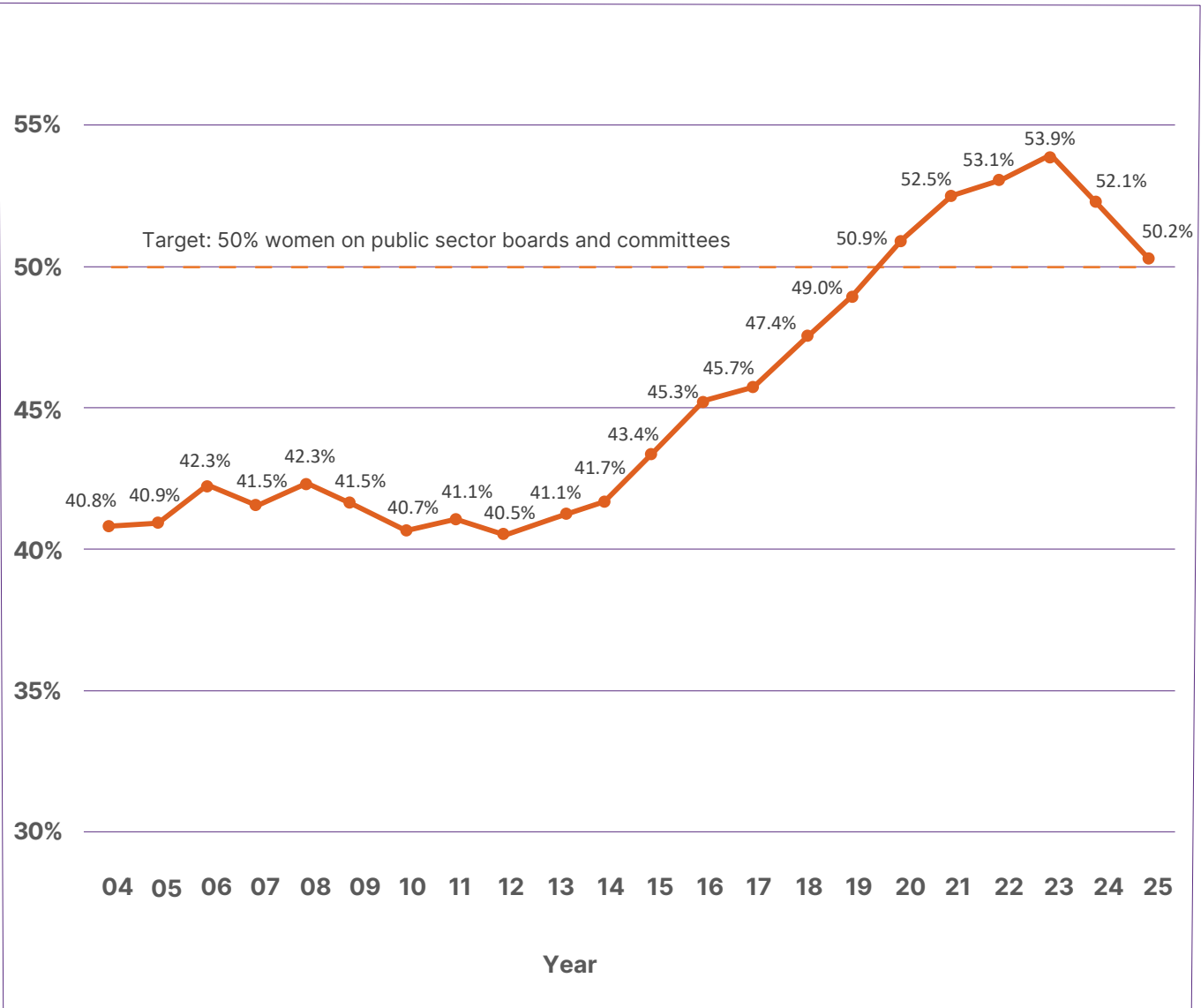
**5.9%**

### 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 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.