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# THE POWER OF PEOPLE

**IN RETAIL AND  
DISTRIBUTION**



This year our visual theme for each of the Industry Action Plans has been developed with a Te Ao Māori context in mind.

For the Retail & Distribution industry we lean into the symbolism of the Ngahere, the forest. This symbolises the variety and abundance of products available in retail.



# BUILDING A FUTURE-READY WORKFORCE AMIDST UNCERTAINTY

## Future Vision

The Retail & Distribution industry is one which offers a variety of pathways for kaimahi. The broadness of the industry means that it provides kaimahi with ample opportunities to progress, upskill, innovate, and adapt.

The industry will continue to form a key pillar of New Zealand's economy and be the main place of employment for many New Zealanders.

There is an ongoing focus to build an inclusive workforce with an increased focus around diversity and cultural awareness. There will be more opportunities for people to work in or own their businesses built on Te Ao Māori values.



TACKLE THE  
CHALLENGES

SEIZE THE  
OPPORTUNIT



## About the Industry

The retail industry in New Zealand is a vital sector of the economy, encompassing a diverse range of businesses, from small independent shops to large multinational retailers. The Retail & Distribution industry includes 42,000 retail businesses in New Zealand, with nearly half of these businesses being small businesses and sole traders which employ no staff.

The Retail & Distribution industry includes the wholesale and retail of a range of products and services from fuel, liquor and supermarket groceries to garden supplies, sports and camping equipment. This includes distribution and sales for both online and through traditional 'brick and mortar' premises.

The Retail & Distribution industry is pivotal to New Zealand and accounts for 6% of the country's GDP. Retail stores provide essential goods and services, making them easily accessible to the public both in urban centres and in rural communities, whether it's groceries, clothing, electronics, or household items. In addition to a wide range of customer-facing roles, there are an increasing number of back office roles across the industry. The expansion of different retail channels and technologies also means that there is a suite of new jobs (IT/dark stores/online sales) in the industry.

# These workers are diverse, comprising individuals from various demographic backgrounds, including students, part-time workers, immigrants, and professionals seeking career advancement opportunities

## About the workforce

The Retail & Distribution industry employs approximately 257,000 people. These workers are diverse, comprising individuals from various demographic backgrounds, including students, part-time workers, immigrants, and professionals seeking career advancement opportunities. Within the retail sector, workers occupy various roles such as sales associates, cashiers, store managers, merchandisers, buyers, and customer service representatives. These roles may vary in skill level and responsibility depending on the size and type of the retail establishment.

While some workers may enter the retail industry in entry-level positions, the scale of the industry means that there are many opportunities for career advancement and professional growth to a number of different roles. These include store management, merchandising, marketing, e-commerce, supply chain management, finance, and management. In addition to formal retail qualifications, many companies offer specific training and development programmes in areas such as product knowledge, sales techniques, customer service, and leadership development.

## About the learners and providers

Many ākonga | learners in the Retail and Distribution industry may transition within and beyond the Service sector. This means by supporting the upskilling of ākonga in the industry in literacy and problem-solving skills, the industry to help the wider New Zealand workforce in their future transitions and career progression.

Most ākonga for Retail are enrolled in Level 2 qualifications, compared to those in Distribution where most are enrolled at Level 3. Industry insights suggest that there are ongoing skills shortages within the Retail and Distribution industry. Nevertheless, the uptake of formal training and the overall level of qualifications are low for the industry, and continues to decline. There is an increasing desire from the industry for shorter, sharper, stackable credentials which address their skills shortages more easily while fitting around people's busy schedules. Topics discussed include communication, sales, problem-solving, and leadership.





# KEY

## Our workforce

### ▶ Number of workers 2023

257,029



6%

↑ Change over past 5 years (2018-2023)

4%

↑ Forecast change over next 5 years

### ▶ Employment by Region 2023

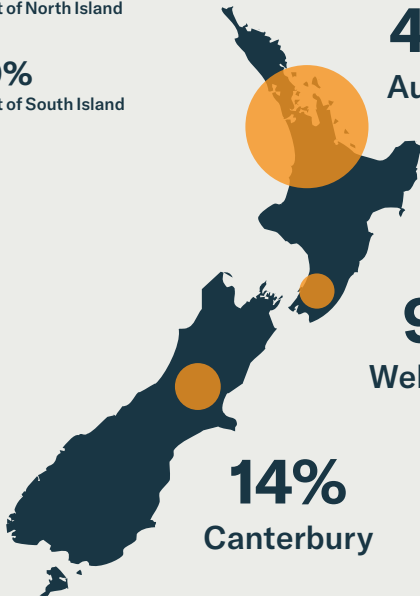
27%  
Rest of North Island

10%  
Rest of South Island

40%  
Auckland

9%  
Wellington

14%  
Canterbury



### ▶ Age 15 - 24 years 2018

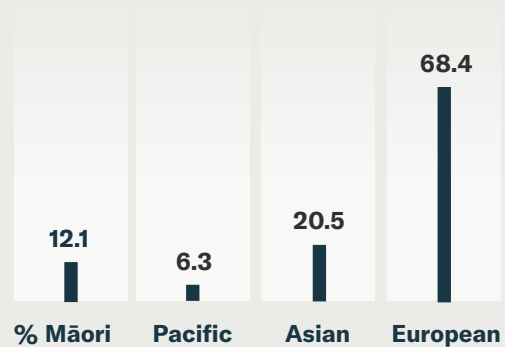
26%

### ▶ Female 2023

55%



### ▶ Ethnicity 2018



## Training & Qualification

### Current NZQCF Products

	Qualifications	Programmes	Enrolments 2023
Retail, Sales and Distribution (total)	7	64	1405
Level 2			555
Level 3			675
Level 4			175
Distribution	2	25	220
Level 3			160
Level 4			60



# INFORMATION

## Our businesses

▶ **Number of business** **42,036** **1.3% ↑** *Change in Business over last year (2022-2023)*  
2023

▶ **Māori owner business**  
2021



**5%**

▶ **Self-employment**  
2023

**27,696**

▶ **Business size FTE per business**  
2023

**6**

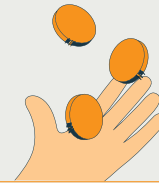
## Our economy

▶ **GDP** **\$24bn**  
2023

▶ **GDP per FTE** **\$109,737**  
2023

▶ **Change in GDP over last year (2022-2023)**  
2023

**1.3% ↓**



## Occupation

	2023	2018	2027	Actual change over past 5 years 2018-2023	Forecast change over next 4 years 2023-2027
Sales Assistant (General)	63497	60,320	64,207	5%	1%
Retail Manager (General)	27,071	25,137	28,025	8%	4%
Checkout Operator	12,160	11,812	12,448	3%	2%
Sales Representatives nec	11,723	11,483	11,966	2%	2%
Storeperson	7,762	7,136	8,010	9%	3%

Enrolment 2023 vs 2017	Enrolment 2023 vs 2022	Completion 2022	Completion 2022 vs 2017	Completion 2022 vs 2021
-85%	-8%	1145	-70%	55%
		325		
		770		
		50		
-2%	-21%	195	105%	-13%
		130		
		65		

# TOP OF MIND <sup>123</sup>

To help us get to the future state, we need to understand and tackle the challenges that the Retail & Distribution industry faces, while also seizing the opportunities that already exist or are on the horizon. These challenges are not new, as we have seen these continuing trends over recent years.

## Economic resilience



- ▲ The industry is entering a period of uncertainty with many retailers in a holding pattern, with confidence and targets remaining low.
- ▲ Retailers are citing issues such as inflation, increasing wages, lease or rent costs impacting the viability of their business, and increasing competition from off-shore vendors.
- ▲ Retailers are coming under pressure as consumer spending drops in response to a slowing economy and higher interest rates.
- ▲ The total volume of retail sales rose 0.5% in the March 2024 quarter following declines in the previous eight quarters, although 71% of the retail businesses surveyed by Retail NZ suggested that they did not meet their sales targets.

## Importance of customer service



- ▲ Customer service skills are critical to workers in retail. Retailers value communication skills over experience and training as it is central to customer interactions, ensures customer satisfaction, and promotes customer retention and loyalty. Workers with good communication skills can better listen to customer inquiries and concern.
- ▲ It is important that retailers have appropriately trained their staff so they are knowledgeable about the products on offer and can support customers to the best of their ability.

<sup>1</sup> [RetailRadarReport-FirstQuarter2023.pdf](#)

<sup>2</sup> [Ongoing challenges for the retail sector - Retail NZ](#)

<sup>3</sup> [Retail Crime Report 2023 - Retail NZ](#)



# RETAIL

## Rising crime rates



- ▲ Crime rates have been rising significantly over the last several years. Shoplifting has become a daily occurrence for many businesses.
- ▲ Businesses are worried about staff safety. Increasing violence is putting their workers at risk. This also impacts their ability to recruit staff as retail isn't seen as safe or as appealing as a prospective industry/job.
- ▲ Also, businesses are feeling the impact of shoplifting their profit and stock.
- ▲ There is a need for increased collaboration with the Security industry and Government to address these concerns.

## Employee Training and Development



- ▲ Investing in employee training programmes to enhance product knowledge, customer service skills, and operational efficiency, ultimately improving employee performance and job satisfaction.
- ▲ The increase in online shopping and importance of offering products online mean that digital literacy and training is key for industry.
- ▲ Other skills, such as problem solving, have been identified as important for kaimahi to be able to identify issues and implement solutions quickly and effectively to optimise customer service.

## Changing business practices



- ▲ It's important for businesses to continually embrace changes and practices to reflect their environment, such as adopting technology solutions.
- ▲ Changes in customer behaviour and spending also mean that retailers are needing to adopt new technology and shift marketing strategies to keep up with these trends.
- ▲ The changing expectations of customers are also posing new challenges for retailers. Customers increasingly expect retailers to be socially aware, be accountable, and promote sustainable and ethical sourcing and practices.

# TOP OF MIND

This information comes from the Supply Chain and Distribution National Industry Advisory Group (NIAG) held on 22 November 2023. The formation of the Supply Chain and Distribution NIAG is in direct response to industry need and NIAG members are able to provide their specialist perspective of the sector's current and future workforce needs.

## Targeted Training



- ▲ There is a need for more targeted and relevant training, especially in logistics.
- ▲ Industry has identified core skills such as customer service and communication skills as critical skills for the workforce.
- ▲ The industry has reported that the current model provides a range of generic, bulk courses that may not align with the specific skills employees require. They have requested more specialised, shorter, and sharper credentials to address this training need.

## Diversity and Inclusion



- ▲ The industry's workforce is becoming increasingly diverse.
- ▲ This is a strength as the workforce will reflect the priorities of the customers, however, it also presents challenges in ensuring that training programs are inclusive and cater to the needs of individuals with different language and cultural backgrounds.

# DISTRIBUTION

## Industry Awareness Gap



▲ A lack of public awareness about the industry means it can be difficult for industry to attract and inform individuals about career opportunities within the sector.

▲ This is also important for retaining younger employees already in the industry, especially with the increasing mobility of people in the workforce.

## Digital data and technology



▲ A flexible and inclusive approach is key to successfully integrating digital training in a multi-cultural and diverse work force such as online training platforms, video tutorials, webinars, virtual classes.

▲ In addition, upskilling current workers in the industry who are not digitally literate is critical for ensuring that the workforce is able to keep up with changes in the sector.

## Specific Skills Needs



▲ There is an industry wide skills gap for individuals with planning and product placement skills.

▲ A number of workplaces are looking to provide their own training solutions to meet this need.





Productivity is built on decades  
of investment – in skills, knowledge,  
technology, and relationships.

# INDUSTRY PRODUCTIVITY

Productivity is built on decades of investment – in skills, knowledge, technology, and relationships. Productivity in business impacts a range of different areas including firm dynamics, technology diffusion, and innovation. Higher productivity improves wellbeing by increasing the nation's incomes and our ability to produce and afford goods and services that underpin a happy, healthy life. Despite tough trading conditions, many retailers still seek staff with good sales and customer service skills. But training and upskilling are more difficult with limited resources – adding to the productivity challenge.

## **Technology advancements will support Retail productivity**

Online retail is having a huge impact on how consumers spend their time and money. Contactless payments and self-checkout are just some examples of how technology can be used to streamline and automate the shopping experience for customers. Retailers have to capitalise on new technology to ensure they keep up with these advances and behaviour changes. From digitising operations, e-commerce and digital marketing, there is a range of opportunities for retailers to explore.

Retailers can use artificial intelligence and analytics to identify and predict shoppers' needs, trends and behaviour to create targeted campaigns for customers. Retailers can also employ mobile applications to reach more people and market to a wider audience. Ease of use and cost are key barriers to retailers adopting these

digital solutions, however, these technological advances can help retailers to become more efficient, attract more customers and ultimately grow their businesses.

Technology such as facial recognition and security cameras can also support proactive response and early intervention of retail crime. Retail crime poses a significant threat to businesses across New Zealand. From shoplifting and fraud to vandalism and robberies, the repercussions of retail crime can be far-reaching, causing financial loss, having a detrimental impact on employee safety and morale. Retailers have already made a significant investment of around \$1,138 million into such equipment and other crime prevention approaches, thereby investing in retail productivity.

## **Distribution productivity**

Traditional approaches to the Distribution industry's operations such as inventory, logistics, pricing, rebates, and network can be reimaged through the application of advanced analytics and technology innovations. Data, analytics, and artificial intelligence are business enablers. They can help provide distributors real-time insights into market trends, consumer demands, route mapping and potential supply chain disruptions. Through adopting new technology distributors can expand, capture new customer demand and promote product innovation.





# MĀORI

There are approximately 28,900 Māori in the Retail & Distribution industry. This makes up around 13.5% of the industry overall. There are a growing number of Māori owned businesses in the Retail & Distribution industry. Currently there are around 900 Māori-owned businesses across the motu and this is expected to grow significantly over the coming years. In addition, there is an increase in demand for Māori products and Māori retailers, such as, clothing with Māori designs and emphasis on storytelling and authenticity when selling New Zealand products. Workforce Development considerations that are particular important to Māori include:

### **Leadership commitment to cultural capacity**

Promote the necessity for a leadership commitment in driving cultural capability and acknowledging there are areas in which improvement is required.

### **Cultural education**

Educate the workforce when it comes to celebration and significance of traditional events during the year.

### **Māori leadership qualities**

Encourage a focus on the characteristics of strong Māori leaders, including being physically fit, emotionally intelligent, culturally aware, and posing good soft skills.

### **Learning initiatives**

Encourage learning initiatives, including online courses in te reo and group learning sessions for cultural improvement.

### **Cultural obligations and authentic appreciation**

Promote awareness of cultural obligations and the importance of leaders authentically appreciating and understanding different cultures.





# PACIFIC

There are approximately 16,000 Pacific workers in Retail and Distribution roles, working across the motu. This is around 7% of the Retail and Distribution workforce which is reflective of a high proportion of Pacific workers employed in the service sector. It is important for industry to support Pacific workers current in the workforce to develop and grow into leadership and management positions.

### **Cultural awareness**

Encourage leadership to promote the strengths of a culturally diverse work environment. Promote the strength of religious and family values within the Pacific communities. And how this has a positive effect on the community.

### **Balancing work and family**

Encouraging recognition that family priorities may sometimes take precedence over work, potentially creating challenges. Encourage the importance of a supportive workplace culture, that is aware of family commitments.

### **Talent and recognition**

Encourage leadership to identify talent and move towards upskilling quickly to build confidence in learners. Sometimes the learners are too humble to put their own hand up for recognition and opportunities.

### **Skill development Initiatives**

Promote funding to support with soft skills and English where needed. Encourage career progression and advancement into leadership roles.



Of the total 257,000 workers in the Retail and Distribution industry, around 2.5% are Tāngata Whaikaha.

#### **Community and family engagement**

Involving the community and families in the effort to promote employment opportunities for people with disabilities is crucial for providing necessary support and fostering a more inclusive environment.

#### **Tool utilization and accessibility**

The adaptation of workplaces involves effectively using the available tools to support individuals with disabilities. Ensuring accessibility, not only in physical spaces but also in tools and technologies, is key to empowering those with diverse abilities.

#### **Leadership and mental health awareness**

Leadership plays a pivotal role in creating awareness about mental health issues. Establishing wrap-around support systems helps in addressing mental health concerns and creating an environment that values the unique skills individuals bring, regardless of any perceived barriers.

#### **Identifying strengths over barriers**

Shifting the focus from barriers to strengths is essential. Recognizing diverse skill sets, such as an individual in a wheelchair excelling in IT, contributes to a more inclusive workforce by hiring based on abilities rather than limitations.

#### **Educating and modifying work tasks**

Educating current staff about disabilities fosters a more inclusive atmosphere. Modifying job tasks into manageable chunks and promoting openness allows for a more supportive work environment, preventing overwhelming situations for individuals with disabilities.

#### **Group methods and work experience**

Implementing group methods, like sign language lessons, enhances workplace accommodation for the deaf. Promoting work experience not only serves as a practical avenue for skill development but also creates a positive impact on the entire workforce by showcasing the success of individuals with disabilities.





# WOMEN

Of the total 230,800 workers in the Retail and Distribution industry, approximately 58% are women.

## **Work-life balance**

Emphasizing tailored work hours, potentially unlimited sick days, and flexible working hours to accommodate family responsibilities.

## **Inclusivity**

Addressing the needs of women from different cultures, recognizing potential confidence barriers, and fostering a culture change towards more inclusive attitudes.

## **Team diversity**

Highlighting the importance of having a balanced team with a mix of genders, acknowledging the unique strengths women bring to various roles.

## **Professional development**

Creating clear professional pathways for women to access higher-level positions and encouraging training initiatives.

## **Leadership support**

Ensuring leadership provides protection, safety, and encouragement for women in the workforce.

## **Diversity an advantage**

Recognizing the strength and advantages that come with a diverse workforce, including a different perspective, balance, and increased compassion.

## **Combatting unconscious bias**

Acknowledging the role of women in keeping workplaces balanced and minimizing unconscious bias.

## **Flexibility and adaptability**

Appreciating women's ability to excel in various roles, being flexible, and adapting to different job areas as needed.

## **Importance of role models**

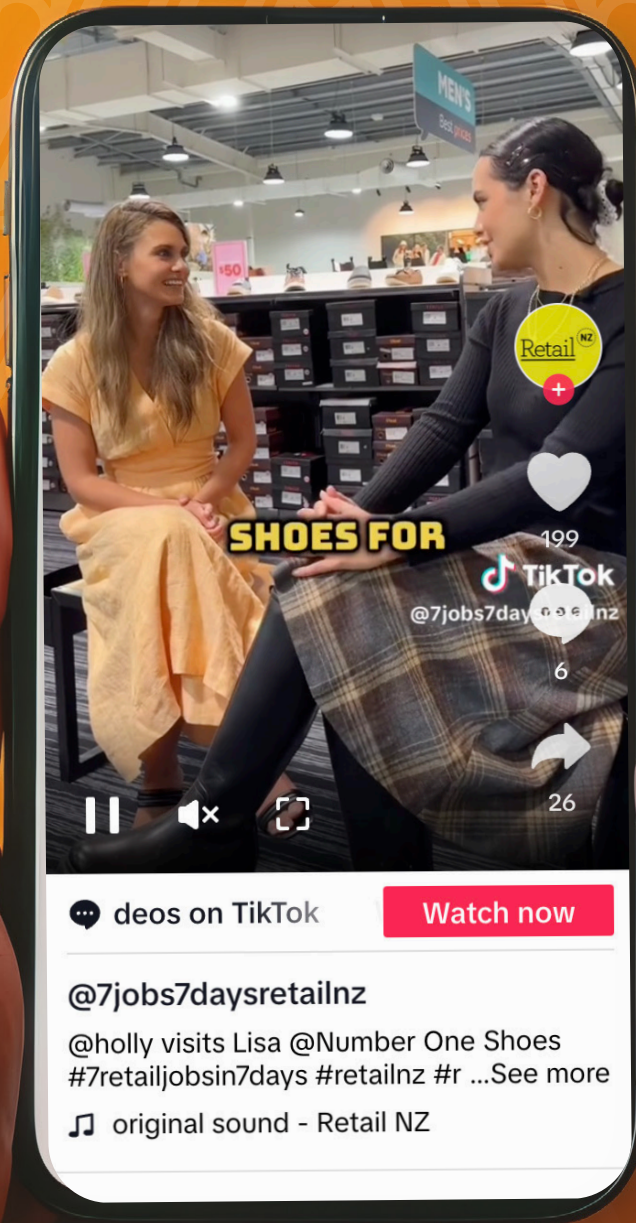
Highlighting the positive impact of having women in leadership positions, such as a Woman CEO, to inspire and set an example for others.

## **Communication and empathy**

Recognizing women's strengths in customer service, communication, empathy, accuracy, and attention to detail.



# CHANGING PERCEPTIONS



Retail perception campaign  
Myth Busting on TikTok  
7 Retail Jobs in 7 Days

## A number of misconceptions have impacted people's perceptions of retail as a career in New Zealand, with their daily retail experiences heavily shaping their view of the industry.

This is a central focus for the industry who are reporting that these perceptions are having an impact on their ability to recruit skilled workers.

Retail is a broad sector with a huge range of roles and adventures to explore. However, for many in New Zealand, their view of retail is quite narrow. Retail NZ have done a research piece Retail NZ – Perceptions of Retail identifying the perceptions of retail and the knowledge gap discouraging people from joining the sector. This research on the perceptions of retail as a career covered a diverse range of the population including a survey of 2000 kiwis and retailers.

The Retail NZ – Retail perception campaign has identified a series of creative and media solutions to address these challenges include amplifying real stories from real people working in retail, utilising TikTok, challenging news narratives, promoting speed meets, recruitment name tags, mentoring, podcast partnerships, exploration days with retailers and mockumentaries challenging outdated views on retail.

This research found that many view retail as:

- ▲ A sector that underpays staff
- ▲ 'Just' shop floor work
- ▲ A sector where opportunities for development and progression is limited
- ▲ Having inflexible working hours
- ▲ Uninteresting work requiring low-skilled staff.

Most people are not aware that the majority of retail roles are not on the shop floor and actually host a wide variety of roles and specialisations.

As a result of this, many

New Zealanders view retail as not high-status work and associate working in retail with lacking ambition or drive. Therefore, many young New Zealanders may worry about how they are viewed if they choose to work in retail or may face parental prejudice against a career in the sector.

Retail NZ have identified three major shifts which could help build more equity and status into the sector and priming core audiences so that when jobs become available, they are more likely to take the leap:

- ▲ Changing the perceptions and status of retail careers in New Zealand
- ▲ Increase understanding of wider variety of roles and possibilities within retail
- ▲ Increase the candidate pool.

These shifts are focused on long-term growth and tackling deep-seated perceptions.

<sup>1</sup>Retail NZ (2023).  
[Perceptions of Retail as a Career - Retail NZ](#)



# ACTION

	Māori succeeding as Māori	Attracting and retaining the future workforce
<p><b>Actions</b> Where we would like to be</p>	<ul style="list-style-type: none"> <li>▲ <b>Māori business and workforces</b> have opportunities to connect.</li> <li>▲ <b>The Service sector</b> and vocational education system understands and acts on Māori views of success.</li> <li>▲ <b>The vocational education system</b> is shaped by a Mātauranga Māori lens.</li> </ul>	<ul style="list-style-type: none"> <li>▲ <b>Improve the availability</b> and use of high-quality information about the Service sector.</li> <li>▲ <b>Improve participation of Māori, Pacific People, Tāngata Whaikaha,</b> and other groups.</li> <li>▲ <b>Industry is visible</b> and promoted to a wide range of potential ākonga and kaimahi.</li> <li>▲ <b>Organisations with a role</b> in workforce development work collaboratively and have well understood roles.</li> </ul>
<p><b>Initiatives</b> What we can do to get there</p> <p><b>Service sector initiatives</b></p>	<ul style="list-style-type: none"> <li>▲ <b>Establish and grow</b> the Māori Service Sector Forum. (Joint Ringa Hora and industry)</li> <li>▲ <b>Ohu Ahumahi collaboration</b> (Rōpū Kaitakawaenga) to build relationships with iwi and hapū to better understand Māori aspirations. (Ringa Hora)</li> <li>▲ <b>Te Kāhui Mātauranga Māori</b> to provide Mātauranga Māori lens to Ringa Hora product design and quality assurance approaches. (Joint Ringa Hora and industry)</li> </ul>	<ul style="list-style-type: none"> <li>▲ <b>Undertake the Future Workforce</b> project that aims to understand work, skills and training in New Zealand in 2040. (Ringa Hora)</li> <li>▲ <b>Amplify work that</b> aims to grow participation of particular groups such as Pasifika Navigators of Tomorrow or Jobs for Mums. (Industry)</li> <li>▲ <b>Promote the use of Te Mata Raraunga,</b> a collection of vocational education and workforce data. (Ringa Hora)</li> </ul>
<p><b>Retail and Distribution</b> Specific initiatives</p>	<ol style="list-style-type: none"> <li>1. <b>Develop business management</b> and leadership skills in Māori owners of small to medium sized enterprises to enable Māori businesses to continue to thrive. (Ringa Hora)</li> <li>2. <b>Encourage rangitahi</b> to consider careers in Retail as there are opportunities to work across the motu which can help retain connections with whenua, whanau, iwi and hapu. (Industry)</li> </ol>	<ol style="list-style-type: none"> <li>3. <b>Support the Retail NZ</b> project to address perceptions about Retail from job seekers and their influencers by:                             <ul style="list-style-type: none"> <li>▲ <b>improving perceptions of</b> retail careers and understanding of options</li> <li>▲ <b>creating a greater pool of</b> talent</li> <li>▲ <b>identifying potential government</b> interventions to secure talent (Joint Ringa Hora and Industry)</li> </ul> </li> <li>4. <b>Address perceptions about</b> safety in the workforce due to growing awareness of Retail crime by:                             <ul style="list-style-type: none"> <li>▲ <b>Encouraging training staff</b> in methods to mitigate hostile or violent situations</li> <li>▲ <b>Advocating for industry</b> to review and optimise security processes and policies (Joint Ringa Hora and Industry)</li> </ul> </li> <li>5. <b>Promote conversations and</b> engagement with existing research on the Retail and Distribution industry, such as the:                             <ul style="list-style-type: none"> <li>▲ <b>Consumer behaviour and preferences</b> in the NZ retail grocery sector report</li> <li>▲ <b>Retail NZ Retail Radar reports</b></li> <li>▲ <b>BDO NZ Retail Thrive Series</b> (Joint Ringa Hora and Industry)</li> </ul> </li> </ol>



## Putting this into action for Retail and Distribution

Transformational change in the Service sector workforce will take time but to achieve that change we need to start taking action now. This plan includes the key areas of focus, medium term actions and short-term initiatives. These initiatives and actions can be thought of as individual threads that weave together to achieve workforce transformation.

Developing broad skills for the future	Creating mana-uplifting jobs and opportunities
<ul style="list-style-type: none"> <li>▲ Vocational education and training is flexible and adaptable to industry needs.</li> <li>▲ Workforces and businesses are well prepared to adapt and innovate.</li> <li>▲ Investment decisions are transparent and based on high quality advice.</li> </ul>	<ul style="list-style-type: none"> <li>▲ Workplaces are accessible and attractive to the current and future workforce.</li> <li>▲ The workforce is recognised, valued, and safe.</li> <li>▲ The range of roles is articulated and available.</li> <li>▲ Learning and skills development supports upwards and lateral progression.</li> </ul>
<ul style="list-style-type: none"> <li>▲ Create a package of short, sharp, stackable credentials through Waihangatia te Āmua Ao   Shaping the Future of Service Skills project. (Ringa Hora)</li> <li>▲ Amplify work that supports people to learn about broad skills for the Service sector, such as MBIE's Digital Boost initiative. (Joint Ringa Hora and industry)</li> </ul>	<ul style="list-style-type: none"> <li>▲ Develop an 'employer hub' that shares resources, information, and case studies of Service sector excellence – Targeted at SMEs. (Ringa Hora)</li> <li>▲ Amplify approaches that improve diversity, equity and inclusion, such as Diversity Works, Living Wage, and Rainbow Tick. (Industry)</li> </ul>
<p>6. Taking into account that the last 3 years have been very challenging in the sector, tweak to include skills like communication and problem solving, rather than make big changes to retail qualifications. (Ringa Hora)</p> <p>7. Respond to increasing prevalence of tech in the industry by:</p> <ul style="list-style-type: none"> <li>▲ Exploring credentials and qualifications that upskill existing technological literacy and making these accessible to people across the workforce</li> <li>▲ Identifying pioneers in the tech innovation space within the industry and promoting their stories (Joint Ringa Hora and Industry)</li> </ul>	<p>8. Increase knowledge about retail industry careers (Industry).</p> <p>9. Provide opportunities for professional development and make them more visible to future workers looking to enter the industry, as well as people within the workforce already. (Industry)</p>

# PROGRESS

## Retail Workforce Action Plan

## What has been delivered in the last 12 months

**Develop business management and leadership skills** in Māori owners of small to medium sized enterprises to enable Māori businesses to continue to thrive.

Ringa Hora are currently doing a review of all business capability qualifications and engaging on a possible leadership qualification/ solution which would support business management and leadership skills of Māori business owners.

**Te Manu Arataki Leadership Project**, led by Ringa Hora, is another example of how Ringa Hora and industry are promoting broad skills for the Service Sector. Early feedback from industry groups and iwi showed there is a desire for more leadership training and qualifications, something this project can play a significant part in delivering. The first three stages of four have been completed:

**Stage 1 – Environmental scan**  
(November 2023 – February 2024)

**Stage 2 – Review scan outcomes & public consultation**  
(March - April 2024)

**Stage 3 – Qualification review and development of new products if appropriate** (April - June 2024)

**Stage 4 – Final consultation and change implementation**  
June 2024 onwards

**Encourage rangitahi to consider careers** in Retail as there are opportunities to work across the motu which can help retain connections with whenua, whānau, iwi and hapū.

Ringa Hora and Industry support rangatahi to enter the industry. This includes Ringa Hora and industry taking part in a three-day **Job Explore** exhibit in three locations across Northland in early 2024.

**Support the Retail NZ project** to address perceptions about Retail from job seekers and their influencers by:

- ▲ **improving perceptions of retail careers and understanding of options**
- ▲ **creating a greater pool of talent**
- ▲ **identifying potential government interventions to secure talent**

**Retail NZ is working on** the Careers in Retail project aiming to improve perceptions of retail careers. This is due to be released in July 2024.

Ringa Hora supports this work through the Ringa Awhi fund and are members of the project working group.

To support progress with these actions, we have monitored what has been achieved in the last 12 months and what more will be delivered in future.

What will be delivered in the next 18 months	Who is responsible?
<p>The Te Manu Arataki Leadership Project is currently in Stage 4 – Final consultation and change implementation June 2024 onwards.</p> <p>In the next 12-18 months Ringa Hora will implement and promote the outputs from this work.</p>	<p>Ringa Hora</p>
<p>Ringa Hora and industry continue to look for opportunities to encourage rangatahi into Retail. This includes the <u>CATE Conference</u> in Dunedin in November 2024.</p>	<p>Industry</p>
<p>Retail NZ will continue their Careers in Retail project aiming to improve perceptions of retail careers.</p> <p>Ringa Hora have included a highlight piece on this work in this document.</p>	<p>Joint Ringa Hora and Industry</p>



**Promote conversations and engagement with** existing research on the Retail and Distribution industry, such as the:

- ▲ **Consumer behaviour and preferences** in the NZ retail grocery sector report
- ▲ **Retail NZ Retail Radar reports**
- ▲ **BDO NZ Retail Thrive Series**

**Retail NZ produce a quarterly Retail Radar report** surveying all their members. This report captures the most pressing concerns for industry in the previous quarter. The most recent report to March 2024 includes topics on:

- ▲ **business confidence**
- ▲ **inflation**
- ▲ **rising insurance costs.**

**Address perceptions about safety** in the workforce due to growing awareness of Retail crime by:

- ▲ **Encouraging training staff** in methods to mitigate hostile or violent situations
- ▲ **Advocating for industry** to review and optimise security processes and policies

**Retail NZ is working on** the Careers in Retail project aiming to improve perceptions of retail careers. Ringa Hora supports this work through the Ringa Awhi fund and are members of the project working group.

**Alongside this work, Retail NZ, New Zealand Security Association (NZSA), Red Badge and Ringa Hora** have met to discuss how they can work together to effectively address safety concerns for security and retail staff. Retail NZ are working with a number of Government agencies to address these issues, including the Police Crime Prevention Hub to support retailers to help prevent retail crime and Ministry of Justice to help expedite court cases of offenders. NZSA are also advocating Government to enhance legislation around Trespass and Use of force to include a clear understanding of the protection and limitations of the use of force.

**Update qualifications** to include skills like communication and problem solving, rather than make big changes to retail qualifications (Ringa Hora)

**Review of Retail and Sales Qualifications**

**Scoping/planning for the review** of the following qualifications is underway:

- ▲ **2234 – New Zealand Certificate in Retail (Customer Service and Sales Support) (Level 2)**
- ▲ **2235 – New Zealand Certificate in Retail (Level 3)**
- ▲ **2236 – New Zealand Certificate in Retail (Level 4)**
- ▲ **2237 – New Zealand Certificate in Sales (Level 3)**
- ▲ **2238 – New Zealand Certificate in Sales (Level 4) with optional strand in Sales Prospecting**

**Meet and Greet**

**An initial Meet and Greet** was held on 11 April 2024, with representatives from several interested parties in attendance.

<p><b>Retail NZ will continue to release their quarterly report. Ringa Hora will look for opportunities to support, promote and get involved with the upcoming surveys.</b></p>	<p><b>Industry</b></p>
<p><b>Retail NZ, New Zealand Security Association, Red Badge and Ringa Hora will continue to work together to address safety and perceptions concerns for security and retail staff. This includes the continuing Careers in Retail project by Retail NZ.</b></p>	<p><b>Joint Ringa Hora and Industry</b></p>
<p><b>Ringa Hora is, in cooperation with interested parties, deciding whether these qualifications will be updated (reviewed), left unchanged (rolled over), or expired. If you have any feedback or questions on the qualification(s) or if you are interested in participating in one of our working groups or consultation groups for qualification reviews and developments, please contact us at <a href="mailto:qualifications@ringahora.nz">qualifications@ringahora.nz</a>.</b></p>	<p><b>Ringa Hora</b></p>



Respond to increasing prevalence of tech in the industry by:

- ▲ **Exploring credentials and qualifications** that upskill existing technological literacy and making these accessible to people across the workforce
- ▲ **Identifying pioneers in the tech innovation space** within the industry and promoting their stories

Industry hosted the **iMedia Online Retail Summit New Zealand** in May 2024 including 70+ New Zealand Retailers, 70+ Technology & Solution Providers, 15+ Keynotes and brought together New Zealand’s best enterprise-level retailers with some of the industry’s top-performing technology and solution-providing vendors supporting enterprise-level retailers.

Increase knowledge about retail and distribution industry careers

Retail NZ is working on the Careers in Retail project aiming to improve perceptions of retail careers. Ringa Hora supports this work through the Ringa Awhi fund and are members of the project working group.

In addition, the Tertiary Education Commission (TEC) have updated the Tahatū interactive careers website including retail and distribution occupations to provide a personalised experience to help people figure out what kind of work they might like to do, and how they can get there. Tahatū was released as a pilot to a small number of secondary schools on 2 April 2024. You can read more about our plans for this at [Tahatū pilot](#).

Provide opportunities for professional development and make them more visible to future workers looking to enter the industry, as well as people within the workforce already.

A number of organisations in the industry are already promoting professional development and good practice. This includes the likes of

- ▲ **Two degrees who deliver** a two-year retail apprenticeship via ServiceIQ. This helps trainees to develop and progress within their careers in the organisation and has supported staff retention.
- ▲ **Foodstuffs who deliver** internal programmes which provides staff with experience from across the business in other areas and supports their promotion within the business.
- ▲ **Primary Connect** also deliver internal programmes supporting existing staff to gain wider experience across the organisation.
- ▲ **New Zealand Post** support their staff to gain qualifications in literacy and numeracy and transferable skills in financial literacy and digital capability.

**Aspire to do a load** of work with literacy and numeracy.



<p>Ringa Hora and industry will continue to promote opportunities for tech pioneers in the sectors.</p>	<p>Joint Ringa Hora and Industry</p>
<p><b>Retail NZ is working on</b> the Careers in Retail project aiming to improve perceptions of retail careers. This was released in July 2024. Ringa Hora have included a highlight piece on this work in this document.</p> <p><b>Ringa Hora will be working</b> with the Supply Chain industry to participate in future career exhibitions and promote career opportunities in Distribution.</p> <p><b>In addition, the Tahatū pilot</b> project will gradually increase over the following months. Tahatū will help all New Zealanders make decisions about what kind of work they would like to do. We have designed it to help those who do know what career they want and to offer tools for people who aren't quite sure and need a bit of inspiration.</p> <p><b>Tahatū connects NCEA school subjects,</b> qualifications and careers. It will show the most common ways others have taken to get to that career or job. Tahatū brings this information together for the first time in one place.</p>	<p>Industry</p>
<p><b>Industry continue to see the value</b> in developing existing staff to progress within the organisation. Ringa Hora will record examples of good practice and approaches to promote.</p>	<p>Industry</p>







**RINGA HORA**  
Services  
Workforce Development Council

