



NZPost
Tukurau Aotearoa

Modern Slavery Statement

Financial year ended
30 June 2025

1. Purpose of this Statement and Reporting Entity

\$1.223 billion

Revenue

\$443.9 million

Procurement spend

4,795

Employees*

1,316

Delivery contractors

342

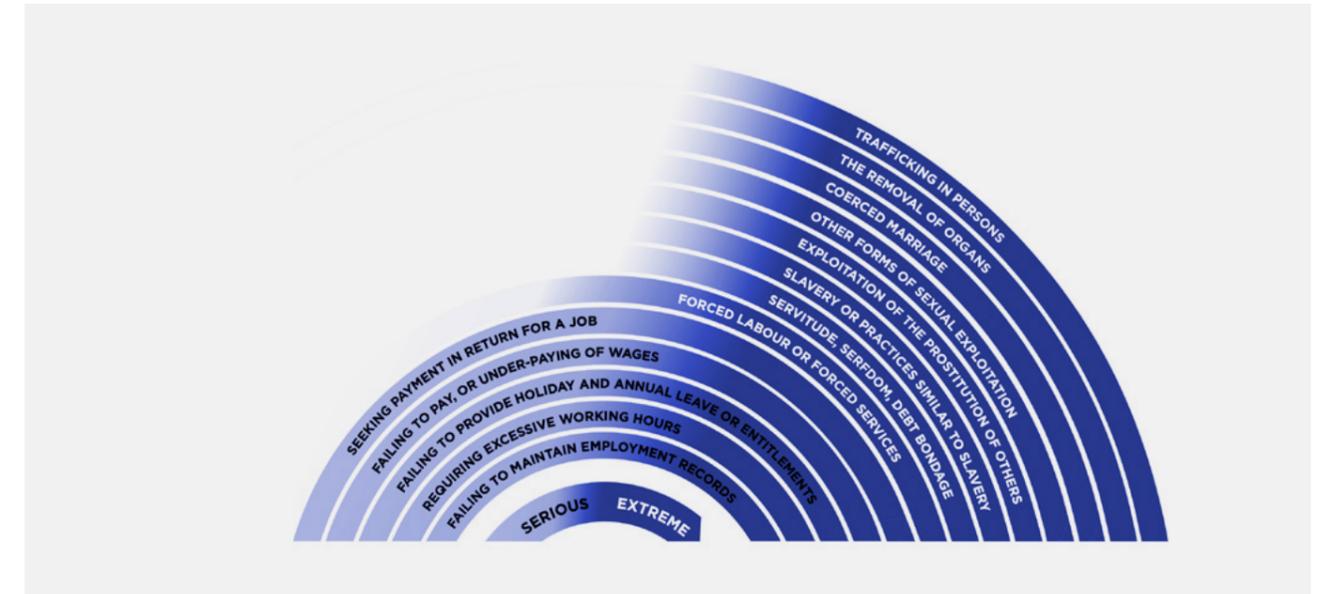
Significant Vendors

Purpose

Our 2024-2025 modern slavery statement sets out the steps we have taken to manage the risk of modern slavery within our operations and supply chains. It also describes how we assess the effectiveness of our actions and the future steps that we aim to put in place.

This statement has been prepared by New Zealand Post Limited (NZ Post) for the reporting year ended 30 June 2025 and applies to the wholly owned operating subsidiaries of New Zealand Post Limited, including its extended workforce. For the purpose of this statement NZ Post refers to NZ Post and its wholly owned subsidiaries.

Continuum of exploitation



Modern Slavery

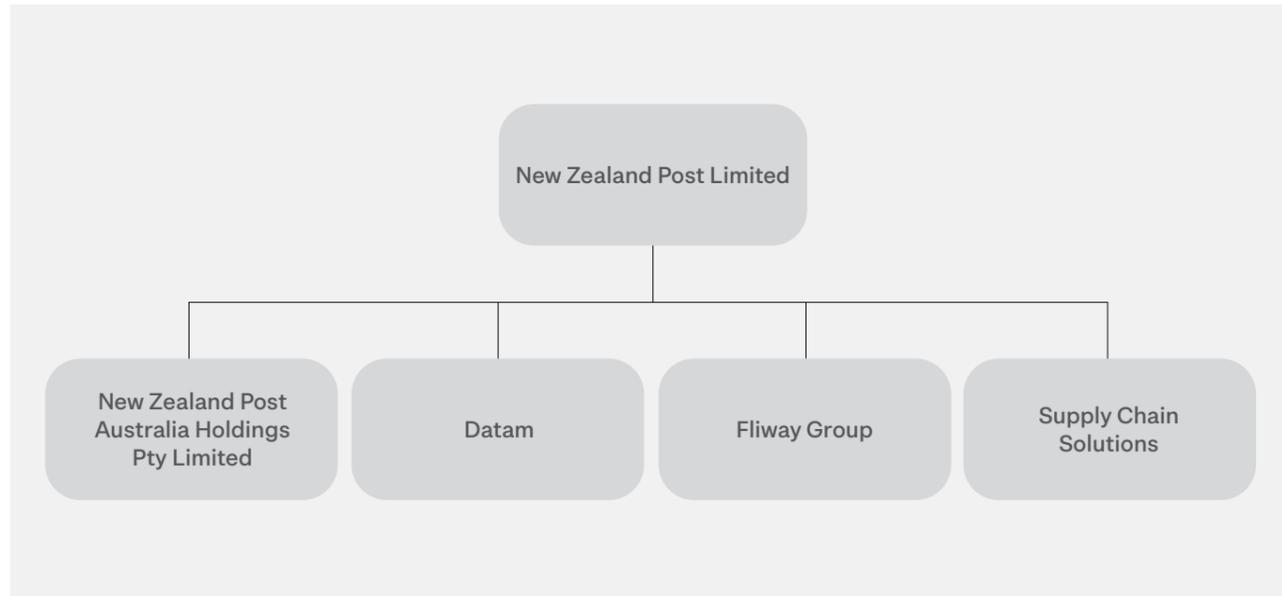
The Australian Modern Slavery Act 2018 (Cth) defines modern slavery as “situations where offenders use coercion, threats or deception to exploit victims and undermine their freedom. Practices that constitute modern slavery include human trafficking, slavery, forced labour, debt bondage, forced marriage and the worst forms of child labour.”

The New Zealand Ministry of Business Innovation and Employment (MBIE) has stated that modern slavery occurs on a 'continuum of exploitation'. Labour related exploitation includes a variety of practices that range from serious to extreme. Modern slavery focuses on exploitation at the extreme end of the spectrum. However, by putting in controls to mitigate the risk of modern slavery, other forms of labour exploitation may also be addressed.

A range of practices referenced in the diagram above are criminalised in New Zealand's legislation, including the *Immigration Act 2009*, *Crimes Act 1961* and *Worker Protection (Migrant and Other Employees) Act 2023*. [MBIE 'Continuum of Exploitation'](#)

*4,795 is our number of people, not full time employees.

2. Description of our Structure, Operations, and Supply Chains



For the purposes of this modern slavery statement, the reporting entity is New Zealand Post Limited (NZ Post). NZ Post is primarily a logistics and delivery business operating across New Zealand, Australia and internationally. In this section we provide a description of our entity structure, operations, and supply chains.

NZ Post is a company incorporated in New Zealand under the Companies Act 1993, and a State-Owned Enterprise (SOE) under the State-Owned Enterprises Act 1986, which means that it is required to be a good employer and to exhibit a sense of social responsibility.

As an SOE, NZ Post is responsible to its shareholding Ministers (Minister of Finance and Minister for State-Owned Enterprises). The Minister for Media and Communications is the Minister responsible for postal services.

Overview of our Entity Structure

- **New Zealand Post Limited:** is a registered company in the New Zealand Companies Office NZBN 9429039700766.
- As at the reporting date of this Modern Slavery Statement, there were 4,795 employees that worked for NZ Post (including permanent, fixed term, casual and on-call). NZ Post services were also delivered by over 1,316 delivery contractors.

- NZ Post operates across the whole of New Zealand and has operations overseas (as detailed below).
- **New Zealand Post Australia Holdings PTY Limited:** New Zealand Post Australia Holdings PTY Limited (NZPAH) (ABN: 97 086 383 904) has a team of full-time employees who are located at the New South Wales office. NZPAH is responsible for developing, implementing, and championing New Zealand Post's inbound and offshore customer service offerings. This encompasses the matrix of managing wholesale, direct entry, direct marketing, courier, freight and Universal Postal Union (UPU), coordination and market-flow.
- **Datam Limited:** Registered in New Zealand (NZBN: 942 9039585677), employs some of the staff who work in NZ Post's integrated customer communications solutions, which is NZ Post trading as Datam.
- **Fliway Group Limited:** In March 2022 NZ Post acquired Fliway, a company specialising in large item delivery. Fliway is a registered New Zealand Limited company 1870504.
- **Supply Chain Solutions (NZ) (2021) Limited:** On 1 November 2024, NZ Post Group purchased the remaining 50% of the shares in Supply Chain Solutions (NZ) (2021) Limited, a third-party logistics and contract warehousing service. SCS is a registered New Zealand limited company 8189595.

Our People

Courier

We offer a tiered range of courier solutions – Courier and Express - through our networks, depending on the speed and the customer experience required. We engage small businesses and independent contractors using vans to provide Courier and Express delivery services to our customers. 'Economy' is our standard parcel delivery service for consumers that is delivered through the postal and courier network.

Mail

Mail has been the historical backbone of the NZ Post business, dating back to the 1840s. This includes residential "postie" delivery, rural delivery and connections with international postal operators. Delivery mode in higher density urban areas is primarily mid-range electric delivery vehicles, complemented by some walking, cycling and motorbike runs, while in rural areas vans are the primary delivery mode. NZ Post engages independent contractors to provide rural delivery services. NZ Post is New Zealand's designated Universal Postal Union (UPU) postal operator which means it accepts and delivers mail sent from other overseas UPU members.

Transport

Our Transport team is responsible for the national road and air bulk transport operations that connect all major towns and cities throughout New Zealand; many of these functions are provided by outsourced partners providing services under contract. A core team of employees work alongside aviation suppliers, road transport contractors, and third-party support partners, to coordinate and manage the Transport functions.

Datam

Datam is NZ Post's print and mail house which provides services to a range of business customers.

Fliway

Fliway provides transport, warehousing and international freight services and operates New Zealand's premier national dedicated supply chain for large and oversize items. It is headquartered in Auckland and employs just under 500 staff.

Supply Chain Solutions

Supply Chain Solutions is NZ Post's third-party logistics provider. Supply Chain Solutions supply warehousing, order and fulfilment services to NZ Post.

Retail Operations

The Retail team primarily supports the agents that comprise the vast majority of NZ Post's retail network, providing onboarding, training and operational functions to deliver services consistently nationwide. The team also operate a small number of company-operated outlets including staffing and related end-to-end management. As at 30 June 2025, NZ Post had 17 company-operated outlets and 743 agency-operated (licensed) outlets.

Box Lobby Services

The supply of postal storage facilities by means of Private Bags and Post Boxes across our box lobby network.

Stamps & Coins

The supply of collectable Stamps and Coins which are sold via NZ Post's store network and website.

Our Operations in Australia and Overseas

The NZPAH team working with our New Zealand, Singapore and China teams manages our off-shore customer-base, customer returns, sales opportunities, and directs activities over inbound and offshore products. The team provides a solutions suite that reflects global markets delivery trends and delivers seamless cross-border eCommerce by facilitating end-to-end supply chain solutions for our customers.

International Freight and Warehousing

International freight forwarding and warehousing. This includes our redelivery service, YouShop.

Our Supply Chains

NZ Post works with around 342 significant vendors. When we engage with new suppliers, we require them to enter into supplier agreements. These agreements require our suppliers to adhere to the laws of New Zealand and our Supplier Code of Conduct which includes human rights and labour standards consistent with modern slavery reduction principles.

NZ Post buys products and services needed to operate its business. This includes, but is not limited to, transportation and fuel, uniforms, machinery and equipment, recruitment services, air cargo services, marketing services, IT (hardware, software and services and infrastructure), property services, and finance systems.

3. Modern slavery risk identification

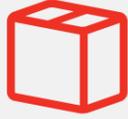
In order to identify NZ Post's modern slavery areas of risk we considered the following key risk indicators:



Geographic



Sectors / Industries



Products and services

We have identified the following higher risk supplier categories that will be the focus of our risk mitigation work:



Retail agencies



Cleaning, office commodities and security



Uniform suppliers



Technology and IT providers



Offshore product manufacturing



Contractors / subcontractors that provide our services



Provision of contingent / temporary labour

4. Actions taken to assess and address modern slavery risks

Actions taken to assess and address modern slavery and worker exploitation risks by NZ Post fall across several key areas:

- Our supply chain
- Our Last Mile delivery contractors (Courier, Express, Rural and Provincial Delivery)
- Our general operations

Actions may be specific to one area of operation, while others may traverse the entire NZ Post operation.

We made good progress against actions in FY25 which can be seen in the table below.

Our Plan in FY25

Planned Action	How did we do?
Continuing to monitor the legal and regulatory environment in New Zealand concerning New Zealand's prevention of modern slavery legal framework.	● Monitored potential changes, none in effect yet.
Undertake Self-Assessment Questionnaires with selected vendors/suppliers.	● Complete
Finalise risk profiling of supply chain (excluding domestic operations supply chain i.e. last mile delivery contractors).	● Complete
Creating new and evaluating and updating existing policies and procedures.	<ul style="list-style-type: none"> ● Ongoing ● Updates to onboarding processes have been completed. ● Modern Slavery & Worker Exploitation Policy has been finalised and published. ● Procurement processes now include Modern Slavery due diligence ● Contracts now include anti-modern slavery clauses.
Develop collateral around incident levels, triaging of allegations, investigation requirements.	● Complete, and we continue to monitor and refine these processes.
Continue to monitor Whistleblower Integrity Line for any modern slavery or worker exploitation issues.	● Ongoing

Additional actions completed in FY25

Modern slavery due diligence undertaken during the tender process for several key services that were renewed during FY25.

We continue to work with other New Zealand and Australian organisations, who share the same challenges, as part of a Collaborative Advantage collective. Organisations are sharing experiences, resources and materials to allow for greater awareness of modern slavery, and to help prioritise the work and resources in this area.

Our key policies

Our People

Modern Slavery & Worker Exploitation Policy

This policy sets out our commitment to effectively identify, assess, and address the risk of Modern Slavery and Worker Exploitation occurring within our own business or infiltrating our supply chains.

Integrity (and Protection of Whistleblowers) Policy

This policy and integrity hotline provides people working for NZ Post with a mechanism to whistle blow on behaviour that falls below the ethical standards expected of a person working at NZ Post, is contrary to legislation or regulation, or other serious misconduct or non-compliance.

Code of Conduct (“Post Code”)

The NZ Post Code of Conduct and Ethics ‘Our Post Code’ is for all our team and is a personal guide with tips and hints to make it easy to do the right thing at work.

Our Suppliers

Supplier Code of Conduct

The Supplier Code of Conduct sets out NZ Post’s minimum expectations that suppliers provide services with integrity and in compliance with all applicable law, regulations, and ethical standards including compliance with anti-slavery laws and practices of the country where they are doing business.

Procurement Policy and Principles

NZ Post procurement is guided by the New Zealand Government Procurement Charter and Principles of Procurement, to ensure that we get the right value-for-money outcome following fair and transparent processes while also considering social, sustainable, and environmental outcomes.

5. How NZ Post assesses the effectiveness of the actions we have taken

Our current assessment of effectiveness includes:

- A review of our risk assessment processes to ensure it remains up to date and no new risks have been identified that have not been recorded;
- Monitoring any trends in cases reported through the Whistleblower Integrity Line including how these cases were handled.

6. Modern Slavery Consultation

In preparing this Modern Slavery Statement, NZ Post has consulted with NZPAH. This consultation has included NZPAH reviewing and providing comments on this Modern Slavery Statement prior to publication; and engagement through our internal working groups and teams across NZ Post.

This Statement for the financial year 2025 is published pursuant to section 14 of the Modern Slavery Act 2018 (Cth). This Statement has been approved by the Board of NZ Post on 21 November 2025.



Signed on behalf of NZ Post by
David Walsh, CEO NZ Post

