

*2020 stocktake of*  
**Gender, Māori,  
Pacific, and  
Ethnic Diversity**  
*on public sector boards  
and committees*



*Women's representation on  
public sector boards and  
committees has reached  
an all-time high of*

**50.9%**

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Ministry for Women – 31 December 2020

## *Ethnic representation on public sector boards and committees*

*European*

**71.4%**

*Māori*

**22.3%**

*Pacific*

**5.4%**

*Asian*

**4.0%**

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98.6% of APH-appointed members supplied an ethnicity

# Minister forewords

*I'm proud to be Minister for Women and working to improve women's lives in Aotearoa New Zealand.*

Achieving 50 percent representation is a huge success and a step in the right direction towards overall equality for women and girls in Aotearoa New Zealand.

Good governance is crucial to New Zealand's future decisions, especially as we continue to recover from COVID-19. With women disproportionately affected by the pandemic, having diverse talent at the table is more important now than ever. Diverse boards are more likely to be effective, make more informed decisions, and be better able to serve the people they represent.



Jan Tinetti

I encourage diverse representation on public sector boards and committees so that decision-makers on these government boards have the relevant skills and expertise, as well as reflect the ethnic, cultural and religious vibrancy of our country.

Building a thriving New Zealand means all of us having a seat at the table. As we recover from the pandemic, only by fully and meaningfully including people from all communities in leadership will we ensure that our response meets the needs of everyone.

He waka eke noa. A canoe which we are all in with no exception.

**Hon Jan Tinetti**  
Minister for Women



Aupito William Sio

*As Minister for Pacific Peoples, I am incredibly supportive of the Government's emphasis on a more diverse range of individuals to be appointed to government bodies.*

Diversity on New Zealand boards is paramount, and the Pacific community has much to offer. I am committed to working towards the vision of seeing Pacific people thrive in New Zealand and urging the many natural leaders within the Pacific communities to take up governance roles.

The first 2019 stocktake of Gender, Māori, Pacific, and Ethnic Diversity on public sector boards and committees indicated Pacific representation was 4.6 percent. The 2020 stocktake indicates we have made some progress with Pacific representation



Priyanca  
Radhakrishnan

now at 5.4 percent, but there is still much to be done. To be able to influence we need a seat at the table and agencies need to work together to ensure communities are being considered and approached to take up these important roles.

It has been pleasing to note cross-agency initiatives have been delivered and I look forward to this work continuing to increase diversity on public sector boards and committees.

We need to ensure the voices and perspectives of our Pacific communities across Aotearoa are represented and respected at the board level.

**Hon Aupito William Sio**  
Minister for Pacific Peoples

*Aotearoa New Zealand is a diverse nation of over 213 ethnicities, who collectively speak over 160 languages and belong to a variety of faith communities. The benefits of diversity are inarguable.*

Ours is a Government that values diversity and continues to take steps to be more inclusive so that Aotearoa New Zealand reflects the diversity of the people it serves.

This stocktake is only the second time Government is reporting on the ethnic makeup of public sector boards and committees. As of 31 December 2020, 4.8 percent of those taking part in the stocktake identified themselves with an ethnic community. This represents a 1.2 percentage point increase from previous year's 3.6 percent. This marginal increase is encouraging, but when we consider it against the fact that ethnic communities constitute 20 percent of New Zealand's population, it is clear we must do more to increase their representation on state sector boards and committees. In addition, we know that diverse boards make better decisions.

This stocktake is an excellent tool to advocate for greater ethnic diversity and to influence appointing agencies to pursue greater ethnic representation on state sector boards and committees.

As the Minister for Diversity, Inclusion and Ethnic Communities, it is my role to support our diverse ethnic communities to have a seat at the decision-making table – and that starts with the public sector. We all have a role to ensure that everyone is able to feel secure in their identity, has a sense of belonging and is able to participate in every aspect of society.

The publication of the 2020 stocktake will go a long way to further our understanding of the challenges ahead and opportunities at hand in our collective resolve to increase ethnic representation. Let's continue to support our communities, so they feel they have a rightful place in New Zealand society and that their contribution is valued. Diversity is our strength; let's make the most of it!

**Hon Priyanca Radhakrishnan**  
Minister for Diversity, Inclusion, and Ethnic Communities



## Introduction

Diversity and inclusion on public sector boards and committees matter because Aotearoa New Zealand has a diverse population, and the influence of these boards and committees extends across society.

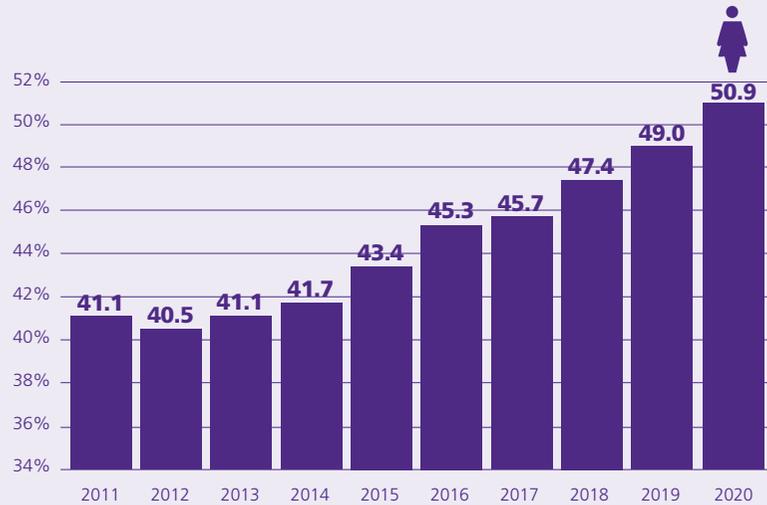
There are more than 400 public sector boards and committees, with around 800 appointments taking place each year. From transport to health to community funding and the justice system, public sector boards and committees play an important role in setting the direction for our critical services. It is, therefore, integral that the people on these boards understand our communities, are connected to our changing and diverse world, and provide strong strategic leadership.

Diversity in board membership supports boards to be agile, relevant, and connected. This is especially important as communities continue to recover from COVID-19. By representing the communities they serve, boards are better equipped to make the right decision with longer lasting benefits for their communities.

There has been continued increases in gender and ethnic representation; however, diversity is not just about gender and ethnicity. Diversity encompasses a broad spread of experience, culture, perspective, and lifestyle. Diversity on boards moving forward means considering sexual orientation, ability, age, region, and socio-economic status to ensure all New Zealanders are being represented.

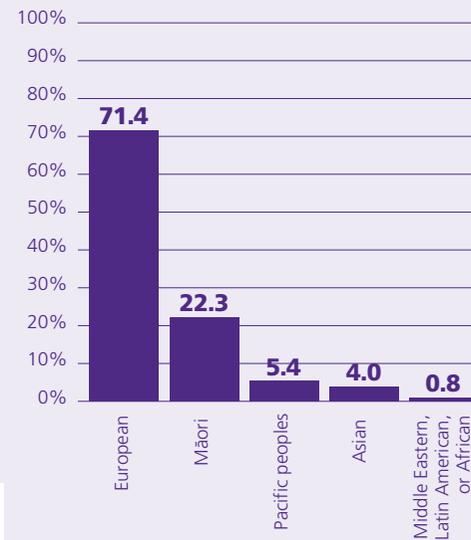
## Monitoring progress

Women's participation on public sector boards over 10 years.

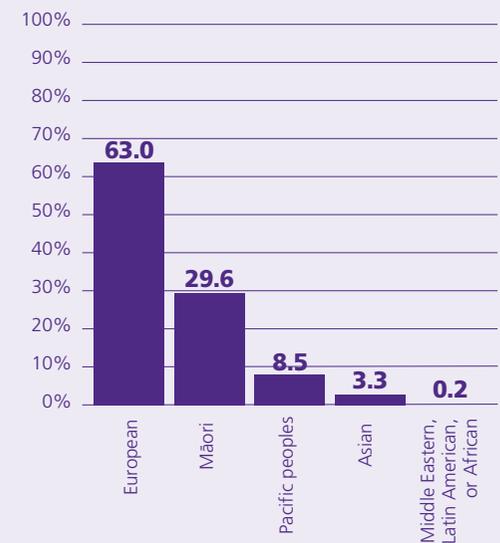


## Representation of Māori, Pacific, and diverse ethnicities on boards

98.6 percent of all public sector board members provided ethnicity information, as follows:



The 478 new public sector appointments made in 2020 provided ethnicity information, as follows:



	Number of <b>women</b> who hold a board role	Number of <b>Māori</b> (both genders) who hold a board role	Number of <b>wāhine Māori</b> who hold a board role
	<b>1,137</b> individual women	<b>481</b> individual Māori	<b>257</b> individual wāhine Māori
	hold <b>1,314</b> roles	hold <b>566</b> roles	hold <b>311</b> roles

Women make up

**50%**

of public service chief executives



Women make up

**53.2%**

of the top three tiers of leadership

Source: Public Sector Workforce Data 2020 (<https://www.publicservice.govt.nz/our-work/workforce-data/>)



## Achieving 50 percent

Women's representation on public sector boards and committees has reached the 50 percent target.

Manatū Wāhine Ministry of Women has monitored the progress of women's representation on public sector boards and committees since 2004, when it was 40.8 percent. In 2018 the government set a target to achieve 50 percent women's representation by the end of 2021. This was achieved a year earlier and as at December 2020 women held 1,314 of 2,579 roles, 50.9 percent of roles on public sector boards and committees. This is an increase from 2019, when women's representation was 49 percent, and 2018 when it was 47.4 percent. Achieving this target is a result of the recognition of the importance of women's leadership and gender diversity in governance.

Over the last year Manatū Wāhine Ministry for Women, Office of Ethnic Communities, Ministry for Pacific Peoples, and the Office for Disability Issues have provided access to governance training and networking events for members on their nominations databases. Work is also being done to develop an accessible digital platform that will provide governance training and support to people who are new to governance. This initiative aims to increase pathways for people from diverse communities into public sector governance roles and has been funded by the Government Innovation Fund.

# Wāhine Māori

*Wāhine Māori play a critical role in public sector governance and contributions to making decision for whānau, hapū and iwi. Currently wāhine Māori make up 12.2 percent of all appointed members and we need these numbers to increase.*

To ensure the Crown meets its commitments to Te Tiriti o Waitangi, wāhine Māori need to be well represented across all public sector boards. Wāhine Māori have status as decisions makers for whānau, hapū and iwi within their communities and are able to influence and drive inter-generational change. By increasing wāhine Māori representation on boards the Crown is supporting wāhine Māori to influence decision-makers and provide opportunities for wāhine Māori to be deliberate in expressing their mana

and tino rangatiratanga. Hearing and responding to wāhine Māori through their own voices ensures that public sector governance broadens the response to all Māori and ensures that the reality for wāhine Māori is included and expressed. Manatū Wāhine will work to ensure that all generations of wāhine Māori are represented on boards as each generation brings different perspectives as decision-makers. Manatū Wāhine will monitor and encourage this participation at all levels of decision-making and seek to empower wāhine Māori inclusiveness.



## Bella Takiari-Brame

**Board Member,  
ACC and Crown Infrastructure Partners**



I never set out to have a career in governance. I was a chartered accountant and my job took me around the world for nine years. When I returned to New Zealand I was elected as a trustee for an Iwi board and then started to acquire further governance positions. I began to see the capability I had, and what stood out was the cultural perspective that I could provide. I was then fortunate to be selected for the Mentoring for Diversity Programme run by Institute of Directors with a great mentor, which set me on a deliberate programme of development. I've made some really conscious decisions around governance. It's important when you transition from a corporate career, that you do it wisely.

*"I've made some really conscious decisions around governance. It's important when you transition from a corporate career, that you do it wisely."*

I think the public sector is being proactive about encouraging Māori and diversity and I look for boards that want a Māori perspective. There are plenty of wāhine out there looking for governance roles.

If you're looking at a career in governance, make sure you know what it means to sit at the table. Joining ACC was a long process and coming from the private sector, I had to put in a

lot of time to learn the machinery of public sector finance and I'm still learning. Be realistic with yourself and be humble enough to say that you need some time to learn.

## Edie Moke

### Member, New Zealand Blood Service and West Coast District Health Board

There are a number of challenges facing boards in 2021. Every board fulfils a kaitiakitanga (guardianship) role for: people, resources, the climate, and the planet. A focus on people and resources is nothing new. However, the connection to climate change has reached a crisis point where the impact on our planet, resources, and future generations cannot be ignored. COVID-19 has been a life-changing and world-changing event. Every corner of the globe and every organisation has been, and will continue to be, impacted by this. Diversity can help boards overcome these challenges by

*“Every board fulfils a kaitiakitanga (guardianship) role for: people, resources, the climate, and the planet.”*

cutting through group think. Diverse boards create a willingness to challenge the status quo, think and prioritise differently, and work differently.

succession planning critically identifies the board’s skillset and gaps. Diversity is a skillset that some boards don’t know they have yet, so it will take commitment to embrace diversity in all its form.

As boards build capacity they should have a succession plan and an active succession planning process. Strategic planning identifies the future direction of the organisation,

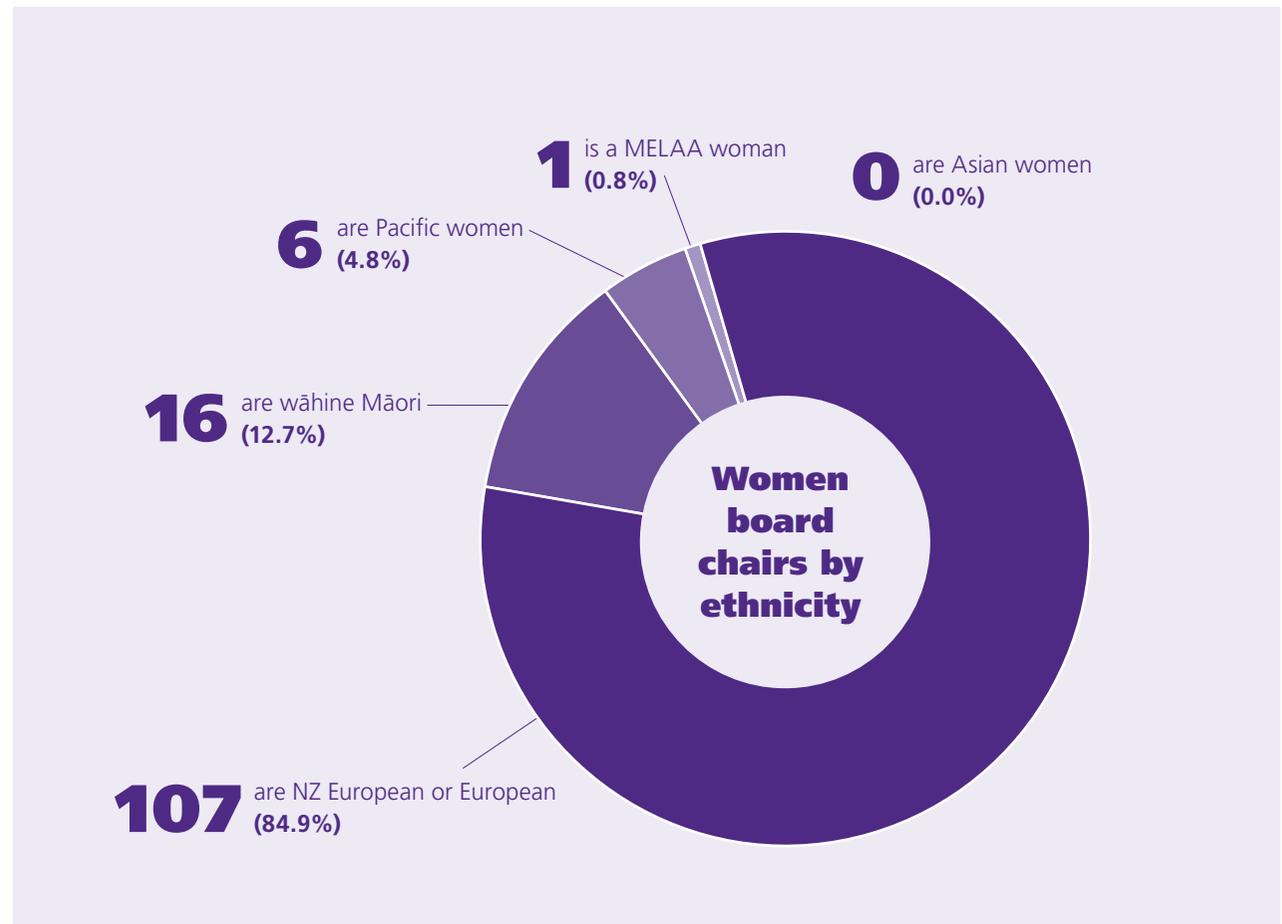


## Women as board chairs

*To ensure boards are inclusive, board chairs must be from a range of backgrounds and experiences.*

There were 320 ministerially-appointed members identified as board chairs, either on the organisation forms provided by agencies or on the boards' or organisations' websites. Of these 320 members, 128 (40.0 percent) were women.

This is an increase from 2019, when women held 38.1 percent of such chair roles and 2018, when women held 34.5 percent of chair roles. However, this figure is lower than women's overall representation on boards.



## Mel Hewitson

**Independent Director, Ngāti Whātua Ōrākei Whai Maia Limited and Simplicity KiwiSaver Scheme | Trustee, Foundation North | Chair, Nominating Committee for the Guardians of NZ Super Fund**

Some of the best chairs I've observed purposely create an environment where the skills and experience of all board members are unlocked. They judge which decisions are complex and therefore most in need of diverse thinking. They actively listen, draw in views and will slow the pace if necessary to encourage high-quality layered discussions in order to be decision-ready. They will also create space for board members to get to know one another on a personal level which contributes towards a healthy dynamic.

*"Some of the best chairs I've observed purposely create an environment where the skills and experience of all board members are unlocked."*

I found it helpful signing the Diverse Thinking Leadership Pledge and through that network, equipped myself with a community of practice and some tools to take a lead. Doing some unconscious bias and diversity of thought workshops

together as a board was also useful – building and maintaining an inclusive board culture is every board member's responsibility, not just the chair's.

For women wanting to move into board chair roles I'd suggest learning from the best. So before joining a board do your due diligence on its chair and board members. Observe their attributes. Become clear about what being a good chair entails, including the time commitment. Also put your hand up to chair a board committee and seek feedback on your performance. Signal your interest in chairing at the appropriate time in advance so it can be factored into chair succession planning.



## Caren Rangi ONZM

**Board Chair, Arts Council of New Zealand and Pacific Homecare Services | Board Member, Radio New Zealand and Museum of New Zealand Te Papa Tongarewa**



A good chair is prepared to invest time and energy into what drives their board members. You need to be able to facilitate board members and regularly check that their values align with the organisations. Being a good chair requires you to be a good listener and assess what is and isn't being said. You also need to have good timing and know when to inject your opinion. You can often spend all your time facilitating the conversation and forget to actually add your input. But at the same time you don't want to inject your opinion too early to prevent members following their own views. Great chairs also find ways to use the individual skills of board members by allocating those members roles and championing leadership of board members.

*"Being a good chair requires you to be a good listener and assess what is and isn't being said."*

If you're looking at becoming a board chair I would recommend being able to articulate what it is you're bringing to the table and what drives those views.

If you're a woman or from a diverse background, use that to your advantage and the way that you govern. Be clear about why you're actively seeking chair positions rather than a member and understand what additional skills are

required to be chair and if you have them. If you don't then be deliberate about how to grow those skills and develop your experience.

## Pacific representation in governance

In 2018, the Government set a target of 50 percent representation for women on public sector boards and committees. Agencies encouraged and supported Pacific women to take up opportunities to serve on public sector governance bodies.

Pacific women have much to offer in governance roles and in public sector governance. It is encouraging to note that of the 138 roles held by Pacific members, 85 roles (61.6 percent) are held by Pacific women.

In recognition of Pacific women's contribution and service in governance, the Ministry for Pacific Peoples supported the Pacific Governance Leader Award, presented by Women on Boards to a woman of Pacific descent who is an experienced and reputable governance leader at a regional or a national level.

Ministry for Pacific Peoples actively encouraged Pacific women to apply and nominate a Pacific woman for this award as there are many who are working successfully in public sector governance and are highly respected role models.

Ministry for Pacific Peoples will continue to work with government agencies and other organisations towards achieving greater gender and ethnic diversity on boards and will also continue to encourage and support Pacific women to participate in governance and leadership roles.



## Honor Eimi Columbus

### Board Member, Construction and Infrastructure Centre of Vocational Excellence (ConCoVE)



My pathway to governance has been through service and education, and key enablers have been governance training, mentoring to guide my journey into governance, and the Ministry for Pacific Peoples' nominations service.

I look to encourage discussion on issues of diversity by asking questions about a group's position, or appetite for change. To complement this, I also seek opportunities to acknowledge and share about the worldviews and knowledge bases I have access to.

I believe that board/committee chairs and co-chairs play an important role in creating a safe space for

this to occur. I am pleased to serve on a board with diversity that has a Co-Chair and a Māori Co-chair. This practice gives effect to Te Tiriti o Waitangi and I believe it is contributing to the cultivation of an environment of understanding and accountability.

*"I look to encourage discussion on issues of diversity by asking questions about a group's position, or appetite for change."*

Diverse board membership brings diverse leadership and I believe that having a range of leadership styles present in a board creates an environment that nurtures understanding, ownership and accountability.

Taeka n rabakau: Teimatoan te maiu raoi e reke mani babaaire aika a nikoraoi: The maintenance of wellbeing comes from just and fair decision-making – **Kiribati proverb.**

## Sai Lealea MNZM

### Board Chair Pacific Development and Conservation Trust | Principal and Managing Director SDL Consultancy Ltd

Diversity is highly important to all boards because not only does it ensure and provide a diverse array of perspectives, knowledge base and experience on the board, it also can serve to reflect the diverse context, customer background and market configuration the board operates in. All of these are key considerations for a board and organisation if they are to be 'fit for purpose'.

To address issues of diversity on a board, it firstly has to realise the value-add of diversity to the culture and operations of the organisation and not just to the image and for meeting compliance obligations. It has to be regarded as of 'strategic significance' – vital to the achievement of the outcomes to be accomplished.

*"It is critical for a board to have a shared understanding of its mission and strategic goals and objectives."*

It is critical for a board to have a shared understanding of its mission and strategic goals and objectives. This common understanding should be underlined by a shared culture for the organisation that the board shapes and continuously upholds via an inclusive leadership approach throughout the organisation.

Creating an environment and culture that nurtures understanding, ownership, and accountability is accomplished through a leadership approach and accompanying processes that emphasise and connects these elements to the successful achievement of the organisation's mission and its set outcomes.



A cohesive board is built by recognising strengths and gaps among board members and seeking to allocate tasks that capitalise on the strengths as well as challenges, in order to fill capability gaps. It is important to foster a supportive and inclusive leadership approach that acknowledges achievement and promotes continuous improvement and learning.

## Mele Wendt MNZM

**Director, Mele Wendt Consulting, and Scholarship Services Aotearoa  
| Board Member, Te Aho o Te Kura Pounamu, and Wellington  
Community Trust Board**



Being able to draw upon a diverse set of skills, knowledge and experience is essential if boards are to successfully address the complex issues their organisations face, to assess risks, anticipate challenges, and understand opportunities.

If there is a lack of diversity on your board, raise the issue in a tactful, informed and constructive way. Highlight why and where greater diversity is needed (with specificity) and suggest some steps in which the board can take to fill the gaps.

A conversation with the chair in the first instance might be helpful, and if it is not, raise it with one or two board members who will likely be receptive and

supportive of action being taken when you raise the issue at a board meeting. If there is resistance and excuses made such...push through, be persistent (respectfully). The onus for addressing the issue, and the work required, should lie with the entire board,

not with the person who raised it, who is often the Māori/Pacific/minority person.

Creating a culture which nurtures understanding, ownership and accountability is about having the deliberate talanoa about core values

we want and the ways in which we can engender those things. Then it is about implementing a range of activities that will create a safe, trusting, positive environment where diversity is valued,

*"The cultural tendency to not speak the truth for fear of upsetting people can really get in the way of effective group dynamics, including in the boardroom."*

good behaviour is modelled and values are exhibited, where expectations are clear, and people are held to account in a professional, supportive way.

There is a delicate balancing act that goes on with a board scrutinising, asking probing questions, being challenging and providing constructive criticism, and not upsetting, unsettling or alienating management along the way. I think the key is having a culture of candid communication and mutual respect, using diplomacy and tact, and being clear of positive intent and reminding 'we're on your side'. The cultural tendency to not speak the truth for fear of upsetting people can really get in the way of effective group dynamics, including in the boardroom.

When building a cohesive board, it is vital to have a common goal, set expectations, respect for your colleagues as individuals, and engender connections and good communication within the team. Everyone ought to recognise and value what individuals bring to the table and organise the board and build a work programme in ways that best utilise those differences.





## Ethnic representation in governance

Ethnic diversity has increased considerably in Aotearoa New Zealand over the past 25 years. There are now over 200 ethnic groups in the population, varying in size from fewer than 100 to over 150,000 people.

The mandate of the Office of Ethnic Communities includes anyone in New Zealand who identifies their ethnicity as Asian, Continental European, Middle Eastern, Latin American, or African. According to 2018 Census data, 941,571 people identify with one of Aotearoa New Zealand's ethnic communities, a number that represents roughly 20 percent of the country's population.

The Office of Ethnic Communities works to grow ethnic representation on public sector boards and committees to ensure the decisions they make reflect the ethnic and cultural diversity of New Zealand. As of 31 December 2020, 4.7 percent of board members identified as either Asian (4.0 percent) or Middle Eastern, Latin American or African (MELAA, 0.8 percent), with some identifying with more than one ethnicity. This is an encouraging increase from 2019, when 3.6 percent of members identified as Asian, and 0.6 percent identified as MELAA.

This is the second year that ethnicity data is included in this stocktake, which means that, in addition to having a better understanding of ethnic representation on public sector boards and committees, we are now able to track progress and identify specific areas of focus. There is still work to be done if public sector boards and committees are to reflect the ethnic and cultural diversity of Aotearoa New Zealand.

On 1 July 2021, Office of Ethnic Communities will be upgraded to become the Ministry for Ethnic Communities. The new Ministry will have the leadership, mana, and visibility to influence decision-making across the public service to ensure better outcomes for ethnic communities. The Office of Ethnic Communities will work with the agencies involved in this stocktake and across government to develop new options for increasing representation for ethnic communities. The Ethnic Communities' Nominations Service will also continue to connect people from ethnic communities who have valuable skills and experience to public sector boards and committees.

## Sumati Govind

### Board Member, New Zealand Lottery Grants Board

A good board focuses on formulating strategy and making strategic decisions for the business and then leaves it to management to implement and deliver the strategy.

Similarly, the board's role is to identify key risks, establish the appropriate risk tolerance and then ensure that management is appropriately managing the risks.

A good board is made up of a diverse group of people with a wide spread of skill sets. This enriches the discussions and, although all members may have

*"A good board is made up of a diverse group of people with a wide spread of skill sets."*

the same shared purpose, a healthy debate and discussion always leads to better decisions.

A challenge that I've faced was when I joined a board that lacked ethnic diversity.

We were a board of ten with only two of us from an Asian background (the others were pākehā). I often felt some believed they were more

talented in my field of expertise and should have a greater voice. I persevered and always made sure my voice was heard, especially when discussing matters in my area of skill and experience.



## Shirish Paranjape JP

**Member, Lottery Significant Projects Committee and Community Facilities Committee | Member, Crown Funded Schemes Advisory Panel | Member, Fendalton-Waimairi-Harewood Community Board**



Being part of any board is often a humbling experience; it certainly was for me. To understand the aspirations of different community groups – small and big, well-known and less-known – from all parts of Aotearoa, and to see how they make a difference to the community is truly a remarkable experience. Being a board member is a front-row seat to this amazing spectacle; a seat one cannot buy with money!

I would encourage everyone who is reading this to try and be part of a board – any board – local, regional, or national. I can assure you that it will be a rewarding experience, one you will look back on with pride and satisfaction.

*"I would encourage everyone who is reading this to try and be part of a board – any board – local, regional, or national."*

# Stocktake results

*The 2020 stocktake collated data from the appointed membership of 415 public sector boards and committees, appointed across 50 Ministerial portfolios and administered by 27 agencies.*

**2,579 appointed members were counted, of which:**

- 1,314 were women
- 2 specified they did not identify with a gender
- 1,263 were men.

Analysis shows that as at 31 December 2020 women held 50.9 percent of board roles. This is a significant increase from 2019, when women's representation was at 49.0 percent. In 2018, women's representation was at 47.4 percent.

Of 478 new appointments made during 2020, 263 of them (55.0 percent) were women.





## Ethnicity data reporting

*Ethnicity data has been received for 98.6 percent of board members – an increase from 2019, when data was received for 94.7 percent of members.*

### Ethnicity at a glance

Of the **98.6 percent** of board members who have provided ethnicity information:

- **71.4 percent** are European
- **22.3 percent** are Māori
- **5.4 percent** are Pacific peoples
- **4.0 percent** are Asian
- **0.8 percent** are Middle Eastern, Latin American or African.

Of the **478** new appointments made in 2020:

- **63.0 percent** are European
- **29.6 percent** are Māori
- **8.5 percent** are Pacific peoples
- **3.3 percent** are Asian
- **0.2 percent** are Middle Eastern, Latin American or African.

### Ethnicity by gender

Women are represented within the various ethnicity groups as follows:

- 901 of 1,815 European members are women (**49.6 percent**)
- 311 of 566 Māori members are women (**54.9 percent**)
- 85 of 138 Pacific peoples members are women (**61.6 percent**)
- 51 of 101 Asian members are women (**50.5 percent**)
- 8 of 20 Middle Eastern, Latin American or African members are women (**40.0 percent**).

# Methodology

*Manatū Wāhine Ministry for Women undertakes the gender stocktake of public sector boards and committees annually.*

Ministerial appointments to public sector boards and committees are counted as at 31 December each year. Data is taken from organisation forms submitted each year to the Department of Prime Minister and Cabinet.

The current stocktake is dated 31 December 2020 and reports on the ministerially appointed membership of permanent or ongoing public sector boards, committees and appointed roles as at that date. It includes only New Zealand ministerial appointments that are considered through Cabinet's Appointments and Honours (APH) Committee, or other Cabinet committees. Due to the passing of the Public Sector Act 2020, what were previously referred to as state sector boards are now referred to as public sector boards.

The stocktake confirms membership of the boards as the 31 December 2020. It does not count non-appointed members such as elected or ex-officio members. It also does not include temporary boards appointed for periods of 18 months or less.

Where information on the organisation form is ambiguous, or no organisation form was received for a board, agency staff have contacted officials at the appointing agency to confirm the membership of the board as of 31 December 2020.

Upon collection of the initial data, Manatū Wāhine Ministry for Women forwarded information for each major agency to officials at that agency for their review and confirmation.

The 2020 stocktake also includes a collation of members' ethnicity data. Members' self-identified ethnicity information was recorded against their individual membership data. Board members self-identified their ethnicity information, and were

able to specify two or more ethnicities. Because of this the ethnicity totals reported here may sum to more than 100 percent. Ethnicity data has been coded in keeping with the relevant Stats NZ classification (ETHNIC05 V2.0). Ethnicities reported are for appointed members only. When members supplied multiple ethnicities, each ethnicity was counted. Percentages given refer to the proportion of total members who have reported ethnicities.

# Stocktake tables by gender and ethnicity



## Gender by agency

Administering agency	Boards	Ministerial appointed members	Women ministerial appointed members	Percentage of women
Accident Compensation Corporation	1	6	1	16.7%
Department of Conservation	28	230	111	48.3%
Department of Corrections	2	4	1	25.0%
Department of Internal Affairs	51	330	183	55.5%
Department of Prime Minister and Cabinet	6	24	11	45.8%
Land Information New Zealand	4	20	8	40.0%
Ministry for Culture and Heritage	14	93	51	54.8%
Ministry for the Environment	10	84	33	39.3%
Ministry for Pacific Peoples	3	23	13	56.5%
Ministry for Primary Industries	15	70	33	47.1%
Manatū Wāhine Ministry for Women	1	9	8	88.9%
Ministry of Business, Innovation and Employment	48	298	146	49.0%
Ministry of Education	13	78	43	55.1%
Ministry of Foreign Affairs and Trade	11	30	13	43.3%
Ministry of Health	56	512	312	60.9%
Ministry of Housing and Urban Development	1	8	4	50.0%
Ministry of Justice	58	321	141	43.9%
Ministry of Social Development	8	44	23	52.3%
Ministry of Transport	7	43	13	30.2%
New Zealand Defence Force	5	27	11	40.7%

Administering agency	Boards	Ministerial appointed members	Women ministerial appointed members	Percentage of women
Office of the Prime Minister's Science Advisory Committee	1	1	1	100.0%
Oranga Tamariki/Ministry for Children	9	23	13	56.5%
Parliamentary Counsel Office	1	1	0	0.0%
Te Arawhiti/The Office for Māori Crown Relations	1	2	1	50.0%
Te Puni Kōkiri	8	34	16	47.1%
Tertiary Education Commission	12	50	26	52.0%
Treasury	41	214	98	45.8%

The stocktake is dated 31 December 2020. It includes only New Zealand Ministerial appointments that are required to be considered through APH or other Cabinet committees. The stocktake does include appointments made by the Governor-General on the recommendation of a Minister. It does not include members who have been elected, appointed as members of professional groups without Ministerial right of approval, ex-officio members, or current Members of Parliament. The stocktake does not include temporary boards or committees i.e. bodies set up for a particular project that is expected to take no more than approximately 18 months and are intended to disband as soon as that project is completed.

## Gender by portfolio

Ministerial portfolio	Boards	Ministerial appointed members	Women ministerial appointed members	Percentage of women
Prime Minister	5	8	4	50.0%
Minister for ACC	2	13	5	38.5%
Minister of Agriculture	13	60	32	53.3%
Minister for Arts, Culture and Heritage	7	52	27	51.9%
Attorney General	6	91	43	47.3%
Minister for Biosecurity	1	4	2	50.0%
Minister for Broadcasting and Media	6	29	16	55.2%
Minister for Building and Construction	6	50	23	46.0%
Minister for Children	9	23	13	56.5%
Minister for Climate Change	3	19	8	42.1%
Minister of Commerce and Consumer Affairs	14	82	41	50.0%
Minister for the Community and Voluntary Sector	2	11	8	72.7%
Minister of Conservation	28	230	111	48.3%
Minister of Corrections	2	4	1	25.0%
Minister of Defence	1	9	4	44.4%
Minister for the Digital Economy and Communications	1	7	3	42.9%
Minister for Disability Issues	1	7	4	57.1%
Minister for Diversity, Inclusion and Ethnic Communities	1	7	2	28.6%
Minister Responsible for Earthquake Commission	3	13	8	61.5%
Minister for Economic and Regional Development	6	33	13	39.4%

Ministerial portfolio	Boards	Ministerial appointed members	Women ministerial appointed members	Percentage of women
Minister of Education	27	137	73	53.3%
Minister of Energy and Resources	4	17	9	52.9%
Minister for the Environment	8	71	27	38.0%
Minister of Finance	24	190	95	50.0%
Minister for Food Safety	1	3	1	33.3%
Minister of Foreign Affairs	9	33	16	48.5%
Minister of Forestry	1	10	2	20.0%
Minister of Health	56	512	312	60.9%
Minister of Housing	2	12	6	50.0%
Minister for Infrastructure	1	7	2	28.6%
Minister of Internal Affairs	32	155	92	59.4%
Minister of Justice	54	238	101	42.4%
Minister for Land Information	5	25	10	40.0%
Minister of Local Government	2	23	9	39.1%
Minister for Māori Development	8	34	16	47.1%
Minister for Oceans and Fisheries	1	0	0	N/A
Minister for Pacific Peoples	3	23	13	56.5%
Minister for Racing	1	1	1	100.0%
Minister of Research, Science and Innovation	11	76	40	52.6%
Minister for Social Development	6	28	14	50.0%

Ministerial portfolio	Boards	Ministerial appointed members	Women ministerial appointed members	Percentage of women
Minister for Sport and Recreation	4	26	14	53.8%
Minister for State Owned Enterprises	16	84	38	45.2%
Minister of Tourism	2	8	3	37.5%
Minister for Trade and Export Growth	2	2	1	50.0%
Minister of Transport	7	43	13	30.2%
Minister for Treaty of Waitangi Negotiations	1	2	1	50.0%
Minister for Veterans	4	18	7	38.9%
Minister for Women	1	9	8	88.9%
Minister of Workplace Relations and Safety	4	31	17	54.8%
Minister for Youth	1	9	5	55.6%
	<b>415</b>	<b>2579</b>	<b>1314</b>	<b>50.9%</b>

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## Ethnicity by agency

Administering agency	Ministerial appointed members	Appointees with ethnicity data	European	Māori	Pacific	Asian	Middle Eastern, Latin American or African	Other	Do not wish to specify
Accident Compensation Corporation	6	6 (100.0%)	5 (83.3%)	1 (16.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (16.7%)
Department of Conservation	230	230 (100.0%)	144 (62.6%)	86 (37.4%)	1 (0.4%)	2 (0.9%)	2 (0.9%)	0 (0.0%)	0 (0.0%)
Department of Corrections	4	4 (100.0%)	2 (50.0%)	2 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Department of Internal Affairs	330	326 (98.8%)	193 (59.2%)	80 (24.5%)	23 (7.1%)	38 (11.7%)	2 (0.6%)	2 (0.6%)	7 (2.1%)
Department of Prime Minister and Cabinet	24	15 (62.5%)	13 (86.7%)	2 (13.3%)	2 (13.3%)	0 (0.0%)	1 (6.7%)	1 (6.7%)	0 (0.0%)
Land Information New Zealand	20	20 (100.0%)	15 (75.0%)	5 (25.0%)	1 (5.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry for Culture and Heritage	93	93 (100.0%)	56 (60.2%)	24 (25.8%)	12 (12.9%)	2 (2.2%)	0 (0.0%)	0 (0.0%)	2 (2.2%)
Ministry for the Environment	84	72 (85.7%)	46 (63.9%)	30 (41.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry for Pacific Peoples	23	23 (100.0%)	0 (0.0%)	1 (4.3%)	23 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry for Primary Industries	70	70 (100.0%)	57 (81.4%)	13 (18.6%)	1 (1.4%)	0 (0.0%)	0 (0.0%)	1 (1.4%)	0 (0.0%)
Manatū Wāhine Ministry for Women	9	9 (100.0%)	6 (66.7%)	1 (11.1%)	1 (11.1%)	1 (11.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry of Business, Innovation and Employment	298	292 (98.0%)	236 (80.8%)	34 (11.6%)	7 (2.4%)	11 (3.8%)	3 (1.0%)	1 (0.3%)	11 (3.8%)
Ministry of Education	78	77 (98.7%)	31 (40.3%)	36 (46.8%)	11 (14.3%)	3 (3.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry of Foreign Affairs and Trade	30	30 (100.0%)	20 (66.7%)	1 (3.3%)	6 (20.0%)	3 (10.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry of Health	512	510 (99.6%)	373 (73.1%)	114 (22.4%)	24 (4.7%)	22 (4.3%)	6 (1.2%)	3 (0.6%)	0 (0.0%)
Ministry of Housing and Urban Development	8	8 (100.0%)	6 (75.0%)	3 (37.5%)	1 (12.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Ministry of Justice	321	321 (100.0%)	273 (85.0%)	35 (10.9%)	13 (4.0%)	9 (2.8%)	1 (0.3%)	0 (0.0%)	1 (0.3%)

Administering agency	Ministerial appointed members	Appointees with ethnicity data	European	Māori	Pacific	Asian	Middle Eastern, Latin American or African	Other	Do not wish to specify
Ministry of Social Development	44	43 (97.7%)	29 (67.4%)	10 (23.3%)	2 (4.7%)	2 (4.7%)	2 (4.7%)	0 (0.0%)	1 (2.3%)
Ministry of Transport	43	43 (100.0%)	42 (97.7%)	2 (4.7%)	1 (2.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
New Zealand Defence Force	27	27 (100.0%)	24 (88.9%)	8 (29.6%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Office of the Prime Minister's Science Advisory Committee	1	1 (100.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Oranga Tamariki/Ministry for Children	23	23 (100.0%)	13 (56.5%)	10 (43.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Parliamentary Counsel Office	1	1 (100.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Te Arawhiti/The Office for Māori Crown Relations	2	2 (100.0%)	2 (100.0%)	1 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Te Puni Kōkiri	34	34 (100.0%)	7 (20.6%)	27 (79.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Tertiary Education Commission	50	50 (100.0%)	33 (66.0%)	15 (30.0%)	2 (4.0%)	2 (4.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Treasury	214	212 (99.1%)	187 (88.2%)	25 (11.8%)	7 (3.3%)	6 (2.8%)	3 (1.4%)	3 (1.4%)	2 (0.9%)

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## Ethnicity by portfolio

Ministerial portfolio	Ministerial appointed members	Appointees with ethnicity data	European	Māori	Pacific	Asian	Middle Eastern, Latin American or African	Other	Do not wish to specify
Prime Minister	8	7 (87.5%)	6 (85.7%)	1 (14.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for ACC	13	13 (100.0%)	11 (84.6%)	1 (7.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (15.4%)
Minister of Agriculture	60	60 (100.0%)	53 (88.3%)	8 (13.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (1.7%)	0 (0.0%)
Minister for Arts, Culture and Heritage	52	52 (100.0%)	26 (50.0%)	21 (40.4%)	4 (7.7%)	2 (3.8%)	0 (0.0%)	0 (0.0%)	2 (3.8%)
Attorney General	91	91 (100.0%)	74 (81.3%)	19 (20.9%)	3 (3.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Biosecurity	4	4 (100.0%)	4 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Broadcasting and Media	29	27 (93.1%)	19 (70.4%)	3 (11.1%)	7 (25.9%)	1 (3.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Building and Construction	50	48 (96.0%)	34 (70.8%)	4 (8.3%)	3 (6.3%)	6 (12.5%)	0 (0.0%)	1 (2.1%)	0 (0.0%)
Minister for Children	23	23 (100.0%)	13 (56.5%)	10 (43.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Climate Change	19	19 (100.0%)	16 (84.2%)	4 (21.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Commerce and Consumer Affairs	82	78 (95.1%)	70 (89.7%)	2 (2.6%)	3 (3.8%)	2 (2.6%)	2 (2.6%)	0 (0.0%)	2 (2.6%)
Minister for the Community and Voluntary Sector	11	9 (81.8%)	6 (66.7%)	2 (22.2%)	2 (22.2%)	1 (11.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Conservation	230	230 (100.0%)	144 (62.6%)	86 (37.4%)	1 (0.4%)	2 (0.9%)	2 (0.9%)	0 (0.0%)	0 (0.0%)
Minister of Corrections	4	4 (100.0%)	2 (50.0%)	2 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Defence	9	9 (100.0%)	7 (77.8%)	3 (33.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for the Digital Economy and Communications	7	7 (100.0%)	4 (57.1%)	2 (28.6%)	0 (0.0%)	1 (14.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Disability Issues	7	6 (85.7%)	4 (66.7%)	2 (33.3%)	0 (0.0%)	1 (16.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

Ministerial portfolio	Ministerial appointed members	Appointees with ethnicity data	European	Māori	Pacific	Asian	Middle Eastern, Latin American or African	Other	Do not wish to specify
Minister for Diversity, Inclusion and Ethnic Communities	7	7 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	7 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister Responsible for Earthquake Commission	13	13 (100.0%)	13 (100.0%)	1 (7.7%)	0 (0.0%)	0 (0.0%)	1 (7.7%)	0 (0.0%)	0 (0.0%)
Minister for Economic and Regional Development	33	33 (100.0%)	22 (66.7%)	12 (36.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (6.1%)
Minister of Education	137	136 (99.3%)	73 (53.7%)	52 (38.2%)	14 (10.3%)	5 (3.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Energy and Resources	17	17 (100.0%)	14 (82.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (17.6%)
Minister for the Environment	71	59 (83.1%)	36 (61.0%)	27 (45.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Finance	190	182 (95.8%)	132 (72.5%)	34 (18.7%)	8 (4.4%)	12 (6.6%)	3 (1.6%)	3 (1.6%)	1 (0.5%)
Minister for Food Safety	3	3 (100.0%)	2 (66.7%)	0 (0.0%)	1 (33.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Foreign Affairs	33	32 (97.0%)	20 (62.5%)	0 (0.0%)	9 (28.1%)	3 (9.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Forestry	10	10 (100.0%)	5 (50.0%)	5 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Health	512	510 (99.6%)	373 (73.1%)	114 (22.4%)	24 (4.7%)	22 (4.3%)	6 (1.2%)	3 (0.6%)	0 (0.0%)
Minister of Housing	12	12 (100.0%)	9 (75.0%)	4 (33.3%)	2 (16.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Infrastructure	7	7 (100.0%)	5 (71.4%)	1 (14.3%)	1 (14.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Internal Affairs	155	154 (99.4%)	82 (53.2%)	45 (29.2%)	13 (8.4%)	19 (12.3%)	0 (0.0%)	2 (1.3%)	7 (4.5%)
Minister of Justice	238	238 (100.0%)	206 (86.6%)	16 (6.7%)	11 (4.6%)	9 (3.8%)	1 (0.4%)	0 (0.0%)	1 (0.4%)
Minister for Land Information	25	25 (100.0%)	20 (80.0%)	5 (20.0%)	1 (4.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Local Government	23	23 (100.0%)	19 (82.6%)	4 (17.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Māori Development	34	34 (100.0%)	7 (20.6%)	27 (79.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Oceans and Fisheries	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Minister for Pacific Peoples	23	23 (100.0%)	0 (0.0%)	1 (4.3%)	23 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

Ministerial portfolio	Ministerial appointed members	Appointees with ethnicity data	European	Māori	Pacific	Asian	Middle Eastern, Latin American or African	Other	Do not wish to specify
Minister for Racing	1	1 (100.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Research, Science and Innovation	76	76 (100.0%)	63 (82.9%)	10 (13.2%)	0 (0.0%)	3 (3.9%)	1 (1.3%)	0 (0.0%)	3 (3.9%)
Minister for Social Development	28	28 (100.0%)	21 (75.0%)	6 (21.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (3.6%)
Minister for Sport and Recreation	26	26 (100.0%)	22 (84.6%)	2 (7.7%)	2 (7.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for State Owned Enterprises	84	84 (100.0%)	72 (85.7%)	13 (15.5%)	1 (1.2%)	3 (3.6%)	2 (2.4%)	1 (1.2%)	0 (0.0%)
Minister of Tourism	8	8 (100.0%)	4 (50.0%)	4 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Trade and Export Growth	2	2 (100.0%)	2 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Transport	43	43 (100.0%)	42 (97.7%)	2 (4.7%)	1 (2.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Treaty of Waitangi Negotiations	2	2 (100.0%)	2 (100.0%)	1 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Veterans	18	18 (100.0%)	17 (94.4%)	5 (27.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister for Women	9	9 (100.0%)	6 (66.7%)	1 (11.1%)	1 (11.1%)	1 (11.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Minister of Workplace Relations and Safety	31	31 (100.0%)	28 (90.3%)	2 (6.5%)	1 (3.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (3.2%)
Minister for Youth	9	9 (100.0%)	4 (44.4%)	2 (22.2%)	2 (22.2%)	1 (11.1%)	2 (22.2%)	0 (0.0%)	0 (0.0%)

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 **Manatū Wāhine**  
**Ministry for Women**

 **Ministry for  
Pacific  
Peoples**  
Te Manatū mō ngā Iwi o te Moana-nui-ā-Kiwa



**Te Tari Matawaka**  
**Office of Ethnic Communities**

