

# Mō mātau

About us



# Who we are

## Our Board

(as at 30 September 2022)



### **Sir Brian Roche**

KNZM

Chair

Sir Brian brings extensive governance, leadership and business experience to Waka Kotahi.

In 2017, Brian was named a Knight Companion of the New Zealand Order of Merit for services to the state and business.

He was chief executive of New Zealand Post Group from 2010 to 2017.

Sir Brian served on the NZTA Establishment Board from March 2008 and was then appointed as the inaugural chair from August 2008 serving until 31 March 2010.

Sir Brian re-joined our Board, again as chair, on 11 June 2019. He is a member of the Investment and Delivery and Risk and Assurance Committees.



### **Cassandra Crowley**

Deputy Chair

Cassandra is a chartered accountant (Fellow), barrister and solicitor of the High Court of New Zealand and member of the Institute of Directors.

In addition to her commercial advisory work, Cassandra holds non-executive directorship roles across several sectors of the economy of Aotearoa. These roles include chairing several audit, finance and risk committees and overseeing digital transformation. Cassandra is a past president of Chartered Accountants Australia and New Zealand and has been recognised for her leadership and governance contributions with the Supreme Award for Excellence in Governance from Women on Boards.

Cassandra chairs our Risk and Assurance Committee and is a member of the Investment and Delivery Committee.



### **David Smol**

QSO

David has over 35 years' experience in Aotearoa and the United Kingdom in the public and private sectors. He worked in the energy sector in both countries, including as director of an Oxford-based energy consulting firm with clients in the United Kingdom and Europe and in large energy utilities and transmission companies, renewable energy generators, regulatory bodies and government departments.

In 2008, David was appointed chief executive of the Ministry of Economic Development. From 2012 to 2017, he was the inaugural chief executive of the Ministry of Business, Innovation and Employment, where he was responsible for the stewardship of multiple regulatory systems.

David chairs New Zealand Growth Capital Partners and Wellington UniVentures (the commercialisation subsidiary of Victoria University of Wellington). He is also a director of Contact Energy and the Cooperative Bank.

David was made a Companion of the Queen's Service Order in 2018.

David is a member of our Regulatory Committee.



### **John Bridgman**

John has over 35 years' experience in engineering and project management roles across Australasia and Asia.

John is a member of the board of Kāinga Ora and chief executive of Ōtākaro Limited. He has held a variety of senior leadership positions and governance roles at AECOM (including as industry director – civil infrastructure in Australia with responsibility for the company's involvement in several of Australia's largest infrastructure projects and as managing director for the Aotearoa business), as well as governance roles on major infrastructure projects in Aotearoa, Australia, Asia and the United Kingdom.

John chairs our Investment and Delivery Committee.



### **Patrick Reynolds**

Patrick brings extensive expertise in urban form and transport analysis and advocacy, along with public sector governance experience to Waka Kotahi.

He has lectured in urban design at the University of Auckland and written about transport and the urban realm, most prominently greater Auckland, in books and magazines and online.

Patrick is a recipient of the New Zealand Institute of Architects President’s Award for his contributions to debates on Auckland’s urban issues. He has served on boards for Auckland Council, Auckland Transport and Rotorua Lakes Council.

Patrick is a member of our Investment and Delivery and Regulatory Committees.



### **Victoria Carter**

NZOM

Victoria has over 25 years’ experience as a director on the boards of NZX (the New Zealand stock exchange), private companies and council entities in the transport, tourism, education, property and arts sectors.

As founder of Cityhop, the first and largest carshare business in Aotearoa, Victoria is a known expert on mobility as a service.

Victoria is a former Auckland city councillor and an accredited Fellow of the Institute of Directors. In 2016, she was awarded the New Zealand Order of Merit for services to the arts, business and community. She holds a bachelor of laws from the University of Auckland.

Victoria chairs our People, Culture and Safety Committee and is a member of the Risk and Assurance Committee.



### **The Hon Tracey Martin**

The Hon Tracey Martin was the Minister for Children in the previous government, as well as Minister for Seniors, Associate Minister of Education and Minister of Internal Affairs. She was a member of Parliament for nine years between 2011 and 2020.

Tracey chairs the New Zealand Qualifications Authority, Strong Public Media Establishment Board, Wellington Regional Leadership Committee and Sector Reference Group for Review on how schools are funded for teacher aides.

Tracey is a member of our Investment and Delivery and Risk and Assurance Committees.



### **Ngarimu Blair**

Ngarimu has strong Māori governance experience, including leading the restructuring of Ngāti Whātua Ōrākei Group into a modern post-settlement governance entity in 2012.

Ngarimu is a member of the board of Kāinga Ora, Ngāti Whātua Ōrākei Whai Rawa Ltd, a large property company responsible for the protection and growth of the tribe’s commercial assets, Manaaki Whenua. He co-chairs the Tāmaki Makaurau Mana Whenua Forum and is trustee of the Blake Trust.

Ngarimu is a member of our People, Culture and Safety and Regulatory Committees.

## Governance report

### Governance

Our governance framework is established under the Land Transport Management Act 2003 and the Crown Entities Act 2004. The Land Transport Management Act sets out our objective and functions, and the Crown Entities Act sets out the rules governing Waka Kotahi as a Crown entity. As a Crown entity, Waka Kotahi is a legal entity in its own right.

### Board functions and operations

The Waka Kotahi Board is the Waka Kotahi governing body with authority to exercise its powers and perform its functions. All decisions relating to Waka Kotahi operations must be made by or under the Board's authority.

The Board is appointed by and accountable to the Minister of Transport and responsible for Waka Kotahi:

- acting consistently with its objectives and functions
- carrying out its functions efficiently and effectively
- operating in a financially responsible manner.

Our objective is to undertake our functions in a way that contributes to an effective, efficient and safe land transport system in the public interest.

### Board membership

The Minister of Transport may appoint up to nine members to the Board. Board members are appointed for a period of up to three years, which may be extended. The Board appoints members to its four standing committees.

### Disclosure of interests

Before being appointed to the Board, potential Board members must disclose all interests to the Minister of Transport. Following appointment, Board members must disclose all interests as soon as practicable. A register of interests is kept and provided to the Board at each scheduled Board meeting.

### Delegations

The Board operates through delegation to the Chief Executive. The Chief Executive with the Executive Leadership team are charged with the day-to-day leadership and management of Waka Kotahi. Our Chief Executive sub-delegates authority to the Executive Leadership team and others within specified financial and non-financial limits. Formal policies and procedures govern the parameters and operation of these delegations.

### Board functions

The Board operates according to its Charter, which sets out its governance arrangements and responsibilities including:

- government and ministerial relationships
- health and safety
- people and culture
- strategy and performance
- significant decisions
- financial oversight and risk management.

## Board performance

The Board regularly reviews its overall performance and the performance of its committees and individual Board members.

## Board committees

The Board has established four standing committees: the Risk and Assurance, Investment and Delivery, Regulatory, and People, Culture and Safety Committees.

The committees are governed by Board approved terms of reference and assist the Board by focusing on specific matters in greater detail than is possible for the Board as a whole. The Board may establish other standing or ad hoc committees to assist it in carrying out its powers and functions.

## Insurance and indemnities

Waka Kotahi has indemnified Board members in accordance with the Crown Entities Act 2004 for liabilities and costs they may incur for their acts or omissions as Board members (including costs and expenses of defending actions for actual or alleged liability). A deed of indemnity on similar terms has been entered into with the Chief Executive.

## Risk management

We are committed to managing our risks and ensuring effective risk management in everything we do. This is to enable better coordinated, informed planning and decisions, enabling performance, improvement and resilience.

In accordance with ISO Standard 31000 2018, effective risk management is achieved through a structured and consistent approach and activities outlined in the risk management framework and applied across the organisation to assess, treat, monitor, review, record and report risk.

Everyone has a role in managing risk so critical risks are appropriately managed and enable the continuous improvement of the organisation.

We are committed to a culture of transparency, openness and inclusivity that encourages everyone to identify risks and treat them appropriately.

Key strategic financial and non-financial risks are owned by executive and senior leadership and fall into the following broad categories:

- health, safety and wellbeing
- programme management and governance
- road safety outcomes
- critical assets
- cybersecurity and information security
- people and capability
- sustainable funding
- climate change
- stakeholders and partnerships
- technology systems
- regulatory.

Table 4 records attendances at committee meetings by committee members. Board members who are not committee members often also attend committee meetings. Those meeting attendances are not recorded in the table.

**Table 4** Board and board committee attendance for the year to 30 June 2022

	Regular Board meetings	Special Board meetings	Risk and Assurance Committee	Regulatory Committee	People, Culture and Safety Committee	Investment and Delivery Committee	Board sub-committee
Total meetings held	7	7	6	4	3	7	9
Sir Brian Roche	7	7	5			6	9
Cassandra Crowley	7	7	6			7	9
Catherine Taylor	7	7		4	3		
David Smol	7	5		4			
Patrick Reynolds	7	7		4		7	
Victoria Carter	7	7	6		3		
John Bridgman	7	7				7	9
The Hon Tracey Martin <sup>A</sup>	5	3	1			1	
Ngarimu Blair <sup>B</sup>	4	2		0			

<sup>A</sup> Appointed 12 November 2021, member of Risk and Assurance and Investment and Delivery Committees from 21 April 2022.

<sup>B</sup> Appointed 12 November 2021, member of People, Culture and Safety and Regulatory Committees from 21 April 2022.

# Our organisation

## Our leadership team

Managing our organisation is our Chief Executive and Executive Leadership Team:

**Nicole Rosie** Chief Executive

**Liz Maguire** Chief Digital Officer

**Richard May** Chief of Staff

**Anna Moodie** General Manager Te Ama – Corporate Support (Acting)

**Kane Patena** General Manager Te Rōpū Waeture – Regulatory Services and Director of Land Transport

**Karen Jones** General Manager Te Waka Kōtuia |– Engagement and Partnerships

**Brett Gliddon** General Manager Transport Services

**Chris Lokum** General Manager Pūmanawa Tāngata – People

Profiles of the leadership team are on our website.<sup>25</sup>

## Our values and behaviours

Our values and behaviours are part of Te Kāpehu. They shape our culture, guide the way we work together, define what's important to us and help us deliver our best work, every day.

Our values and behaviours influence how we work within Waka Kotahi and how we engage with iwi, partners, stakeholders and communities. Our mātāpono (values) are bilingual in English and te reo Māori. They are not direct translations but are closely related concepts so each mātāpono has its own meaning.

The values and behaviours that help guide us are:



**Ngākau aroha**  
*Have heart*

We have the wellbeing of our people, community and planet at the heart of everything we do.



**Kia māia**  
*Be brave*

Our outcomes are better when we bring courage and self-belief to our passion and purpose.



**Kotahitanga**  
*Better together*

We achieve great things when we work together to build trusted relationships inside and outside



**Mahia**  
*Nail it*

of Waka Kotahi. We create an enduring legacy, delivering our best work every day.

The values and behaviours are part of what it means to be an employee of Waka Kotahi. They shape how our people leaders coach teams and give recognition, are incorporated into our recruitment processes, play an important part in performance reviews, and are integrated across all other parts of the employee experience.

<sup>25</sup> Waka Kotahi (2022) Our executive leadership team (webpage). [www.nzta.govt.nz/about-us/about-waka-kotahi-nz-transport-agency/our-executive-leadership-team](http://www.nzta.govt.nz/about-us/about-waka-kotahi-nz-transport-agency/our-executive-leadership-team)



## Workforce profile

Our people mean a lot to us. In fact, they're everything. It's their effort and commitment that enables us to do what we do. This section overviews key statistics about our people. All figures are as at 30 June 2022.

### Permanent employees

The number of full-time equivalent permanent employees increased 12.4 percent from last year to 2,375.8. This increase reflects our extensive delivery programme and growing mandate requiring additional capacity and capability.

### Fixed-term employees

Of our workforce, 3.9 percent were on fixed-term employment agreements. Our use of fixed-term agreements varies during the year, depending on our business needs.

### Voluntary permanent turnover

Our annual voluntary turnover of permanent employees was 18 percent, up from 11 percent last year. The increase in voluntary turnover was influenced by COVID-19 impacts on the labour market and the low unemployment rate.

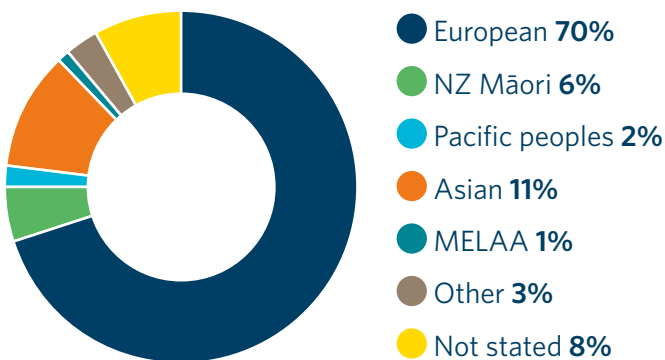
**3.9 years** Average tenure  
(Permanent leavers in past year)

**6.1 years** Average permanent tenure  
(current)

**10%** Voluntary permanent turnover

### Ethnicity profile of permanent employees

Figure 15 Ethnicity of permanent employees

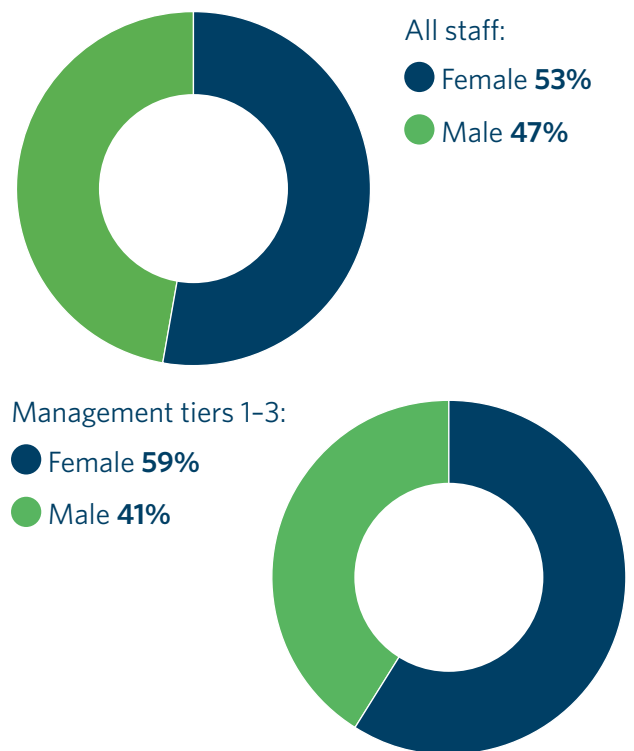


Note: MELAA = Middle Eastern, Latin American, African.

### Gender profile

There were more female than male permanent employees: 1,255 (53 percent) female compared with # (47 percent) male. We also had nine people identify as gender diverse or not declare a gender. The makeup of our senior managers (tiers 1 to 3) is 59 percent (26) female and 52 percent male (58). (See figure 15.)

Figure 16 Gender profile of permanent employees



Our part-time workforce (working fewer than 40 hours per week) equals about 6.5 percent of our total permanent workforce. About 9.4 percent of our female workforce works part time compared with 3.2 percent of our male workforce.

## Gender pay gap review

Our overall gender pay gap (the difference between the average pay for male and female employees) was 19.0 percent, down from 21 percent last year.

All our roles are split into job bands, which reflect the size of the role (that is, a higher band has more responsibility than a lower band). The overall gender pay gap is primarily a result of the over-representation of female employees in lower job bands and the under-representation of female employees in higher job bands.

The proportion of female staff and gender pay gap by band level is shown in table 5 (negative indicates that the average pay for female employees is higher than the average pay for male employees).

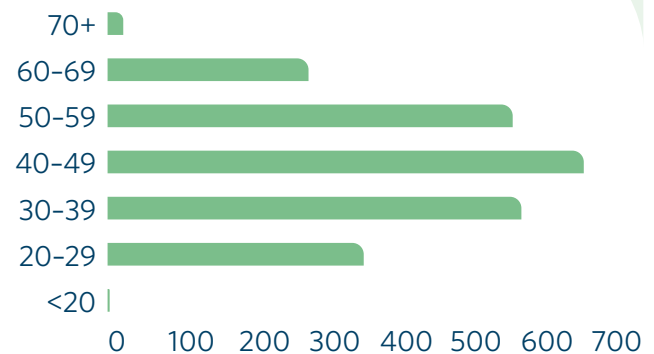
**Table 5** Proportion of female permanent staff and average gender pay gap by band

Band	Proportion female	Gender pay gap
Band 11	83%	9.3%
Band 12	84%	0.8%
Band 13	75%	-3.8%
Band 14	70%	-3.1%
Band 15	63%	-2.3%
Band 16	46%	0.6%
Band 17	48%	0.8%
Band 18	42%	1.4%
Band 19	41%	1.3%
Band 20	30%	1.2%
Band 21	38%	5.3%
Band 22	44%	-14.8%
Band 23	50%	2.3%
Executive	36%	5.8%

## Age profile

The average age of permanent employees was 44. We had 273 permanent employees aged over 60 and 6 aged under 20 (figure 16).

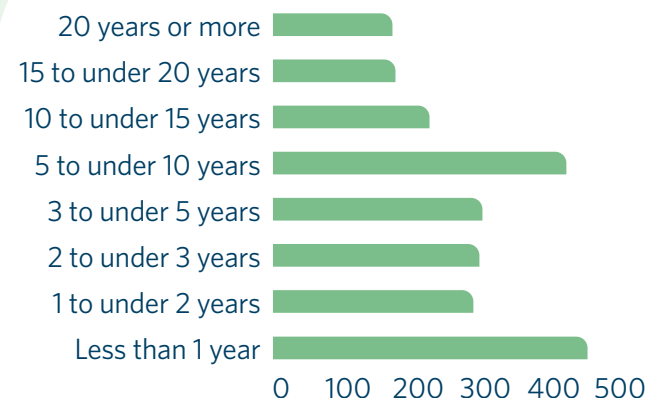
**Figure 17** Age of permanent employees



## Length of service

The average tenure of permanent employees was 6.2 years. As employee numbers increase, the average tenure is slowly decreasing. We have 147 employees who have been with Waka Kotahi and its predecessors for more than 20 years (figure 17).

**Figure 18** Average tenure of permanent employees



## Being a good employer

We are committed to being a good employer. We recognise, respect and value differences and are committed to providing equal employment opportunities for all. This creates better outcomes for both our people and the people we are ultimately here for – the people of Aotearoa New Zealand.

We are committed to being fair, open and transparent and having a workplace where our people are energised and able to perform at their best.

We strive to address barriers to diversity and inclusion in our organisation.

We actively engage with our people and their unions when we develop people policies and initiate change programmes, including as we continuously improve our practices.

The following sections demonstrate our people-related elements and the related policies and practices in place to continue our commitment to being a good employer as set out by Te Kawa Mataaho Public Services Commission.

### Leadership, accountability and culture

Our leadership expectations provide clear direction for our leaders. They encourage our leaders to embrace diversity, be inclusive, openly share knowledge and information, encourage curiosity and seek out different points of view.

Our Accelerate Leadership Programme lifts the capability of all our leaders regardless of tier. This programme consists of five modules on courageous leadership, strategic leadership, people leadership, team leadership and adaptive leadership. An 'inclusive leadership' learning module is being developed to further highlight inclusion as a leadership expectation within Waka Kotahi.

Regular senior leader hui are held to provide leaders with the opportunity to work collaboratively and contribute to organisational thinking and decision making.

Our Chief Executive's The Way We Move newsletter, video newsletter and audio calls provide leadership and give everyone in Waka Kotahi access to the same information.

We have Yammer and Microsoft Teams as tools to allow everyone in Waka Kotahi to collaborate and contribute to workplace conversations and provide an engagement channel directly to our people.

In April 2022, we implemented Puna Koi, our human resources information management system, to better capture and produce our workforce-related data and insights. We will continue to develop our reporting to make better informed, proactive decisions in partnership with the business.

Table 6 lists our internal leadership training programmes and enrolment data for each programme held this year.

**Table 6** Internal leadership training programmes

<b>Programme</b>	<b>Course</b>	<b>Attended</b>
Accelerating Leadership	Adaptive leadership	67
	Courageous leadership	79
	People leadership	36
	Strategic leadership	62
	Team leadership	46
	Leading with heart	44
<b>Total</b>		<b>334</b>

### **Recruitment, selection and induction**

Our recruitment and selection processes support our commitment to diversity and inclusion, providing equal employment opportunities and eliminating bias.

Our recruitment collateral, including our Careers site, features employees from diverse backgrounds and uses inclusive language. We actively recruit multilingual people for some of our customer-facing roles.

We are an accredited employer with the New Zealand Immigration Service.

Our Emerging Professionals graduate programme identifies and engages with emerging talent and includes a planned rotational programme with a strong development focus.

We participate in the GovTech cross-government graduate scheme, hosting graduates for eight-month rotations.

### **Promoting diversity and inclusion**

We are committed to promoting a diverse and inclusive workplace as it is a critical strength that enables us to better understand and work with communities across Aotearoa.

Our three-year diversity and inclusion roadmap includes a variety of initiatives to create a culture of inclusion that aligns with focus areas we have committed to as a member of the public service leadership team.

We are committed to incorporating accessibility into the design of our new office building on Bowen Street and are considering the needs of disabled people beyond the compliance minimum requirements.

We continue to progress the following six elements identified by Te Kawa Mataaho to promote diversity and inclusion.

## Cultural competence

We are working with Te Arawhiti Office for Māori Crown Relations to develop our Whāinga Amorangi programme, which will strengthen our capability and competency in Māori Crown relations. This programme has incorporated the work started through Te Ara Kotahi, our Māori strategy, and Te Ara Poutama, our Māori capability framework.

We encourage people leaders to develop their cultural competency and support their people in developing theirs as part of our performance goal-setting process. We provide voluntary internal training courses to support our people to develop their capability.

Our Māori partnerships team Te Mātangi launched an internal forum to discuss and grow our individual and organisational understanding of te ao Māori (the Māori world) and Te Ara Kotahi. This regular forum provides a safe environment where our people can come together to support their learning and understanding of te ao Māori and delivery of Te Ara Kotahi.

Table 7 lists our internal Te Ara Poutama training programmes and the enrolment data for each programme held this year.

**Table 7** Te Ara Poutama training programmes

<b>Course</b>	<b>Passed</b>	<b>In progress</b>
Introduction to te ao Māori (the Māori world)	34	15
Kia hua – Te ao Māori course 2	49	9
Kia tipu – Te ao Māori course 1	58	15
Kia pūawai – Te ao Māori Course 3 (9-week course)	14	5
Te reo Māori 101	52	7
Te rito 2020 – Course 4 – Walking in two worlds	13	34
Te rito 2020 – Course 1 – Introduction to Te Rito	30	1
Te Rito 2020 – Course 3 – Back to the future	17	1
Te Rito 2020 – Course 2 – Te ao Māori – the Māori world	20	4
Toro mai – Tikanga Māori	1	3
Toro Mai – Te reo Māori	0	16
<b>Total <sup>A</sup></b>	<b>228</b>	<b>110</b>

<sup>A</sup> Includes registered training courses. We also host lunch and learn sessions throughout the year to lift capability and familiarisation. We do not monitor attendance for these activities.

## Addressing bias

We continue to action and integrate recommendations identified by the audit performed by Diversity Works New Zealand on our internal policies, practices and learning initiatives.

As part of implementing Puna Koi, we asked employees to review their diversity-related information and we continue to build our insights in this space and address disparities where identified.

We've partnered with TupuToa, a diverse candidate-sourcing service, to increase the diversity of our resource pipelines and build a more diverse and inclusive workforce.

We have integrated unconscious bias into the Accelerate Leadership programme for people leaders and provide other training modules for all employees. These modules include content on the importance of diversity and inclusion, what a diverse and inclusive workplace looks like, building awareness and cultural competency, and creating a safe space for people to give feedback.

We launched the unconscious bias training module and hosted a panel discussion on conscious inclusion featuring stories from leaders in the organisation who have had to struggle due to the biases of others.

Table 8 lists our internal diversity and inclusion training programmes and the enrolment data for each programme held this year.

**Table 8** Diversity and inclusion training programmes

<b>Course</b>	<b>Passed</b>	<b>In progress</b>
Introduction to building our inclusive waka	22	2
Conscious inclusion	187	32
Including the Rainbow community at Waka Kotahi	49	39
Toro Mai - Te reo Māori	0	16
<b>Total <sup>A</sup></b>	<b>258</b>	<b>73</b>

<sup>A</sup> Includes registered training courses, we also host several lunch and learn sessions throughout the year to draw awareness and promote positive changes. We are unable to monitor attendance for these activities.

We continue to build capability to deliver accessible solutions for both public-facing and internal-facing products, including our intranet, learning modules and tools used by our people.

Our accessibility statement has been updated on our website to reflect the changes we've made to our site, and the testing and remediation of our other public-facing sites have been completed.

## **Inclusive leadership**

The Accelerating Leadership team leadership module contains content about inclusive leadership techniques for building conscious inclusion, understanding the role of the leader in building inclusive leadership, and for embedding inclusive approaches into practices and behaviours.

The leading with heart training module gives our leaders practical tools, frameworks and principles for creating a caring and connected workplace environment and supporting teams to move forward, especially during challenging times.

## **Building relationships**

The main focus of the Accelerating Leadership programme is to foster positive relationships between leaders and their direct reports emphasising psychological safety, motivating people based on their interests and checking in on engagement.

We promote the use of pronouns in email signatures to help build more respectful and inclusive relationships and help normalise pronoun use in the organisation.

## **Employee-led networks**

We recognise employee-led networks play an important role in creating an inclusive culture and are committed to actively supporting new and existing networks as part of our diversity and inclusion roadmap.

Our four employee-led networks are the Women's Network, Māori Network, Pasifika Network and Pride Network. We have executive sponsors for our Māori Pride Networks, and senior leader sponsors for our other networks.

The Pride Network has formed a working committee and has executive sponsorship. Online forums have been established to connect, share content, and shape the future of the network and the initiatives they, such as the promotion of events and activities related to global awareness such as Pride festival, Pink Shirt Day and Transgender Day of Visibility.

Representatives from the Pride Network are also part of the Cross-Agency Rainbow Network that works to ensure Rainbow voices are included, respected and celebrated across the public service.

We partnered with the other transport-related government agencies to form the Transport Group Women's Network and support the vision and strategic outcomes of the wider government Women's Network.

## Addressing the gender pay gap

We continue to monitor the gender pay gap, take action when and where needed, and utilise our remuneration calculator to help remove bias from remuneration decisions.

We provide guidance and training on unconscious bias for hiring managers and share helpful hints on unconscious bias through our Talent Acquisition intranet page.

We updated our flexible working guidelines to highlight the scope of flexible options beyond a hybrid office – working from home arrangement (for example, compressed work weeks, part-time hours.) These options will help create a more diverse and inclusive workplace where options are available to accommodate employee worklife requirements where possible.

## Remuneration, recognition and conditions

Our remuneration policies and frameworks are based on the principle that pay reflects the market and performance – not tenure, cost of living or other personal circumstances. We conduct an annual remuneration review, including comparing our remuneration ranges to public sector and other organisations' market data.

We continue to monitor our gender pay gap and address concerns as and where needed to ensure remuneration equality across Waka Kotahi. We endeavour to make our job evaluation and remuneration practices transparent, equitable and gender neutral.

Recognition is encouraged and we use a variety of ways to celebrate success and recognise people publicly and privately.

## Flexibility and work design

We promote balanced work-life responsibilities through flexible working. Our refreshed flexible working guidelines enable our people and their leaders to discuss and agree on the best working arrangement for the individual, the team and the organisation. Our people can request changes to their working arrangements, including full-time and part-time work, variable start and finish times, remote working, job-sharing, condensed working week and extended leave.

We encourage people to take annual leave in the year it is accrued and manage their hours to maintain wellbeing.



## Flexible working

Like all organisations during the COVID-19 pandemic, we needed to be increasingly agile in the way we support our people to carry out their work in a new, ever-changing environment.

COVID-19 is still very much a part of our everyday lives and, based on what we've learned over the last few years, we've recently refreshed our flexible working guidance to ensure it meets the needs of our people and our organisation.

Our guidance supports flexibility in four main areas – role, work schedules, workplace and leave arrangements. This can include a mix of working at home and in the office, part-time and job-share roles, flexible hours of work, and paid or unpaid leave. This approach to working has benefits not only for the individual staff member but also for their teams and the organisation, with better work-life balance strengthening wellbeing, performance and productivity.

Beyond work, flexible work arrangements can have wider benefits for our people's families and communities. It may also have benefits for the environment – fewer people driving to work every day, changing their commute to off-peak periods, and having videoconferences rather than driving or flying to meetings can reduce the emissions that contribute to climate change.



## Employee development, promotion and exit

We promote a culture of learning and continued development at all levels, which may include project work, acting in other roles, secondments, mentoring and coaching, online learning, and in-person learning programmes.

We launched Tā Tātou Rautaki Akoranga, our learning strategy to support our People Strategy 2021-24 to enable our people, unleash their potential, and creating an awesome place to work.

We offer LinkedIn learning licenses to our all of our permanent and fixed term employees so they can access over 16,000 learning courses.

We continue to develop insights to help support capability mapping, talent management, succession planning and progression and frameworks are in place to support this work.

We are an accredited Institute of Professional Engineers New Zealand professional development partner.

We encourage conversations throughout the year between employees and their leaders to help ensure employee development and help retain key talent by providing internal and external secondment opportunities.

We offer flexible, user-choice exit interview options, including surveys, coffee debriefs and formal interviews.

## Harassment and bullying prevention

We are committed to maintaining a safe working environment for all our people where we experience mutual respect, trust, dignity and security. Ensuring psychological safety is paramount to this.

We have an employee liaison service in partnership with FairWay, which provides issue-resolution services free to all our people.

We work collaboratively with our unions to better understand harassment and provide tools and support for our people dealing with harassment.

We have bullying and harassment and sexual harassment policies and an online learning module supports employee understanding of these policies.

## Safe and healthy workplace environment

We continue to implement work outlined in our Health, Safety and Wellbeing Strategy. Our priority is ensuring our people, partners and community are safe and well.

Our systems, expectations, programmes and culture continue to be refined, driven and monitored to ensure we go beyond compliance and build a culture that shows we care.

A substantial work programme is under way to mature our health, safety and wellbeing management system, including the implementation of policies, procedures, guidance, tools and forms.

We have committed to the SafePlus programme and completed the internal assessment where we achieved a 'performing' rating. We seek to improve to a 'leading' rating but recognise this will take some years and a significant amount of work to shift culture across all leaders, staff and partners.

A health and safety improvement plan has been developed for each business group, covering any gaps identified and addressing existing needed health and safety improvements.

Five critical risks have been identified and developed specific workplans and groups, which may include our external partners established to mitigate and manage them. These risks relate to harmful interactions, roadside work, construction work, driving, and mental health or psychological harm.

We report incidents involving our agents and contractors in Kōrero Mai, which notifies the business when an event is reported, allowing a quick reaction and documenting actions taken.

We work closely with our construction industry partners to improve health and safety practices and outcomes for our contractors and traffic management providers.

We have implemented regular webinars facilitated by motivational speakers, coaches, and doctors specialising in employee mental health and wellbeing.