

# Tauāki Whakamaunga Atu

## Statement of Intent

2024–2028



Presented to the House of  
Representatives pursuant  
to section 44(1) of the  
Public Finance Act 1989



## Ko wai mātou

This year's cover design is an expression of how we, at the Ministry for Women, work to get the best outcomes for the women and girls of Aotearoa New Zealand through our ko wai mātou, or ways of working.



### **Kia Māia**

We are brave and courageous in all we do



### **Tūia Mai**

We embrace and support wāhine from all communities



### **Whakamanawa**

We lead with heart to achieve the best outcomes

**Find out more**  
about our ko wai mātou  
and how we work on  
page 14.



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# Te tirohanga whānui

## Overview



### Kupu whakataki ā te Minita

## Minister's foreword

New Zealand has made real inroads into the advancement of women, but these gains can't be taken for granted. We need to be bold, and we need to safeguard our progress by continuing to invest in, champion, and empower women and girls. We can and should do more to ensure that women and girls thrive and reach their full potential.

We also know that when we invest in women and girls there is a flow-on effect for families, communities, the workplace, and the wider economy.

The Government is committed to gender equality and to improving outcomes for women. This means supporting women and girls in education and training, maximising women's skills, lifting women's incomes, encouraging and developing women leaders, helping women and girls make informed decisions about their health, and improving women's safety from violence.

It's also important that we work alongside communities to develop solutions that are relevant for all women and girls.

We will continue to focus on our work across government to increase women's representation on public sector boards and to address the gender pay gap, as well as encouraging private sector boards to focus on diversity in leadership. This work forms an important part of the wider range of actions the Government is taking to improve labour market outcomes for women, such as increased paid parental leave and subsidised early childhood education fees through FamilyBoost.

Partnership is key to driving improvements. The Ministry for Women has a lead role in bringing gender perspectives into policy development to positively influence outcomes for women and girls. To do this, it needs to work closely with community groups, non-governmental organisations, businesses, government agencies, and women and girls across the country to enhance our understanding about how we can improve the lives of women and girls.

I am confident that the Ministry's strategic intentions, as presented in this document, will support the Government's priorities.

### RESPONSIBLE MINISTER'S STATEMENT OF RESPONSIBILITY

I am satisfied that the information in this Statement of Intent prepared by Manatū Wāhine Ministry for Women is consistent with the policies and performance expectations of the Government.

A handwritten signature in blue ink, appearing to read 'Nicola Grigg'.

**Hon Nicola Grigg**  
Minister for Women



## Kupu whakataki Chief Executive's foreword



Women and girls play such an important role in the political, social, and economic fabric of Aotearoa New Zealand. We want to see them thrive and reach their aspirations in all areas of life.

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

Despite significant progress, challenges remain and there is more to do to improve outcomes for women and girls in employment, training, business and entrepreneurship, equal representation, safety from violence, and health and wellbeing.

This Statement of Intent sets out our ambitions as a Ministry for the next four years and seeks to build on the progress we have already made to improve outcomes for women and girls. We identify four core outcome areas to focus our work – economic empowerment, representation and leadership, safety, and wellbeing.

These focus areas will see us continue to work on key issues impacting women and includes projects such as gender pay gap reporting and supporting more women into governance and leadership. It also includes our collaboration with other agencies to address gender health gap inequities and violence against women.

To ensure we are advancing the interests of all women and girls, this work will be heavily underpinned by diverse voices and perspectives. Our engagement with NGOs, wāhine Māori, businesses, government agencies, and community groups remains a crucial component to making a positive impact. Our international work is also a key platform for protecting and promoting the rights and interests of women and girls.

I am looking forward to overseeing the Ministry's work towards our strategic intentions and our vision of making Aotearoa New Zealand a great place for women and girls.

### CHIEF EXECUTIVE'S STATEMENT OF RESPONSIBILITY

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for Manatū Wāhine Ministry for Women. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

#### **Kellie Coombes**

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



# Rautaki whakamahere

## Our strategic framework

### Our vision

Hei wāhi huhua a Aotearoa mā ngā wāhine  
katoa me ngā kōtiro katoa

Aotearoa New Zealand is a great place for all  
wāhine women and kōtiro girls

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### Our mission

Kia whanake ngā āheinga e angitu ai ngā  
wāhine me ngā kōtiro

To drive improvements for wāhine women and  
kōtiro girls and support them to succeed

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### Our role

Ko tā mātou he tūtohu i te Kāwanatanga me te mahi  
ngātahi ki te marea, kia rangona te tini reo o ngā  
wāhine, o ngā kōtiro kia whakapiki i tō rātou oranga

We advise the Government and work alongside others  
to represent diverse voices and improve the lives of  
wāhine women and kōtiro girls

## Strategic focus areas

The Ministry has four strategic priorities to improve the lives of wāhine women and kōtiro girls in Aotearoa New Zealand:

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### **Economic empowerment**

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

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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



# Ngā hua o te rautaki

## Our strategic outcomes



### Whakamana i te mahi ohaoha

## Economic empowerment

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

Supporting women's economic empowerment can generate lifetime and intergenerational benefits for women, their children and family, their community, and wider society. Investing in women benefits women and society as a whole. This includes lifting their income, supporting their participation in the labour market, and addressing the gender pay gap.

We know that women have different experiences in the labour market than men, which can put women at an economic disadvantage.

#### Women:

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

Women also undertake a disproportionate share of caring and family responsibilities, regardless of their labour market choices and aspirations. Mothers in paid work suffer a motherhood penalty that increases the longer they stay out of the workforce, and mothers who were in low or unpaid work before becoming parents face an employment gap.

These factors mean that women's economic security and independence is substantially reduced in comparison to men.

Our focus is on taking a 'life course' approach to support and enhance the economic and financial independence for women across all stages of their life.

#### Our role as a Ministry is to:

- help drive change in key areas of women's employment, such as the gender pay gap
- develop and share information, tools, and resources to support women's economic security and independence
- progress policy initiatives and wider government work to reduce disparities, particularly in areas where there are disproportionate outcomes, including supporting women who are not in employment, education and training (NEET)
- share data, research, and insights into key labour market issues that impact on women.

#### Our contribution can be measured by:

- supporting organisations to calculate and take action to address gender pay gaps
- growing women's access to international markets by supporting women-focused trade initiatives
- assisting in the development of labour market progression pathways for women by working with sector groups.





## Hei kanohi kitea

# Representation and leadership

### Building meaningful participation for women and girls at every level of society.

Increasing women's and girls' representation and leadership in all areas of private and public life is essential to ensure better outcomes for all New Zealanders.

We want to ensure that women have an equal voice at the leadership table and can meaningfully participate in decision-making processes and outcomes.

We know that more women in leadership positions not only brings about greater diversity, but also better governance, decision making, innovation, and performance.

Through focused efforts, including targets and taking a coordinated approach, women have had equal representation on public sector boards since 2020. This has been achieved by deliberate efforts from everyone involved in public sector appointments to strive for diversity.

We need to continue to maintain this, as well as improving the representation of women in governance and leadership positions in the private sector in New Zealand, which is still well below 50%. Growing our women's leadership pipeline is a crucial part of identifying and promoting a pool of talented women at every level who are ready to step into governance.

#### Our role as a Ministry is to:

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- support women to start, or further, their governance career in the public service through our dedicated Leadership and Governance Service
- maintain women's representation at 50% for Ministerially-appointed roles on public sector boards and committees
- work with other government agencies to get more diverse women on boards
- undertake an annual stocktake of gender and ethnic diversity on public sector boards and committees
- grow the pipeline of women leaders through the Leadership Learning Hub, a centralised online hub showcasing a range of courses and resources
- assist in the recognition of women's achievements through New Zealand Royal Honours nominations.

#### Our contribution can be measured by:

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- growing women's access to leadership training opportunities through the Ministry's Leadership and Governance Service and online training and development tools
- supporting the Government's target of maintaining 50% representation of women on public sector boards and committees
- representing the voices of women and girls of Aotearoa New Zealand at international forums such as the United Nation's Commission on the Status of Women
- supporting the recognition of women's achievements through New Zealand Royal Honours nominations.



## Haumaratanga Safety

### Supporting women and girls to be safe from all forms of violence.

Safety from all forms of violence is fundamental to women's and girls' full and equal participation in public and private life, as well as their health, wellbeing, and economic outcomes.

Violence against women is widespread in New Zealand and its impacts are serious, long-lasting, can be intergenerational, and too often fatal.

One in three women in New Zealand have experienced physical, sexual, or coercive violence from an intimate partner in their lifetimes. When psychological abuse is added, it increases to one in two women (55%).

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.

Technology facilitated violence exists in a continuum with violence in our communities, including psychological, physical, sexual, and economic harm. In addition, online violence and abuse of women in public leadership positions is growing and has the potential to negatively impact the number of women putting themselves forward for public office at both local and national levels.

#### Our role as a Ministry is to:

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- work with other agencies to address family violence and sexual violence, including Te Puna Aonui which is leading the *National Strategy to Eliminate Family Violence and Sexual Violence*
- develop and share resources that can provide support for women and girls experiencing abuse and harassment, including women in the spotlight
- share gendered data and insights on women and girls' experience of violence.

#### Our contribution can be measured by:

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- supporting Te Puna Aonui's second Action Plan to reduce rates of violence against women
- the development of resources to better support women from online harassment and violence
- our participation in international anti-violence initiatives, such as the Global Partnership and the US government initiative Women LEAD.



## Waiora Wellbeing

### Supporting women and girls to have good health and wellbeing.

Health and wellbeing is an emerging priority area for the Ministry for Women, and is fundamental to ensuring that all women and girls are able to thrive. Health outcomes are improving overall for women in Aotearoa New Zealand and women have a longer life expectancy. However, women spend more years in poor health than men. There are gaps in research, information, and services for health conditions that affect women, and women experience delays in diagnosis and access to health services. Health challenges are bigger for many groups of women and girls, including wāhine Māori, Pacific women, rural women, and disabled women.

Women's health is affected by factors such as education, employment, housing, and income. Their health outcomes can also be impacted by the many responsibilities they hold in their families, communities, and workplaces, and the fact they are more likely to be carers, sole parents, and to have a low income.

Women and girls are affected by women-specific health issues such as endometriosis, menopause, gynaecological cancers, and breast cancer. Women and girls need support with their mental health at different life stages, including adolescence and in the perinatal period during pregnancy and after birth.

To have good health and wellbeing, women need to feel safe and confident to talk about their health and wellbeing, to be listened to and understood without stigma or gender bias, and to have timely access to diagnosis, treatment options, services, and support.

#### Our role as a Ministry is to:

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- work in partnership with other government agencies and non-government organisations
- provide gendered advice across government related to the health and wellbeing of women and girls
- raise awareness, reduce stigma, amplify women's voices, and provide information and resources to support the health and wellbeing of women and girls.

#### Our contribution can be measured by:

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- our work with the Ministry of Health and other agencies to improve women's health outcomes, particularly relating to cancers and screening support programmes
- our partnership with non-government groups to better support the health and wellbeing of women living in isolated rural areas, including their maternal mental health
- increasing awareness of women's health issues through tools, information, and resources.



## Ō mātou uara

### Our underpinning values

#### Mana wāhine

### We are committed to working with wāhine Māori to progress shared goals and aspirations

Manatū Wāhine prioritises improved outcomes for wāhine and kōtiro Māori through our strategic outcomes and across our work programme.

The Ministry is co-leading the Crown's response to Wai 2700 – Mana Wāhine Kaupapa Inquiry alongside Te Puni Kōkiri. The Waitangi Tribunal is hearing over 190 historical and contemporary claims which allege the Crown's denial of mana wāhine has had serious consequences for the social, economic, cultural, and spiritual wellbeing of wāhine Māori and their access to leadership roles.

#### Our role with the Inquiry includes:

- administering funding and support to claimants for research projects commissioned by the claimant community
- providing secretariat and communication support to claimant and Tribunal members through the Joint Research Committee
- providing access to data, research, and insights into wāhine Māori populations.

#### Takohanga ā-ao

### Our international work protects and promotes the rights of women and girls

The Ministry is responsible for reporting to the United Nations on implementation of New Zealand's international gender equality commitments, such as the Convention on the Elimination of All Forms of Discrimination Against Women and the Beijing Declaration and Platform for Action.

The Ministry supports the Minister for Women to lead New Zealand's representation at the annual United Nations Commission on the Status of Women,

as well as other international meetings focused on women and gender equality, as appropriate.

We work closely with counterparts in other countries to share our experience and insights, learn best practice, collaborate in international meetings and negotiations, and create networks for learning.

## Our strategic focus areas



**Underpinned by** our commitment to working with wāhine Māori and our international work to protect the rights of women and girls

# 4

## Ngā horopaki mahi Our operating context



### We focus on delivery towards better outcomes for women and girls

**Manatū Wāhine Ministry for Women acts as a catalyst for change by providing system leadership across government to bring a stronger gender lens to policies and initiatives.**

We work alongside our partners and a diverse range of public and private sector stakeholders, including Māori, Pacific, ethnic communities, disability groups, rainbow communities, rural, business, and non-governmental organisations, to ensure we are representing the voices of all women and girls.

We are committed to upholding the principles of Te Tiriti o Waitangi and working in partnership with Māori to advance shared goals and aspirations.

To maximise our impact, the Ministry continues to build capability and collaboration across the organisation through stronger integration of our policy and engagement functions. This will allow us to enhance our delivery of services, resources, tools, and advice to increase women and girls' employment opportunities, leadership, participation, safety, and wellbeing in society and to drive improvements for all women and girls across New Zealand.

We have introduced a matrix working approach to projects to bring together staff from across the organisation with different skills and strengths to deliver on priorities and come together as a team. We have also implemented quarterly planning to raise visibility across the organisation and ensure we deliver strongly for the women and girls of New Zealand.



## Our partnerships are key to success

**Partnership is key to improving outcomes for women and girls. The Ministry partners with non-governmental organisations (NGOs), community groups, businesses, government agencies, and women across the country to ensure we are maximising our reach and our understanding about how we can improve the lives of women and girls.**

**In addition to building existing partnerships, we look for new and innovative ways to achieve outcomes with others, including:**

- partnering with organisations to deliver courses and resources on our Leadership Learning Hub and webinars to support more women into governance
- partnering with business leaders in the private sector, such as Champions for Change and BusinessNZ, on business-led gender pay gap reporting
- working with Netsafe to create a support toolkit for women in leadership positions who face online abuse and harassment.

The Ministry has a lead role in bringing gender perspectives into policies, services, and initiatives across government. This requires strong relationships and partnerships with other government agencies.

In addition to providing policy advice across a range of portfolios, the Ministry co-leads the Crown's response to Wai 2700 – Mana Wāhine Kaupapa Inquiry alongside Te Puni Kōkiri.

We are also a member of Te Puna Aonui, a joint venture of government agencies, Māori, communities, and the wider family violence and sexual violence sectors who work together to prevent and respond to family violence and sexual violence.

Our partnerships and relationships with wider stakeholders are vital to informing our work and bringing the diverse voices of women to decision-making and initiatives.

**We directly support groups and forums that improve outcomes for women**

**The Ministry provides support services to key groups and organisations, including the:**

- National Advisory Council on the Employment of Women, which is an advisory committee to the Minister for Women
- International Women's Caucus, a forum for government agencies and NGOs to work collaboratively on international issues relevant to the interests and wellbeing of women and girls
- Joint Research Committee, who directly support Mana Wāhine Kaupapa Inquiry claimants through the Waitangi Tribunal process.



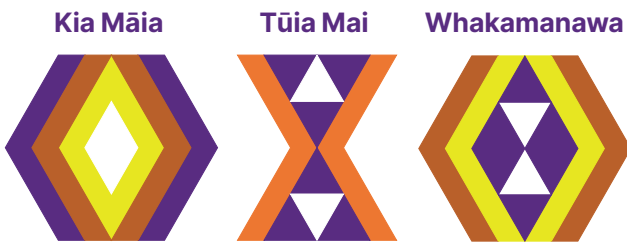
# Te anga me ngā mahi

## Our work and structure

**Our people are crucial to the current and future delivery of outcomes for the Ministry.**

**Our unique way of operating is underpinned by these three tenets:**

1. **Kia Māia** – we are brave and courageous in all we do.
2. **Tūia Mai** – we embrace and support wāhine from all communities.
3. **Whakamanawa** – we lead with heart to achieve the best outcomes.



### Building and supporting a capable and engaged workforce

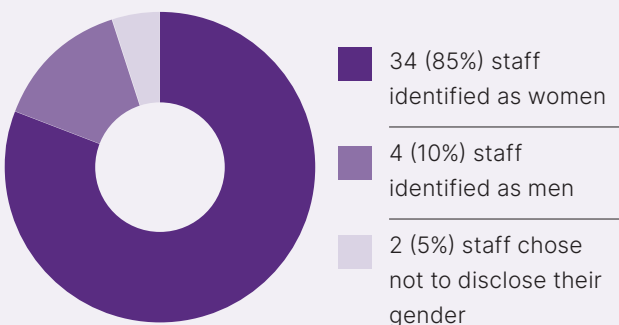
The Ministry is committed to a diverse and inclusive workplace. We are a signatory to the public sector Accessibility Charter and have committed to the Global Women Champions for Change Panel Pledge to ensure there are more women and greater ethnic diversity on recruitment panels.

We actively manage recruitment and remuneration processes and policies to ensure we align with the Public Service Gender Pay Gap Action Plan and the Gender Pay Principles, including reviewing like-for-like roles for gender pay gaps. We continue to review our recruitment and diversity policies and processes to ensure that we have an unbiased recruitment process. We provide equal opportunities through recruitment and selection, career development, and employment conditions.

As part of the collective public sector journey to improving Māori Crown relations, we are committed to the Whāinga Amorangi: Transforming Leadership framework.

### Who we are

As at 30 June 2024, we have a team of 40 permanent and fixed term staff



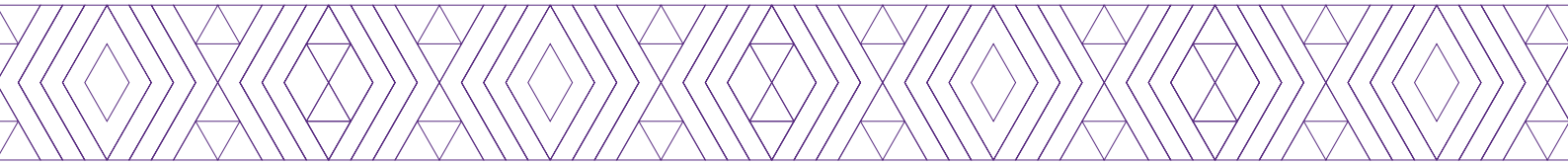
### Ethnicity

<b>71.1%</b>	European
<b>31.6%</b>	Māori
<b>13.2%</b>	Asian
<b>5.3%</b>	Pacific
<b>2.6%</b>	Middle Eastern, Latin American and African (MELAA)

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







PO Box 10049  
Wellington 6143  
Tel: (04) 915 7112  
Email: [info@women.govt.nz](mailto:info@women.govt.nz)  
[www.women.govt.nz](http://www.women.govt.nz)