

Section A

Mō mātau

About us



Our board



Dr Paul Reynolds, QSO - Chair

Paul began as Waka Kotahi chair on 1 February 2023.

Paul is an experienced Chair, public sector leader and strategist. He has held a range of senior positions in the public sector including as Chief Executive of the Ministry for the Environment, Deputy Director General (Policy) at the Ministry of Agriculture and Forestry and Chief Policy Adviser at the Ministry of Research, Science and Technology. Paul was also the chair of the Manaaki Whenua subsidiary Toitū Envirocare until 30 June 2023.

Paul is currently Chair of AgResearch and Deputy Chair of Manaaki Whenua–Landcare Research. He also is a Director of OSPRI Ltd and chairs the Student Volunteer Army Foundation.

Paul was made Companion of the Queen’s Service Order in 2018 and has a PhD in biochemistry from the University of Otago.



Cassandra Crowley - Deputy Chair

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

In addition to her commercial advisory work, she holds non-executive directorship roles across several sectors of the New Zealand economy. These roles include chairing several audit, finance and risk committees and overseeing digital transformation. She 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 our Investment and Delivery Committee.



David Smol

David has over 35 years’ experience in New Zealand and the United Kingdom in both the public and private sectors. He has 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, 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 is currently chair of 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.



Catherine Taylor

Catherine is a chartered accountant and has held senior management positions in the public and private sectors, including five years as Director and Chief Executive of Maritime New Zealand. Catherine understands transport sector regulatory issues and has always been interested in how regulatory tools can be used to achieve safety outcomes.

Catherine's current governance roles include Deputy Chair of the Energy Efficiency and Conservation Authority, chair of Diabetes New Zealand, trustee of the John Nesfield Trust and trustee of the New Zealand Law Foundation.

Her past roles include deputy chair of Nelson Airport Limited, director of the New Zealand Institute for Crop and Food Research (now Plant and Food Research), member of the Civil Aviation Authority, member of the Building Practitioners Board, member of the Biosecurity Ministerial Advisory Committee and trustee of the Life Flight Trust.

Catherine chairs our Regulatory Committee and is a member of our People, Culture and Safety 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 in books and magazines and online, most prominently at Greater Auckland. 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

Victoria has over 25 years' experience as a director on the boards of NZX, private companies and council entities in the transport, tourism, education, property and arts sectors.

Founder of Cityhop, New Zealand's first and largest carshare business, 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 our Risk and Assurance Committee.



John Bridgman

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

John is the Chair of City Rail Link Ltd and is a Director of Kianga Ora - Homes and Communities. Up until 2023 he was Chief Executive of Ōtākaro Ltd (now Rau Paenga Ltd), the Crown company responsible for the Crown's contribution to the rebuilding of Christchurch following the 2011 earthquakes. Previously, he has held a variety of senior leadership roles at AECOM (including as Industry Director - Civil Infrastructure in Australia and as Managing Director of the New Zealand business), as well as governance roles on major infrastructure projects in New Zealand, Australia, Asia and the United Kingdom.

John chairs our Investment and Delivery Committee.



Hon. Tracey Martin

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 is currently the Chair of the New Zealand Qualifications Authority, the Strong Public Media Business Case Governance Group and the Wellington Regional Leadership Committee.

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



Ngarimu Blair

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

Ngarimu is currently a director 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 and co-chair of the Tamaki Makaurau Mana Whenua Forum.

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

Our leadership team

Our Chief Executive and Executive Leadership Team manage our organisation. They are:

Nicole Rosie – Chief Executive

Neil Cook – Director of Land Transport and General Manager Regulatory Operations (Acting)

Tara Macmillan – General Manager Regulatory Transformation and System (Acting)

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

Brett Gliddon – Group General Manager Transport Services

Sarina Pratley – Chief Customer and Services Officer

Liz Maguire – Chief Digital Officer

Richard May – Chief of Staff

Chris Bunny – Group General Manager System Leadership

Chris Lokum – Group General Manager Pūmanawa Tāngata – People and Safety

Sara Lindsay – Group General Manager Te Ama – Commercial and Corporate.

Profiles of the leadership team are on our website.¹

Our workforce

Our people mean a lot to us; in fact, they're everything. It's their effort and commitment that enables the organisation to do what it does.

At the end of 2022/23, our people included 2734 permanent employees (2570 full-time equivalent employees). The proportion of our permanent employees who identified as Māori increased slightly from 6 percent in 2021/22 to 7 percent in 2022/23. In April 2023 we launched Rangitāmiro, our new Māori employee-led network that provides a place for Māori to connect, build community and share mātauranga. Rangitāmiro means to combine, bind together and integrate, amalgamating together individual strands and fibres of harakeke into a strong cluster.

We have more female (54 percent) than male (46 percent) permanent employees. We also have 14 people who identify as gender diverse or have not declared a gender. The make-up of our permanent senior managers (tiers 1–3) is 59 percent female and 41 percent male.

We recognise, respect and value differences and are committed to providing equal employment opportunities for all. This creates better outcomes for our people and for the people we are ultimately here for – the people of Aotearoa New Zealand. We continue to work towards addressing barriers to diversity and inclusion in our organisation and to continue our commitment to being a good employer in line with Human Rights Commission guidance and the expectations set by Te Kawa Mataaho Public Service Commission.

For detailed information on our workforce and what we're doing to meet our good employer commitments, see appendix 5 on page 203.

¹ Waka Kotahi (2023) Our executive leadership team (webpage). www.nzta.govt.nz/about-us/about-waka-kotahi-nz-transport-agency/our-executive-leadership-team

Our values and behaviours

Our values and behaviours were launched across the organisation in December 2020 as part of Te Kāpehu, our compass, which outlines our organisational strategic direction.

Our values and behaviours shape our culture, guide the way we work together, define what's important to us and help us deliver our best work every day. They influence how we work within Waka Kotahi and how we engage with iwi, other partners, stakeholders and communities.

The four values and behaviours that guide us are:



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 Waka Kotahi.



Ngākau Aroha

Have Heart

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



Mahia

Nail It

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

Our mātāpono or values are bilingual in English and te reo Māori. They are not direct translations of each other but are closely related concepts so each mātāpono has its own meaning.

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