



New Zealand Institute
for Public Health and
Forensic Science

**Statement of
Corporate Intent**
2026–2031

Cover photo: Shining a light on forensic science – NZ Police photographers learn the ropes from PHF Science forensic experts as part of a comprehensive training programme.

Photo: PHF Science

Presented to the House of Representatives pursuant to section 16 of the Crown Research Institutes Act 1992.

The New Zealand Institute for Public Health and Forensic Science (PHF Science) will become a Public Research Organisation once legislation is passed in the second half of 2026.

It was formerly known as the Institute of Environmental Science and Research (ESR).

It was incorporated in June 1992 and is wholly owned by the New Zealand Government. The two shareholding Ministers appoint a Board of Directors to govern the organisation.

PHF Science has science facilities in Auckland, Wellington (Porirua and Wallaceville) and Christchurch.

ISBN: 1179-4418 (print version)

ISBN: 1178-8275 (online version)



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Published June 2026



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Chair and Chief Executive's overview

Tēnā koutou katoa

As we enter the 2026/27 year, and look further ahead still, we see a world that is being increasingly shaped by science, but also in urgent need of it for future resilience and to meet emerging challenges.

Globally, the challenges that confront us through a changing climate, the ever-present risks of infectious diseases, and the environmental and infrastructure demands of growing populations require collective efforts to monitor, plan, innovate and respond.

At the same time, the technological advances of artificial intelligence are transforming our approach to complex questions, enabling ever-greater insights to be drawn from ever-richer sources of data, while also creating new challenges. Among these are distinguishing truth from hallucinations – or outright fiction – and placing further demands on energy resources.

In New Zealand, recent reforms to the science sector were underpinned by a recognition of the critical role for science in unlocking the innovation and capability needed for New Zealand's wellbeing and economic future.

Once legislation passes, we will formally become a Public Research Organisation (PRO). We will continue to work alongside the other newly established PROs formed through mergers of the Crown Research Institutes, the New Zealand Institute for Advanced Technology (NZIAT), consolidated funding mechanisms and redefined relationships with the wider science sector, in particular universities.

Collectively, and guided by New Zealand's Science Investment Plan, we share the task of ensuring New Zealand has the science and research expertise and capacity needed to build the resilience of our

communities and economy. This will enable us to weather the challenges ahead and grow through science-driven innovation and opportunities.

Over the past year, PHF Science has been making important strides as we establish ourselves as a PRO. We are focused on our distinct contribution as part of a wider science and economic system. We have taken on a new identity that better describes our specific expertise areas, and identified and progressed key strategic and capability lifts that continue to drive our work programme and are needed to play our role for New Zealand. This is reflected in our Statement of Corporate Intent 2026–2031.

Our direction remains essentially grounded in our commitment to science excellence across the continuum from service delivery to research and innovation.

As specialists in public health and forensic science, we are critical partners with government agencies and regulators in the health and justice sectors, as well as community organisations, Māori, research institutions and private sector organisations. Our primary role remains providing specialist services, research, innovations and leadership that support a healthy, safe and just society and contribute to a strong economy; and delivering authoritative scientific evidence that enables risks to be anticipated, mitigated and managed.

This means diseases and hazards to humans are surveilled, responded to, and increasingly predicted; food is safe; new and illicit drugs are understood and tracked; evidence from crime scenes is rigorously analysed to support justice and make our communities safer – and much more. As well as preventing harm, this work further serves the public good, enabling healthcare costs to be avoided, supporting New Zealand's productivity and building our resilience. It is on these core foundations that New Zealand can prosper and grow.



At the same time, we continue to advance our knowledge and services. Our close and practical understanding of national needs, longstanding commitment to Te Tiriti and uplifting outcomes for Māori, awareness of global trends, and strong networks and partnerships including in the Pacific and internationally, mean we are well positioned to drive future development and make an even greater difference. This includes identifying science applications with high-impact potential and realising further benefits and economic growth for New Zealand, including through knowledge transfer and partnership opportunities.

Our focus on science excellence is underpinned by the need to ensure we build our valuable and talented workforce, effective systems to ensure the integrity and security of our research and information, and strong connectivity throughout our organisation and beyond. And as a publicly owned institution, we take

seriously our responsibility to share our science for the betterment of all. Through our strong relationships with decision-makers, global networks, community engagement and open digital channels, we aim for our science to be accessible, useable and used.

We have exciting milestones to look forward to in the year ahead, most notably the scheduled opening of our new building at the Kenepuru Science Centre. This state-of-the-art facility, designed in close collaboration with Ngāti Toa Rangatira and with sustainability and modern science needs at its centre, represents an important addition to New Zealand's science infrastructure, strengthening our ability to deliver critical services now and in the future.

With these priorities, we are ready to deliver on our commitment to see science at the heart of New Zealand's ongoing wellbeing and success.



Professor Sarah Young
Board Chair

A stylized black ink signature of Sarah Young.



Sir Ashley Bloomfield KNZM
Chief Executive Officer

A stylized black ink signature of Sir Ashley Bloomfield.



Our context

PHF Science's interim Statement of Core Purpose, captured on pages 4–6, outlines our role and expectations from the Government and guides our strategic direction as we establish ourselves as a Public Research Organisation (PRO). Our specific capabilities and priorities relating to these overarching areas are described in the following sections of this document. More information on the breadth of our work, specialist areas and collaborative effort can be found in our Annual Report and on our website.

Our purpose

Our purpose is to enhance and protect New Zealand's public health and justice systems to support economic growth and resilience, innovation, and improved health, safety and security for people and communities.

Outcomes

We fulfil our purpose through science leadership, provision of research that impacts the economy, applied science services, and the transfer of data, technology and knowledge in partnership with government, the health sector, justice sector, Police, Māori, industry and communities.

OUTCOME

Foster innovation and economic opportunity	Developing and commercialising science-based innovative tools that contribute to New Zealand's resilience, productivity and economic growth, including the Māori economy
Support a resilient and growing economy by protecting and promoting public health	Strengthening health security through effective and timely detection, prevention and response to public health threats, including infectious diseases, pandemics and environmental hazards
Support a healthy economy by enhancing public safety	Enhancing the quality, reach and application of forensic science services in criminal investigations, court proceedings and crime prevention efforts
Enable science-informed policy and decision-making	Delivering science service and innovation that addresses important threats to public health and justice while simultaneously supporting regulatory and governance agendas at both the national and local levels
Contribute to creating a more dynamic, effective and efficient science, innovation and technology system for New Zealand	Working collaboratively with our partners, including other PROs and universities

Scope of operations

PHF Science provides specialist knowledge and skills and national infrastructure, and leads science-based services over six key focus areas:

FOCUS AREA

	Health security and pandemic preparedness	Delivering surveillance, diagnostics (including reference laboratory functions) and modelling to detect, prevent and respond to infectious diseases, antimicrobial resistance and other emerging health threats affecting New Zealanders
	Forensic science and justice services	Providing forensic expertise in DNA analysis, toxicology, digital forensics and scene examination to support criminal investigations, court processes and crime prevention, ensuring timely and fair justice outcomes
	Drug harm prevention and integrated health-justice interventions	Applying forensic and public health science to assess, monitor and reduce the harm associated with alcohol, illicit substances and synthetic drugs across both health and justice systems
	Environmental health and risk science	Investigating the impact of environmental hazards on human health, including contaminants in drinking-water, groundwater and freshwater systems, as well as safe biowaste use and exposure pathways for chemical, radiation and microbial risks
	Food safety and public protection	Supporting public health through science-based assurance of food safety and quality, delivered in partnership with regulators and industry
	Science for policy and public good	Generating knowledge and tools – including scenario modelling, risk assessment and horizon scanning – to support evidence-based policy in health, environment and justice, and inform emergency preparedness and national planning.



Collaborating with others for maximum impact



In addition to leading applied science across the areas described on page 5, PHF Science collaborates across the wider science system to avoid duplication, increase capability or scale, and enable coherent, system-wide impact. Collaborating with others also enriches the quality and relevance of our research, ensuring it delivers real-world benefit.

Areas of collaboration

- **Food safety and health:** Interfaces between food safety and human health, including foodborne disease and risk management, contaminants in drinking-water, groundwater and freshwater systems, One Health approaches and cross-domain threats
- **Climate change:** National mitigation, adaptation and resilience, including greenhouse gas emissions and carbon cycle, impacts on biodiversity across domains, climate-health research, environmental surveillance and community resilience strategies
- **Biosecurity:** Cross-domain and integrated approaches to biosecurity threats and biosystematics across environments, including pathogen detection, antimicrobial resistance monitoring and biosafety through integrated One Health approaches
- **Environmental health and risk science:** Investigating the impact of environmental hazards on human health, including contaminants in drinking-water, groundwater and freshwater systems, as well as safe biowaste use and exposure pathways for chemical, radiation and microbial risks
- **Science for policy and public good:** Science for evidence-based and cross-domain policy, strategic foresight and international obligations
- **Social and systems science integration:** Integrated approaches to social science, community engagement and policy development; bridging biophysical and social science
- **Collections and databases:** Biosystematics, data curation, data sharing, and infrastructure
- **Supercomputing and advanced technologies:** Digital infrastructure and data analytics including AI: a system-wide approach to development and use of advanced technologies, including via an Advanced Technology PRO
- **Vision Mātauranga:** Enabling the innovation potential of Māori knowledge, resources and people
- **Building an effective Science, Innovation and Technology system:** Approaches to knowledge transfer, commercialisation, capability and infrastructure development

PHF Science in a changing landscape

As the reform of New Zealand's science system progresses, PHF Science will continue to collaborate across the science sector to achieve more, keeping pace with technological advances to unlock the full potential of science to contribute to economic growth and build greater resilience for New Zealand.

We will build on the achievements of the past year, leveraging opportunities to strategically ensure our work has a wider impact and reach and supports New Zealand to be well positioned to face future challenges.

Who we work with

We work and engage with government agencies, PROs, iwi, tertiary institutions and the private sector to deliver long-term, sustainable solutions for the health and wellbeing of New Zealanders.



Government agencies

Ministry of Business Innovation and Employment
Ministry of Health
Health New Zealand
Ministry for Primary Industries
New Zealand Police
New Zealand Customs Service
Department of Corrections
Ministry of Justice, including Coronial Services
Department of Defence
New Zealand Transport Agency
Ministry of Foreign Affairs and Trade
Other PROs (Bioeconomy Science Institute, Earth Sciences New Zealand, the New Zealand Institute for Advanced Technology)

Other organisations, including public, not-for-profits, and private sector partners

Health sector organisations such as GP practices
Justice sector organisations such as courts, lawyers
Iwi and pan-Māori communities and mātauranga Māori experts
Universities and other academic research institutions and communities
Laboratory networks across the country
Food processing and production organisations
Councils and other territorial authorities
Managers of waterways and drinking-water supplies
Private sector health and technology organisations

Global partners

International government agencies, research organisations, laboratories, and universities focused on health, justice and forensic science





The WellKiwis community cohorts explore how first or prior exposure to influenza, through infection or vaccine, influences immune responses to subsequent exposures; and how transmission within households and communities contributes to disease burden, illness severity and population risk.

Photo: WellKiwis/PHF Science

Key collaborations

As a key contributor to delivering science-system outcomes, we are shaping our organisational capability and systems to further coordinate approaches, enable efficiencies, share expertise and knowledge, and develop deeper partnerships with key stakeholders to drive innovation both for economic benefit, and for the benefit of New Zealanders. Our collaborations take many forms – here are just some examples.

- As the sole provider of core forensic science services to New Zealand Police, and a trusted partner to Customs, coronial services and the courts, PHF Science plays a central role in informing decisions across the justice system through robust, independent scientific evidence. Our forensic capability spans crime scene attendance through to expert court testimony, supporting investigative direction, informed judgements and alternative resolution pathways, as well as court outcomes. In doing so, we underpin public trust and contribute to safer communities.
- We work closely with the Ministry of Health and Health NZ to provide specialist laboratory services and population-based public health surveillance, testing and analysis, and research capability to monitor infectious disease transmission to enhance detection and prevention.
- We provide science-based food safety and quality assurance, incorporating risk assessment, exposure pathway evaluation, and authoritative evidence for guidance in partnership with regulators and industry.
- We are partnering with the Water Services Authority (Taumata Arowai) and drinking-water suppliers to support industry adoption and policy integration of findings from our Endeavour Programme, Applications of Metagenomics and Quantitative PCR for Safer Drinking Water.
- We are collaborating with industry and regional councils to better quantify and mitigate public health risks associated with wastewater discharges.
- PHF Science's SHIVERS programme (Southern Hemisphere Influenza and Vaccine Effectiveness Research and Surveillance) is a series of research focused on understanding, tracking and reducing the impact of influenza and other respiratory viruses. Part of the global US NIH NIAID-funded CEIRR and DIVINCI research initiatives, the SHIVERS team also partners with Flu Lab to support the development of innovations aimed at eliminating the threat of influenza.
- We led a collaboration agreement between PROs and universities across the country that aims to grow and develop New Zealand's research workforce, explore opportunities for sharing expertise and infrastructure, and streamline engagement and information sharing with decision-makers and across the research sector.
- PHF Science's Chief Executive is Chair of the Governing Council for Te Poutoko Ora a Kiwa, the Centre for Pacific and Global Health Research, which delivers research and advice to inform and support Pacific and global health solutions.
- We continue to build relationships with private sector entities while extending international markets for our forensic products that are already commercialised, such as Lumi (our portable drug-detection device), and STRmix™ (our software that allows forensic biologists to analyse, interpret and investigate DNA profiles).
- We are building on our partnerships with Māori communities to strengthen our impact for Māori. This includes supporting the Pūhoro STEM Academy, a mentoring and support programme for Māori high school students that highlights connections between mātauranga Māori in STEM, improves academic achievement in STEM subjects; and provides career pathways. PHF Science runs lab sessions, assists students with applying for scholarships, and offers internships.
- We are integrating ongoing forensic training work with Australian Federal Police Pacific Policing Initiative.
- We partner with MFAT, Pacific governments, utilities, and regional organisations and funders to deliver advisory support across public health and justice, including workforce development, climate resilience, drug-harm prevention, and water safety and security; these collaborations strengthen scientific capability, enhance monitoring and surveillance systems, support method and technology transfer, and improve preparedness, resilience, and shared security outcomes across the Pacific.



Our strategic approach for science excellence

PHF Science is guided by its strategic direction framework to ensure its science services research and innovations work together to protect communities, grow the economy and help New Zealand thrive.

At the centre of this is our commitment to science excellence. Across our focus areas of science for detection, protection and security, and science for innovation, we deliver and continuously strengthen high-quality, trusted science that addresses national priorities and future challenges.

We will achieve this by operating as an integrated scientific system where service delivery, analytical capability, applied research, and discovery science are connected and mutually reinforcing. This means insights from service delivery inform research; research advances capability and innovation; and innovation and strengthened capability improve delivery.

Through this integrated approach, we build expertise, grow capability and amplify impact across PHF Science, the public sector and science system, Aotearoa New Zealand and globally.

Our research investments are underpinned by a portfolio approach that enables co-investment with other research partners and funders and ensures our research builds on our distinct areas of expertise,

including to address mission-led science needs for New Zealand. This has seen a shift from a 'traditional' competitive process for allocating SSIF funding to a commission-based approach with regular reviews, guided by our interim Statement of Core Purpose and focusing on opportunities where we can deliver significant impact and respond to emerging priorities. This aligns with directions signalled with the establishment of Research Funding New Zealand, emphasising research investments that address critical national needs and support economic growth.

To enable these outcomes, our strategic direction places focus on critical areas that support and uplift our science.

We will continue to develop our strategy for science investment to ensure ongoing alignment with the Government's Science Priorities and Science Investment Plan. This includes advancing opportunities to support the missions for the science system, with particular focus on enabling 'Healthy People and a Thriving Society'.

We're focusing on:

- Broadening and strengthening our capabilities to deliver on our vision and purpose, ensuring we have well-defined expectations of staff, and the tools, systems and settings to support alignment across the organisation
- Growing our capabilities and tools to measure, evaluate and share our impact in ways that resonate and clearly show our contribution to New Zealand's resilience and economic growth
- Boosting and building strong, large-scale collaborative partnerships to shape and support science-system goals
- Sharing our stories and research so our science is well understood, used and valued by stakeholders and communities

Our strategic direction

Across our interconnected expertise areas



Public Health

Forensic Science



Our work provides tangible impacts for all New Zealanders

New Zealand is safer, fairer and better prepared

Through delivering science excellence, across the continuum from discovery to delivery

Science for detection, protection and security

Data, intelligence and leadership to prepare, prevent and respond to current and future health and community safety challenges

Science for innovation

Leading-edge research, and developing and commercialising new and innovative services, diagnostic tools and devices

Empowered by our strategic lifts – organisation-wide priorities that enable and amplify our science

Alignment – Shaping ourselves as an effective Public Research Organisation

Making clear choices to invest in impactful science that delivers value for our customers, supports innovation and enables us to pursue commercial opportunities

Connection and capability – People and systems for the future

Building our capability and creating a culture where we are stronger together; and providing the tools, systems and settings to support alignment across the organisation

Partnerships for stronger science – Stronger together

Positioning PHF Science as a convenor and system collaborator of choice by intentionally fostering relationships, sharing our resources and expertise, and working alongside others for stronger science

Communications and engagement – Showing our value

Growing our ability to evaluate and share our impact and tell our stories effectively so people inside and outside can better make use of our science and value our contribution



Science for detection, protection and security

What we deliver

Data intelligence and leadership to prepare, prevent and respond to current and future health and community safety challenges

Our priorities

Define and strengthen our supporting role in surveillance and national pandemic prevention, preparedness and response

Expand and enhance genomics and wastewater science through detection, monitoring, surveillance, research, testing and reporting

Strengthen and expand our capability and impact in monitoring and risk assessment of drug harm, water, food and other environmental and emerging health hazards, such as climate change

How we make a difference

PHF Science plays a critical role delivering the science needed for health security to support healthy and thriving communities. This is a key dimension of public health science and includes detecting pathogens in humans, food, water, animals and wastewater; and identifying chemical and radiological hazards that threaten human health. We monitor the transition of infectious diseases across human-to-human, animal-to-human and environmental pathways, and protect national health security through early detection and prevention.

We respond effectively to emerging threats by continually improving surveillance techniques, laboratory testing, disease and population-based monitoring, providing critical information about infectious disease incidence across New Zealand. This includes reporting by ethnicity, providing valuable information for supporting wellbeing needs, including for Māori and Pasifika communities. We also monitor water quality and detect contaminants, undertake quantitative microbiological risk assessment, and

support the safe and responsible use of ionising radiation. The benefits of this work are far reaching, contributing to a New Zealand population that is both healthier and more productive, with flow-on effects for public health and the economy.

As New Zealand's specialists in forensic science, we provide end-to-end services that support policing, courts and coronial processes while also contributing to broader public safety outcomes. Our work spans crime scene attendance, analyses of seized substances for Police and Customs, coronial investigations, monitoring emerging synthetic drugs and novel psychoactive substances, and wastewater-based drug intelligence. Through this we generate critical data and insights that support the preparation for, prevention of, and response to current and emerging threats. This informs investigative and public health decision-making, enabling harm prevention and alternative response pathways, and strengthening coordinated efforts to enhance the safety of our communities.



This year PHF Science launched a targeted forensic training and system development programme in Fiji, covering quality, sample integrity, laboratory health, and drug analysis, which will be delivered through a mix of in-country delivery and ongoing remote support.

How we will take this further

Strategic activity areas 2026–31

- Strengthen national surveillance and preparedness by supporting implementation of the New Zealand Public Health Surveillance Strategy, and enhancing modelling to forecast outbreaks and identify high-risk pathways
- Expand AMR (antimicrobial resistance) surveillance and research through deeper sector collaboration and delivery of the PHF Science AMR Strategy
- Further develop pathogen genomics, wastewater-based epidemiology and related laboratory capabilities to provide comprehensive population-level insights
- Build capability to assess and model climate-driven health risks by integrating environmental, health and economic data to support preparedness and response
- Advance integrated health and environment data systems, including surveillance, modelling and AI to better detect, understand and mitigate microbial and chemical hazards across water, food, air and environmental pathways
- Enhancing forensic science capability across the crime-scene-to-court continuum, including strengthening integration with policing systems and improving evidential quality, timeliness and accessibility
- Expanding forensic intelligence capability, including the use of data, analytics and wastewater-based approaches to detect emerging threats, support investigative decision-making, and inform harm prevention and disruption activities
- Strengthening the use of forensic science to support alternative resolution pathways and non-court outcomes, enabling proportionate, evidence-based responses across the justice system
- Enhancing options for expanding data and technology-enabled evidence and intelligence for harm and crime reduction, improved evidential outcomes, and strengthened crime-scene-to-court integration
- Building capacity to provide back-up forensics support to other jurisdictions
- Extending and increasing our work in the Pacific



A water sample taken from a potable water outlet growing a mix of bacteria, including legionella.
Photo: PHF Science



Science for innovation

What we deliver

Leading-edge research, and developing and commercialising new and innovative services, diagnostic tools and services

Our priorities

Realise new local, mātauranga and global market opportunities by leveraging current science knowledge, and increasing required capabilities and operational processes for enhanced commercialisation and consulting services

Build the capability and shared understanding needed to apply AI and other emerging data sciences confidently and strategically across the organisation

Develop a deep understanding of sector needs and identify innovative, end-to-end scientific and digital solutions that strengthen the relevance and impact of core service lines including supporting Māori-led innovation

How we make a difference

PHF Science promotes scientific innovation through the application of cutting-edge technologies for rapid diagnostic tools, forensic capabilities and integrated systems. This ranges from advancing genomics to detect, characterise and track communicable diseases and antimicrobial resistance, alongside enhancing forensic applications; to the development of our AI-powered 'digital twin' to model the spread of infectious diseases. These support New Zealand's pandemic prevention, support forensic intelligence, and strengthen New Zealand's prevention of and response to emerging threats.

Our priority areas include data science, intelligence analysis and predictive modelling to assist future-oriented decision-making, ensuring that New Zealand remains a global leader in public health and forensic sciences.

Our economic impact and commercialisation capability and activity is a priority focus, in line with two new performance measures focused on IP, and spinouts and startups.

In addition to progressing current opportunities, we are proactively developing innovation and economic pipelines essential for achieving new commercial pathways, supported by robust commercial infrastructure. This allows us to deliver more impactful outcomes for communities nationally and internationally.



How we will take this further

Strategic activity areas 2026–31

- Advancing data science insights, services and capacity, drawing on capability across PHF Science, strengthening delivery across science and research areas, and progressing partnership, consultancy and commercialisation opportunities
- Continuing to enhance and develop effective forensic scene investigation tools, methods and technologies to improve the quality, efficiency and safety of evidence capture
- Expanding our forensic capability to extract eDNA from mixed biological samples
- Growing the market for our commercial DNA analysis services, STRmix™, and drug detection device LUMI
- Growing a pipeline of commercial products based on current research under way in emerging technologies
- Exploring opportunities to integrate mātauranga and science to strengthen impact, while progressing the underpinning foundations for this mahi, including a focus on Māori partnerships, Māori data sovereignty and the use of Māori genetic material
- Developing and implementing integrated digital platforms and case management systems (e.g. SMARTLIMS / Police Portal) to enable secure data sharing, improved workflow integration, and end-to-end visibility across the crime scene-to-court continuum
- Advancing digital and AI-enabled forensic applications (e.g. ShoeMi and related tools) to support frontline deployment, real-time decision-making, and improved evidential capture and interpretation
- Strengthening forensic data integration and analytics capability to support intelligence-led policing, including linking laboratory, scene and external data sources to generate actionable insights
- Expanding our population surveillance laboratory methodologies for detecting pathogens, chemicals and human biomarkers
- Continuing to evolve source attribution techniques for health security
- Advancing our modelling capability to assess contamination spread and associated risk effect





By sequencing the full metagenome, PHF Science delivers high-resolution taxonomic profiling to identify organisms at the species and strain level.

Photo: PHF Science

Shaping ourselves as an effective public research organisation

Our aim

Making clear choices to invest in impactful science that delivers value for our customers, supports innovation, and enables us to pursue commercial opportunities

How we will do this

We will do this by ensuring the necessary supporting frameworks are developed, including the development of the PHF Science strategy and a clear pathway for commercial projects

How we will make a difference

We are continuing to focus activities to highlight our core pillars of public health and forensic science, strengthening our ability to deliver science services and research that makes a difference to end users and the sectors they serve, and to support economic growth for New Zealand. This includes building our organisational capability, digital infrastructure and systems to encourage greater partnerships across the science sector, partner agencies and with Māori; and acknowledging and actively equipping our staff with tools, skills and understanding. This will enhance our ability to deliver impactful, evidence-based science that meets national priorities and global challenges, ensuring a stronger, more resilient New Zealand.

How we will take this further

Strategic activity areas 2026–31

- Continuing our strategic development programme, taking short-, medium- and long-term horizons, recognising the need for agility and to prepare for a range of possible future scenarios; and ensuring this is reflected in our impact framework and business planning approach
- Reviewing and refining our internal processes, and strategic, impact and operational frameworks to support PHF Science to deliver effectively as part of a reshaped science system
- Actively engaging with government agencies, industry partners, iwi and other research institutions to strengthen relationships and collaboration opportunities
- Actively participating in Government-led and research-sector initiatives, ensuring alignment with the Government's Science Priorities; and developing innovation strategies by working collaboratively with other PROs, universities and public sector agencies to share expertise and best practices



People and systems for the future

Our aim

Building our capability and creating a culture where we are stronger together; and providing the tools, systems and settings to support alignment across the organisation

How we will do this

We will do this by delivering a future-focused enterprise capability/skills framework and implementation plan based on future science, partnership excellence and innovation need

How we will make a difference

To deliver high-quality collection, analysis and research and meet the challenges of PHF Science's diverse and evolving work programme, we need an agile and capable workforce, and tools, systems and platforms that support them to work collaboratively and effectively.

We build our **workforce capability** through training and on-the-job learning, and in doing so contribute to strengthening capability across the wider health, laboratory, regulatory, police and justice sectors. We share our expertise, develop skills, adapt to new technologies and support the next generation of professionals through supported learning, mentoring and applied training programmes, encouraging non-traditional career pathways, and providing research opportunities and participation that build capability through experience. This helps to grow a workforce able to face the challenges of the future.

Supporting our people to deliver excellent science means ensuring we have effective internal **business systems**. We are strengthening areas such as our

enterprise resource systems, data and digital infrastructure, and decision-making support. A new building dedicated to laboratories and a forensic service centre is being constructed at Wellington's Kenepuru campus to increase our capability in emerging areas of science, technology and research, and facilitate agile, multi-science collaboration. Construction is due to be completed in early 2027, with demolition of old buildings and other siteworks due for completion a year later.

The health and safety of our people is paramount to our success. We support our people to proactively look after their physical and mental wellbeing, increase their sense of belonging through employee-led networks, and we provide professional support that contributes to and assures us of employee wellbeing. We encourage staff to participate in safety and wellbeing initiatives and governance to bring about accountable, evidence-based change and resilience; and embed robust and responsible practices and systems throughout the organisation.



PHF Science is a trusted provider of drug testing to core agencies, including New Zealand Police, to understand drug usage trends in our communities. This information helps inform decision-making and contributes to the reduction of harm from drug use. *Photo: PHF Science*

How we will take this further

Strategic activity areas 2026–31

- Accelerating workforce development by determining our aspirational culture and desired capabilities based on future science, partnership excellence and innovation needs
- Supporting the Early Career Researchers group to develop a community within PHF Science for those at the beginning of their careers
- Deepening student and research collaboration with Pūhoro STEMM academy and universities to build the scientists of the future
- Strengthening our processes to enable research success, building on a review of our research support systems
- Strengthening our scientific and service capability, improving end-to-end workflows, and embedding innovations that improve efficiency and the robustness of evidence, focusing on modernising Forensic and Health Security laboratory processes, improving analytical throughput, and applying advanced technologies where they enhance clarity, reliability and speed
- Using investment management, prioritisation, project management, and governance practices to support integrated decision-making and appropriate investment choices in our people, infrastructure and science
- Strengthening and improving business processes and exploring AI components through a review of our internal tools and business systems
- Investing in data platforms to allow us to do more with our data and share more effectively, including data warehousing, research databases, and a data lake where scientists can experiment with data; and investing in laboratory information management systems to further improve our responsiveness and ability to meet future public health needs
- Continuing to build, and commission, our new Kenepuru Science Centre, scheduled to open in FY27
- Deliver the 10-Year Capital Investment and Asset Framework, providing a long-term approach to continued system and facilities improvement



Partnerships for stronger science

Our aim

Boost and build strong collaborative partnerships across government, communities, Māori, the science sector, industry, customers and international partners to shape and support science system outcomes and the science/policy interface

How we will do this

As a convenor and system collaborator of choice, we will achieve this through intentionally fostering relationships, sharing our resources and expertise and working alongside others for stronger science

How we will make a difference

PHF Science is committed to deepening relationships with current partners and developing new, high-value partnerships to maximise the talent, capability and resources across our science system.

Our partnership engagement focuses on delivering benefit to our science, innovation and technology sector collaborators, as well as Māori communities, universities, private sector and other international partners.

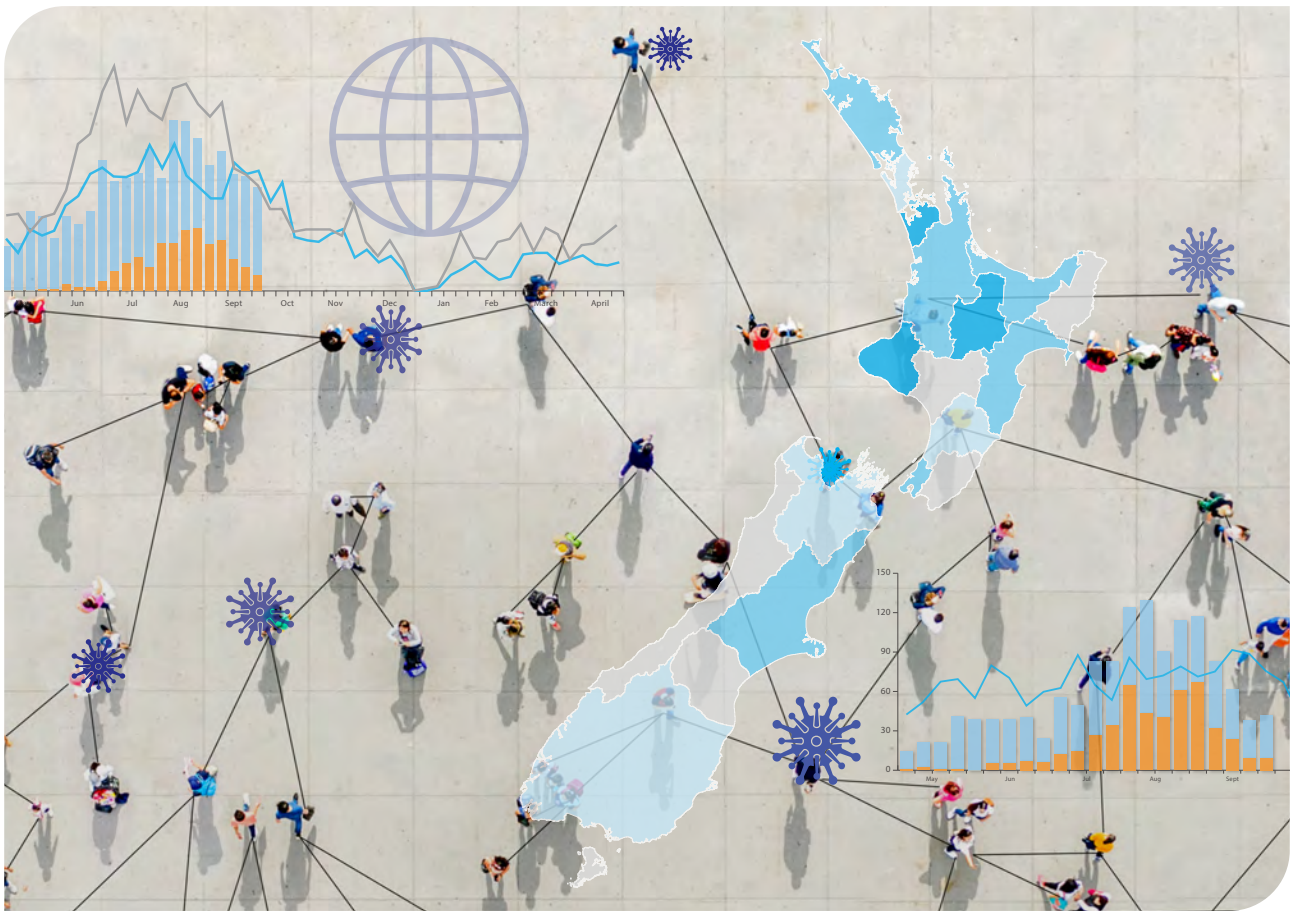
This includes structured governance and co-design with New Zealand Police, engagement with Customs and coronial services, collaboration with the judiciary and legal profession, and partnership with Pacific and international forensic institutions.

These strong partnerships allow us to continue to build open professional pathways that strengthen science capabilities and capacity, while enhancing PHF Science's reputation.

By evolving our capabilities and innovating our science, we are seeking to drive economic growth and resilience by working with other science agencies to deliver

better impacts for our strategic deliverables. In the long term, we expect our shared investment to deliver innovative product solutions with potential commercial opportunities.

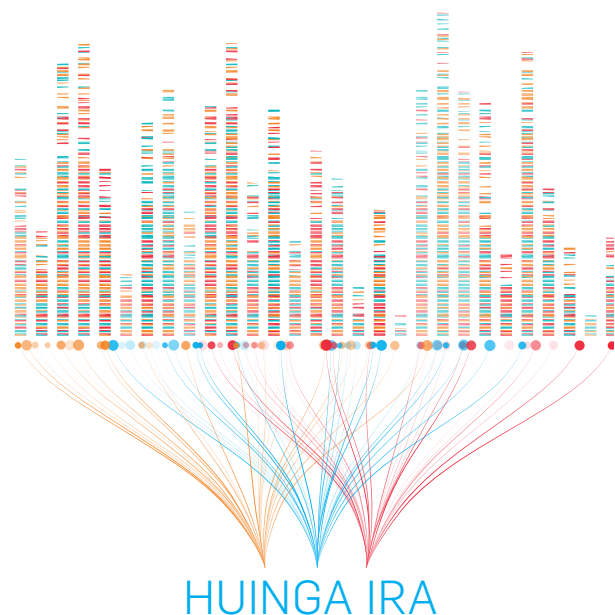




How we will take this further

Strategic activity areas 2026–31

- Building our research and science future connectedness with universities by jointly developing impactful initiatives and programmes
- Supporting the Government to meet its international obligations under various treaties and conventions
- Engaging with international counterpart organisations, including UK Health Security Agency, the Australian Centre for Disease Control, the Singapore Communicable Diseases Agency, ANZPAA (Australia New Zealand Policing Advisory Agency), Australian Federal and State policing agencies, and like-minded organisations across other jurisdictions
- Exploring opportunities for collaboration with the justice sector internationally
- Strengthening partnerships with iwi and other Māori organisations
- Exploring new international research funding opportunities, including Horizon Europe
- Exploring private sector opportunities to help deliver innovation and science-led solutions
- Advancing partnerships to support PHF Science's work in the Pacific in areas including radiation safety, health security surveillance, forensic science and capacity building for the health and justice sectors
- Advancing stage two of the Infectious Diseases Research Platform, hosted by PHF Science



Communications and engagement

Our aim

The impact and value of our science is well understood by stakeholders and communities; more people know about and utilise our science, increasing its impact

How we will do this

We will do this by growing our capabilities and tools to measure, evaluate and share our impact in ways that resonate with our audiences; and we will get better at telling our compelling stories – so people inside and outside can clearly see the impact we're making and value our contribution.

How we will make a difference

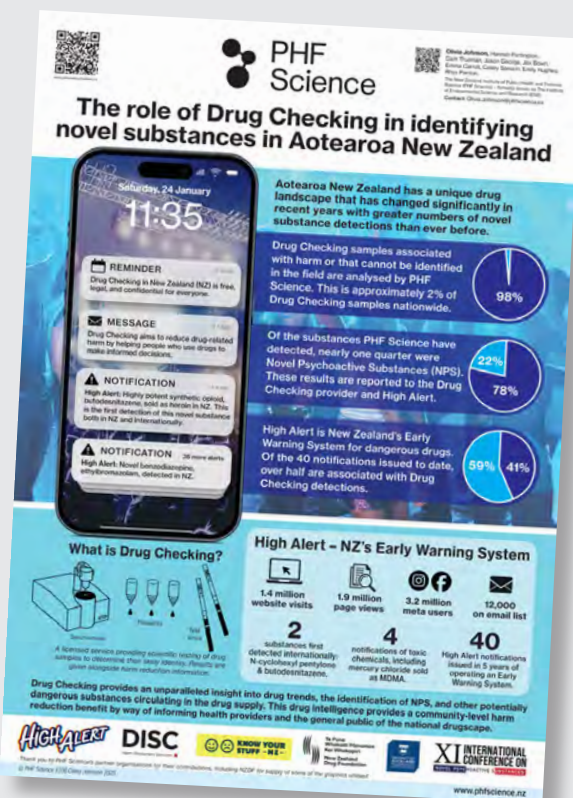
The ability for our science to make a difference requires audiences and stakeholders to be aware of our work and capabilities, and to access and make use of this to address their needs.

This requires us to ensure our science is highly visible, and that we clearly communicate its value and opportunities to engage with us to a wide range of stakeholders, partners and communities throughout New Zealand.

With a new identity within a reshaped science system, we have an opportunity to reintroduce ourselves to New Zealand and international partners, articulating our distinct role and value.

As a publicly owned science institution, we have a responsibility to serve as national experts, and to ensure the impact of our work is maximised. This means sharing outcomes in formats that are accessible and useable, and actively engaging with our audiences and end users. This effort in turn supports the public to understand the importance of ongoing investment in science, building the trust of all stakeholders and

a more supportive and enabling environment for science overall.





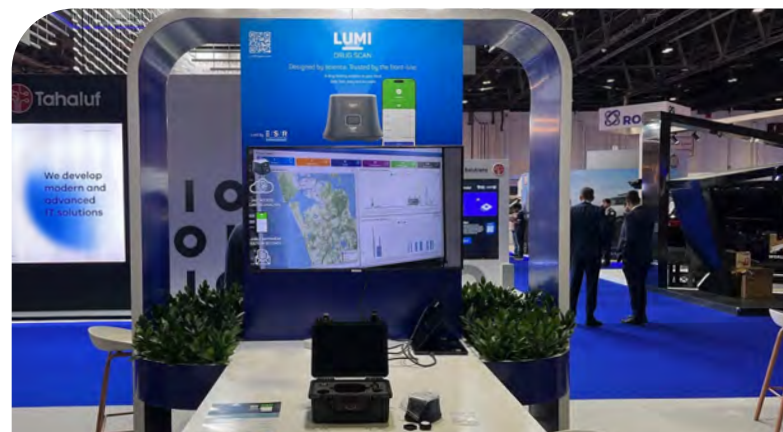
In December 2025 PHF Science hosted the Reducing Drug Harm in Aotearoa Symposium at Parliament, which brought international and local experts together to address the complex challenges our communities face when it comes to drug use. Pictured (left to right) is New Zealand journalist Paddy Gower, PHF Science principal forensic scientist Mary Jane McCarthy, and PHF Science Chief Executive Sir Ashley Bloomfield.

Photo: PHF Science

How we will take this further

Strategic activity areas 2026–31

- Supporting thought leaders to take lead communications roles to demonstrate strong scientific contributions on key issues
- Developing stronger tools and publications for reporting on our impact
- Producing high-value content based on key science impacts, outputs and insights. This includes regular, accessible, engaging content on our websites, social media, newsletters and other channels
- Developing a programme of events, taking a leadership and convenor role to enable national cross-sector conversations with science at the centre
- Building appreciation for our work and inspiring future scientists through increasing community engagement and outreach activities
- Strengthening communications with key clients and partners to ensure broad understanding of PHF Science's value and capabilities
- Building targeted digital channels or customer portals for key partners



Lumi Drug Scan exhibit at World Police Summit, Dubai, 2025.



Systems and infrastructure

To ensure our organisational health and resilience, PHF Science makes investments in its systems, processes and infrastructure. These enable a future-focused approach to capital requirements risks to be identified and managed, and for operations to be underpinned by robust governance and processes.

Critical infrastructure

This year sees a significant milestone for the development of a new building at PHF Science's Kenepuru site, with the building expected for completion in Quarter 4 of 2027.

Project managed by Crown Infrastructure Delivery (CID) for PHF Science, the new approximately 4,000m², three-storey facility replaces end-of-life buildings, increases capability in emerging areas of science, technology and research, and facilitates multi-science collaboration. With a building concept created through a joint process with Ngāti Toa Rangatira and Green Star-accredited, the new building will include 1,500 square metres dedicated to laboratories and a forensic service centre.

This will be followed by repurposing other buildings on-site to create a campus with significantly improved science infrastructure for New Zealand.

PHF Science is taking a long-term approach to uplifting technology infrastructure and fit-for-purpose facilities while ensuring ongoing financial sustainability and resilience. This includes progressing a 10-year capital planning approach, and engaging with wider initiatives to ensure resources and equipment are maximised across the science, innovation and technology sector.

Risk and assurance

We continue to monitor key risks and the effectiveness of their management and mitigation, working closely with the Board.

PHF Science's important scientific work is accompanied by various risks and uncertainties. Taking appropriate risks is a normal part of doing business and at PHF Science we actively identify, understand, and manage these risks so we can pursue opportunities and achieve our objectives. Risk and assurance are integrated across PHF Science and are focused on keeping people safe by following established policies, processes, and guidance.

Our enterprise-wide Quality Management System, supported by internationally recognised accreditation,

provides a robust framework for managing risk, assuring the quality and integrity of our science, and maintaining confidence with Police, courts, regulators and the public. This includes standardised methods, validation, proficiency testing, audit and continuous improvement processes.

An enterprise-wide approach to risk management ensures day-to-day responsibilities are embedded at strategic, operational, and project level. Our risk management framework reflects and aligns with recognised good practice.

The Board's Risk and Assurance Committee meets quarterly to provide guidance to the Chief Executive and assist the Board in fulfilling its responsibilities for risk management, internal control, emerging economic, environmental, social and governance matters, and PHF Science's financial accounting and reporting. The Committee also reviews the scope and coverage of the annual assurance plan to ensure it is risk-based before recommending it to the Board for approval.

Research security

Delivering excellence in science and enabling open, collaborative research brings inherent risks, including those associated with dual-use and sensitive technologies. PHF Science manages these risks through policies, frameworks and practices aligned with New Zealand Government Protective Security Requirements.

Research security is embedded across our systems and processes, including proportionate risk assessment and management throughout the research lifecycle; due diligence in relation to partners and collaborations; and safeguards to protect our people, data and intellectual property. These risks are actively monitored and consistent with PHF Science's risk management framework to ensure appropriate management and the changing threat environment.

Information technology systems, security, governance and processes

Investing appropriately in technological evolution is vital to ensure that PHF Science remains adaptive and responsive to emerging opportunities, and sustainable in our own operations.

We have invested in and developed capabilities that enable near-real-time surveillance and integrated decision-making capabilities, and e-infrastructure, which are crucial to bolster PHF Science's capabilities and enable adoption of AI. Our systems are fortified by robust security and governance protocols that yield benefits for the research, science, and innovation system. This includes improving data accessibility, fostering knowledge sharing and accountability, and enhancing PHF Science's scientific endeavours.

We align with New Zealand Government Protective Security Requirements, including the application of information classification and handling protocols across our systems to ensure the appropriate protection of sensitive health, forensic and operational data. We also maintain strong records management practices, including retention and secure disposal, in line with the Public Records Act and relevant Police schedules, ensuring evidential integrity, traceability and compliance.

PHF Science supports these investments with robust prioritisation and oversight processes, including enterprise portfolio management, a project management office and software governance groups. We also maintain a steadfast commitment to continuously enhancing resilience against cyber threats.

Data governance, data strategy and AI

PHF Science has a strong data governance structure that supports us to realise the best value from our data and information, and also meet our legislative requirements. Our Data Strategy sets our direction of travel in this time of rapid evolution of smart technologies. These provide both opportunities and disruption for how we manage and utilise our data to deliver relevant and safe practices and services to our health security and forensic partners for today and tomorrow.

We are actively exploring how AI can further enhance our operational efficiency and the quality of services we deliver, while also enabling a stronger science system through cutting-edge research and generating

new partnerships for PHF Science. Building off the strong foundation we had established through being a signatory to the Algorithm Charter for Aotearoa New Zealand, our Responsible AI Framework and learnings from government agencies, we have established an AI Council to guide us in this strategic area.

Sustainability and carbon reduction

At PHF Science, sustainability remains a core organisational priority. Our commitment continues to be guided by Agenda 2030 for Sustainable Development and the United Nations Sustainable Development Goals, which provide a clear framework for identifying where PHF Science can contribute most meaningfully. Through engagement with staff and stakeholders over the past year, we have refined our understanding of the sustainability issues that matter most to our people and to those we serve.

We continue to reduce our organisational carbon footprint. Our current focus includes practical initiatives across business travel, waste reduction and efficient energy use. The recently completed waste and power audits now inform a structured programme of work for staff and our sustainability volunteer network, ensuring that emissions reduction activities remain active, measurable and visible throughout the organisation.

PHF Science has continued its partnership with Toitū Envirocare. After establishing our 2019 baseline year and completing a further series of annual audits, we have now achieved multiple consecutive years of Toitū Carbon Reduce Certification. This provides independent assurance of our emissions profile and verifies the integrity of our reduction efforts. We intend to continue with annual audits in the coming year.

To support this mahi, PHF Science reviewed and strengthened its Sustainability Policy and associated guidance documents during the past year. We also remain committed to transparency, and will continue to share information about our sustainability performance and progress through our website and other public channels.

PHF Science will deepen its collaboration with government partners, sector specialists and the wider all-of-government network. Through these partnerships we will continue to play our part in reducing emissions, building resilience and contributing to Aotearoa New Zealand's collective response to climate change.



Our performance story

Our system-level performance

All PROs across the science, innovation and technology system are monitored by the same set of performance measures to provide a consistent view of performance.

The set of organisational-level indicators aligned to system outcomes are in the table below.

At the end of each quarter, PHF Science reports the results of each of measure to The Ministry of Business, Innovation and Employment (MBIE), who then presents the report to our shareholding Ministers.

Core system performance measures

Performance measure	Description	FY25 Actual	FY26 Forecast	FY27 Target	Reporting frequency
Industry collaboration: revenue per FTE from private sector	Domestic and international revenue targets for industry collaboration (revenue per FTE from private sector sources)	\$38,173	\$34,932	\$42,261	Quarterly
Financial indicators: revenue per FTE	Amount of revenue per FTE	\$270,143	\$228,918	\$250,771	Quarterly
	Amount of revenue per FTE (net of subcontracting)	\$233,847	\$214,341	\$231,047	Quarterly
Science quality: impact of science publications	Impact of science publications (measured using Web of Science citations for the previous calendar year)	4.5	4.5	4.5	Annually
Research collaboration: publications with collaborators	These refer to publications we have prepared in collaboration with authors at other NZ institutes and/or international authors	86%	≥85%	>85%	Quarterly
Technology and knowledge transfer: client reports per scientist FTE	Technology transfer refers to the process of conveying results stemming from scientific and technological research to the marketplace along with associated skills and procedures. It is an intrinsic part of the technological innovation process	0.2	0.13	0.18	Quarterly
Commercialisation	IP transaction deals per 1,000 FTE researchers	Nil	Nil	0.3	Quarterly
Commercialisation	Spinouts and start-ups per 1,000 FTE researchers	Nil	Nil	0.3	Quarterly

Our operational performance

PHF Science's work programme key performance indicators (KPIs) support our strategic focus areas and the specific impacts we are seeking to achieve. The KPIs document progress of PHF Science's strategic and operational work programme, and the expected performance on an annual level.

During the year, we will complete quarterly monitoring of the KPIs and report both to MBIE and our shareholding Ministers. The table below lists the metrics we will be monitoring and reporting on for 2026/2027.

In addition to these measures, PHF Science continues to monitor a range of operational performance indicators relevant to sector partners, and quality assurance metrics. These indicators support transparency, reliability and continuous improvement in service delivery.

Over 2026/27, PHF Science is reshaping its internal measures to reflect its strategy as a PRO and align with Government Science Priorities.

Impact	Performance measure	2025/26 Target	2026/27 Target	Reporting frequency
Increased Māori partnership, participation and leadership	Percentage increase in the number of iwi co-designed research projects	≥ 20%	≥ 20%	Annually
	Percentage of Strategic Science Investment Fund funding allocated to projects led by and/or co-designed with Māori	≥ 20%	≥ 20%	Annually
Reduced mortality and impact on the health system from disease and contamination	Percentage of surveillance delivered to the health sector on time for all notifiable diseases	90%	90%	Annually
Collaborations with partners and funding applications	Number of new data science collaborations with local or international partners leading to funding applications	2	2	Annually
Enhanced aligned science capability to deliver innovative solutions with global reach	Percentage of international proposals accepted*	30%	30%	Annually
	Percentage of external research bids successfully achieved	≥15%	≥15%	Annually
Diversified revenue sources on commercial terms that ensures financial profitability	Percentage growth in commercial revenue above FY26 Budget	≥5%	≥5%	Annually
A strong capable workforce that enables PHF Science to thrive and prosper	Annual Gallup Engagement result (rating out of 5)	≥3.9	≥3.9	Annually
	Annual Gallup Satisfaction result (rating out of 5)	≥3.6	≥3.6	Annually

*PHF Science submits a small number of international proposals. We note that 30% is a stretch target and any variance above or below will be noted in the Annual Report.



Appendices

Appendix 1: Subsidiary

Subsidiary	Principal activity	Interest held (%)
STRmix Limited	Forensic software that helps resolve complex mixtures of human DNA	100
PHF Science Charitable Solutions Limited	Undertake research, education and training that advances scientific understanding and practical solutions to improve wellbeing in the domains of public health, health security and crime prevention in Aotearoa New Zealand and the Pacific Islands	100
Institute of Environmental Science and Research Limited (dormant company)	Kept to hold previous name of PHF Science	100
ESR Limited (dormant company)	Kept to hold previous name of PHF Science	100
PHF Science Limited (dormant company)	To protect alternative name of the New Zealand Institute for Public Health and Forensic Science Limited	100

Appendix 2: Financial projections

Revenue

PHF Science's FY27 Budget projection is for growth of 35.6% in Net Profit After Tax over the forecast for FY26, including the Te Niwha Platform (to 28 February 2026) and the Infectious Diseases Research Platform (from 1 March 2026). This increase in financial performance is primarily driven by higher revenue earned through the NZ Police contract, offset in part by lower Ministry of Health and Other Government income.

Given the current fiscal environment and consistent with FY26, FY27 revenue has intentionally been budgeted at a conservative level, with no speculative unqualified revenue included in PHF Science's FY27-FY29 projections. This is considered an appropriate position with current pressures reducing certainty on future revenues. PHF Science does, however, hold a pipeline of potential future revenue sources not included in the budgeted numbers.

PHF Science is anticipating modest growth in revenues from FY27, reflecting improved research earnings, more sustainable terms incorporated into core government contracts, and increase in commercial earnings underpinned by the projected sale of STRmix™ forensic

DNA software locally and internationally. The company also plans expansion of its Lumi forensic drug-detection product into international markets.

Note: reference to financial projections in this commentary include PHF Science's research revenues from the Infectious Disease Research Platform, which PHF Science administers unless noted. The exception to this is the Revenue per FTE metric, because inclusion distorts the metric and comparisons.

Expenditure

Operating expenses are budgeted to increase in FY27, driven particularly by the direct costs associated with revenue projects. To mitigate inflationary pressures on costs, management is actively reviewing and negotiating key contracts to achieve adequate margins.

As also reflected in the FY27 Budget, PHF Science continues to drive organisation-wide cost efficiencies.

Depreciation and occupancy costs are budgeted to increase in FY27 with the completion of the redevelopment of PHF Science Wellington Region Kenepuru Science Centre.



Investment

Approval to proceed with the redevelopment of the Kenepuru Science Centre was received from PHF Science's Shareholding Ministers in January 2024, along with their approval to raise new capital via Crown equity injection as approved by Cabinet under a share subscription agreement. Solid progress is being made on the construction of the new building, with the facility expected to be completed and occupied in 2027, and the full project (including remaining demolition and site finishing) finished in 2028.

Cash flow

The Crown capital contribution noted above for the redevelopment of the Kenepuru Science Centre consists of \$25m, received in split payments across FY24 and FY25.

This funding, existing cash reserves and forecast operating cash flows are anticipated to be adequate to support the planned investment incorporated into this SCI, with some recourse to short-term debt facilities anticipated from late FY26.

Risk

There is uncertainty associated with PHF Science's revenue and cost forecasts. Financial performance is also particularly underpinned by the sustainability of terms under PHF Science's core government contracts. As well, there are funding pressures on commercial and research revenues from existing contestable and new sources of revenue.

Mitigation against these risks includes PHF Science having included only strongly qualified revenues in its current budget. As also noted earlier, PHF Science holds a pipeline of new revenue sources from increased investment in science capabilities and capacity, and increased commercial revenues.

PHF Science will continue to actively monitor and respond to known and emerging financial risks.

Dividend

In determining surplus funds for distribution, the PHF Science Board will give consideration to factors including the organisation's medium- and long-term capital investment requirements.

With all available cash surpluses required to fund the redevelopment of PHF Science's Kenepuru Science Centre, no dividend payments are projected to be made over this SCI period.

Financial performance indicators

The table on the next page presents PHF Science's key financial performance indicators for the three-year period FY27-FY29.



Financial performance indicators	FY26 FCT	FY27 Budget	FY28 Forecast	FY29 Forecast
Revenue (\$000s)	122,963	130,350	134,719	138,995
Revenue Growth	-9.4%	6.0%	3.4%	3.2%
Revenue per FTE (\$000)	229	231	237	243
Operating Results (\$000s)				
Operating Expenses	115,901	129,077	133,577	137,548
Earnings Before Interest, Tax, Depreciation and Amortisation	6,762	8,558	11,164	11,711
Net Profit after Tax	658	892	254	578
Liquidity				
Quick Ratio (Acid Test)	1.1	1.0	1.0	1.0
Profitability				
Return on Equity	0.71%	0.96%	0.27%	0.6%
Operating Margin	5.5%	6.6%	8.3%	8.4%
Operating Margin per FTE (\$)	12,600	16,500	21,300	22,100
Operational Risk				
Profit Volatility	21.4%	20.6%	25.1%	16.1%
Growth/Investment				
Capital Expenditure (\$000)	49,778	24,838	12,107	6,143
Capital Renewal	7.6	3.4	1.2	0.6
Dividend	–	–	–	–
Financial Strength				
Gearing (Debt*/Debt and Equity)	8.9%	20.2%	21.1%	19.3%
Equity Ratio (Equity/Total Assets)	68%	61%	60%	61%
Cash reserves (\$m)	7.4	6.3	6.0	6.0
<i>* Short-term debt facilities plus lease liabilities</i>				
Personnel				
FTE	537	520	525	530

Key: Statement of corporate intent indicators	FY26 FCT	FY27 Budget	FY28 Target	FY29 Target
Revenue (\$000)	122,963	120,098	124,602	128,995
Commercial Revenue (\$000)	18,764	21,967	24,566	26,294
Revenue per FTE from private sector (\$000)	34,932	42,261	46,809	49,630
Revenue per FTE (\$000)	228,918	250,771	256,706	262,354
Revenue per FTE (net of subcontracting) (\$000)	214,341	231,047	237,429	243,479
Equity Ratio	0.68	0.61	0.60	0.61

Appendix 3: PHF Science policy and procedure statements

Accounting policies

A summary of our accounting policies is included in our Annual Report.

Dividend policy

The Board will notify the shareholding Ministers, within three months of the end of each financial year, of:

- the amount of dividend (if any) recommended to be distributed to shareholding Ministers the percentage of tax-paid profits that the dividend represents; and
- the rationale and analysis used to determine the amount of the dividend.

In determining surplus funds for distribution, the Board each year will give consideration to:

- the organisation's medium- and long-term capital investment requirements;
- the organisation's projected profitability and cash flows;
- the ongoing financial viability of the company, including its ability to repay debt;
- the ability of the organisation to react to revenue shocks outside its control, and still maintain and enhance the capability of its people and facilities; and

- the obligations of the Directors under the Companies Act 1993 and other statutory requirements.

Before making a decision on payment of a dividend, the Board will consider the above factors and consult with the shareholders.

Significant transactions policy

The Board will obtain the prior written consent of shareholding Ministers for any transaction or series of transactions involving full or partial acquisition, disposal or modification of property (buildings, land and capital equipment) and other assets with a value equivalent to or greater than \$10 million or 20% of the company's total assets (prior to the transaction), whichever is the lesser.

The Board will also obtain prior written consent of shareholding Ministers for any transaction or series of transactions with a value equivalent to or greater than \$5 million or 30% of the company's total assets (prior to the transaction) involving:

- acquisition, disposal, or modification of an interest in a joint venture or partnership, or similar association;
- acquisition or disposal, in full or in part, of shares or interests in a subsidiary, external company or business unit;



- transactions that affect the company's ownership of a subsidiary or a subsidiary's ownership of another entity; and
- other transactions that fall outside the scope of the definition of the company's core business or that may have a material effect on the company's science capabilities.

Appendix 4: Matters required by Crown Research Institutes Act 1992

Ratio of shareholders' funds to total assets

The Institute for Public Health and Forensic Science's forecast ratio of shareholders' funds to adjusted tangible assets for the period of this SCI is as follows:

Subsidiary	2025/26	2026/27	2027/28
Equity Ratio	0.68:1	0.61:1	0.60:1

Activities where shareholder compensation is required

Where the Government wishes PHF Science to undertake activities or assume obligations that will result in a reduction of the organisation's profit, or net worth in terms of investment in research, the Board will seek compensation sufficient to allow the organisation's position to be restored.

No requests for compensation are currently under consideration.

Other matters specifically requested by the shareholder

Section 16(3) of the Crown Research Institutes Act 1992 requires PHF Science to furnish an estimate of the current commercial value of the Crown's investment.

PHF Science's Board has conducted a review of the commercial value of the Crown's investment in the company. In this regard, the Board is satisfied that the net asset position (or total shareholders' funds) as at 30 June 2025 is a fair and reasonable indication of the commercial value of the Group.

The net asset position, as shown in accordance with the company's accounting policies for 30 June 2025, was **\$91.885 million**.

Directory

PHF Science offices and science centres

Our science centres are located in Auckland, Wallaceville and Kenepuru (Wellington region) and Christchurch

