Manatū Wāhine
Ministry for Women

New Zealand Government
Te Kāwanatanga o Aotearoa

G.39

Ministry for Women | Manatū Wāhine

Annual Report | Pūrongo-ā-tau

For the year ended 30 June 2026

Our Purpose

The Ministry for Women advises the Government and works with others to represent diverse voices and improve outcomes for women and girls in New Zealand.

Our Vision

The Ministry's four strategic priorities support its vision of making New Zealand a great place for all women and girls and help drive their success.

The four strategic priorities are:

- **Economic empowerment:** Ensuring all women and girls have economic security and independence to thrive.
- **Representation and leadership**: Building meaningful participation for women and girls at every level of society.
- **Safety:** Supporting women and girls to be safe from all forms of violence.
- **Wellbeing:** Supporting women and girls to have good health and wellbeing.

Overview

- The Progress on Strategic Intentions section outlines progress during 2025/26 towards the outcomes in the Ministry's Statement of Intent 2024-2028.
- Progress against the 2025/26 work programme is reported in the Assessment of Operations section pages 17 – 36.
- Formal performance reporting is in the Year-end Appropriation Reporting section from page 44.

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Introduction

He Kupu Whakataki

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Chief Executive's foreword

I am pleased to present the Ministry for Women's Annual Report for the year ended 30 June 2026. This year, the Ministry continued to make progress across our four priority areas: economic empowerment, representation and leadership, safety, and wellbeing. These priorities guide the advice we provide, the partnerships we build, and the practical resources we develop.

During 2025/26, the Ministry rolled out the expanded gender pay gap toolkit, which now includes ethnicity and disability. We have continued to work alongside businesses to strengthen pay transparency and actions to reduce gender pay gaps.

Women have held over 50 percent of public sector board and committee roles for six consecutive years. The Ministry is focused on sustaining this momentum by strengthening the governance pipeline through the refreshed BoardConnector database, linking women to public sector board vacancies and supports governance career development through the Leadership Learning Hub, which provides practical resources and online courses.

Beyond economic empowerment and leadership, the Ministry focused on initiatives that support women's safety and wellbeing. During the year, we continued to implement and embed the Free to Lead toolkit, which was introduced to help women and employers respond to online harm. We also developed practical guidance to help workplaces recognise stalking, respond safely, and support affected employees. Alongside this, we worked with Health New Zealand to make trusted women's health information easier to access online through the Women's Health Hub which provides health information at three distinct life stages – growing, living and aging well.

We continued to support the Crown's response to the Mana Wāhine Kaupapa Inquiry and enable claimant participation at hearings. Internationally, we represented New Zealand's interests and commitments through forums, such as the Commission on the Status of Women, APEC, and Pacific regional engagements, contributing to efforts to advance the rights and wellbeing of women and girls.

Looking ahead, we will focus on increasing the reach and use of our tools, resources, and insights so they support action and contribute to measurable improvements for women and girls. We will also continue strengthening how we assess our contribution to long-term outcomes, including through evidence of uptake, engagement, and changes in practice.

The achievements outlined in this report reflect the collective efforts of Ministry staff, our partners, and the women and girls whose voices inform our work. I thank everyone whose expertise, commitment, and collaboration has supported progress this year and will help shape the work ahead.

Kellie Coombes
Chief Executive and Secretary for Women

Statement of responsibility

For the year ended 30 June 2026

I am responsible, as Chief Executive of the Ministry for Women (the Ministry), for:

- the preparation of the Ministry's financial statements, the statements of expenses and capital expenditure, and for the judgements made in them
- having in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting
- ensuring that end-of-year performance information on each appropriation administered by the Ministry is provided in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this annual report
- the accuracy of any end-of-year performance information prepared by the Ministry, whether or not that information is included in this annual report.

In my opinion:

- the annual report fairly reflects the operations, progress, and the organisational health and capability of the Ministry
- the financial statements fairly reflect the financial position and operations of the Ministry as at 30 June 2026 and its operations ended on that date
- the forecast financial statements fairly reflect the forecast financial position of the Ministry as at 30 June 2026 and its operations for the year ending on that date.

Kellie Coombes
Secretary for Women and Chief Executive | Te Tumu Whakarae mō te Wahine
Ministry for Women | Manatū Wāhine

18 September 2026

Progress on Strategic Intentions

He Tauākī Whakahaere Ratonga

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2. Progress on Strategic Intentions

Outcomes for women and girls are influenced by a range of social, economic, and institutional factors. The Ministry contributes to improving these outcomes by influencing policy, partnering across the system, and providing information, tools, and evidence to support action and change.

The Ministry's strategic priorities are:

- **Economic empowerment:** Ensuring all women and girls have economic security and independence to thrive.
- **Representation and leadership**: Building meaningful participation for women and girls at every level of society.
- **Safety:** Supporting women and girls to be safe from all forms of violence.
- **Wellbeing:** Supporting women and girls to have good health and wellbeing.

In addition to our four priority areas, we are committed to working with wāhine Māori to progress shared goals and aspirations, while our international work protects and promotes the rights of women and girls.

These strategic priorities were introduced in October 2024 through the *Statement of Intent 2024–2028*, replacing the previous 2021–2025 framework.

Our Work

1 What We Want to Achieve

- Ensuring all women and girls have economic security and independance to thrive
- Building meaningful participation for women and girls at every level of society
- Supporting women and girls to be safe from all forms of violence
- Supporting women and girls to have good health and wellbeing

2 What We Are Focusing On

- Helping businesses to understand and take actions on their gender pay gaps
- Supporting more women onto public and private sector boards
- Improving access to women's health information
- Increasing resources to keep safe online
- Co-leading the Crown's response to Wai 2700 - Mana Wāhine Kaupapa Inquiry

3 What We Are Doing

- Developing resources e.g. toolkits
- Raising awareness of resources and encouraging their use
- Developing evidence based policy and advice
- Providing support to the Wai 2700 - Mana Wāhine Kaupapa Inquiry
- Meeting NZ's international obligations

4 Key Indicators

Proposed additional indicators

- Increase of 3% annually across three years in proportion of business using GPG Toolkit resources
- Increase women on BoardConnector database by 20% in 2026/2027, including proportionate increase in intermediate to senior governance experience

Service measures

- Quality of advice and support for the Minister for Women and NACEW
- Satisfaction with Ministry-run board training
- Attendance at 4 international forums per year
- Clamant-led research reports meet Tribunal Quality Assurance Evidential Standard and satisfaction with claimant support

5 Indicators for women

- The Ministry is developing a dashboard to provide oversight of wider system indicators

Overall assessment of progress

The Ministry has continued to make meaningful progress towards its strategic intentions during 2025/26, contributing to improved outcomes for women and girls across its strategic focus areas. While many outcomes require sustained cross-agency effort and long-term change, progress is evident in increased access to leadership opportunities, growing uptake of resources that support economic empowerment, improved information and tools to support wellbeing and safety, and a stronger focus on measuring and demonstrating the Ministry's contribution to long-term outcomes.

This progress reflects the Ministry's continued focus on delivering practical tools, resources, and partnerships that support outcomes for women and girls while contributing to wider system change and implementation of government policy.

Women continue to hold at least 50 percent of public sector board and committee roles for the sixth consecutive year, and the Ministry has supported this momentum by strengthening pathways into governance through initiatives such as the refreshed BoardConnector governance database and the Leadership Learning Hub.

Progress was also evident in economic empowerment through increased awareness and uptake of tools designed to support organisations to understand and address gender pay gaps.

In wellbeing and safety, the Ministry has focused on improving access to clear, useful information and strengthening the partnerships needed to support long-term change. This includes working with Health New Zealand to improve online health information, developing tools to help women navigate the health system, progressing the Free to Lead online harm toolkit, and practical workplace guidance on supporting people experiencing stalking.

The Ministry has also continued to develop how it measures its contribution to outcomes, recognising that much of its impact occurs through influencing others rather than through direct service delivery.

Monitoring progress towards strategic intentions

To strengthen performance assessment, the Ministry is:

- trialing new indicators for initiatives relating to Economic Empowerment and Representation and Leadership
- exploring shifting performance measurements beyond delivery outputs towards indicators of engagement, uptake, and use of Ministry tools and resources
- strengthening impact measurement by mapping activities to intended outcomes using evidence, research, data, and stakeholder insights

- improving analytics and reporting capability to better understand reach, engagement, and trends over time.

This approach will enable the Ministry to provide a clearer assessment of progress towards its strategic intentions over multiple years.

Summary of measures

Measure	Status	Rationale	Target	2025/26 result
Service measures (existing)				
Ministerial satisfaction of advice	Existing measure	Quality measure	75% of advice meets the Minister's expectations	Achieved
Technical quality of policy papers	Existing measure	Quality measure	75% of papers meet minimum expectations	Achieved
Participation in international forums	Existing measure	Quality measure	Attend 4 forums per financial year	Achieved
Satisfaction with Ministry-run board training and events	Existing measure	Quality measure	75% of training and events meet participant expectations	Achieved
Support and advice provided to NACEW	Existing measure	Quality measure	75% of support to NACEW members meets expectations	Achieved
Quality of research reports to the Tribunal	Existing measure	Quality measure	75% of reports submitted meet Tribunal standards	Achieved
Satisfaction with claimant support	Existing measure	Quality measure	75% of claimants are satisfied with support the Ministry provides	Achieved

Indicator	Rationale	Target	2025/26 outcome
Summary of proposed additional indicators			
Gender Pay Gap Toolkit (GPG)	Reach and impact of toolkit	3% annual increase against a 2027 baseline over three years in the proportion of businesses that: • are aware of the Ministry's Gender Pay Gap toolkit • have accessed the toolkit • have used the resources in the toolkit.	Data not yet available
BoardConnector database	Increased reach /knowledge of database	20% increase in registrations	Achieved
Quality of policy advice	Independent quality measure of papers	3.5 average score	Achieved

Strategic priority area 1: Economic empowerment

Ensuring all women and girls have economic security and independence, supporting them to thrive.

Women continue to experience barriers to economic participation and security, including lower labour market participation, concentration in lower-paid sectors, and lower levels of wealth and retirement security than men.

While New Zealand's overall gender pay gap has narrowed over time, significant disparities remain for wāhine Māori, Pacific women, women from ethnic communities, and disabled women.

The Ministry contributes to improved economic outcomes by supporting policy development, providing labour market insights, and helping organisations understand and address gender pay gaps.

During 2025/26, progress was indicated through growing awareness of gender pay gap issues and increased engagement with resources designed to support action. However, uptake remains uneven across organisations, particularly among smaller businesses, and significant work remains to achieve long-term change.

Over the coming years, the Ministry will continue to strengthen the evidence base, support cross-government work on labour market and retirement issues, and expand initiatives that help organisations identify and address barriers to women's economic security.

Strategic priority area 2: Representation and leadership

Representation and leadership: Building meaningful participation for women and girls at every level of society.

Women continue to face barriers to leadership and governance, including unequal access to networks, development opportunities, and pathways into leadership roles. These barriers can be amplified for women from under-represented communities.

The Ministry supports greater representation of women in leadership by supporting gender balance in governance, strengthening leadership pathways, and recognising the achievements of women and girls in New Zealand. Progress during 2025/26 remained on track, with women maintaining at least 50 percent representation on public sector boards and committees, and increased engagement with governance development opportunities.

The Ministry will continue to strengthen the pipeline of women leaders and expand access to governance opportunities through partnerships, leadership development initiatives, and targeted support for women at different stages of their governance journey.

Strategic priority area 3: Safety

Safety: Supporting women and girls to be safe from all forms of violence

Violence against women and girls continues to have significant impacts on their health and wellbeing, economic security, and full participation in society. Women’s experience of violence is even higher for groups of wāhine Māori, Pacific women, disabled women, the rainbow community, migrants, older women, and sole mothers.

Remaining challenges include harmful gender attitudes and social norms, the growing prevalence of online harm, and barriers to accessing support and justice.

The Ministry contributes to this priority by providing advice, evidence, expertise, and resources that support efforts to prevent and respond to violence against women and girls. During 2025/26, the Ministry strengthened the evidence base and expanded resources and partnerships that support awareness, prevention, and response efforts. As many safety outcomes require long-term system-wide action, the impact of this work will emerge over time.

The Ministry will continue to work across government, workplaces, and communities to build awareness, strengthen capability, and identify emerging issues affecting women and girls.

Strategic priority area 4: Wellbeing

Wellbeing: Supporting women and girls to achieve good health and wellbeing.

Women and girls can face distinct health challenges throughout their lives and may experience barriers to accessing information, services, and support that meet their needs. Some women can face additional barriers and poorer health outcomes, including wāhine Māori. Improving women's health and wellbeing contributes to stronger participation, quality of life, and long-term outcomes.

The Ministry uses a life-course approach to support women's health and wellbeing through policy advice, evidence, partnerships, and public information. During 2025/26, progress focused on improving access to trusted information and resources and raising awareness of women's health issues. While broader population-level outcomes will take time to achieve, the Ministry has strengthened the foundations for future progress.

The Ministry will continue working with health sector partners and stakeholders to improve access to information, support awareness of women's health issues, and identify opportunities to improve outcomes for women and girls.

Implementing Government Priorities

Ko ā mātou Mahinga

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3. Implementing the Government's priorities

The Ministry for Women contributes to progressing the Government's priorities by providing gendered advice and insights to the responsible agencies.

Implementation of Ministerial priorities

The Minister for Women has set the following priorities for the portfolio and Vote Women:

- Lifting women's incomes by addressing the gender pay gap and supporting women into work.
- Improving women's health outcomes, including improving rural women's maternal mental health.
- Improving the safety of women, including by supporting the work of The Centre for Family Violence and Sexual Violence Prevention to implement *Te Aorerekura, the National Strategy and Action Plan to Eliminate Family Violence and Sexual Violence* and support the implementation of legislation to criminalise stalking.
- Increasing women's representation in leadership, including continuing the target of 50 percent women on public sector boards and committees and improving private sector leadership.

Our work to implement the Minister's priorities is done as part of our wider work programme. More information on the Ministry's work programme can be found on pages 17–36.

Assessment of Operations for 2025

Ko ā matou mahi

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4. Assessment of operations for 2025/26

To deliver on the Minister's priorities and focus resources in the areas where the Ministry can make the biggest difference, the Ministry has structured its work programme around its four strategic priorities. This section outlines the key work delivered by the Ministry over the past financial year, grouped under these four areas.

Economic Empowerment

Improving women's economic outcomes is a priority for the Minister for Women. Achieving economic security for women boosts national productivity, reduces child poverty, and ensures fairer, more resilient families and communities across New Zealand.

The Ministry's impact in this priority area can be measured by the reach and uptake of its resources and initiatives, engagement with businesses and stakeholders, and evidence of organisations taking action to improve economic outcomes for women.

At a glance

Deliver	Why	What	Facts and figures
Implementing the updated Gender Pay Gap Toolkit	To lift women's incomes and economic resilience To respond to feedback from the first business survey	Expanded range of data collection and resources	10 regional roadshows with 420 attendees 2 webinars Resources viewed 40,000 times 14,000 users of toolkit
Supporting labour market pathways and monitoring	Women's labour market participation contributes to economic growth	Advised agencies Analysed data releases Shared insights	N/A
Boosting women's trade initiatives	Promoting trade opportunities for women supports economic empowerment and growth	Supported gender-inclusive agreements Co-hosted trade event	N/A

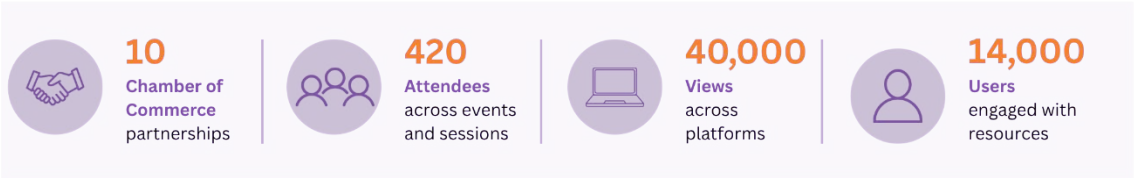
Highlights

Implementing the expanded Gender Pay Gap toolkit

The Ministry worked with businesses to develop the Gender Pay Gap toolkit to provide a consistent approach to measuring and addressing pay gaps. In November 2025, the toolkit was expanded to include ethnicity and disability.

The original toolkit was launched in November 2024. The expanded version added guidance on measuring and interpreting gender, ethnicity, and disability pay gaps, including resources for employers, industry bodies, and young women.

The Ministry continues to embed the toolkit and support organisations to share learnings. By 30 June 2026, ten Chamber of Commerce events had been held nationwide, with around 420 attendees. Two webinars, delivered with Strategic Pay, covered pay gap measurement and reporting, and findings from the 2025 Pay Gap Perceptions and Practices Survey.



Performance and impact

Engagement with the toolkit has been strong. Since November 2025, toolkit resources have been viewed more than 40,000 times, making them the Ministry's most visited web content. More than 14,000 users have accessed the toolkit online.

Feedback from businesses suggests the toolkit has increased confidence and consistency in pay gap measurement and reporting. Surveys conducted with Strategic Pay in 2025 and 2026 found that around half of responding organisations

had calculated their gender pay gap and were aware of the toolkit, while larger organisations were more likely to analyse ethnicity and disability pay gaps.

As use of the toolkit is voluntary, its direct impact cannot be fully measured. Current evidence is based on website analytics, surveys, event participation, and stakeholder feedback. Over time, the toolkit is expected to increase awareness of pay gaps and support action to reduce workplace inequities.

Looking ahead

The Ministry will continue to expand the reach and impact of its resources through a range of knowledge-sharing initiatives, such as roadshows, communities of practice, podcasts, webinars, and direct engagement with businesses. This includes promoting the Gender Pay Gap toolkit, supporting sector-led discussions, and testing policy levers to inform future approaches.

Reach and uptake will be measured by a target of a 3 percent annual increase over three years in the proportion of businesses that:

- are aware of the Ministry’s Gender Pay Gap toolkit
- have accessed the toolkit
- have used the resources in the toolkit.

Progress will be measured through a regular survey of businesses, with a baseline established in early 2027. Survey frequency will be balanced against the burden on participants.

The measure above tracks businesses' progression from awareness to use of the Ministry's resources, providing an indication of engagement with efforts to address gender pay gaps.

Expanding the Gender Pay Gap toolkit to include gender ethnicity and gender disability calculations

In the last financial year, the Ministry expanded the Gender Pay Gap toolkit to incorporate ethnicity data and support organisations to better understand and address the barriers faced by wāhine Māori, Pacific women, disabled women and other groups experiencing inequitable pay outcomes. This expansion responded to stakeholder feedback that highlighted the inclusion of ethnicity and disability as a critical component of the toolkit, enabling businesses to better address intersectional pay gaps.

While New Zealand's overall gender pay gap has narrowed in recent years, wāhine Māori, Pacific women, and disabled women continue to experience significantly higher pay gaps. By recognising the relationship between gender and ethnicity pay gaps, these enhancements support employers to identify inequities more effectively

and take targeted action to improve outcomes for wāhine Māori, Pacific women and disabled women.

Assisting in the development of labour market pathways and labour market data monitoring

Women's increased labour market participation has long contributed to economic growth in New Zealand. However, structural and systemic barriers continue to contribute to economic disadvantage for many women.

Assessment of performance and impact

The Ministry provides advice to government agencies to ensure women's needs are considered in labour market policy initiatives. This includes sharing insights on women's labour market experiences, approaches to addressing workplace inequities, and findings from Ministry research.

Key labour market statistics are published on the Ministry's website to improve access to gender-related data. The Ministry also monitors key labour market data releases, including Stats NZ's Household Labour Force Survey and the Public Service Commission's Workforce Data results.

This work helps identify how occupational segregation, career breaks, and unpaid care responsibilities affect women's economic wellbeing, enabling timely, evidence-based advice to government agencies and the Minister for Women.

Looking ahead

Labour market monitoring and support for labour market pathways will continue as part of the Ministry's core policy work.

In the coming year, the Ministry is developing a high-level labour market dashboard that will monitor indicators including the gender pay gap, unemployment, labour force participation, underemployment, and Not in Education, Employment or Training (NEET) rates.

The Ministry is also working to strengthen partnerships with key stakeholders, including the Retirement Commission Te Ara Ahunga Ora, to identify opportunities for collaboration to support women's economic empowerment and improve economic outcomes.

Representation and Leadership

Diverse representation and leadership improves decision-making, drives positive economic performance, and ensures that broader societal needs are considered.

The Ministry's impact in this priority area can be measured through growth in the number and diversity of women participating in governance pathways, including BoardConnector registrations and, over time, progression into governance appointments.

At a glance

Summary

Deliver	Why	What	Facts and figures
BoardConnector and Leadership Learning Hub	Maintaining representation in the public sector and growing representation in the private sector	Tailored support for women in governance Improved governance database New resources to support governance progression	Over 1,100 women registered 349 new registrations for 2026 515 webinar attendees
Monitor gender and ethnic diversity on public sector boards and committees	Diversity in leadership will ensure better representation and outcomes	Analysed and published annual data	50% target has been maintained since 2020, with women holding 50.2% of roles as at 31 December 2025
Support the Minister on Royal New Zealand Honours	To support representation of women who have made significant contributions to their communities	Provided advice and completed nomination forms Increased awareness of process	Women made up 44.6% of 2026 New Year Honours recipients, and 46.6% of 2026 King's birthday Honours recipients.

Event partnerships with key stakeholders	Recognise women's leadership contributions and achievements	Supported and increased awareness of events and dates related to our strategic priorities	Events supported: • NZI Rural Women's Business Awards (2025 and 2026) • Māori Women's Development Inc. Māori Businesswomen's Awards (2025)

Highlights

Supporting women in governance and leadership through BoardConnector and the Leadership Learning Hub

In March 2026, the Ministry launched an enhanced version of its governance database, BoardConnector, to provide more tailored support for women at different stages of their governance careers.

BoardConnector helps increase women's representation on public sector boards and committees by connecting appointing agencies with qualified candidates.

Assessment of performance and impact

The Minister for Women set a target of increasing BoardConnector registrations by 160 members by 30 June 2026. This was exceeded by 189, with an increase of 349 registrations. As at 30 June 2026, more than 1,100 women were registered with BoardConnector – around half of whom were at intermediate, senior, or experienced director level – which is important for the pipeline of qualified candidates.

During the year, the Ministry advised BoardConnector members of more than 133 board vacancies, introduced regular profile reviews, and expanded engagement through a monthly e-newsletter featuring vacancies, training opportunities, governance resources, and sector updates.

The Ministry also supports capability development through the Leadership Learning Hub, which brings together webinars, workshops, training opportunities, and governance resources from public, private, and community sector providers.

During 2025/26, the Ministry delivered six webinars covering governance, leadership, resilience, and pathways to board roles. These attracted 936 registrations and 515 attendees. Among participants who provided feedback, 96.2 percent said the webinars supported their governance journey and 96.1 percent were satisfied or extremely satisfied with the quality of the sessions.

Looking ahead

In 2026/27, the Ministry will expand access to BoardConnector and leadership development opportunities through digital channels, strengthen partnerships across the public and private sectors, and support the revitalisation of the Future Directors programme with the Public Service Commission.

Progress will be measured by a 20 percent increase in women registered on BoardConnector, including a proportionate increase in those with intermediate to senior governance experience.

Over time, the Ministry will develop measures that track women's progression through the governance pipeline, including indicators such as appointments to governance roles.

The Ministry will continue partnering with key stakeholders to support and participate in events and opportunities aligned with its strategic priorities.

Developing governance and leadership resources that support wāhine Māori

The Ministry's Leadership Learning Hub includes resources designed to strengthen the capability and confidence of wāhine Māori in governance roles. This includes practical guidance for Māori directors at different stages of their governance journey, supporting them to navigate board responsibilities, build governance expertise, and grow their leadership skills.

The Ministry has also developed a Boardroom Leader Series featuring wāhine Māori leaders sharing their experiences and practical insights. These resources help increase the visibility of Māori leadership and support greater participation of wāhine Māori in governance and decision-making roles.

Safety

Supporting women and girls to be safe from all forms of violence is fundamental to their full and equal participation in public and private life, and to their health, wellbeing, and economic outcomes.

The Ministry's impact in this priority area can be assessed through the reach, uptake, and influence of its resources, guidance, and evidence. Over time, the Ministry will continue to strengthen its understanding of the contribution these activities make to improving awareness, prevention, and support responses for women and girls.

At a glance

Deliver	Why	What	Facts and figures
Evolved Free to Lead online harm toolkit	Online harm is a significant issue which can discourage women from participating in leadership and public life	Expanding the toolkit with additional resources Supported uptake of toolkit through engagement and events	*Beyond the Keyboard* campaign viewed over 150,000 times Toolkit content received over 12,270 views
Long Term Insights Briefing: *Free to Lead: Tackling the Effects of Online Harm on the Pipeline of Future Women Leaders*	Online harm is a significant issue which can discourage women from participating in leadership and public life	Published briefing and supported engagement	Improves understanding of the long-term risks of online harm Identifies areas for future intervention
Support for international initiatives addressing online harm	To protect and promote the rights of women and girls globally and support domestic alignment	Led New Zealand's engagement with the Global Partnership for Action on Gender-Based Online Harassment and Abuse Maintained relationships with international counterparts to advance shared goals	N/A

Deliver	Why	What	Facts and figures
Developed resource: *Recognise, Respond, Support: Practical Workplace Responses to Stalking*	Women are disproportionately targeted by stalking which impacts safety, mental health, and ability to work	Resources developed for launch in the 2026/27 financial year. Engagement and promotion activities attached to the resource	To be reported in the 2026/27 Annual Report
Work with the Centre for Family Violence and Sexual Violence (FVSV) Prevention	Women are disproportionately affected by family violence and sexual violence. The Ministry is an associate member of the Centre.	Support implementation of the second Action Plan Provide gendered advice and insights Report progress under the National Strategy and Action Plans in international reporting materials.	Supported progress on wider government priorities

Highlights

Evolving the Free to Lead online harm toolkit

The Ministry continues to have a focus on addressing online harm against women. Informed by research and women's experiences, particularly those in public-facing roles, this work responds to a significant issue that can discourage women from participating in leadership and public life.

Assessment of performance and impact

The Minister for Women launched the Free to Lead toolkit in May 2025, in partnership with Netsafe, to help women and employers prevent and respond to online harm. The toolkit includes guidance for women in public-facing roles, resources for employers, and the *Behind the Keyboard* video series featuring seven New Zealand women sharing their experiences and coping strategies.

The *Behind the Keyboard* campaign has been viewed more than 150,000 times and toolkit content has received more than 12,270 views, with strong positive public feedback.

In the last financial year, the Ministry began work to expand the toolkit with additional resources, including support for moderators of community, business, and organisational online platforms.

Looking ahead

The Ministry will continue to develop and embed the toolkit, while working with organisations to identify emerging online harm challenges and develop targeted resources. Impact will be measured through engagement with, and uptake of, the toolkit and associated resources.

Developing resources to support implementation of the Crimes Legislation (Stalking and Harassment) Act

The Crimes Legislation (Stalking and Harassment) Act came into effect in May 2026. Women are disproportionately affected by stalking and supporting the development of this legislation has been a Ministerial priority. Research shows stalking often extends into workplaces, where perpetrators may contact, monitor, follow, or approach victims.

Assessment of performance and impact

In the 2025/26 financial year, the Ministry developed *Recognise, Respond, Support: Practical Workplace Responses to Stalking*, launched in July 2026.

Developed in partnership with Shine and in collaboration with Human Resources New Zealand, the guide aims to help employers create safer workplaces and better support employee wellbeing. It provides practical tools to help employers recognise stalking behaviours, respond to disclosures, manage workplace safety risks, and connect employees with specialist support.

This work forms part of the Ministry's contribution to the cross-agency implementation of the legislation. This included collaboration with the Ministry of Justice, New Zealand Police, the Centre for Family Violence and Sexual Violence Prevention, the Ministry for Pacific Peoples, Whaikaha, and Ministry of Business, Innovation and Employment.

Looking ahead

The Ministry will develop a plan to support visibility and use of the guide, working with the family violence and sexual violence sector, support organisations, workplaces, and government agencies.

Impact will be measured by uptake and engagement with the guide, which will be included in the 2026/27 Annual Report.

Long Term Insights Briefing

The Ministry published its Long-Term Insights Briefing (LTIB), *Free to Lead: Tackling the Effects of Online Harm on the Pipeline of Future Women Leaders*, in June 2026.

The briefing brings together research, engagement, lived experience, and future-focused analysis to improve understanding of the long-term risks posed by online harm. The briefing provides insight into how online harm affects participation, leadership aspirations, and the pipeline of future women leaders.

It has increased visibility of an emerging issue and provides an evidence base for discussions across government, communities, researchers, digital platforms, and civil society about how these challenges can be addressed.

Looking ahead

The Ministry will continue using insights from the briefing to support engagement across government, communities, researchers, digital platforms, and civil society.

The briefing identifies areas for further consideration, including policy and legal settings, platform accountability, Safety by Design approaches, and support for young people. Ongoing research, collaboration, and monitoring will remain important as online harm evolves.

Supporting safer participation and leadership for wāhine Māori through work to address online harm

The Ministry's work to address online harm through the development of the Free to Lead toolkit and the LTIB recognises that wāhine Māori are disproportionately affected by this issue. Evidence shows Māori are more likely than the general population to experience online hate speech, with ethnicity-related hate speech continuing to increase over time. This can create barriers to leadership, advocacy, and participation in public life. By strengthening resources, partnerships, and awareness, the Ministry is contributing to safer environments that enable wāhine Māori to participate, lead, and contribute with confidence.

Wellbeing

Good health and wellbeing support full participation in education, employment, and community life, benefiting individuals, families, communities, and New Zealand as a whole.

Although the Ministry does not deliver or fund health services, it contributes to improved outcomes through information, awareness-raising, and partnerships. Its impact can be assessed through the reach, uptake, and influence of these activities.

At a glance

Deliver	Why	What	Facts and figures
Resource: *Making Menopause Work*	To improve workplace wellbeing, retain female talent, and break down health stigmas	Guide for workplaces, information landing pages, and video content	Guide and information pages 20,000+ views Video content 50,000+ views
Progress on online Women's Health Hub (launched in 2026-27 financial year)	Need identified for centralised information on women's health across the life-course	Development of online information, practical tools, and appointment preparation resources	To be reported in 2026/27 Annual Report
Partnership and engagement work on women's health and wellbeing	To support better health and wellbeing for women and girls	Hosted a health and wellbeing hub at the Shepherdess Muster Supported Tend Women's Health Week Participated in awareness campaigns	Increased awareness of women's health issues and initiatives that support health and wellbeing Improved access to trusted information

Highlights

Raising awareness about menopause and developing workplace resources

In October 2025, the Ministry launched Making Menopause Work – an online guide developed with menopause educator Sarah Connor to help organisations, regardless of type and size, to become informed, and supportive of employees who are going through menopause.

Resources include posters, conversation cards, manager guidance, and templates for workplace policies, as well as video case studies from New Zealand organisations supporting employees through menopause.

Since its launch, resources and information pages associated with the guide have received more than 20,000 views, while video content has received more than 50,000 views.

Looking ahead

The Ministry will continue promoting and supporting implementation of the guide across New Zealand workplaces.

Developing an online Women's Health Hub

The Ministry partnered with Health New Zealand to develop an online Women's Health Hub that launched in July 2026. The website is designed to help women access trusted health information and better understand their health across different life stages.

It brings together information, practical tools, appointment preparation resources, and educational videos featuring healthcare providers discussing common health issues.

Looking ahead

The Ministry will continue to support increased awareness of the website and its resources through targeted engagement activities. Impact will be measured by website engagement and reported in the 2026/27 Annual Report.

Raising awareness of women's health and improving access to information, services, and support

In March 2026, the Ministry hosted a health and wellbeing hub at the Shepherdess Muster, attended by approximately 200 women from across provincial New Zealand. Free services and information at the hub included pelvic floor assessments, gyneacological appointments, cervical screening and HPV testing, menopause resources, and general wellbeing information.

The Ministry also supported Tend Women's Health Week in August 2025, which included free cervical screening clinics, expert-led events, and awareness activities delivered through articles, podcasts, videos, and media coverage.

Throughout the year, the Ministry participated in awareness campaigns for a range of women's health priorities, including Ovarian Cancer Awareness Month, Endometriosis Awareness Month, and Perinatal Mental Health Awareness Week.

These activities helped increase awareness of women's health issues and initiatives that support better health and wellbeing, and improve access to trusted information.

Looking ahead

The Ministry will continue working with partners to raise awareness of women's health issues, and identify opportunities to increase access to trusted information, support, and services for women.

Improving access to health and wellbeing information for wāhine Māori

The new online Women's Health Hub provides trusted information, tools, and guidance to support women's health and wellbeing at every life stage, including content that reflects the experiences, aspirations, and holistic wellbeing perspectives of wāhine Māori.

The Ministry's Making Menopause Work guide includes resources informed by wāhine Māori perspectives, including information on ruahinetanga and videos featuring women's lived experiences, helping to ensure information is relevant, accessible, and culturally responsive.

International

We represent, protect, and promote the rights and interests of women and girls in New Zealand and internationally. This includes helping to ensure New Zealand meets its international gender equality commitments, participating in international forums, supporting other government agencies, and engaging with non-governmental organisations (NGOs).

Participating in international forums is a Ministry performance measure and an important mechanism for advancing these objectives.

At a glance

Deliver	Why	What	Facts and figures
Advancing our obligations under the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)	CEDAW advances women's human rights and equality globally. All signatories have reporting requirements	Developed advice on government response to latest CEDAW recommendations Helped to develop indicators for monitoring progress	New Zealand's priorities on gender equality are represented and promoted Progress is tracked
Represented New Zealand at the 70th Session of the Commission on the Status of Women (CSW)	CSW is the United Nation's main global forum for advancing gender equality	Led New Zealand's participation Delivered National Statement, participated in Ministerial Roundtable Co-sponsored event on online harm	

Supporting development of the refreshed National Action Plan on Women, Peace and Security	Women and girls are disproportionately affected by conflict and violence and have critical roles in peace and security	Providing advice, analysis and facilitating engagement during development of the plan	
Representing New Zealand in regional forums on gender equality	To share and adopt best practices, and advance gender equality, particularly across the Pacific	Led participation in APEC Women in the Economy Forum Participated in the Pacific Islands Forum Women Leaders Meeting	
Convening the International Women's Caucus (IWC)	Forum for engagement & coordination between government & NGOs on international gender equality issues and commitments	Convened three IWC meetings Supported process for NGO delegate to attend CSW70	

Highlights

New Zealand's Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)

New Zealand has been a party to CEDAW since 1985. Often described as an international bill of rights for women, the Convention requires State parties to report periodically on implementation and undergo examination by the Committee on the Elimination of Discrimination against Women.

Assessment of performance and impact

During 2025/26, the Ministry led work to respond to the Committee's latest CEDAW recommendations, building on its earlier coordination of New Zealand's ninth periodic report in 2022 and 2023.

The Committee's Concluding Observations document, released in October 2024, acknowledged New Zealand's achievements in promoting gender equality and included 42 recommendations to strengthen implementation. The Committee requested an interim report by October 2026 on four of those recommendations.

In August 2025, the Minister for Women obtained Cabinet approval for the Government's response. The Ministry then worked with the Ministry of Justice and

other agencies to develop indicators for monitoring progress, which were published on the Human Rights Monitor.

Looking ahead

The Ministry will continue leading development of New Zealand's interim report and supporting agencies to monitor and report on progress against agreed recommendations and actions.

Representing New Zealand at the 70th Session of the Commission on the Status of Women (CSW70)

The Ministry for Women leads New Zealand's participation at the Commission on the Status of Women alongside the Ministry of Foreign Affairs and Trade. CSW70 was held in March 2026. The priority theme focused on strengthening access to justice for women and girls, promoting equitable legal systems, eliminating discrimination, and addressing structural barriers.

New Zealand co-sponsored an event with Australia, Canada, the United Kingdom, and Sweden on addressing online harm. Secretary for Women Kellie Coombes spoke on efforts to address technology-facilitated gender-based violence, including criminalising stalking and the Free to Lead toolkit.

CSW70 enabled the Ministry to represent New Zealand internationally, strengthen relationships, and advance commitments to global gender equality outcomes.

Looking ahead

The Ministry will participate in the 71st session of the Commission on the Status of Women in March 2027.

Supporting the development of New Zealand's National Action Plan on Women, Peace and Security 2025–2035

The Ministry contributed to the Ministry of Foreign Affairs and Trade's development of New Zealand's National Action Plan on Women, Peace and Security 2025–2035, published in August 2025. The plan outlines how New Zealand will implement United Nations Security Council Resolution 1325 and the Women, Peace and Security Agenda.

Ministry actions under the plan include:

- Regional and international advocacy on women's protection, participation, and empowerment.
- Monitoring international developments on online harm against women in leadership.

Looking ahead

The Ministry will continue working with agencies to implement the Action Plan, including facilitating NGO engagement through the International Women's Caucus. The Inter-Agency Working Group will meet annually, with reviews scheduled after five and ten years.

Representing New Zealand in regional forums on gender equality

The Ministry represented New Zealand at key regional forums on gender equality and women's economic empowerment throughout the year, strengthening regional partnerships and contributing to shared priorities for women and girls.

The Ministry participated in the Pacific Islands Forum Women Leaders Meetings in July 2025 and June 2026, sharing progress on New Zealand's gender equality commitments, promoting regional collaboration, and contributing to discussions on priorities for women and girls across the Pacific.

Alongside the Ministry of Foreign Affairs and Trade, the Ministry also led New Zealand's participation in the APEC Women and the Economy Forum. Secretary for Women Kellie Coombes served as Head of Delegation at meetings held in South Korea in August 2025 and China in May 2026.

In addition, the Ministry contributed to the work programme of the APEC Policy Partnership on Women and the Economy, supporting regional dialogue on women's economic empowerment and sharing New Zealand's experiences and approaches.

Looking ahead

The Ministry will continue to represent New Zealand in regional and international forums that advance gender equality and women's economic empowerment. This includes maintaining engagement with international counterparts and civil society organisations through forums such as the Commission on the Status of Women.

The Ministry will also continue contributing to APEC through the Policy Partnership on Women and the Economy and the annual Women and the Economy Forum, while strengthening regional cooperation to advance outcomes for women and girls.

Convening the International Women's Caucus

The Ministry convened the International Women's Caucus three times during the financial year. The International Women's Caucus is a key forum for collaboration between government agencies and non-government organisations on international gender equality issues.

Meetings are co-hosted with a member organisation and provide opportunities to discuss work supporting New Zealand's international gender equality commitments, coordinate engagement in international forums, and share emerging priorities and insights.

Member organisations include the Māori Women's Welfare League, P.A.C.I.F.I.C.A. Inc, Rural Women New Zealand, the National Council of Women New Zealand, YWCA Aotearoa New Zealand, Business and Professional Women New Zealand, The Salvation Army, Shakti, Soroptimist International, UN Women Aotearoa New Zealand, Peace Movement Aotearoa, and Graduate Women New Zealand.

Looking ahead

The Ministry will continue to convene the International Women's Caucus to support engagement on key international work programmes and strengthen coordination across government and civil society. This will include supporting member participation in the 71st session of the Commission on the Status of Women in March 2027.

Wāhine Māori

The Ministry is committed to working with wāhine Māori and progressing shared goals and aspirations across all priority areas.

Examples of this in practice in 2025/26 are included in the four priority sections above.

Wai 2700 – Mana Wāhine Kaupapa Inquiry

In addition to this work, the Ministry plays a significant role in leading the Crown's response to the Wai 2700 Mana Wāhine Kaupapa Inquiry and ensuring wāhine Māori can participate meaningfully.

Assessment of performance and impact

Background

The Waitangi Tribunal launched the Wai 2700 Mana Wāhine Kaupapa Inquiry in 2018 to hear historical and contemporary claims brought by more than 200 claimant groups. The Inquiry examines Crown actions and omissions affecting wāhine Māori, with a focus on leadership, the economy, environment and health and well-being.

The Ministry for Women in partnership with Te Puni Kōkiri has played a dual role by supporting claimants to participate in the Inquiry and coordinating the Crown's response to claims.

Work Programme

The Inquiry work programme is structured across four phases, with the Ministry currently supporting delivery of the third phase.

1. The first phase, **Tūāpapa (foundational) hearings**, sought to establish a picture of the lives, experiences, and status of wāhine Māori prior to settler arrival. This phase concluded in September 2022 after six hearing weeks. A

comprehensive body of evidence was compiled and published on the Waitangi Tribunal website.

2. The second phase, **Research**, focused on the collection and development of claimant and Crown evidence. During this phase, the Ministry provided procurement guidance, funding support for four claimant-led research reports and responded to over 70 Crown data requests. By December 2024, all four reports had been completed, independently evaluated, and assessed as meeting the quality assurance standards required for the Inquiry. These reports have since been provided to the Tribunal for use during the substantive hearings.
3. The third phase, **Substantive Hearings**, commenced on 3 June 2025 with a week-long hearing at Te Herenga Waka Marae, Victoria University of Wellington. This phase provided an opportunity for claimants, Crown agencies, and expert witnesses to present evidence directly to the Tribunal panel. As of 30 June 2026, three of the nine scheduled hearing weeks have been completed, with remaining hearings planned through to December 2027.
4. The fourth phase, **Crown Response**, is expected to commence in 2027 following the Tribunal's consideration of evidence and publication of its report. This phase will involve the Crown's consideration of the Tribunal's report findings and recommendations.

Key deliverables 2026

A key Ministry deliverable during 2026 was supporting claimant participation in the substantive hearings. This included providing funding assistance, coordinating engagement processes, and preparing preliminary Crown responses. The Ministry has supported more than 90 claimants to participate in hearings which were held in Wellington and Northland. Survey feedback from claimant participants reflected a very high level of satisfaction of our service delivery, with the Ministry achieving a satisfaction score of 93 percent.

The Ministry is also in its advanced stages of preparing the Crown's evidence and responses for hearing week four which is scheduled from 7 – 11 December 2026. This has included coordinating cross-agency contributions, drafting the Crown evidence, and facilitating how the Crown will deliver their presentations at the hearings.

Looking Ahead

Over the coming year, the Ministry will continue to deliver its dedicated Mana Wāhine work programme across the substantive hearings and Crown response phases.

Priorities include supporting claimant participation in remaining hearings, coordinating a collective Crown response across relevant agencies, and continuing secretariat and communications support for the Joint Research Committee and claimant hui.

Organisational Health and Capability

Ko Wai Mātou

5

5. Organisational health and capability

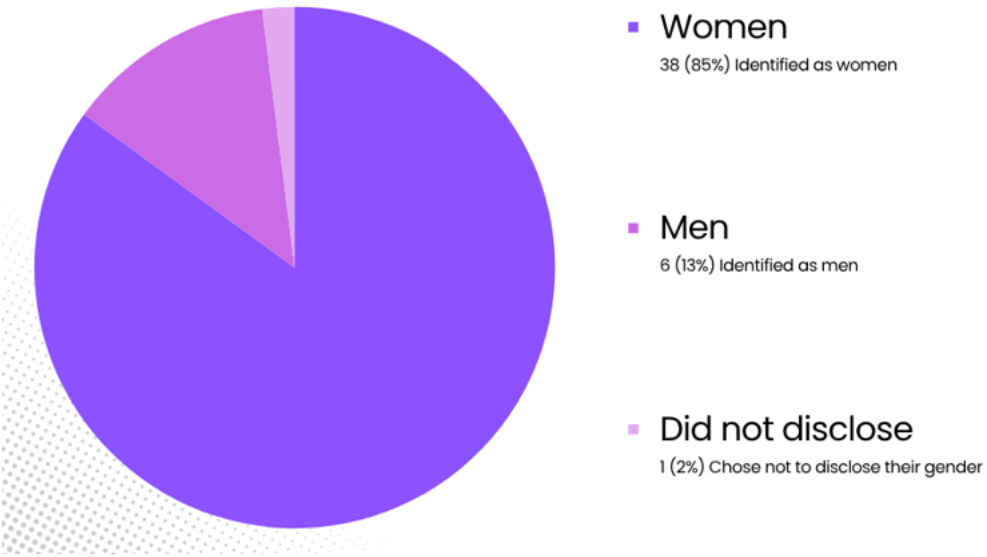
Foundational to the way the Ministry for Women operates is our *ko wai mātou* (ways of working) which reflect who we are and what is important to us.

Our ko wai mātou:

- Kia Māia – we are brave and courageous in all that we do.
- Tuia Mai – we embrace and support wāhine from all communities.
- Whakamanawa – we lead with heart to achieve the best outcome for wāhine.

Profile of our staff

As at 30 June 2026, we have a team of 45 permanent and fixed term staff.



97.8% of staff disclosed their ethnicity. Our team is:

- 77.3% European
- 27.3% Māori
- 11.4% Pacific
- 9.1% Asian
- 2.3% MELAA

Note: total exceeds 100% because staff can declare multiple ethnicities.

All current members of the Ministry's leadership team are women.

Organisational structure

The Chief Executive leads the senior leadership team supported by the Deputy Secretary – Engagement, Policy and Delivery, and Deputy Secretary – Organisational Performance and Services.

The Ministry's leadership team is also supported by four senior members of staff: the Chief Financial Officer, Chief People Officer (currently acting as Deputy Secretary – Organisational Performance and Services), Strategic Advisor to the Chief Executive and the Hautū Māori (title and responsibilities are currently held by the Mana Wāhine Kaupapa Inquiry Manager).

2025 Te Taunaki Public Service Census

The 2025 Te Taunaki Public Service Census provided key insights into the Ministry's organisational health and capability. 41 out of 45 staff participated in the survey (91%).

The Ministry is making good progress on implementing its Action Plan responding to the Census' findings and implementing the actions.

The Ministry's summary report is available on the Public Service Commission's website.

Capability building

The Ministry for Women continues to build capability and collaboration across the organisation to lift performance, delivery, and provision of advice against our strategic priorities.

The Ministry is committed to the Papa Pounamu and Kia Toipoto diversity and inclusion work standards to enable all our people to thrive and achieve their full potential.

Papa Pounamu

The Ministry is committed to the Papa Pounamu priorities: cultural competence, addressing bias, inclusive leadership, fostering diverse leadership, and employee-led networks.

Over the past year, the Ministry has continued to strengthen cultural capability through Whāinga Amorangi, reviewed policies, processes and recruitment practices to reduce bias, embedded performance and development frameworks to support staff growth and coaching, enhanced collaboration and development opportunities

through matrix ways of working and promoted participation in employee-led networks to foster a more inclusive workplace.

Public Service Pay Gaps Action Plan

Addressing the gender pay gap is one of the Ministry's key projects under our strategic priorities (see pages 7–14) and we are committed to addressing pay gaps in the public and private sector.

The Ministry's gender pay gap is not included in public service workforce data as our workforce size does not meet the threshold required to produce meaningful, high-level gender pay gap statistics (as per the Stats NZ guidance). Releasing this information could also identify individuals.

The Ministry has other measures in place to monitor gender equity within our organisation, including people data and recruitment statistics. The Ministry also ensures that employees in the same or similar roles are paid equitably (such as no like-for-like pay gaps).

Merit based approach to employment decisions

We provide merit-based approach to recruitment and selection, remuneration, development and performance and progressions, career development, and employment conditions.

We have policies and processes to support flexible working arrangements that work for the individual, their team, and the wider organisation.

As at 30 June 2026, approximately 40 percent of employees have formal flexible work arrangements.

Health, safety, and wellbeing

The Ministry is committed to supporting the health, safety and wellbeing of our people. Our focus is on continuing to build a positive working environment that recognises the importance of both mental and physical wellbeing.

All staff have access to on-the-job health and safety courses and information, such as CPR and defibrillator training, and access to employee assistance services.

Technology resilience

The Ministry for Women has focused on strengthening its digital environment. Our needs remain relatively simple given the size and nature of our work. However, there have been opportunities to leverage new technologies to improve internal and

external facing processes. This has led us to increase investment in the review and upgrade of our information technology (IT) systems, and contracts, with a clear emphasis on making sure contracts are fit for purpose, relevant and simplified.

The Ministry will also focus on improving our use of Artificial Intelligence (AI). To date the Ministry has developed its policy, rolled out Copilot Chat and implemented an AI D365 solution. Following our SharePoint Enhancement work, the Ministry will look to roll out M365 Copilot and start a range of pilots focused on internal and external customer improvements.

Over the next year, the Ministry plans to finish its last core digital initiative (SharePoint enablement) and complete a range of security enhancements to better position the Ministry for the future.

Carbon footprint

The Ministry has measured the emissions resulting from its operational activities, purchased energy, and selected impacts from its value chain activities, including business travel, freight, and waste sent to landfills.

The total emissions for this year (1 July 2025 to 30 June 2026) were 58.65tCO2e, which is a 6.82tCO2e reduction on last year's total of 65.47tCO2e and 56 percent lower than the base year total of 133.11tCO2e.

The Ministry continues to meet its emissions reduction targets as part of the Carbon Neutral Government Programme which asks agencies to reduce emissions by 42 percent by 2030.

When emissions are split into the different sources, as shown in the table below, it becomes clear that travel (Category 3) is by far the largest contributor for our organisation. Emissions from imported energy (Category 2) covers the electricity used in the office, and emissions from products used by the organisation (Category 4) covers water supply and waste management. Category 4 emissions from the disposal of waste have increased from previous years due to our office move to Te Iho.

As our main source of carbon emissions has been from travel, our reduction plan is centred around minimising travel-related emissions.

To fulfil its international obligations, the Ministry undertakes overseas travel several times a year. However, to support managing our carbon emissions reductions, the Ministry continues to use technology to connect with external stakeholders where possible, rather than flying for face-to-face meetings.

Category	2019	2020	2021	2022	2023	2024	2025	2026
Category 1: Direct emissions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Category 2: Indirect emissions from imported energy	3.44	2.41	2.41	3.02	3.19	2.17	2.74	2.26
Category 3: Indirect emissions from transportation	126.93	99.34	10.26	7.12	65.59	62.22	62.00	52.49
Category 4: Indirect emissions from products used by the organisation	2.74	2.98	3.00	3.31	2.75	2.38	0.74	3.91
Total emissions	**133.11**	**104.73**	**15.67**	**13.45**	**71.52**	**66.76**	**65.47**	**58.65**

Emissions intensity	2019	2020	2021	2022	2023	2024	2025	2026
Emission by FTEs (gross tCO_2e / per capita 12 months)	5.76	2.95	0.46	0.36	1.66	1.76	1.51	1.43
Emission by operating revenue (gross tCO_2e / $Millions)	23.26	14.75	1.54	0.97	5.46	5.52	5.16	4.25

Reduction in expenditure on contractors and consultants

The Ministry manages contractor and consultant expenditure carefully. In the 2025/26 year, expenditure was similar to 2024/25. The 2025/26 year spend was optimised to accommodate additional expenditure on several key one-off technology projects (records management) while retaining the same overall level of expenditure.

Significant Budget decisions

There were no significant Budget decisions impacting the Ministry.

Year-end Appropriation Reporting

Non-financial Performance Statements

For the year ended 30 June 2026

Reporting entity

The Ministry for Women is the Government's principal policy advisor on improving the lives of women and girls in New Zealand.

Statement of compliance

The service performance information for the Ministry for Women has been prepared in accordance with PBE FRS 48 Service Performance Reporting standard and the Public Finance Act 1989.

Scope of service performance information

The service performance information for the Ministry for Women is contained within this section of the Annual Report.

Appropriations reported against in this section are listed below:

- Annual Appropriation: Improving the lives of New Zealand women.
- Multi-year Appropriation: Wai 2700 – Mana Wāhine Kaupapa Inquiry.
- Capital Expenditure Appropriation (Permanent Legislative Authority).

Annual Appropriation: Improving the lives of New Zealand women

This appropriation is limited to providing policy advice and services to support Ministers to discharge their portfolio responsibilities relating to improving the lives of New Zealand women, women nominees for appointment to boards and committees, and support for the National Advisory Council on the Employment of Women (NACEW).

This appropriation is intended to achieve better outcomes for New Zealand women by supporting Ministerial decision-making with high quality:

- policy advice
- timely services to enable the Minister for Women to discharge their portfolio responsibilities
- advisory and research support for the National Advisory Council on the Employment of Women
- women nominees for appointment to boards and committees.

Performance reporting

Achievement against our performance reporting requirements for 2025/26 are summarised in the following tables:

2024/25 Actual	Key performance measure	2025/26 Actual	2025/26 Target
94%	The Minister for Women is satisfied with policy advice provided by the Ministry.	91%	75%
87%	Average technical quality of policy papers provided to the Minister for Women, as assessed annually using the Policy Quality Framework.	100%	75%

Commentary

The Ministry has performed consistently well against these performance measures.

In reporting on the technical quality of its policy papers, the Ministry set a target of 75% of papers meeting the "acceptable" standard or higher. For the 2025/26 financial year, 100% of the Ministry's papers met this target. The average score out of five across the Ministry's policy papers was 3.5. By focusing on the technical quality of its papers, the Ministry can deliver quality policy advice that supports good government decision making.

The Ministry has an active Policy Capability Action Plan to support a continuous improvement approach to policy quality. As part of this plan, we have updated our briefing templates, developed a consistent style guide, updated our commissioning approach, and developed intervention logics to support our forward work programme.

2024/25 Actual	Key performance measure	2025/26 Actual	2025/26 Target
Achieved	The Ministry participates in four relevant international forums per year to maintain relationships and support improved gender rights internationally.	Achieved	Achieved

Commentary

The Ministry participated in the following key international forums in 2025/26, which strengthened international relationships and contributed to improved outcomes for women:

- Pacific Islands Forum Women Leaders Meeting (June 2026)
- APEC Women and the Economy Forum (August 2025 and May 2026)
- 70th Session of the Commission on the Status of Women (March 2026).

2024/25 Actual	Key performance measure	2025/26 Actual	2025/26 Target
97%	Attendees at Ministry-run board training and networking events are satisfied with the events.	96%	75%

Commentary

During 2025/26, the Ministry delivered six webinars covering governance, leadership, resilience, and pathways to board roles. These attracted 515 attendees. Among participants who provided feedback, 96.2% said the webinars supported their governance journey and 96.1% were satisfied or extremely satisfied with the quality of the sessions.

The Ministry uses survey results and participant feedback to continually improve its training and events.

2024/25 Actual	Key performance measure	2025/26 Actual	2025/26 Target
100%	The National Advisory Council on the Employment of Women (NACEW) is satisfied with the quality of information, evidence, advice, and support received.	85%	75%

Commentary

The Ministry has long delivered high-quality secretariat services and policy advice to NACEW. As an independent Ministerial advisory body, NACEW provides advice directly to the Minister for Women on employment issues for women in New Zealand.

In November 2025, five members were appointed to NACEW for a three-year term, including one representative from BusinessNZ and one representative from the NZCTU.

More information on NACEW can be found on our website[1].

[1] https://www.women.govt.nz/about-us/national-advisory-council-employment-women

Expenditure

Expenditure incurred against this appropriation for 2025/26 is summarised in the following table:

2025 Actual $000		2026 Actual $000	2026 Unaudited Budget $000	2027 Unaudited Forecast $000
	Departmental Output Expenses appropriation			
	Improving the Lives of New Zealand Women			
11,322	Crown revenue	12,254	12,254	12,534
139	Other revenue	1	250	250
11,461	**Total revenue**	**12,255**	**12,504**	**12,784**
8,199	**Total expenses**	**8,934**	**12,504**	**12,784**
3,262	**Net surplus**	**3,321**	**-**	**-**

Explanations of major variances against budget figures are provided in note 16.

Multi-year Appropriation: Wai 2700 – Mana Wāhine Kaupapa Inquiry

The Ministry for Women has a Multi-year Appropriation: Mana Wāhine Kaupapa Inquiry.

This appropriation is limited to:

- providing support for wāhine Māori claimants to participate in the Waitangi Tribunal judicial proceedings
- providing support for claimants to provide evidence for the Mana Wāhine Kaupapa Inquiry
- the administration and management of the Ministry's Inquiry work programme
- contributing to future policy development that will improve outcomes for women.

Performance reporting

Achievement against our performance reporting requirements for 2025/26 is summarised in the following table:

2024/25 Actual	Key performance measure	2025/26 Actual	2025/26 Target
100%	Claimant-led research reports meet Tribunal Quality Assurance Evidential Standard.	100%	75%
76%	Mana Wāhine Inquiry stakeholders are satisfied with the support services provided by the Ministry.	93%	75%

Commentary

The Ministry has provided quality secretariat support to claimant representatives ensuring claimants can attend and participate in Tribunal hearing events.

In our most recent claimant satisfaction survey, 91% of all respondents agreed the Ministry staff were supportive and professional. 93% of respondents stated our services were positive. The 93% positive feedback is an indicator that respondents are satisfied with the support provided by the Ministry.

The Ministry facilitated the commissioning of four claimant-led research reports. Each report was completed, independently evaluated and they have met quality assurance standards.

Expenditure

Expenditure incurred against this appropriation for 2025/26 is summarised in the following table:

2025 Actual $000	Multi-year Appropriation Departmental Output Expenses	2026 Actual $000	2026 Unaudited Budget $000	2027 Unaudited Forecast $000
1,634	Crown revenue	1,541	2,130	1,600
1,634	Total revenue	1,541	2,130	1,600
1,634	**Total expenses**	**1,541**	**2,130**	**1,600**
-	Net surplus	-	-	-

Reconciliation of Output Expenditure to Financial Statements

The total expenditure from the two departmental outputs is $10,475,000. This reconciles to total expenses in the financial statements on page 55.

Capital Expenditure Appropriation (Permanent Legislative Authority)

This appropriation is limited to the purchase or development of assets by and for the use of the Ministry for Women, as authorised by section 24(1) of the Public Finance Act 1989.

2024/25 Actual	Key performance measure	2025/2026 Actual	2025/2026 Target
Achieved	Expenditure is in accordance with the Ministry's annual capital plan.	Achieved	Achieved

Expenditure

Expenditure incurred against this appropriation for 2025/26 is summarised in the following table:

2025 Actual $000		2026 Actual $000	2026 Unaudited Budget $000	2027 Unaudited Forecast $000
	Capital Expenditure Appropriation			
13	Property, plant, and equipment	49	40	40
158	Internally generated software and online tools	189	500	250
171	**Total capital expenditure**	**238**	**540**	**290**

Annual Financial Statements

Ko ngā Tauāki Pūtea

6

6. Annual Financial Statements

Independent Auditor's report

To the readers of the Ministry for Women's financial statements and performance information for the year ended 30 June 2026

The Auditor-General is the auditor of the Ministry for Women (the Ministry). The Auditor-General has appointed me, Ed Louden, using the staff and resources of KPMG, to carry out the audit of the financial statements and performance information on his behalf.

Opinion

We have audited:

- the financial statements of the Ministry that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2026, the statement of comprehensive revenue and expenses, statement of changes in equity, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information on pages 55 to 73; and

- the performance information that consists of the statement of performance for the year ended 30 June 2026 on pages 44 to 48 and the end-of-year performance information for the appropriation for the year ended 30 June 2026 on pages 74 to 78.

In our opinion:

- The financial statements of the Ministry present fairly, in all material respects, its financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended, in accordance with the Public Benefit Entity Standards, Reduced Disclosure Regime.

- The performance information is appropriate and meaningful and prepared in accordance with the Ministry's measurement bases or evaluation methods and the Public Benefit Entity Standards, Reduced Disclosure Regime, and presents fairly, in all material respects:

    - the Ministry's service performance and actual revenue and expenses for each reportable class of outputs for the year ended 30 June 2026, compared to the forecast standards and budgets included in the statement of performance expectations for the year, and

- what has been achieved with each appropriation, and the actual expenses or capital expenditure incurred in relation to the appropriation for the year ended 30 June 2026.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit of Service Performance Information* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor* section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Chief Executive for the financial statements and the performance information

The Chief Executive is responsible on behalf of the Ministry for preparing financial statements and performance information that are fairly presented and comply with the Public Benefit Entity Standards, Reduced Disclosure Regime. This includes:

- the selection of aspects of service performance, performance measures and descriptions, and measurement bases or evaluation methods to enable the presentation of service performance information that is appropriate and meaningful; and
- the preparation of a statement of performance, in accordance with the Ministry's measurement bases or evaluation methods, that provides an appropriate and meaningful basis to enable readers to assess what has been achieved for the year.

The Chief Executive is also responsible for the preparation of end-of-year performance information for an appropriation that is prepared in accordance with the entity's measurement bases or evaluation methods and complies with the Public Benefit Entity Standards, Reduced Disclosure Regime and legislative requirements.

The Chief Executive is responsible for such internal control as it is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and performance information, the Chief Executive is responsible on behalf of the Ministry for assessing the Ministry's ability

to continue as a going concern. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Ministry, or there is no realistic alternative but to do so.

The Chief Executive's responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and performance information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the financial statements and performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the Ministry's statement of performance expectations or to the Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2026.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive.

- We obtain an understanding of the process applied by the Ministry to select its aspects of service performance, performance measures and descriptions and the measurement bases or evaluation methods.

- We evaluate whether:

    - the selection of aspects of service performance, performance measures and descriptions and measurement bases or evaluation methods present an appropriate and meaningful assessment of the entity's service performance; and

    - the performance information is prepared in accordance with the Ministry's measurement bases or evaluation methods, and presents fairly, in all material respects in accordance with the Public Benefit Entity Standards, Reduced Disclosure Regime, what has been achieved with the appropriation, and for each class of reportable outputs;

        - the actual performance of the Ministry as compared with the forecast standards of performance included in the Ministry's statement of performance expectations for the financial year; and

        - the actual revenue earned and output expenses incurred as compared to the expected revenues and the proposed output expenses included in the Ministry's statement of performance expectations for the financial year.

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Chief Executive and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Ministry's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Ministry to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Chief Executive regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Chief Executive is responsible for the other information. The other information comprises all of the information included in the annual report, but does not include the financial statements, the performance information consisting of the statement of performance and the end-of-year performance information for appropriations, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Ministry in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests in, the Ministry.

Ed Louden
KPMG
On behalf of the Auditor-General
Wellington, New Zealand

18 September 2026

Statement of comprehensive revenue and expense

For the year ended 30 June 2026

2025 Actual $000		Note	2026 Actual $000	2026 Unaudited Budget $000	2027 Unaudited Forecast $000
	REVENUE				
12,956	Revenue Crown	2	13,795	14,384	14,134
139	Other revenue	2	1	250	250
13,095	**Total revenue**		**13,796**	**14,634**	**14,384**
	EXPENSES				
6,835	Personnel costs	3	7,101	7,575	7,252
2,874	Operating costs	5	3,223	6,926	6,899
17	Capital charge	4	42	42	61
107	Depreciation/amortisation expense	7	109	91	172
9,833	**Total expenses**		**10,475**	**14,634**	**14,384**
3,262	**Net surplus**		**3,321**	**-**	**-**
-	**Other comprehensive revenue and expenses**		**-**	**-**	**-**
3,262	**Total comprehensive revenue and expense**		**3,321**	**-**	**-**

Explanations of major variances against budget figures are provided in note 16.

The accompanying notes form part of these financial statements.

Statement of changes in equity

2025 Actual $000		2026 Actual $000	2026 Budget $000	2027 Forecast $000
	GENERAL FUNDS			
336	Balance at 1 July	586	586	1086
3,262	Total comprehensive revenue and expense	3,321	-	-
(3,262)	Repayment of operating surplus to the Crown	(3,321)	-	-
250	Capital Contribution	500	500	250
586	**Balance at 30 June 2026**	**1,086**	**1,086**	**1,336**

Explanations of major variances against budget figures are provided in note 16.

The accompanying notes form part of these financial statements.

Statement of financial position

As at 30 June 2026

2025 Actual $000		Note	2026 Actual $000	2026 Unaudited Budget $000	2027 Unaudited Forecast $000
	ASSETS				
	Current assets				
5,271	Cash and cash equivalents		6,042	1,266	2,537
4	Receivables	6	26	50	50
64	Prepayments		47	-	-
5,339	**Total current assets**		**6,115**	**1,316**	**2,587**
	Non-current assets				
162	Property, plant, equipment and intangible assets	7	292	755	416
162	**Total non-current assets**		**292**	**755**	**416**
5,501	**Total assets**		**6,407**	**2,071**	**3,003**
	LIABILITIES				
	Current liabilities				
1,253	Payables and deferred revenue	8	1,547	450	1,132
3,262	Return of operating surplus	9	3,321	-	-
20	Provisions	10	-	-	-
347	Employee entitlements	11	417	515	510
4,882	**Total current liabilities**		**5,285**	**965**	**1,642**
	Non-current liabilities				
33	Employee entitlements	11	36	20	25
33	**Total non-current liabilities**		**36**	**20**	**25**
4,915	**Total liabilities**		**5,321**	**985**	**1,667**
586	**Net assets**		**1,086**	**1,086**	**1,336**
	EQUITY				
586	General funds	12	1,086	1,086	1,336
586	**Total equity**		**1,086**	**1,086**	**1,336**

Explanations of major variances against budget figures are provided in note 16.

The accompanying notes form part of these financial statements.

Statement of cash flows

For the year ended 30 June 2026

2025 Actual $000		2026 Actual $000	2026 Budget $000	2027 Forecast $000
	CASH FLOW FROM OPERATING ACTIVITIES			
12,556	Receipts from Crown	13,866	14,384	14,134
54	Receipts from departmental revenue	(21)	250	250
(2,873)	Payments to suppliers	(3,198)	(6,951)	(6,877)
(7,158)	Payments to employees	(6,841)	(7,555)	(7,252)
(17)	Payments for capital charge	(42)	(17)	(61)
13	Goods and services tax (net)	7	-	-
2,575	**Net cash flow from operating activities**	**3,771**	**111**	**194**
	CASH FLOW FROM INVESTING ACTIVITIES			
(13)	Purchase of property, plant, and equipment	(49)	(40)	(40)
(158)	Development of intangible assets	(189)	(500)	(250)
(171)	**Net cash flow from investing activities**	**(238)**	**(540)**	**(290)**
	CASH FLOW FROM FINANCING ACTIVITIES			
(1,271)	Return of operating surplus to Crown	(3,262)	-	(2,411)
250	Capital injection	500	500	250
(1,021)	**Net cash flow from financing activities**	**(2,762)**	**500**	**(2,161)**
1,383	**Net increase/(decrease) in cash**	**771**	**71**	**(2,257)**
3,888	**Cash at the beginning of the year**	**5,271**	**1,195**	**4,794**
5,271	**Cash at the end of the year**	**6,042**	**1,266**	**2,537**

Statement of commitments

As at 30 June 2026

Capital commitments

Capital commitments are the aggregate amount of capital expenditure contracted for the acquisition of property, plant, and equipment and intangible assets that have not been paid for or not recognised as a liability at balance date.

Cancellable capital commitments that have penalty or exit costs explicit in the agreement, on exercising the option to cancel are reported below at the lower of the remaining contractual commitment and the value of those penalty or exit costs (that is, the minimum future payments).

The Ministry has no capital commitments as at 30 June 2026 (2025: Nil).

Non-cancellable operating lease commitments

The Ministry's final lease commitments at 22 The Terrace expired on 31 August 2025.

The Ministry signed a new co-location lease agreement with the Ministry of Business, Innovation and Employment (MBIE) with rent payments effective from 1 September 2025 for 15 years. The lease commitment is based on the co-location agreement which provides Ministry for Women with an allocation of office space and related services in Te Iho at 1 Bowen Street, Wellington, based primarily on headcount.

For financial reporting purposes, the co-location agreement has been treated as an operating lease. The monthly lease expense is reviewed annually based on the Ministry's expected headcount and an estimate of the landlord's operating and building costs.

The Ministry for Women is committed to the ongoing participation in the co-location agreement for the initial lease term of 15 years. The Ministry may request to exit the arrangement at any time during the lease term, if its continued participation is reasonably impracticable due to a material business change affecting its operations and/or funding. The lease commitment as disclosed has been calculated using the current monthly lease expense based on the lease term of 15 years.

2025 Actual $000		2026 Actual $000
	OPERATING LEASE AS A LEASEE	
	The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:	
463	Not later than one year	486
2,531	Later than one year and not later than five years	2,044
5,317	Later than five years	5,237
8,311	**Total non-cancellable operating lease commitments**	**7,768**
8,311	**Total commitments**	**7,768**

The accompanying notes form part of these financial statements.

Statement of contingent liabilities and contingent assets

As at 30 June 2026

Contingent liabilities

There were no contingent liabilities or guarantees given under the Public Finance Act 1989 in relation to the activities of the Ministry as at 30 June 2026 (2025: Nil).

Contingent assets

The Ministry has no contingent assets as at 30 June 2026 (2025: Nil).

Notes to the financial statements

For the year ended 30 June 2026

1. Statement of accounting policies

Reporting entity

The Ministry for Women (the Ministry) is a government department as defined by section 5 of the Public Service Act 2020 and is domiciled and operates in New Zealand. The relevant legislation governing the Ministry's operations includes the Public Finance Act 1989 and the Public Service Act 2020. The Ministry's ultimate parent is the New Zealand Crown.

The Ministry's primary objective is to provide services to the New Zealand public. The Ministry does not operate to make a financial return.

The Ministry has designated itself as a public benefit entity (PBE) for the purposes of complying with generally accepted accounting practice.

The financial statements of the Ministry are for the year ended 30 June 2026 and were approved for issue by the Chief Executive on 18 September 2026.

Basis of preparation

The financial statements have been prepared on a going-concern basis, and the accounting policies have been applied consistently throughout the year.

Statement of compliance

The financial statements of the Ministry have been prepared in accordance with the requirements of the Public Finance Act 1989, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP) and Treasury Instructions.

The financial statements have been prepared in accordance with and comply with PBE Standards reduced disclosure regime (RDR) on the basis that the Ministry is neither publicly accountable nor large as defined by XRB A1 Application of the Accounting Standards Framework.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars ($000), other than the related-party disclosures in note 13. The related-party transaction disclosures are rounded to the nearest dollar.

Changes in accounting policies

There have been no changes in the Ministry’s accounting policies since the date of the last audited financial statements.

Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a specific note are outlined below.

Cash and cash equivalents

Cash and cash equivalents include cash in the bank.

The Ministry is only permitted to expend its cash and cash equivalents within the scope and limits of its appropriations.

Goods and services tax (GST)

Items in the financial statements are stated exclusive of GST, except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, Inland Revenue (IR) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, the IR including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

The Ministry is a public authority and consequently is exempt from income tax. Accordingly, no provision has been made for income tax.

Critical accounting estimates and assumptions

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Critical judgements in applying accounting policies

Management has not been required to exercise critical judgements in applying accounting policies.

Budget and forecast figures

Basis of the budget and forecast figures

The 2026 budget figures are for the year ended 30 June 2026 and were published in the Ministry's 2024/25 Annual Report.

The 2027 forecast figures are for the year ending 30 June 2027, which are consistent with the best estimate financial forecast information submitted to Treasury for the Budget and Economic Fiscal Update (BEFU) for the 2026/27 year. This forecast information may not be appropriate for purposes other than those prescribed.

The forecast financial statements have been prepared as required by the Public Finance Act 1989 to communicate forecast financial information for accountability purposes.

The budget and forecast figures are unaudited and have been prepared using the accounting policies adopted in preparing these financial statements.

The 30 June 2027 forecast figures have been prepared in accordance with and comply with PBE FRS 42 Prospective Financial Statements.

The forecast financial statements were approved for issue by the Chief Executive on 28 May 2026.

The Chief Executive is responsible for the forecast financial statements, including the appropriateness of the assumptions underlying them and all other required disclosures.

While the Ministry regularly updates its forecasts, updated forecast financial statements for the year ending 30 June 2027 will not be published.

Significant assumptions used in preparing the forecast financials

The forecast figures contained in these financial statements reflect the Ministry's purpose and activities and are based on a number of assumptions on what may occur during the year 2026/27. The forecast figures have been compiled based on existing government policies and ministerial expectations at the time the Main Estimates were finalised.

The main assumptions, which were adopted as at 28 May 2026, were as follows:

- The Ministry's activities will remain substantially the same as the previous year focusing on the Government's priorities.
- Personnel costs were based around 45 full-time equivalent staff. Operating costs were based on historical experience and other factors believed to be reasonable in the circumstances and are the Ministry's best estimate of future costs that will be incurred.
- Remuneration rates were based on current wages and salary costs, adjusted for anticipated remuneration changes.
- Estimated year-end information for 2025/26 was used as the opening position for the 2026/27 forecasts.
- The actual financial results achieved for the period ending 30 June 2027 are likely to vary from the forecast information presented but are not likely to be material.
- There have been no significant changes since the forecasts were approved that would have a material impact on the forecast figures.

2. Revenue

Accounting policy

The specific accounting policies for significant revenue items are explained below.

Revenue Crown

Revenue from the Crown is measured based on the Ministry's funding entitlement for the reporting period. The funding entitlement is established by Parliament when it passes the Appropriation Acts for the financial year. The amount of revenue recognised takes into account any amendments to appropriations approved in the Appropriation (Supplementary Estimates) Act for the year and certain other unconditional funding adjustments formally approved prior to balance date.

There are no conditions attached to the funding from the Crown. However, the Ministry can incur expenses only within the scope and limits of its appropriations.

The fair value of revenue Crown has been determined to be equivalent to the funding entitlement.

2025 Actual $000		2026 Actual $000
12,956	Revenue Crown	13,795

Breakdown of other revenue and further information

Revenue from other departments contributions that meet the definition of revenue under the Ministry's accounting policies. Staff secondment recoveries are no longer recognised as revenue following a change in accounting treatment during 2026.

Cost recoveries relating to staff secondment arrangements are recognised as an offset against the underlying personnel costs incurred by the Ministry.

2025 Actual $000		2026 Actual $000
81	Revenue from other Departments	-
58	Other	1
139	**Total other revenue**	**1**

3. Personnel costs

Accounting policy salaries and wages

Salaries and wages are recognised as an expense as employees provide service.

Superannuation schemes

Defined contribution schemes

Obligations for contributions to the State Sector Retirement Savings Scheme and KiwiSaver are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit as incurred.

Breakdown of personnel costs

2025 Actual $000		2026 Actual $000
6,660	Salaries and wages	6,836
165	Employer contributions to defined contribution plans	195
2	Increase/(decrease) in employee entitlements	64
8	ACC levy	6
6,835	**Total personnel costs**	**7,101**

4. Capital charge

Accounting policy

The capital charge is recognised as an expense in the financial year to which the charge relates.

Further information

The Ministry pays a capital charge to the Crown on its taxpayers' funds (equity) as at 30 June and 31 December each year. The capital charge rate for the year ended 30 June 2026 was 5% (2025: 5%).

5. Operating costs

Accounting policy

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Operating costs

Operating costs are recognised as goods and services are received.

2025 Actual $000		2026 Actual $000
71	Audit fees for audit of financial statements	75
400	Operating lease expense	499
117	Training and development	103
143	Travel expenses	179
906	Professional Fees	1118
44	Information and communications	63
507	IT expenses	762
79	External relations	75
329	Research and development	152
278	Other expenses	197
2,874	**Total operating costs**	**3,223**

6. Receivables

Accounting policy

Short-term receivables are recorded at the amount due, less an allowance for credit losses.

A receivable is considered uncollectable when there is evidence that the amount will not be fully collectable. The amount that is uncollectable is the difference between the carrying amount due and the present value of the amount expected to be collected.

In relation to the receivables as at 30 June 2026, no allowance for credit losses was considered necessary (2025: $Nil).

7. Property, plant, and equipment

Accounting policy

Property, plant, and equipment consists of the following asset classes: computer equipment, office equipment, furniture, fit-out and leasehold improvements, and artwork.

All asset classes with the exception of artwork are measured at cost, less accumulated depreciation and impairment losses. Artwork is measured at cost.

Individual assets, or group of assets, are capitalised if their cost is greater than $2,000.

Internally developed Software

The direct costs (including use of contractors) associated with internally developed software will be recognised as an asset (i.e. capitalised) when the Ministry can first demonstrate all of the following:

- it is technically feasible to complete the development
- the software is intended to be used or sold
- its ability to use or sell the intangible asset
- the future economic benefits arising from the use of the software
- the availability of resources to complete the development
- the ability to measure the costs.

Additions

The cost of an item of property, plant, and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant, and equipment, except artwork, at rates that will write off the cost of the assets to their estimated residual values over their useful lives.

The useful lives and associated depreciation rates of major classes of property, plant and equipment have been estimated as follows:

Asset class	Years	Depreciation rate
Computer equipment	3	33%
Internally generated intangible assets	3 – 7	14% – 33%
Office equipment	5	20%
Furniture	5 – 10	10% – 20%

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

Impairment

Property, plant, and equipment, and intangible assets held at cost that have a finite life, are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using a depreciated replacement cost approach.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is also recognised in the surplus or deficit.

Breakdown of property, plant, and equipment and further information

	Computer equipment $000	Office equipment $000	Furniture and fit-out $000	Internally Developed Software $000	Total $000
Cost or valuation					
Balance at 1 July 2024	295	135	695	-	1,125
Additions	-	13	-	158	171
Balance at 30 June 2025/1 July 2025	**295**	**148**	**695**	**158**	**1,296**
Additions	41	8	-	189	238
Disposals*	(202)	(105)	(694)	-	(1,001)
Balance at 30 June 2026	**134**	**51**	**1**	**347**	**533**
Accumulated depreciation and impairment losses					
Balance at 1 July 2024	260	113	653	-	1026
Depreciation expense	33	20	41	13	107
Balance at 30 June 2025/1 July 2025	**293**	**133**	**694**	**13**	**1,133**
Depreciation expense	10	9		90	109
Disposals	(202)	(105)	(694)	-	(1,001)
Balance at 30 June 2026	**101**	**37**	**-**	**103**	**241**
Carrying amounts					
At 1 July 2024	35	22	42	-	99
At 30 June 2025 and 1 July 2025	1	16	-	145	162
At 30 June 2026	**33**	**14**	**-**	**244**	**292**

** Disposal of office equipment and furniture fit-out resulted from the Ministry office relocation. The new office lease included fully fitted-out premises.*

8. Payables and deferred revenue

Accounting policy

Short-term payables are recorded at the amount payable.

Breakdown of payables and deferred revenue

2025 Actual $000		2026 Actual $000
281	Creditors	495
-	Income in advance for cost recovered services	-
596	Deferred revenue Crown*	667
202	Accrued expenses	204
174	GST payable	181
1,253	**Total payables and deferred revenue**	**1,547**

** This relates to the Crown revenue received in advance for the Mana Wāhine Kaupapa Inquiry Multi-year Appropriation.*

Creditors and accrued expenses are all payable under exchange transactions. They are non-interest bearing and are normally settled on 30-day terms, and therefore the carrying value of creditors and other payable approximates their fair value.

GST is payable under non-exchange transactions.

9. Return of operating surplus

Pursuant to section 22 of the Public Finance Act 1989, any operating surplus is returned to the Crown. The repayment of surplus is to be paid by 31 October of each year.

The Ministry has a provision for return of the operating surplus to the Crown of $3,321,000 (2025: $3,262,000).

10. Provisions

Accounting policy

The Ministry recognises a provision for future expenditure of uncertain amount or timing when:

- there is a present obligation (either legal or constructive) as a result of a past event
- it is probable that an outflow of future economic benefits will be required to settle the obligation
- a reliable estimate can be made of the amount of the obligation.

11. Employee entitlements

Accounting policy

Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, long service leave entitlements expected to be settled within 12 months, and sick leave.

The Ministry recognises the liability for sick leave to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that the Ministry anticipates it will be used by staff to cover those future absences.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee provides the related service, such as long service leave, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that employees will reach the point of entitlement, and contractual entitlement information
- the present value of the estimated future cash flows.

Presentation of employee entitlements

Sick leave, annual leave, vested long service leave, and non-vested long service leave expected to be settled within 12 months of balance date are classified as a

current liability. All other employee entitlements are classified as a non-current liability.

Breakdown of employee entitlements

2025 Actual $000		2026 Actual $000
	Current portion	
42	Accrued salaries and wages	50
282	Annual leave	340
12	Sick leave	16
11	Long service leave	11
347	**Total current portion**	**417**
	Non-current portion	
33	Long service leave	36
380	**Total employee entitlements**	**453**

12. Equity

Accounting policy

Equity is the Crown's investment in the Ministry and is measured as the difference between total assets and total liabilities.

2025 Actual $000		2026 Actual $000
336	Balance as at 1 July	586
250	Capital contribution	500
3,262	Surplus	3,321
(3,262)	Repayment of operating surplus to the Crown	(3,321)
586	**Balance as at 30 June**	**1,086**

13. Related-party transactions

The Ministry is a wholly owned entity of the Crown.

Related-party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect the Ministry would have adopted in dealing with the party at arm's length in the same circumstances.

Further, transactions with other government agencies (for example, government departments and Crown entities) are not disclosed as related-party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

Key management personnel compensation

2025 Actual		2026 Actual
	Leadership Team, including the Chief Executive	
$1,177,663	Remuneration	$942,874
3.8	**Full-time equivalent staff**	**3**

The above key management personnel disclosure excludes the Minister for Women. The Minister's remuneration and other benefits are not received only for her role as a member of key management personnel of the Ministry. The Minister's remuneration and other benefits are set by the Remuneration Authority under the Members of Parliament (Remuneration and Services) Act 2013 and are paid under Permanent Legislative Authority, not by the Ministry for Women.

14. Events after balance date

There have been no significant events after balance date.

15. Financial instruments

Financial assets and financial liabilities are measured at their fair value through surplus or deficit. Transaction costs are recognised in the surplus or deficit.

Financial assets held as loans and receivables compromise cash at bank and receivables. The total value of financial assets is $6,069,000 (2025: $5,275,000).

Financial liabilities measured at amortised cost comprise payables (excluding income in advance and GST payable). The total value of financial liabilities is $534,000 (2025: $483,000).

16. Explanations of major variances against budget

Explanation for major variances from the Ministry's original 2025/26 budget figures are as follows:

Statement of comprehensive revenue and expense

Revenue Crown

Revenue Crown was lower than budgeted by approximately $0.6 million due to reduced level of revenue required than budgeted for the Multi-year Appropriation for the Mana Wāhine Inquiry programme.

Personnel costs

Personnel costs were lower than budgeted by approximately $0.5 million due to unfilled positions during the year. The unfilled positions were a planned move to manage future fiscal risks by managing establishments.

Other expenses

Other expenses were lower than budgeted by approximately $3.7 million due to less expenditure for the Mana Wāhine Inquiry programme in 2025/26 than planned and reduced operating expenditure (e.g. consultants and contractors).

Net Surplus

The surplus of $3.3 million is largely due to under spend against budgeted personnel and operating expenses.

Statement of financial position

Current assets

Current assets were higher than budgeted by $4.8 million due to increased cash balance resulting from the underspend and revenue in advance received for the Mana Wāhine Kaupapa Inquiry programme Multi-year Appropriation.

Current liabilities

Current liabilities are above budget by approximately $4.4 million mostly due to the higher than budgeted provision for repayment of surplus and the deferred revenue recognised against the Mana Wāhine Kaupapa Inquiry programme Multi-year Appropriation.

Statement of cash flows

The net increase in cash from operating activities was higher by approximately $3.7 million due to lower operating costs and revenue in advance received for the Mana Wāhine Kaupapa Inquiry Multi-year Appropriation. Consequently, leading to a higher cash balance as of 30 June 2026.

Non-departmental statements and schedules

For the year ended 30 June 2026

The following non-departmental statements and schedules record the revenue, capital receipts, expenses, assets, liabilities, commitments, contingent liabilities, contingent assets and trust accounts that the Ministry manages on behalf of the Crown.

Schedule of Non-Departmental Revenue for the Year Ended 30 June 2026

No revenue was received by the Ministry on behalf of the Crown during the year ended 30 June 2026 (2025: Nil).

Schedule of Non-Departmental Capital Receipts for the Year Ended 30 June 2026

No capital receipts were received by the Ministry on behalf of the Crown during the year ended 30 June 2026 (2025: Nil).

Schedule of Non-Departmental Expenses for the Year Ended 30 June 2026

The Ministry, on behalf of the Crown, has no non-departmental expenses during the year ended 30 June 2026 (2025: Nil).

Schedule of Non-Departmental Assets as at 30 June 2026

The Ministry, on behalf of the Crown, has no non-departmental assets.

Schedule of Non-Departmental Liabilities as at 30 June 2026

The Ministry, on behalf of the Crown, has no non-departmental liabilities.

Schedule of Non-Departmental Commitments as at 30 June 2026

The Ministry, on behalf of the Crown, has no non-cancellable capital or lease commitments (2025: Nil).

Schedule of Non-Departmental Contingent Liabilities as at 30 June 2026

The Ministry, on behalf of the Crown, has no contingent liabilities (2025: Nil).

Schedule of Non-Departmental Contingent Assets as at 30 June 2026

The Ministry, on behalf of the Crown, has no contingent assets (2025: Nil).

Statement of Trust Monies for the Year Ended 30 June 2026

The Ministry, on behalf of the Crown, did not administer any trust accounts (2025: Nil).

Statement of service performance

Non-Departmental Expenditure

This section provides end-of-year performance information, as is required under section 19B (2) of the Public Finance Act 1989. Included are those appropriations where the Minister for Women has been identified as the performance reporter in the supporting information for the Appropriation Act.

The Ministry, on behalf of the Crown, has no non-departmental expenses during the year ended 30 June 2026 (2025: Nil).

Notes to the non-departmental statements and schedules

Statement of Accounting Policies

Reporting entity

These non-departmental statements and schedules record the expenses, revenue and receipts, assets and liabilities that the Ministry manages on behalf of the Crown.

The non-departmental balances are consolidated into the Financial Statements of the Government for the year ended 30 June 2026 with comparative figures for the year ended 30 June 2025. For a full understanding of the Crown's financial position, results of operations and cash flows for the year, refer to the Financial Statements of the Government for the year ended 30 June 2026.

Basis of preparation

The non-departmental schedules and statements have been prepared in accordance with the accounting policies of the Financial Statements of the Government, Treasury Instructions, and Treasury Circulars.

Measurement and recognition rules applied in the preparation of these non-departmental schedules and statements are consistent with New Zealand generally accepted accounting practice (Tier 1 Public Entity Accounting Standards) as appropriate for public benefit entities.

Budget figures

The 2026 unaudited budget figures are for the year ended 30 June 2026 and are consistent with the Ministry's best estimate financial forecast information submitted to the Treasury for the Budget Economic Fiscal Update (BEFU) for the year ending 30 June 2026. In addition, the financial statements also present the updated budget information from the Supplementary Estimates of Appropriation 2025/26 (Unaudited Supps Estimates 2025). The budget figures are consistent with the best estimate financial information submitted to the Treasury.

Significant Accounting policies

The accounting policies adopted have been applied consistently to all years presented in these schedules. Crown accounting policies are detailed in the Financial Statements of the Government of New Zealand.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars ($000).

Measurement base

The financial statements have been prepared on a historical cost basis.

Revenue

Revenue is measured at the fair value of consideration received or receivable.

Goods and services tax (GST)

Items in the non-departmental statements and schedules are stated exclusive of GST, except for receivables and payables, which are stated on a GST-inclusive basis. GST is returned on revenue received on behalf of the Crown, where applicable. However, an input tax deduction is not claimed on non-departmental expenditure. Instead, the amount of GST applicable to non-departmental expenditure is recognised as a separate expense in the schedule of non-departmental expenses and is eliminated against GST revenue on consolidation of the Financial Statements of the Government.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash in transit, and funds held in bank accounts that the Ministry administers. All cash held in bank accounts is held in on demand accounts, and no interest is payable to the Ministry.

Appropriation Statements

The following statements report information about the expenses and capital expenditure incurred against each appropriation administered by the Ministry. These are prepared on a GST-exclusive basis.

End-of-year performance information for each appropriation can be found on pages 44–48.

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations

For the year ended 30 June 2026

2025 Actual $000		2026 Actual $000	2026 Approved Appropriation* $000	2027 Estimates** $000
	VOTE WOMEN			
	Appropriation for departmental output expenses			
	Departmental Annual Appropriations			
8,199	Improving the Lives of New Zealand Women	8,934	12,504	12,784
	Departmental Non-Annual Appropriations			
1,634	Wai 2700 – Mana Wāhine Kaupapa Inquiry MYA	1,541	2,130	1,600
9,833	**Total appropriations for output expenses**	**10,475**	**14,634**	**14,384**
	Appropriation for capital expenditure			
171	Ministry for Women permanent legislative authority	238	540	290
	Non-Departmental Annual Appropriations			
-	**Other expenses:**	-	-	-
	Payments to non-governmental organisations			
10,004	**Total appropriations**	**10,713**	**15,174**	**14,674**

**Approved appropriation as updated in the Vote Women Supplementary Estimates of Appropriation 2025/26.*

***2027 Estimates as updated in the Vote Women Budget and Economic Fiscal Update (BEFU) for the year 2026/27.*

Statement of cost allocation policies

The Ministry has determined the cost of outputs using the following system outlined below.

All direct costs are charged directly to the outputs and captured against the specific output cost center. The corporate overhead costs are allocated based on proportion of the personnel budget.

The Ministry established a new Multi-year Appropriation (MYA) for the Mana Wāhine Kaupapa Inquiry programme for the period 1 December 2023 to 30 June 2028. The overhead for this MYA is allocated as a fixed amount based on the proportion of the personnel budget.

Statement of departmental and non-departmental expenses and capital expenditure incurred without, or in excess of appropriation, or other authority

For the year ended 30 June 2026

The Ministry has not incurred any departmental, non-departmental or capital expenditure without, or in excess of appropriation, or other authority for the year ended 30 June 2026 (2025: Nil).

Expenses and capital expenditure incurred without appropriation or other authority

Nil

Statement of capital injections

For the year ended 30 June 2026

Capital injections

$500,000 capital injections were received during the year (2025: $250,000).

Capital injections without, or in excess of, authority

No capital injections were received during the year without, or in excess of, authority (2025: Nil).