

ANNUAL REPORT 2026



Providing economic consulting services
and funding independent economic
research for the public good.



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ABOUT NZIER

The NZ Institute of Economic Research (NZIER) is an independent economic and policy consultancy and forecasting organisation that has been informing and encouraging debate on issues affecting Aotearoa New Zealand since its establishment in 1958.

Our core values of independence and promoting better outcomes for all New Zealanders are the driving force behind why we exist and how we work today. Our purpose is to help our clients and members make informed business and policy decisions and to educate and inform debate on important economic and policy issues confronting Aotearoa New Zealand.

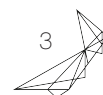
We are independent of Government and any other organisation, and we conduct our activities in an impartial and independent manner free from bias or any sectional interest.

We invest a share of our surplus from our consultancy and membership activities into our Public Good Programme, which provides research and thought leadership on significant economic and policy issues facing Aotearoa New Zealand. Through this programme, we also fund scholarships and sponsorships to advance the economics profession.

We help Boards and senior decision-makers in business, local and central Government and not-for-profits to understand the financial and non-financial dimensions of their complex business and policy decisions.

We are a membership organisation and provide a range of forecasts, commentary and expert advice to our members. Membership is open to all.

We have our headquarters in Wellington. Our expert team of economists are primarily based in Wellington and Auckland. They work with clients in both New Zealand and overseas and operate across all sectors of the New Zealand economy. They combine sector knowledge with robust economic logic, models, and data, along with an understanding of the linkages between Government and business, to help our clients tackle complex issues.



THANKS

Premium members, members and clients for providing the funding for NZIER's work.

The New Zealand Treasury and the Reserve Bank of New Zealand for providing a grant towards the cost of the Quarterly Survey of Business Opinion.

Workbridge and the Parliamentary Commissioner for the Environment for their assistance with Public Good Programme Insights.

Patrick Smellie and Sarah Lang for being a part of the PM's Summer Reading List Judging Panel for 2025. Rowan Simpson for joining us as the guest speaker at the event. Rowan is the author of *How to Be Wrong*, one of the books featured in the 2025 Summer Reading List.

Geoff Cooper, Chief Executive of Te Waihanga, the New Zealand Infrastructure Commission, our guest speaker at the NZIER Cocktail Function, who discussed the National Infrastructure Plan.





BRUCE
WATTIE
BOARD CHAIR

I am pleased to present my report for the year ended 31 March 2026.

Following one of the most challenging periods in NZIER's recent history, the 2026 financial year marked a welcome return to growth and financial stability. While the economic environment remained uncertain and demand for consulting services continued to fluctuate, NZIER responded strongly to these conditions. Improved market demand, disciplined financial management and the efforts of our staff enabled NZIER to return to a stronger financial position while continuing to invest in the capabilities that will underpin our future success.

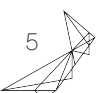
FINANCIAL PERFORMANCE

The Board was pleased to see NZIER return to profitability during the year, marking a significant turnaround from the previous financial year. Equally pleasing was the strengthening of our cash position and the continued improvement in our financial resilience. NZIER reported a surplus of just under \$41,000 for the year, a significant improvement on the \$271,000 deficit reported in the previous year. We also saw a significant improvement in cash reserves, with a year-end cash balance of over \$2.1 million compared with \$1.6 million as at 31 March 2025. As a not-for-profit organisation, maintaining good financial reserves is fundamental to ensuring NZIER can continue to invest in research, maintain its independence and withstand future economic downturns.

These results were not achieved through improved market conditions alone. They also reflect the disciplined financial management applied by NZIER over the past two years.

STRATEGY

The Board agreed on a new five-year strategy during the year. Following detailed analysis by management and extensive discussion with the Board, we endorsed an organic growth strategy designed to strengthen NZIER's long-term sustainability. The strategy builds on our existing strengths while recognising that maintaining critical mass is essential to NZIER's ability to continue providing the breadth of expertise our clients and members expect.



The strategy focuses on expanding NZIER's capability in areas where we believe NZIER has strength that will allow us to compete successfully and where there is significant long-term demand. It also recognises the growing importance of artificial intelligence, digital capability and strategic partnerships in delivering greater value to clients.

Importantly, the Board also recommitted to the dual purpose of NZIER. This dual purpose, which reflects our unique structure and not-for-profit status, is to educate and inform debate on significant economic and policy issues facing New Zealand, while enabling clients and members to make better business and policy decisions through our work. Our new strategy remains true to this dual purpose and to what makes NZIER distinctive. Our competitive advantage continues to rest on three enduring foundations – our independence, our objectivity and the expertise of our people. These qualities have underpinned the Institute for nearly seven decades and remain central to everything we do.

ENVIRONMENTAL, SOCIAL & GOVERNANCE ACTIVITIES

As a not-for-profit incorporated society, the Board recognises that NZIER has a responsibility to maintain good environmental, social and governance (ESG) policies and practices. This year, for the fourth consecutive time, our annual report includes coverage of our ESG activities, enabling members and other stakeholders to understand the actions we are taking in these areas and to track our progress.

PUBLIC GOOD PROGRAMME

One of the characteristics that distinguishes NZIER, as a not-for-profit entity, is our Public Good Programme, which is funded through the surplus we make from our consulting and membership activities.

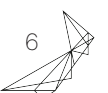
Our Public Good Programme continues to provide independent research and commentary on significant economic and public policy issues facing New Zealand. While commercial consulting activity remained strong for much of the year, the Institute continued investing in Public Good research, thought leadership and initiatives that support the wider economics profession.

The Board was particularly pleased to approve the creation of two Women in Economics Scholarships during the year. These scholarships complement our existing Māori economics scholarship programme, reflecting NZIER's commitment to encouraging greater diversity within the economics profession and supporting the next generation of economists.

STAFF

NZIER's greatest strength continues to be its people.

The professionalism, resilience and adaptability demonstrated by our staff throughout another demanding year have been exceptional. High levels of client satisfaction, good financial performance and strong staff engagement are direct reflections of their commitment to delivering outstanding work.



The Board also recognises the leadership provided by Jason and the senior management team. Their careful stewardship of NZIER over the past two years has positioned NZIER strongly for the future while maintaining its financial stability and reputation for excellence.

LOOKING AHEAD

As we approach our seventieth year, NZIER remains committed to helping our clients and members make better business and policy decisions while contributing to informed public debate on the economic issues that matter most to New Zealand.

On behalf of the Board, I thank our members, clients, partners and staff for their continued support. I also thank my fellow Board members for their wisdom, commitment and stewardship throughout the year.



Bruce Wattie

Chair



JASON SHOEBRIDGE

CHIEF EXECUTIVE

I am pleased to present my report for the year ended 31 March 2026.

The 2026 financial year represented a significant improvement in financial performance from the challenging 2024 and 2025 financial years.

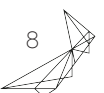
Last year, I noted in my report that NZIER had begun to see tentative signs of recovery in the final quarter of the 2025 financial year. Pleasingly, that momentum continued into the 2026 financial year. Demand for our consulting services strengthened across both the public and private sectors, resulting in a healthy order book for much of the year. Strong financial discipline enabled us to convert this increased revenue into greater profitability and stronger financial reserves.

PUBLIC GOOD PROGRAMME

As a not-for-profit incorporated society, our purpose extends beyond commercial consulting. We have a responsibility to contribute to informed public debate, improve understanding of significant economic and policy issues and support better decision-making across New Zealand. The Public Good Programme is how we fulfil this responsibility. In FY2026, NZIER spent \$292,000 in staff time and \$35,000 in expenditure on this programme, a \$31,000 increase on the previous year.

Following discussion with the Board, this year's Public Good Programme adopted productivity as its overarching theme. New Zealand's persistently weak productivity performance represents one of the country's most significant long-term economic challenges, influencing living standards, fiscal sustainability, business competitiveness and future prosperity. As we do each year, we sought input from our staff, members, clients and other stakeholders to determine the topics we would research in connection with this theme. This year, we produced Insights on the following topics:

- New Zealand's trade and trade policy in a changing world
- Labour market trajectories of disabled people
- Changes to New Zealand's resource management system



- The distribution of costs and benefits of infrastructure projects
- The contribution of Budget 2025 initiatives to New Zealand's climate commitments

Work was also undertaken on other Insight pieces that will be published in the 2027 financial year.

Alongside the longer Insight papers, we continued to publish shorter commentary pieces responding to emerging policy issues and major economic developments. This enables NZIER to contribute quickly to important public discussions while maintaining the analytical rigour expected of the Institute.

NZIER also continued its programme of Consensus Forecasts, Shadow Board commentary and wider economic communications.

We continued to provide and update Data1850, a database and visualisation tool that provides economic data for New Zealand, with some data dating back to 1850. This year, we also continued our partnership with Global Women as part of our ongoing commitment to improving diversity and equity in the workplace.

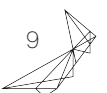
In addition to its commitment to workplace diversity, NZIER remains committed to improving diversity within the economics profession. As discussed in Bruce's report, the Board approved the establishment of two Women in Economics Scholarships during the year, replacing the previous Early Career Economics Leadership Award. These scholarships have been awarded to Alicia McGivern, a second-year student at the University of Canterbury studying Law and Commerce degrees. The second scholarship has been awarded to Rachelle Nichols, a second-year student at the University of Otago studying conjoint Law and Commerce degrees.

These scholarships complement our existing Māori economics scholarships, which continue to support Māori students studying economics at university. This year, our scholarship recipients are Hemi Pinfold-Whanga (Ngāi Tūhoe, Ngāti Maniapoto and Waikato-Tainui), who is receiving the second year of this scholarship, and Scarlett McKay (Ngāi Tahu, Ngāti Apa ki te Rā Tō and Ngāti Kuia), who is receiving the first year of her scholarship. Scarlett is in her third year of a Bachelor of Commerce in Economics and Finance.

Looking ahead, improving the visibility and impact of the Public Good Programme will remain a priority. Producing high-quality research is only part of our purpose. Equally important is ensuring that research informs policy development and public debate.

MEMBERSHIP

Membership numbers continued to be affected by organisational restructuring and financial constraints experienced by some members, although engagement among active members remains encouraging. Our membership numbers dropped again this year, finishing the year at 124. This was a decrease of 10 from the previous year.



Our membership products – Quarterly Predictions, Quarterly Survey of Business Opinion, CPI Forecasts and Quickview publications – continued to drive engagement throughout the year. As the Statement of Service Performance in our annual report shows, we saw improvements in the engagement metrics we monitor across most publications. In particular, the results of the Quarterly Survey of Business Opinion are regarded as a leading indicator of New Zealand's economy and continue to attract significant attention from financial markets, policymakers and the media.

The membership team continues to invest effort in improving communications, refining our products and services and responding to feedback from our annual member survey to enhance the value members receive from their subscription. In particular, we recognise that membership value increasingly depends not only on the products but also on making information easier to access, understand and apply.

I would like to thank all our members for their continued support and for the feedback they provide throughout the year. Their input plays an important role in shaping the future direction of our membership services.

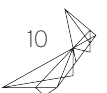
CONSULTING

As discussed above, NZIER's strong financial performance in the 2026 year was built on increased demand for our consulting services. Throughout the year, we worked on 205 projects for 127 clients. These figures were similar to those achieved in the year ended 31 March 2025, but the defining feature this year was that project size was larger on average.

During the 2026 financial year, NZIER continued to deliver advice across a diverse range of sectors, working with central and local government, Crown entities, iwi organisations, industry groups, not-for-profit organisations and private sector clients. We saw strong demand for projects in the environmental, infrastructure, health, trade and policy space.

Although much of our work remains confidential, it was pleasing to see many clients choose to publicly release work undertaken by NZIER. This continues to enhance our reputation while demonstrating the practical value of robust economic analysis. Our economists also remained active participants in public debate through conference presentations, stakeholder workshops, parliamentary processes and media commentary.

There is an increasing trend toward the projects we undertake requiring multidisciplinary expertise. Rather than attempting to build every capability ourselves, we believe NZIER can often deliver greater value through carefully selected strategic partnerships. This year, we entered into a Memorandum of Understanding with Beca to work together on projects that require the combined expertise of both parties.



We also worked with a number of other professional services organisations, combining our complementary expertise to provide better outcomes for clients.

Each year, we seek detailed feedback from clients on both the quality of our work and the value we create through our advice. Pleasingly, this year's client engagement survey once again demonstrated very high levels of satisfaction across all key measures. As part of our commitment to continuous improvement, we have also implemented a post-project review process that includes gathering client feedback as we complete larger projects.

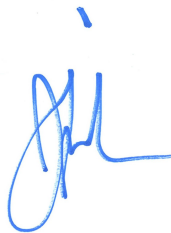
I would like to thank every client we worked with this year for your support of NZIER.

STAFF

The achievements outlined throughout this report would not have been possible without the commitment, professionalism and resilience of our people. While workloads remained demanding for much of the year, staff continued to produce consulting, membership and public good work to a very high standard, demonstrating their expertise and maintaining NZIER's reputation in the market.

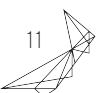
I thank them for their efforts as they are the foundation on which NZIER's ongoing success is built.

Finally, I would like to thank Bruce and the rest of the Board for their guidance and support for the NZIER team and me.



Jason Shoebridge

Chief Executive



NZIER BOARD

ABOUT THE BOARD

The role of the NZIER Board is to:

Be responsible for the Institute continuing to strive towards attaining its goals as agreed upon from time to time, as well as for the Institute's strategic direction.

Monitor and safeguard the continued good financial health and morale of the Institute.

Ensure the employment of a Chief Executive of the Institute on appropriate terms and monitor the Chief Executive's performance relative to those terms.

Keep the performance of the Chief Executive under review and, through the Chief Executive, the Institute's staff.

Give advice to the Chief Executive on matters of general business practice and standards within the Board's knowledge and advise on strategic planning initiatives and issues.

NZIER BOARD AS AT 31 MARCH 2026



Bruce Wattie
CHAIR



Paula Brosnahan
CHAIR AUDIT AND
RISK COMMITTEE



Grant Pryde
CHAIR HR AND
REMUNERATION
COMMITTEE

AUDITORS

Grant Thornton

SOLICITORS

**Kiely Thompson Caisley and
Simpson Grierson**

SECRETARY

Terri Boote



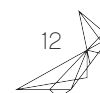
Professor Les Oxley
BOARD MEMBER, HR
AND REMUNERATION
COMMITTEE MEMBER



Mike Burrell
BOARD MEMBER,
AUDIT AND RISK
COMMITTEE MEMBER



Jason Shoebridge
CHIEF EXECUTIVE,
EX OFFICIO



MEMBERSHIP SERVICES

NZIER offers its members a comprehensive macroeconomic forecasting service. Successful organisations need a clear picture of the economy and how it is likely to develop. Economic forecasts can help our members understand the economic circumstances that are likely to prevail in the future, allowing them to take advantage of economic opportunities and minimise the impact of downturns.

Our standard membership services are listed below. In addition, we offer our members customised analysis and strategic briefings.

Information on becoming a member is available at www.nzier.org.nz/about/membership

Membership products are available at <https://www.nzier.org.nz/member-publications>

QUARTERLY PREDICTIONS

Quarterly Predictions contains detailed and comprehensive forecasts for the New Zealand economy. Each issue contains forecasts for four to five years ahead, with a focus on the composition and drivers of the economic outlook. Empirical analysis is complemented by an examination of related economic and policy issues and any risks attached to the forecasts.

During the 2025–2026 year, **June 2025 to March 2026** issues were published.

QUARTERLY SURVEY OF BUSINESS OPINION

Begun in 1961, NZIER's Quarterly Survey of Business Opinion is New Zealand's longest-running and most comprehensive business confidence survey. The resulting indicators are a valuable tool for assessing the current state of the economy and forecasting short-term economic activity.

The survey samples manufacturers, builders, architects, wholesalers and retailers, and service sector firms. Information from these industries provides useful indicators of future investment patterns and the likely direction and composition of economic growth in coming quarters.

During the 2025–2026 year issues **256–259** were published.



CPI CONSENSUS FORECASTS

This specialist publication provides the forecasts of inflation in the Consumers Price Index (CPI) of all the major forecasting organisations in one place.

The CPI Forecast Summary table is published four times a year in March, June, September and December.



NZIER MEMBERS

2025-2026

PREMIUM MEMBERS

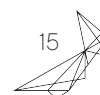
Auckland Council
Citi Investment Research and Analysis
Colliers International New Zealand
Commerce Commission
Jones Lang LaSalle Advisory
Ministry of Business, Innovation and Employment
Ministry of Foreign Affairs and Trade
Reserve Bank of New Zealand
The Treasury

OVERSEAS MEMBERS

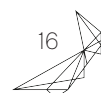
Citadel
Rokos Capital Management

STANDARD MEMBERS

AA Insurance
AAPC Ltd
AECOM
Airways Corporation of New Zealand
ANZ Banking Group
ASB Bank
Ashburton District Council
Auckland Business Chamber
Auckland University of Technology



Australian High Commission	Kapiti Coast District Council
Bank of New Zealand	Kiwi Property Group
BARNZ	Kiwibank
Beca	KPMG
Beef and Lamb New Zealand Ltd	Leighs Construction
BlackRock Investment Management NZ	Lincoln University
Boffa Miskell	Marsden Maritime Holdings
BusinessNZ	Massey University
Calibre Partners	McConnell Dowell
Cameron Partners Limited	Ministry for Primary Industries
Centrix	Ministry for the Environment
Centuria Capital	Ministry for Women
Chartered Accountants Australia & New Zealand (CAANZ)	Ministry of Justice
China Construction Bank (New Zealand)	Ministry of Social Development
Chorus	Ministry of Transport
Counties Energy	MUFG Corporate Markets
Crown Infrastructure Delivery	National Infrastructure Funding and Financing
Darroch	New Zealand China Trade Association
Deloitte	New Zealand Customs Service
Department of the Prime Minister and Cabinet	New Zealand Infrastructure Commission
Deutsche Group Services Pty Ltd	New Zealand Lotteries Commission
EBOS Group	New Zealand Parliamentary Library
EECA	New Zealand Post
Embassy of the United States of America	Northpower
Entain NZ Ltd	NZTA
Ernst and Young	NZX
Financial Markets Authority	Office of the Controller & Auditor-General
Fletcher Building	Opes Partners
FMG	Palmerston North City Council
Fonterra Cooperative Group	Powerco
Foodstuffs North Island	Priority One
Genesis Energy	PwC
Goldman Sachs New Zealand Limited	QBE Insurance
Grant Thornton NZ	Queenstown Airport
Harbour Asset Management	Rabobank
Horizon Energy Group	Rank Group
IAG	Rawlinsons
Infometrics	RDT Pacific
Inland Revenue Department	Remuneration Authority
JP Morgan	Rider Levett Bucknall
	Social Investment Agency



South Port NZ
Spark
Sport New Zealand
Squirrel
Stantec New Zealand
Statistics New Zealand
Steel and Tube Holdings
Strategic Pay
Tatua Co-op Dairy
Tauranga City Council
Te Puni Kōkiri
The Lines Company
Toyota New Zealand Ltd
Transpower
University of Auckland
Vector Ltd
Victoria University of Wellington
Westpac New Zealand
Whaikaha - Ministry of Disabled People
Wigram Capital Advisors
WorkSafe NZ
WSP
Z Energy



ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT

The NZ Institute of Economic Research is a not-for-profit incorporated society, first registered in 1958. The surplus we generate from providing economic and policy consulting to our clients and from subscriptions from our members is applied to our Public Good Programme. This programme provides thought leadership and research on the significant economic and policy issues confronting Aotearoa New Zealand, and funds other activities that facilitate education and debate about these issues.

The Board and staff of NZIER recognise that NZIER, as a not-for-profit incorporated society, has a responsibility to have effective environmental, social and governance (ESG) policies and practices. This includes providing transparency around these ESG policies and practices in an annual report.

This is our fourth ESG report. Its purpose is to inform our stakeholders about our ESG policies and practices and to demonstrate our progress in these areas.

ENVIRONMENTAL

Greenhouse gas emissions

NZIER utilises CarbonTrail to measure our carbon emissions. This tool uses data from our accounting system to estimate emissions based on CarbonTrail’s database. The details of our carbon emissions for the year ended 31 March 2026 and 2025 are set out below.

Table 1 NZIER emission profile

Emission type ¹	Year ended 31 March 2026 (tonnes of carbon dioxide equivalent)	Year ended 31 March 2025 (tonnes of carbon dioxide equivalent)
Scope 1	0.0	0.0
Scope 2	6.9	8.3
Scope 3	83.5	80.5
Total	90.4	88.8

Scope1 Emissions: Direct greenhouse gas (GHG) emissions that occur from sources owned or controlled by NZIER.

Scope 2 Emissions: Indirect GHG emissions resulting from the generation of purchased electricity, heat, or steam consumed by NZIER.

Scope 3 Emissions: Indirect GHG emissions that result from activities of the reporting entity, but occur from sources not owned or controlled by NZIER.

Source: CarbonTrail

¹ <https://www.carbontrail.co/>



Our Scope 2 emissions for the year reduced as a result of the installation of LED lighting in our Wellington office during the year. We will expect further reductions in the 2027 financial year as we get the full-year impact of this change.

Given the nature of our work, our largest category of Scope 3 emissions is transport, particularly flights and our premises.

Table 2 Source of NZIER Scope 3 emissions

Source of emissions	Year ended 31 March 2026 (tonnes of carbon dioxide equivalent)	Year ended 31 March 2025 (tonnes of carbon dioxide equivalent)
Air Travel	18.1	15.0
Premises	14.7	12.6
Professional services	12.9	14.7

Source: CarbonTrail

Our use of air travel is, to an extent, dependent on client work. However, where possible, we hold meetings online to limit air travel, and when we do fly, we purchase offset credits through Air New Zealand’s offset programme. The reduction in professional services emissions is the result of CarbonTrail’s reclassification of certain expenditure types.

We will continue measuring our greenhouse gas emissions and look for opportunities to reduce them.

Climate change

As part of our commitment to informing New Zealand’s climate change discourse and shaping policy development, NZIER produced several impactful pieces of thought leadership in the past year through our Public Good Programme.

We released a report assessing the extent to which Budget 2025 supports New Zealand’s climate commitments.

NZIER was part of a joint programme led by Manaaki Whenua Landcare Research, which examined the regional consequences of climate change for the primary sector. NZIER was responsible for macroeconomic modelling informed by this research.

In February, we released Planning to change NZIER Insight 123, which commented on the Government’s two new Bills covering land use planning and the natural environment, intended to replace the Resource Management Act (RMA).

NZIER continues its membership in the Sustainable Business Council, reinforcing our dedication to promoting sustainable economic practices and policy.

Energy usage

Our main energy use comes from electricity for our offices in Auckland and Wellington.

Table 3 NZIER electricity usage (MWh)

	Year ended 31 March 2026	Year ended 31 March 2025
Auckland and Wellington offices	39.13MWh (total for both offices)	46.33MWh (total for both offices)

Source: NZIER energy providers

As identified above, we replaced the lighting in the Wellington office with LEDs, which explains part of this decrease. Lower communal electricity usage in the building housing our Auckland office explains the rest.

NZIER’s Public Good Programme for the year ending 31 March 2026

NZIER’s Public Good Programme is a self-funded programme that provides thought leadership and economic research on the significant economic and policy issues that confront Aotearoa New Zealand, as well as funding other activities that facilitate education and debate on these issues. We do this through a range of activities. The table below summarises our total spending on our Public Good Programme.

Table 4 NZIER Public Good Programme expenditure

	Year ended 31 March 2026	Year ended 31 March 2025	Year ended 31 March 2024
Value of staff time	\$291,897	\$259,923	\$364,451
Direct expenditure	\$35,256	\$36,368	\$50,948
Total	\$327,153	\$296,291	\$415,399

Source: NZIER

The activities we undertook this year as part of our Public Good Programme are described below. Metrics around the reach of these activities can be found in the Statement of Service Performance in our annual report. Copies of these reports can be found on our website.²

Insights

Insights are thought leadership or research on significant economic and policy issues facing Aotearoa New Zealand. The topics for these papers are sourced from our staff, members, and other stakeholders who are interested in economics and public policy in New Zealand. This year, we published six Insights on the following subjects:

- Where do the costs and benefits of infrastructure projects fall?
- How did Budget 2025 perform regarding climate commitments?
- Science reforms are an economic opportunity
- Planning to change
- Labour market trajectories of disabled people – generating insights for more effective interventions
- Living and adapting on the edge: New Zealand’s trade and trade policy in a changing world

Consensus Forecasts

NZIER released four issues of Consensus Forecasts during the year. These reports provide consensus forecasts for key economic measures in the New Zealand economy, drawing on the predictions of various external economists.

² <https://www.nzier.org.nz/public-good>

Shadow Board

The Shadow Board comprises external economists and other business people. NZIER released seven Shadow Board reports during the year. These reports are released shortly before Reserve Bank Monetary Policy Committee meetings and present the Shadow Board's predictions, together with their rationale on whether the official cash rate will increase, decrease or remain unchanged.

Masterclasses

Masterclasses are a series of articles intended to improve the quality of policy advice and decision-making in central and local government.

In the last year, NZIER staff wrote 12 Masterclass notes for central and local government agencies on the following topics:

Central government

- Free and frank advice
- Incorporation financial analysis into policy advice
- Using evidence properly
- Technical aspects of equity
- Policy under pressure
- Writing advice from George Orwell
- Getting a paper just right

Local government

- Quick start
- Templates
- Evidence-based advice
- George Orwell's six questions: six rules
- Supporting a newly elected member

Events

In December 2025, NZIER released its sixth annual Summer Reading List for the Prime Minister. This is an event in which a panel comprising NZIER staff and others selects eight books they recommend the Prime Minister might like to read over the Christmas break. This year's theme was 'understanding the forces shaping our future: democracy, technology, economics and society'. Details of the books that were selected for the list can be found on our website.³

NZIER continued to engage with members and wider stakeholders through a series of online events throughout the year. Across seven webinars and online events, NZIER recorded 1,465 registrations. This included three webinars delivered in coordination with the Ministry for Regulation: The Art of Good Regulation: Practical insights for better outcomes; The Art of Good Regulation: Why strong institutions and good systems matter; and Regulatory Stewardship: Fit for purpose in a changing world. NZIER also continued its Quarterly Predictions webinar series and hosted a Studio 58 webinar with NZIER and Dr Alan Bollard. In addition, we participated in a webinar organised by Chartered Accountants Australia and New Zealand, which attracted over 3,000 registrations and 2,000 attendees.

³ <https://www.nzier.org.nz/publications/2025-summer-reading-list-for-the-prime-minister>



Scholarships

NZIER partners with the Victoria University of Wellington to provide a scholarship for undergraduate economics or public policy students with an interest in and connection to the Māori economy. This is a two-year scholarship with an annual payment of \$7,500. It is intended to support the building of a pipeline of economics or public policy graduates who can apply their skills to the Māori economy. This year's recipient is Scarlett McKay. Last year's recipient, Hemi Pinfold-Whanga, received his second year of this scholarship.

NZIER is also launching a Women in Economics Scholarship with the University of Canterbury and the University of Otago, offering \$2,500 per annum for two years, beginning in 2026.

The NZIER Ed Hearnshaw Environmental Economics Award

NZIER established the NZIER Ed Hearnshaw Environmental Economics Award. This Award of \$4,000 has been inaugurated, organised, and underwritten by the Hearnshaw Family and the NZ Institute of Economic Research to recognise and encourage the advancement of environmental economics and its applications. First awarded in 2024 to Ilan Noy, the Award will be offered again in 2026.

The Award honours the memory of Ed Hearnshaw, a talented environmental economist who died in a tramping accident in 2020.

Data1850 refresh

NZIER continues to make its Data1850 tool available and to update it. This tool is made freely available to the public and allows users to explore, visualise, compare and download long-term economic data for New Zealand.⁴

Other activities

NZIER staff, as part of our Public Good Programme, also give presentations and provide media commentary on economic and policy issues. NZIER was also a sponsor of the New Zealand Association of Economists conference.

NZIER's Public Good Programme for the year ending 31 March 2027

NZIER is budgeting to invest \$300,000 in its Public Good Programme. The highlights of the planned programme are as follows.

Insights

In the coming year, NZIER intends to produce a series of Insights with a productivity theme, reflecting the fact that low productivity growth remains a significant ongoing economic issue for New Zealand:

- Looking forward, looking backwards
- Risky business. Are New Zealand businesses showing evidence of changes in investment behaviour and risk appetite?
- The New Zealand-India FTA: Playing the long game in a fragmented global economy

⁴ <https://nzier.shinyapps.io/data1850/>



- What will be the evolving impact of AI on New Zealand's workforce
- The impacts of firm performance on workers
- Why is technological change in the health sector so hard
- Trade with China
- The future of trade with America
- Lessons from efforts to raise productivity over the last 50 years
- Pre-election insights

In addition, throughout the year, we will produce a series of shorter Insight pieces on topical economic and policy issues confronting Aotearoa New Zealand.

Other publications and events

In the coming year, we plan to publish four issues of Consensus Forecasts, seven Shadow Board reports and a number of masterclasses. We will also hold an event to release the Prime Minister's Summer Reading List and undertake other presentations and media commentary. As part of our commitment to diversity in the workplace, we will once again produce the Global Women's Diversity Impact Report to be released later in 2026.

Our people

NZIER's competitive advantage is the expertise and experience of our people. As such, we have a range of benefits and working practices to ensure we can attract and retain the best people in the market. Below are details of the benefits we provide that exceed statutory minimums.

Enhanced parental leave

NZIER offers a parental leave policy to provide benefits beyond the statutory minimum. These enhancements include:

- Commitment to top up the Government payment made to any employee who is the primary carer to their annual salary for 26 weeks once they have been employed by NZIER for a minimum period.
- Two weeks' paid leave for any employee who is a partner of a primary carer.
- Continuation of the employer's KiwiSaver contributions during the employee's parental leave.
- Payment of annual leave at the employee's normal salary when they return from parental leave.
- Flexible return-to-work policies.



Enhanced sick leave

To ensure our staff's health and wellbeing, NZIER has an annual sick leave entitlement of 20 days with a maximum accrual of 40 days.

Additional annual leave

All staff receive two days of additional annual leave over the Christmas/New Year period and a day of birthday leave.

Health and safety

NZIER recorded zero health and safety incidents in the year ended 31 March 2026. This compares to one minor incident reported in the previous year.

Staff engagement

NZIER conducts an annual staff engagement survey using the Ask Your Teams survey tool. This survey asks employees to rate how much they agree or disagree with a set of statements which have been proven to be indicators of staff engagement. An average score is then calculated across all statements and compared with a benchmark score calculated from all private sector organisations that use Ask Your Teams. Set out below are the results.

Table 5 Annual staff engagement survey results

Year	Participation rate	Overall score	Benchmark score
2023	92%	66%	66%
2024	96%	71%	67%
2025	96%	73%	67%
2026	96%	73%	67%

Source: Ask Your Team

The results are reported to our Board and shared with the staff. The survey is used to identify areas for improvement by the management team and the staff. These initiatives are shared with the Board, and progress is monitored in the following year's survey.

The target for this year is to lift our overall score to 75%.

Professional development

Ensuring our staff continue to develop their expertise is critical to meeting our clients' requirements, providing Public Good activities and developing our staff's careers. Set out below are the details of expenditure on staff training and the value of the staff time spent in training.

Table 6 Staff training

	Year ended 31 March 2026	Year ended 31 March 2025	Year ended 31 March 2024
Value of staff time spent in training	\$345,308	\$315,704	\$439,094
Training expenditure	\$23,502	\$13,123	\$52,182
Total	\$368,810	\$328,827	\$491,276
Total per FTE	\$17,903	\$16,384	\$21,323

Source: NZIER



Gender diversity

NZIER is committed to diversity and inclusion. NZIER is a partner organisation of Global Women. This organisation aims to increase diversity in leadership in Aotearoa New Zealand by promoting, encouraging, and facilitating the development of women. As part of the partnership, we are committed to undertaking Public Good work on a topic related to gender issues in the workplace or the economy. In the year ended 31 March 2026, this involved producing the Global Women’s Diversity Impact Report.

As mentioned above, we have also enhanced our parental and sick leave policies to make NZIER a more family-friendly workplace.

Set out below is the gender diversity of our staff as at 31 March 2026, 31 March 2025 and 31 March 2024.

Table 7 Gender diversity at NZIER, as at 31 March 2026

	Male	Female
Board	80%	20%
Management team	25%	75%
Client facing staff	76%	24%
Support staff	25%	75%

Source: Global Women Diversity Impact Report

Table 8 Gender diversity at NZIER, as at 31 March 2025

	Male	Female
Board	80%	20%
Management team	25%	75%
Client facing staff	88%	12%
Support staff	25%	75%

Source: NZIER

Table 9 Gender diversity at NZIER, as at 31 March 2024

	Male	Female
Board	80%	20%
Management team	50%	50%
Client facing staff	79%	21%
Support staff	25%	75%

Source: NZIER

Board composition

NZIER is an Incorporated Society and is governed by a Board. Members of the Board (other than the Chief Executive) are elected by NZIER’s members in accordance with NZIER’s Constitution. The Board is responsible for the financial performance, statutory compliance, activities and performance of NZIER, together with the employment of the Chief Executive.

Board members’ duties, conduct and behaviours, and the Board’s responsibilities and processes are set out in the Board charter. The purpose of this Charter is to ensure the success of NZIER by embedding sound and ethical corporate governance practices aligned with its strategic goals and Code of Conduct.

The Board has two sub-committees: the Audit and Risk Committee and the Remuneration and HR Committee.

The Audit and Risk Committee comprises at least two elected Board members, including the Chair. The Audit Committee Chair should be suitably qualified.

The Committee reviews the annual financial statements prior to their approval by the Board, including the effectiveness of management information systems and internal control systems, and the efficiency and effectiveness of the external audit functions.

The Remuneration and HR Committee comprises at least two elected Board members, including the Chair. The Remuneration and HR Committee Chair should be suitably qualified and informed of current HR practices.

The Committee reviews the performance of the Chief Executive and the proposed bonus pool for all staff and makes recommendations to the Board.

As at 31 March 2026, the Board comprises five elected members and the Chief Executive, an ex officio member. Elected Board members are elected for a term of three years and can be re-elected at the end of their three-year term. The composition of the Board as at 31 March 2026 is as follows.

Table 10 NZIER Board

Board member	Position/committee membership	Date first appointed as a Board member	End of current term
Bruce Wattie	Chair	30 May 2019	August 2028
Grant Pryde	Chair, Remuneration and HR Committee	1 April 2019	August 2027
Paula Brosnahan	Chair, Audit and Risk Committee	5 February 2020	August 2026
Professor Les Oxley		3 September 2019	August 2028
Mike Burrell		6 May 2024	August 2027
Jason Shoebridge	Chief Executive (ex-officio)	7 September 2021	6 September 2026

Source: NZIER

Board remuneration

For the year ended 31 March 2026, the Board members received the following remuneration.

Table 11 Board remuneration

Board member	Position/committee membership	Remuneration
Bruce Wattie	Chair	\$28,625
Grant Pryde	Chair, Remuneration and HR Committee	\$16,187
Paula Brosnahan	Chair Audit and Risk Committee	\$14,520
Professor Les Oxley		\$12,140
Mike Burrell		\$12,140
Jason Shoebridge	Chief Executive	Ex officio

Source: NZIER



Board meeting attendance

Board meetings are held quarterly, with additional meetings as required. The Audit and Risk Committee and the Remuneration and HR Committee met once during the year. During the year ended 31 March 2026, the Directors had the following attendance at meetings.

Table 12 Board attendance

Board member	Board and annual general meetings attended	Audit and Risk Committee meetings attended	Remuneration and HR Committee meetings attended
Bruce Wattie	6	1	1
Grant Pryde	5	n/a	1
Paula Brosnahan	6	1	n/a
Professor Les Oxley	3	n/a	1
Mike Burrell	6	n/a	n/a

Source: NZIER

Risk management policies and procedures

NZIER has policies and procedures to identify and manage risks. A risk register detailing and quantifying the organisation's key strategic risks and mitigations in place is reviewed quarterly at every Board meeting.

NZIER engaged Grant Thornton to undertake an external audit of its annual financial statements.

NZIER maintains the following insurance policies to provide cover for material insurable risks it faces:

- Association liability
- Cyber insurance
- Material damage
- Business interruption
- General liability
- Statutory liability
- Employers' liability
- Business travel

To ensure it is adequately resourced in the event of unexpected business downturns, NZIER has a reserves policy. This reserves policy stipulates that working capital should be not less than six months of cash operating expenses. Of this working capital, \$2 million must be held in cash or term deposit accounts.



STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

FOR THE YEAR ENDING 31 MARCH 2026

	2026 \$	2025 \$
REVENUE FROM NON-EXCHANGE TRANSACTIONS		
Grants	37,500	15,000
	37,500	15,000
REVENUE FROM EXCHANGE TRANSACTIONS		
Membership fees	445,118	429,807
Contract research income	5,080,238	4,250,366
Interest income	58,509	89,524
Gain on disposal of assets	-	799
Other operating income	516	511
Total revenue	5,584,381	4,771,007
	5,621,881	4,786,007
EXPENSES		
Direct public good costs	35,256	36,368
Employee related costs	3,935,818	3,389,468
Contract expenses	664,844	704,042
Depreciation and amortisation	54,891	80,313
Loss on disposal of assets	1,794	-
Operating expenses	877,572	836,344
Operating lease rental	10,954	10,599
Total expenses	5,581,129	5,057,134
Total surplus or deficit for the year	40,752	(271,127)
Other comprehensive revenue and expenses	-	-
Total comprehensive revenue and expenses for the year	40,752	(271,127)



STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDING 31 MARCH 2026

	2026 \$	2025 \$
CURRENT ASSETS		
Cash and cash equivalents	879,841	346,109
Investments	1,262,013	1,208,573
Receivables from exchange transactions	753,475	626,778
Work in progress	381,046	477,633
Prepayments and other assets	139,222	176,805
	3,415,597	2,835,898
NON-CURRENT ASSETS		
Intangible assets	7,682	13,677
Property, plant and equipment	142,206	127,275
	149,888	140,952
Total assets	3,565,485	2,976,850
CURRENT LIABILITIES		
Trade and other payables	164,802	142,080
Employee entitlements	648,080	224,296
GST payable	146,664	115,178
Lease inducement	27,447	27,446
Revenue in advance from exchange transactions	590,918	478,581
Revenue in advance from non-exchange transactions	22,500	37,500
	1,600,411	1,025,081
NON-CURRENT LIABILITIES		
Lease inducement	86,920	114,367
	86,920	114,367
Total liabilities	1,687,331	1,139,448
Net assets	1,878,154	1,837,402
EQUITY		
Total equity	1,878,154	1,837,402



STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDING 31 MARCH 2026

2026

Opening balance 1 April 2025

Net deficit/total comprehensive revenue and expenses

Closing equity 31 March 2026

2025

Opening balance 1 April 2024

Net deficit/total comprehensive revenue and expenses

Closing equity 31 March 2025

Accumulated funds	Total equity
\$	\$
1,837,402	1,837,402
40,752	40,752
1,878,154	1,878,154
2,108,529	2,108,529
(271,127)	(271,127)
1,837,402	1,837,402

CASH FLOW STATEMENT

FOR THE YEAR ENDING 31 MARCH 2026

Net cash flows from operating activities

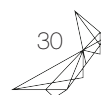
Net cash flows from investing activities

Net increase in cash and cash equivalents

Cash and cash equivalents at 1 April

Cash and cash equivalents at 31 March

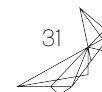
2026	2025
\$	\$
594,285	(195,271)
(60,553)	1,830
533,732	(193,441)
346,109	539,550
879,841	346,109



STATEMENT OF PERFORMANCE

FOR THE YEAR ENDING 31 MARCH 2026

What we want to achieve	How	What we've done during the year	Measure (verifiable)	Year ended 31 March 2026	Year ended 31 March 2025
Provide robust and independent information on economic matters for planning and decision-making by our members	Provide forecasts, survey results and other macroeconomic information to our members	QSBO publication and data	No. of releases	4	4
			Email views	6462	6278
			Viewed website	7030	7083
			Mainstream media mentions	269	255
		QP publication and data	No. of releases	4	4
			Email views	6991	6814
			Viewed website	2029	3430
			Mainstream media mentions	27	25
		Seminars/events	No. of events & attendees	16 events 281 registrations	15 events 393 registrations
			No. of webinars & attendees	9 webinars 3046 attendees	7 webinars 2670 attendees
		Quickviews	No. of releases	19	15
			Email views	6378	5287
			Mainstream media mentions	1	0
		CPI forecasts	No. of releases	4	4
			Email views	1456	1351
			Viewed website	284	316
			Mainstream media mentions	0	1
	Maintain current membership numbers	Initiatives to engage members	No. of members as at 31 March 2026	124	134



STATEMENT OF SERVICE PERFORMANCE

FOR THE YEAR ENDING 31 MARCH 2026

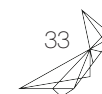
achieve		during the year	March 2026	March 2025	
Advance the study and understanding of economic matters	Develop and promote freely available content through our Public Good Programme	Insights	No. of publications	6	10
			Email views	4349	8041
			Viewed website	1230	5663
			Mainstream media mentions	19	86
		Working papers	No. of publications	0	1
			Email views	0	1576
			Viewed website	0	1271
			Mainstream media mentions	0	7
		Consensus Forecasts	No. of publications	4	4
			Email views	2482	2221
			Viewed website	2110	2850
			Mainstream media mentions	16	21
		Shadow Board	No. of publications	7	7
			Email views	6361	5990
			Viewed website	3293	3668
			Mainstream media mentions	37	59
		Other publications	No. of publications	2	2
			Email views	1553	828
			Viewed website	1266	602
			Mainstream media mentions	2	5



STATEMENT OF SERVICE PERFORMANCE

FOR THE YEAR ENDING 31 MARCH 2026

What we want to achieve	How	What we've done during the year	Measure (verifiable)	Year ended 31 March 2026	Year ended 31 March 2025
Advance the study and understanding of economic matters (continued)	NZIER Early Career Economics Leader Award	Convene panel and sponsor award	Award given	Not awarded in this year	0
	NZIER Ed Hearnshaw Environmental Economics Award	Convene panel and sponsor award	Award given	Awarded biennially	1
Support decision-making for our New Zealand-based clients on micro- and macro-economic matters that affect them	Through robust and independent research for our clients	Clients and projects worked on	Number of client projects/reports	127 clients 205 projects	134 clients 204 projects
	Make our client reports publicly available where possible	Knowledge transfer through our website and media activity by NZIER and our clients	Number of publicly released reports	15	6
			Viewed website	2309	1774
			Mainstream media mentions	0	819
			Social media mentions	284	358



For the year ended 31 March 2026
NZ Institute of Economic Research Inc.

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