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The charts show the representation of women, Māori, Pacific and Asian Peoples in senior management roles against their respective representation in the organisation and in the Public Service as a whole. The distance between any two points for a particular year is the percentage point “representation gap” between the two groups.

Please note: with the exception of the State Services Commission and the Crown Law Office, individual departmental senior management statistics do not include the chief executives. This is due to the method and anonymised nature of the data collection by the State Services Commission in the annual Human Resource Capability (HRC) survey.