



Shaping Aotearoa's Future
CLC Masterclass Presentation

June 2023



Shaping Aotearoa's Future

Eight Global MegaTrends – the emerging issues, risks & opportunities



Scarcity



Hyperconnectivity



Technological Advancements



Climate Change and the Environment



Geopolitical Shifts



Rising Inequality



Blurred Boundaries

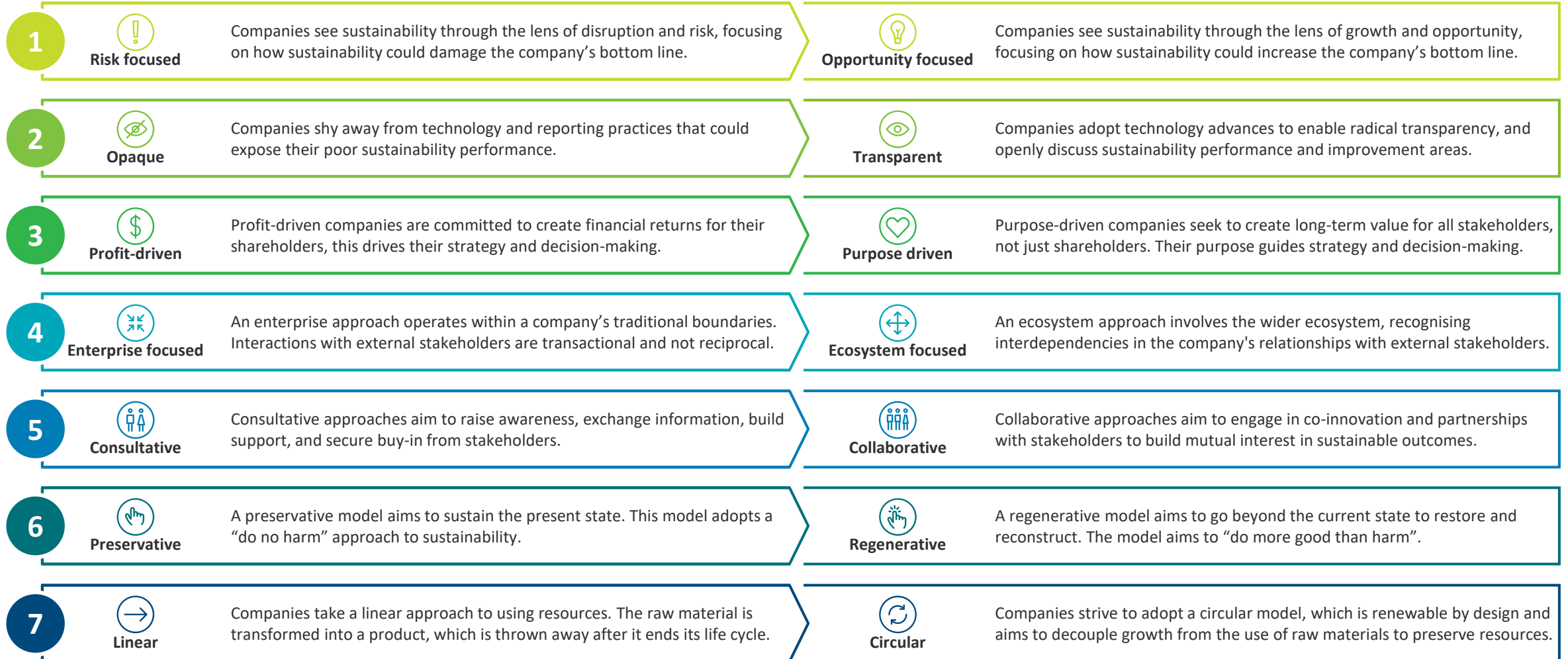


Demographic Changes

Sustainable Transformation in Aotearoa – the response required

Seven key shifts that characterise organisations with transformative approaches to sustainability, where long-term value is generated.

FROM
→
 TO



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Loui

Fibre powers Aotearoa's digital future, enabling a growing business

Connecting
Aotearoa so
that we can all
live, learn, work
and play

CURIOUS

COURAGEOUS

COLLABORATIVE

AUTHENTIC

CHORUS

Thriving
environment

Sustainable
digital futures

**OPTIMISE
NON-FIBRE
ASSET BASE**

Refine rural strategy
Progress UFB copper
withdrawal
Optimise property
assets

**WIN IN
CORE FIBRE**

Maximise fibre
market share
Leading customer
experience
Thrive in
new regulatory
framework

Thriving people

Diverse, inclusive and
adaptive Chorus

**GROW NEW
REVENUES**

Incubate new fibre
products (e.g. Hyperfibre)
Monetise close adjacent
opportunities (e.g. Edge)
Ongoing growth
roadmap and strategy

Safe, resilient and
efficient assets

Stronger future
partnerships

CHORUS

Engaging with exec teams and boards

Collaborate

Identify allies

What's in it for
us?

Opportunity

Education

So what?

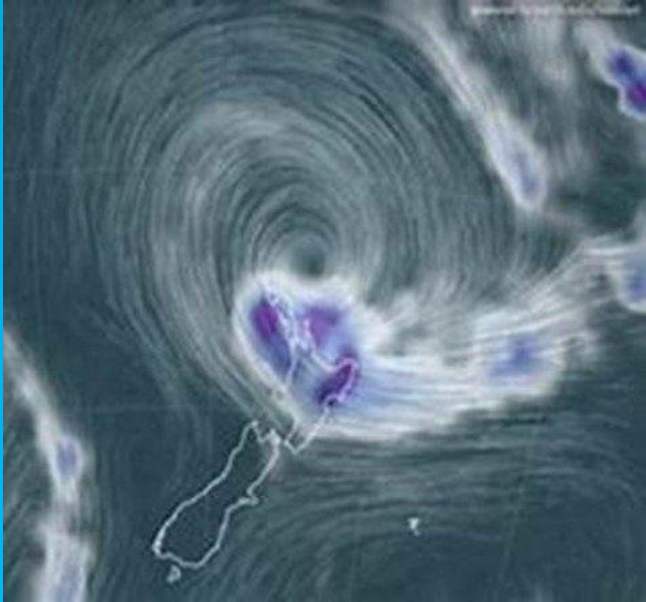
The plan

Action

REM link

Re-engage and adapt

Thriving environment
Sustainable digital futures



June 2023



NZPost

Role of materiality in organisational strategy

Masterclass

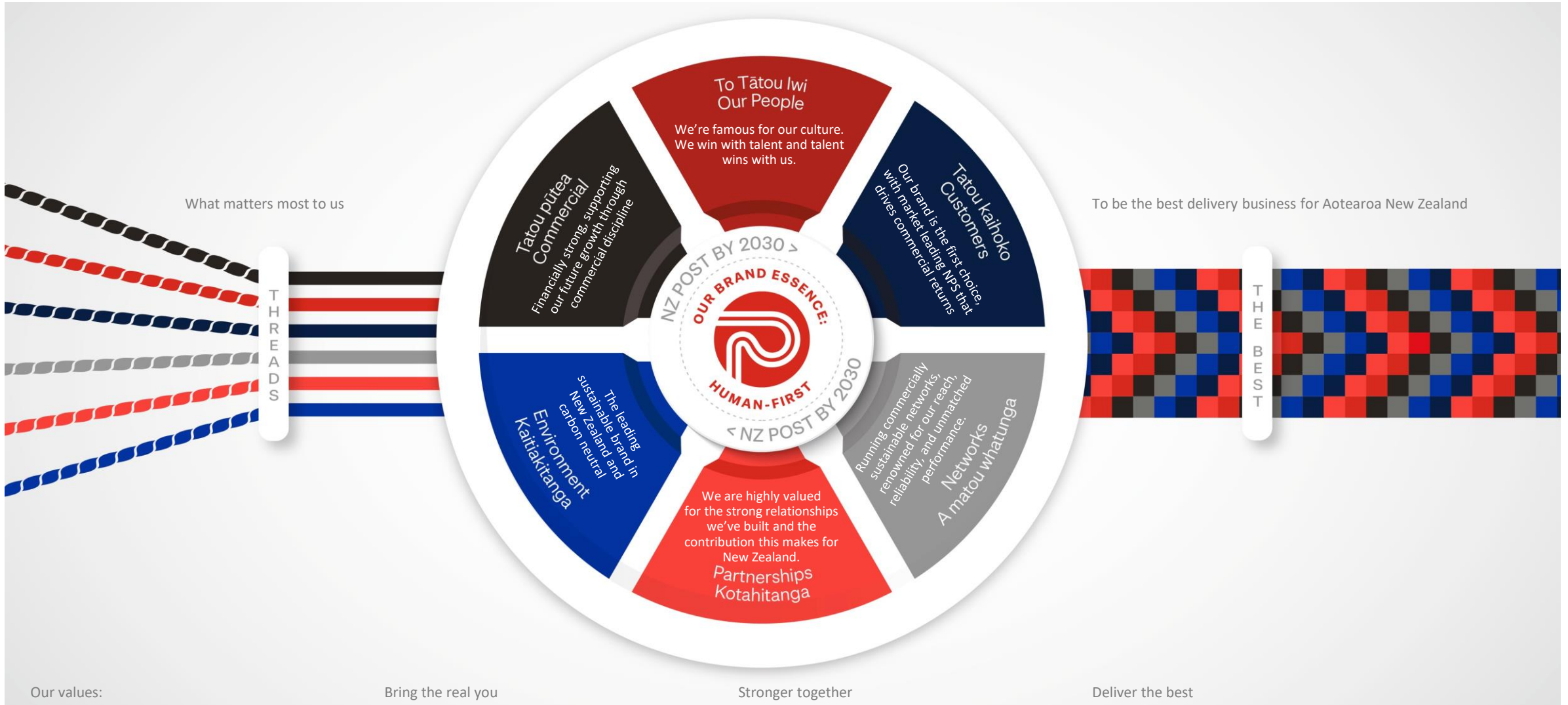
Climate Leaders Coalition

Delivered.

2022 Integrated Report



Delivering what people care about



Our strategy delivers on our aspiration



Winning aspiration

To be the best delivery business in Aotearoa, New Zealand

Whether it's packages, parcels, letters, cards or something entirely different, NZ Post is in the business of connecting senders and receivers, delivering goods quickly and cost effectively across the country.

To become - and remain - the 'best delivery business for Aotearoa NZ', we are relentlessly working in line with our purpose - because delivering what people care about tomorrow looks different from today.

Where to play

We will 'own the online delivery experience' for large ecommerce retailers

We will also serve all customer groups with a high-quality experience.

How to win

Our competitive advantage

Customer | Commercial

1. The best partner for online shopping



Customer | Commercial

3. Data & digital



Environment | Partnership

5. Sustainable & responsible



Network | Customer | Commercial

2. Unmatched delivery network



Customer | Networks

4. Owning the delivery experience



People

6. Attracting the best talent

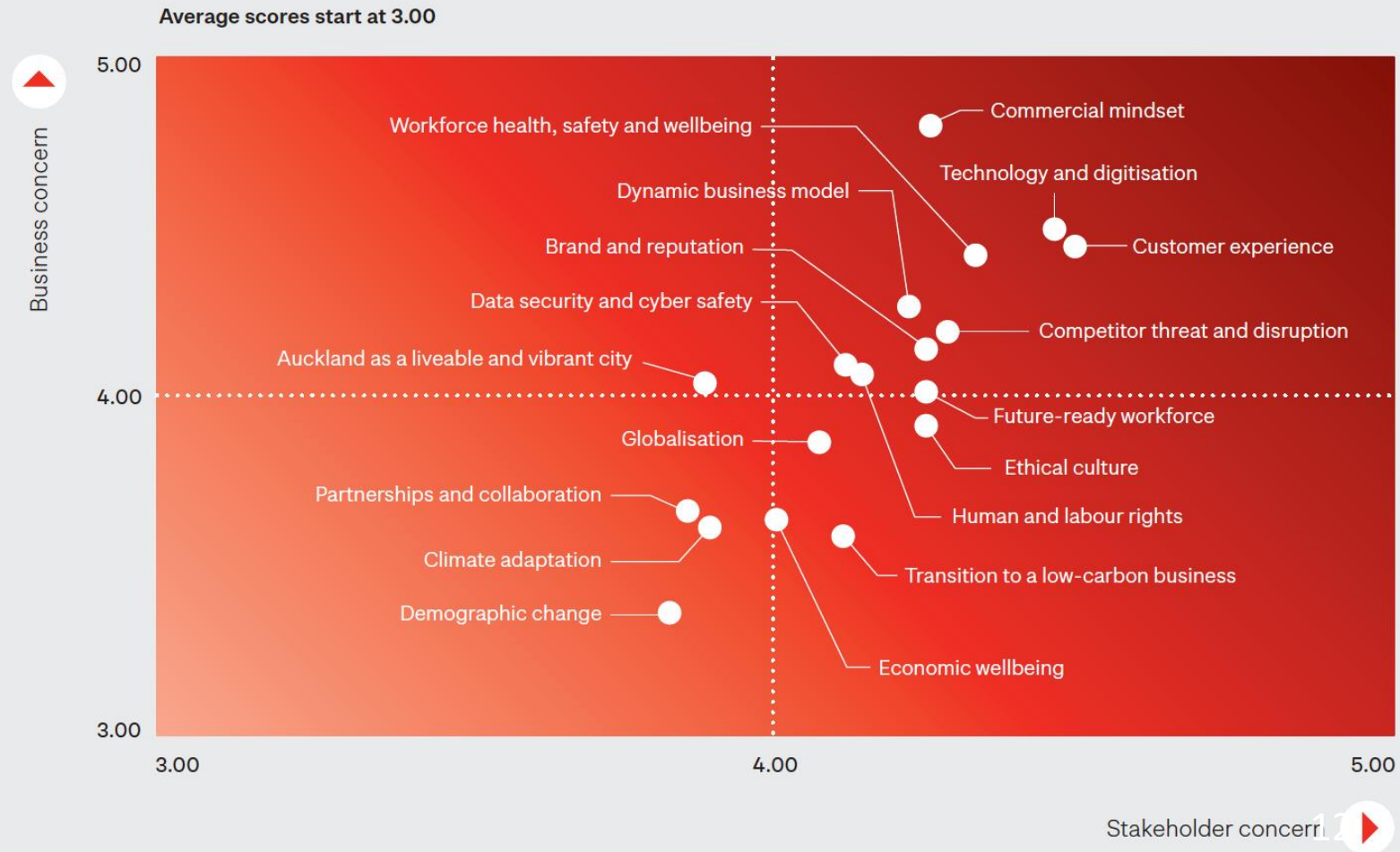


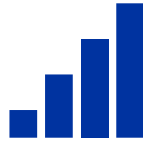


FY20 materiality matrix

Potential to impact NZ Post's ability to deliver value

A material issue is a risk or an opportunity as determined by our stakeholders (internal and external) that could significantly impact our business performance over the medium or long term.





Strengths

- Independent research
- Internal and external view points
- Range of key external stakeholders
- Reviewed by board
- Published in report
- Transparent process



Challenges

- Too many material issues
- Seen as reporting tool rather than strategic
- Blur of risk and material issues
- Speaking to the 'right' people
- Not much change in date/insights over the years
- What's the so what?

And then **BOOM** the pandemic happened, war in Ukraine and not to mention a few serious climate change events

Making materiality more strategic



Existing process not hitting the spot with our Board, Exec and Senior managers

Clear agreement that greater value can and should be, extracted from the materiality process, and should be part of the ongoing strategic planning process however global and other trends need to be synthesised for our context.

Confirmation that:

- it must include a range of external views and be independent to get robust views
- support an adaptive multi decision making capability within the business
- assist us to identify appropriate proportional action on issues rather than state everything is important

“Having respondentsthink deeply about (the issues), and then come back to us about how they would navigate that dilemma (of prioritisation) from their perspective, would improve our process.”

Use the latest issues to test at strategy session:

- What do the material issues mean for our threads/capitals and our ability to create value?
- What are the implications for our strategy – strengths and vulnerabilities?



NZPost

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Delivering what people care about.