BPTW® BEST PLACES TO WORK™

Shaping New Zealand's Best Places to Work™

Aggregated insights from the national 2025 BPTW™ Employee Experience Survey Results

January 2026

What makes a workplace truly thrive?

This question is at the heart of this report, which explores the conditions that help people feel connected, valued, and inspired to bring their best to work.

A thriving workplace is built on trust, clarity, and genuine care. It is where people feel seen and supported, where leadership is lived through action, and where purpose becomes a force that aligns and motivates teams. When organisations achieve this, the impact is not only cultural - performance is lifted, resilience is strengthened, and opportunities for success are increased.

In Aotearoa New Zealand, manaakitanga gives us a powerful foundation. It is the practice of showing respect, generosity, and care for others, creating environments where people feel welcomed, supported, and valued. When workplaces embody this spirit alongside strong leadership, shared purpose, and a commitment to wellbeing and growth, they create cultures that help people show up as the best version of themselves, and set a standard that can lead the world.

At Best Places to Work™ (BPTW™) our hope is simple. That these insights spark courage, inspire action, and help us build workplaces where all people thrive. And as more organisations lift their practices, we raise the standard for workplaces across Aotearoa New Zealand and help float all the boats higher.

"The EMA came on board as a foundation sponsor of Best Places to Work™ through the conviction that better workplaces are essential for lifting New Zealand's prosperity. We're proud to support a robust measurement of workplace quality that shines a light on employers who are committed to excellence while giving others a roadmap to improve.

The 2025 Best Places to Work™ Survey insights demonstrates the growing commitment to workplace wellbeing and culture among New Zealand employers. We congratulate Sharesies on being named overall winner at the 2025 BPTW™ Awards, and see their recognition as evidence that the survey is helping elevate standards across the business community, which is precisely the kind of long-term culture change the EMA supports."

EMA **Lisa Dean** | CMO

How this report was created

This report was developed with Ecosystm, the Best Places to Work™ research partner. It draws on the findings from the national, aggregated 2025 BPTW™ Annual Employee Experience Survey Results, supported by Ecosystm's independent analysis.

The insights reflect the experiences of thousands of employees across all sectors and sized organisations in Aotearoa New Zealand, and highlight the patterns, shifts, and strengths that shape today's workplaces. We have translated these findings into practical guidance for leaders who want to build environments where people and performance thrive together.

All data within this report has been collected by Best Places To Work™ through the 2025 BPTW™ Annual Employee Experience Survey Results as well as partner insights.

The report is proudly developed by Best Places to Work™ in partnership with:

ecosystm.

The pillars that shape New Zealand's Best Places to Work™

BPTW™ supports, recognises and celebrates Kiwi organisations who are lifting the bar for workplace experience. Our continuous improvement programme helps provide the tools, connections, and practices that drive employee engagement, team effectiveness, and organisational success. BPTW™ aims to position New Zealand as a global leader in employee experience, attracting and retaining top talent while contributing to broader economic growth.

At the heart of BPTW™ is a clear and practical framework built around nine pillars of workplace experience. These pillars capture what matters most to employees and reflect the conditions that consistently support high engagement, strong culture, and sustained performance.

Trust in Leadership

Connection to Purpose

Working Environment

Innovation

Wellbeing

Connection with Team

Performance and Growth

Tools and Technology

Sustainability

What changed from last year?

Each year, the BPTW™ Annual Employee Experience Survey gives us a clear view of how workplaces across New Zealand are shifting. It helps leaders understand what is working, where pressure points are emerging, and how culture, leadership, and talent strategies need to evolve.

Year-on-Year Comparison

Comparing the results from the 2024 and 2025 BPTW™ Annual Survey Results

12% ▲ Innovation

4% ▲ Wellbeing

0% Performance & Growth

-1% ▼ Working Environment

-2% ▼ Connection to Purpose

-3% ▼ Trust in Leadership

-4% ▼ Connection with team

-4% ▼ Tools and Technology

This year brings encouraging gains in innovation and wellbeing, showing that organisations are supporting creativity, and placing greater focus on how people feel at work.

At the same time, several core pillars declined, most notably trust in leadership, team connection, and tools and technology, reflecting the pressure of rapid change and shifting employee expectations.

This signals a need to focus on the fundamentals that help people feel confident and equipped in a changing environment. As technology and AI reshape roles and skills, employees are looking for clarity, communication, and support so that they don't get left behind. They want to understand what change means for them, and to be part of shaping the future of their roles and their organisation. Workplaces that invest in these areas will be better placed to navigate change and build workplaces where people and performance continue to grow together.

BPTW® BEST PLACES TO WORK™

The Pillars of Workplace Experience

Connection to Purpose

A thriving workforce begins with a clear sense of why.

When people understand the impact of their work and how it connects to something larger, their energy, commitment, and performance lift. Purpose gives direction. Values give shape. Together, they create meaning.

Employees are at their best when they can see how their role contributes to organisational goals and to outcomes that matter for communities, customers, or the environment. When values are lived in everyday moments, not confined to posters or annual reports, workplaces feel authentic and motivating.

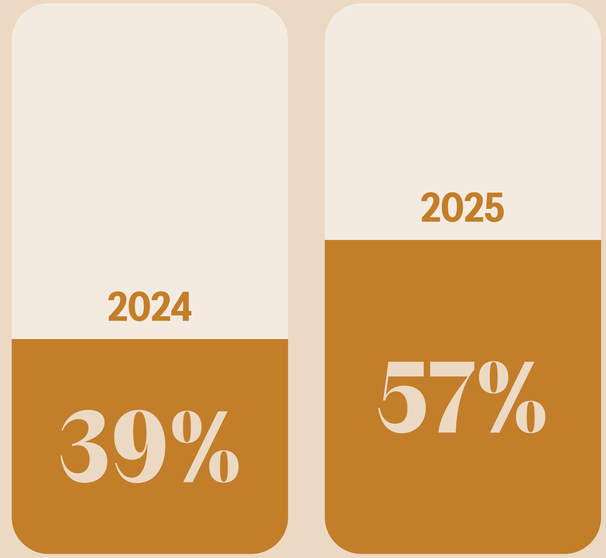
Best Practices in Creating a Connection to Purpose

Communicate and Align
Share the organisation's vision, purpose, and strategic priorities in ways that feel meaningful. Help people understand how their role connects to the bigger picture.

Embed Values in Operations
Use values to guide decisions, processes, and behaviours. When values shape how work gets done, employees trust them.

Showcase Impact
Help people see the difference their work makes. Celebrate contributions to strategic goals, customer outcomes, and community impact.

More employees understand where their organisation is heading



Respondents strongly agree their organisation communicates a clear vision and purpose.

Aggregated national BPTW™ Survey results

BPTW

tax traders | taxi

BPTW 2025 BEST PLACES TO WORK™ | AWARDS

WINNER Small Workplace

Tax Traders + Taxi were founded on the belief that the benefits of New Zealand's tax system should be accessible to everyone, and that business can be a force for good. These foundational principles guide decisions across product development, client engagement, and community initiatives. Their new start-up Taxi, which addresses cash flow challenges for small businesses and has the potential to give Aotearoa a $10.8b boost, exemplifies their commitment to creating tangible impact.

The company embeds purpose through structured practices such as their quarterly "all-in" business cycle planning, where every employee leaves with a clear understanding of how their work aligns with the broader mission. This transparency leads to alignment, motivation, and engagement, as employees see how their contributions create meaningful outcomes for New Zealand businesses and communities.

> **Our leaders communicate our vision regularly, clearly and with impact, through storytelling, onboarding practices, planning, weekly high fives, promotions and celebrations, review practices, public speaking engagements, social media and more.**

Trust in Leadership

Trust is the foundation of every high performing workplace.

For people to bring their best to work, they need to trust those guiding them. It shapes how safe they feel to speak up, how confident they are in decisions being made, and how motivated they are to contribute.

Trust grows when leaders communicate with honesty, set a clear direction, and show genuine care for the wellbeing and development of their teams. When actions match words, confidence follows.

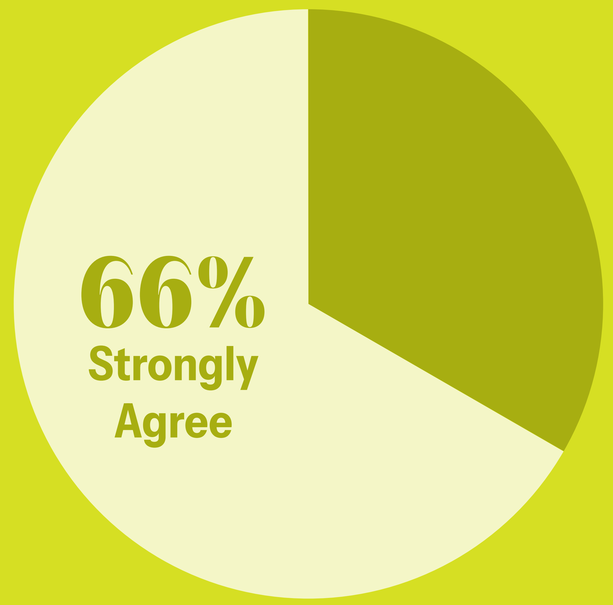
Best Practices in Building Trust in Leadership

Communicate Transparently
Share decisions openly, explain the thinking behind them, and show how employee feedback informs planning.

Provide Accessible Support
Be present and available. Leaders who respond, listen, provide feedback loops, and coach create an environment where people feel backed.

Empower and Delegate
Give people autonomy and trust them to deliver. Empowered teams grow capability, build confidence, and feel more ownership over results.

Support from direct managers



Employees strongly agree they receive the support they need from their manager.

Aggregated national BPTW™ Survey results

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VISIR

BPTW 2025 BEST PLACES TO WORK™ | AWARDS

WINNER Micro Workplace

At Visir, leadership is built on openness and mutual trust. Leaders work alongside employees, engaging directly in daily operations and decisions. This collaborative approach breaks down hierarchy and contributes to genuine transparency.

Trust is reinforced through supportive policies such as a nine-day fortnight and a remote-first model, which demonstrate confidence in employees' ability to manage their time and deliver outcomes independently. By combining clear communication, accessibility, and empowerment, Visir cultivates a culture where employees feel valued, trusted, and motivated to perform at their best.

> **Visir supports a flat management structure where leadership are contributors to the work done and employees contribute to leadership decisions. We ensure everyone feels open and welcomed into the discussion.**

Connection With Team

A cohesive team is one of the strongest predictors of employee engagement and performance.

Connection is one of the strongest predictors of engagement and performance. When people feel supported by their peers, inspired by those they work with, and able to collaborate across functions, they experience true belonging.

Strong teams are built on trust, open communication, and mutual accountability. They celebrate together, grow together, and support each other through challenges.

Best Practices for Building a Purpose-Driven Organisation

Enable Collaboration
Enable cross-functional teamwork through shared goals, regular interactions, and accessible collaboration tools.

Encourage Open Dialogue
Create space for honest, two way communication where challenges can be resolved early.

Build a Supportive Culture
Celebrate team efforts and create opportunities for peer learning. Help people feel backed by their teammates.

Confidence in team connection

66%	2025
52%	2024

Employees report feeling well connected and supported by their team.

Aggregated national BPTW™ Survey results

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HOUSE OF TRAVEL

BPTW 2025 BEST PLACES TO WORK™ | AWARDS

WINNER Large Workplace

At House of Travel, connection is intentionally woven into how teams work together. The organisation maintains multiple channels – both digital and in-person – to help employees stay engaged and connected across its nationwide network. Platforms like the internal social group and alumni community enable ongoing interaction, while shared experiences such as team lunches, mentoring sessions, and informal gatherings strengthen relationships and belonging.

These practices build trust, open communication, and mutual support, helping employees feel part of a cohesive, purpose-driven team.

> **We keep our people connected and engaged through our "Friends at HoT" Facebook group, which links current and former team members, shares industry news and helps with recruitment. Our careers page is updated regularly and we have an alumni network.**

Wellbeing

Wellbeing sits at the heart of every resilient and high performing workplace.

When people feel supported in their physical, mental, emotional, and personal lives, they bring more energy, creativity, and connection to their work.

Organisations that take wellbeing seriously recognise that people are whole humans with commitments, pressures, and responsibilities outside the workplace. Fair workloads, flexibility are essential for sustainable performance.

Best Practices in Promoting Employee Wellbeing

Manage Workloads Fairly
Work with employees to ensure workloads are manageable and realistic.

Enable Work-Life Balance
Provide flexible options, from adaptable hours to remote work, and support policies that allow people to meet personal and family commitments.

Provide Comprehensive Support
Create easy access to services and initiatives that support employees' mental, emotional, and personal wellbeing.

Employees feel they have flexibility, but workloads remain a pressure

60% of employees report confidence in flexibility and balance

70% of employees feel their workload is not manageable

Aggregated national BPTW™ Survey results

BPTW

RUSH

BPTW 2025 BEST PLACES TO WORK™ | AWARDS

WINNER Small-Medium Workplace

At RUSH, employee wellbeing is central to how work is structured and delivered. The organisation supports mental, physical, social, and organisational health through flexible work arrangements, open conversations, and thoughtful leadership. Employees have access to health coverage, resilience and stress management programmes, as well as a range of team activities designed to bring balance and engagement into the week.

Just as importantly, RUSH treats enjoyment and a sense of purpose as core components of wellbeing. People are encouraged to find meaning in the work they do every day, knowing that fulfilment is a genuine driver of long-term health and performance. Whether participating in a fitness challenge, attending a club meet-up, or having a check-in with a manager, employees experience an environment where they feel supported, trusted, and empowered to deliver their best work. This comprehensive approach to wellbeing helps RUSH maintain a motivated, resilient, and high-performing workforce.

> Every team member has access to Southern Cross health cover and the IGNITE wellbeing platform. Peakon wellbeing trends are reviewed monthly at senior leadership team and board level.

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Working Environment

A supportive working environment drives engagement, belonging, and performance.

People thrive when they have clarity, autonomy, fair recognition, and the freedom to bring their authentic selves to work.

Environments that embed diversity and inclusion, listen to employee input, and reward contribution fairly create workplaces where people feel motivated and valued.

Best Practices for a Supportive Working Environment

Encourage Autonomy
Give people meaningful control over their work, schedules, and decisions.

Ensure Fair Rewards and Recognition
Provide equitable remuneration and benefits, and celebrate excellence in visible ways.

Promote Diversity, Inclusion, and Engagement
Build cultures that values diversity, encourages authenticity, and actively incorporates employee feedback into organisational practices.

Perceptions of pay fairness remain low

31%

of employees feel their pay reflects the work they do

Aggregated national BPTW™ Survey results

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Sharesies

BPTW 2025 BEST PLACES TO WORK™ AWARDS

WINNER Medium - Large Workplace

BPTW 2025 BEST PLACES TO WORK™ AWARDS

OVERALL WINNER

Sharesies provides a supportive working environment that fosters engagement, belonging, and performance. Employees have access to open communication, approachable leadership, and flexible work options, alongside programmes that support development and mental health.

As a certified B Corp, Sharesies embeds fairness, sustainability, and inclusivity into its operations, creating a culture where employees feel valued, empowered, and able to contribute authentically. This environment allows teams to focus on delivering impact while maintaining autonomy, receiving fair recognition, and actively participating in shaping the workplace.

> Leaders identify actions based on their teams' engagement results, and People Experience works closely wth the 3EOs to guide company-wide improvements. We are proud to see our engagement scores sitting consistently above the benchmark and continuing to improve year on year.

Tools and Technology

Effective job performance relies on employees having access to the right technology, systems, and information to enable them to do their job well.

When employees have tools, systems, equipment, and information that work well, it streamlines workflow, supports collaboration, removes unnecessary friction, and helps build confidence and productivity.

Technology is one part of this picture. Effective workplaces invest in practical resources, intuitive systems, and the digital skills that help employees feel capable and supported in their roles.

Best Practices for Empowering Employees with Technology

Enable Seamless Collaboration
Implement systems and platforms that make it easy to work together across teams.

Invest in Digital Skills and Resources
Provide training and upskilling opportunities to help employees adopt new tools.

Ensure Easy Access to Information
Make critical data intuitive to find and use so people can work without friction.

AI's Impact on HR and Employees

AI is reshaping HR practices and employee experiences.

For HR, AI enables more efficient processes, predictive workforce analytics, personalised learning, and smarter talent management, helping organisations make data-driven decisions and improve overall workforce productivity. At the same time, employees may feel uncertainty or anxiety about AI's impact on their roles, and fear of being left behind.

This highlights the importance of clear communication, reskilling, and ongoing support to ensure employees feel confident, capable, and engaged. When implemented thoughtfully, AI can drive better HR outcomes while empowering employees to embrace new ways of working.

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Petdirect

BPTW 2025 BEST PLACES TO WORK™ | AWARDS

WINNER Medium Workplace

Petdirect has built an integrated technology ecosystem that removes friction for employees and supports consistent, high-quality customer and pet experiences. At the centre is “Doug”, a proprietary platform that connects inventory, customer interactions, fulfilment, and store operations. By giving teams real-time information and clear workflows, Doug enables faster decisions, smoother processes, and strong alignment across stores, warehouses, and online channels.

Complementing Doug, Petdirect equips every team member, from warehouse to retail to head office with modern tools that enhance communication, performance, and safety. Platforms such as Slack for collaboration, 15Five for performance and development, and SiteConnect for safety management ensure people have the right information at the right time.

Petdirect also makes emerging technology accessible to everyone. AI tools like ChatGPT and Gemini, and automation platforms like Make, are part of everyday work and help teams reduce admin, improve accuracy, and focus on what matters most: delivering excellent outcomes for customers and their pets.

> **Whether it’s AI platforms like ChatGPT and Gemini, automation via Make, or support systems like Zendesk and 15Five, we ensure tools are available to everyone, from our warehouse teams to digital marketers.**

Performance and Growth

Clarity, development, and recognition are the engines of high performance.

Employees excel when they clearly understand their roles, see how their work contributes to organisational goals, and have opportunities to develop new skills.

Regular feedback and recognition reinforce performance, build confidence, and foster a sense of purpose. Together, clarity, growth, and appreciation create an environment where employees are motivated, empowered, and able to deliver their best work.

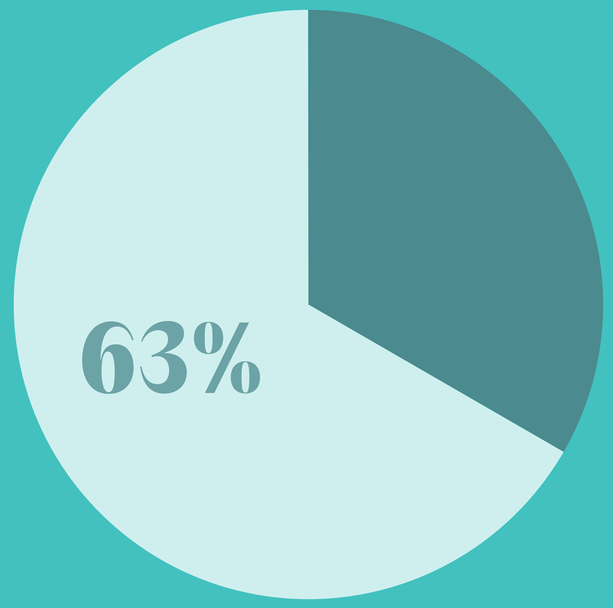
Best Practices for Supporting Employee Performance and Growth

Clarify Expectations
Set clear, measurable goals and make sure people understand what great looks like.

Enable Development
Provide training, mentorship, and pathways that support ongoing learning.

Recognise and Empower
Give regular feedback, celebrate achievement, and create autonomy so employees can take ownership of their contribution.

Opportunities for regular feedback remain low



Employees report receiving inconsistent performance feedback.

Aggregated national BPTW™ Survey results

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> **We enable our team to upskill by offering time to do so and enable people to travel for training and learning opportunities such as Marketing Association events/courses, pet industry events and expos.**

Topflite

Topflite has been producing natural nutrition for pets and backyard wildlife for nearly fifty years. The same attention to care and quality that goes into their products shapes the workplace culture, which emphasises open communication, shared purpose, and a commitment to doing things properly.

Employee growth at Topflite is supported through structured opportunities to learn, take initiative, and transition into new roles as confidence and capability develop. Regular performance conversations ensure clarity around expectations and alignment with organisational goals. Achievements are recognised consistently, from milestone acknowledgements to informal appreciation, enabling a culture of support, trust, and pride in collective success.

BPTW 2025 BEST PLACES TO WORK™ | AWARDS

WINNER Community & Regional Impact Spotlight

Innovation

Innovation thrives when people feel safe to explore, question, and suggest better ways of working.

Innovation is not limited to big ideas or major transformations. Often, the most meaningful improvements come from small, practical refinements made by people who understand their work deeply.

Organisations that prioritise innovation make curiosity part of their culture. They create psychological safety, a shared belief that people can speak up, share ideas, ask questions and admit mistakes without fear. This foundation allows teams to experiment confidently, contribute diverse perspectives, and treat learning as progress. When employees feel trusted to try new things and supported when something does not work as expected, they become more engaged, more confident, and more invested in shaping the future.

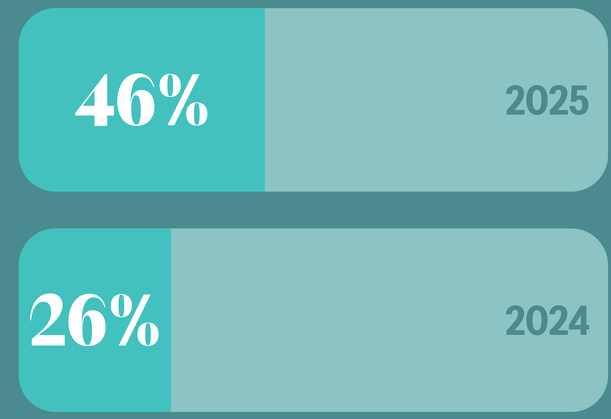
Best Practices for Accelerating Innovation

Integrate Innovation into Daily Work
Give people time and space to experiment, test ideas, and refine processes.

Leverage Diverse Teams
Bring together different skills and experiences to solve challenges creatively.

Track, Share, and Reward Impact
Highlight innovation wins and celebrate the people who helped make them possible.

Rising confidence in exploring new ideas



Employees strongly agree they are encouraged to explore better ways of working.

Aggregated national BPTW™ Survey results

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TUATARA STRUCTURES

Tuatara Structures is rethinking how buildings are designed and delivered, creating a culture where employees can explore new approaches, adopt modern tools, and integrate smarter systems into projects. Initiatives such as “Climbing Our Everest” break ambitious goals into manageable milestones, encouraging purposeful experimentation and practical innovation.

Regular training sessions, collaborative planning, and open communication ensure that ideas move from concept to implementation. By embedding innovation into day-to-day work, Tuatara enables employees to contribute meaningful solutions, improve processes, and deliver stronger, safer outcomes for clients and communities.

BPTW 2025 BEST PLACES TO WORK™ | AWARDS

WINNER Innovation & Tech Spotlight

> **One of our creative masterminds suggested using Virtual Reality to help clients visualise their buildings before construction begins. What started as a simple idea is now an integral part of our client experience.**

Sustainability

Sustainability is about how an organisation shows up for its people, its communities, and its environment.

It includes environmental responsibility, social impact, ethical practice, and long term thinking that reflects an organisation's values. When these commitments are visible in everyday work, employees feel a deeper sense of pride and purpose.

High performing organisations are increasingly embedding sustainability into how they operate, engage their people, and deliver value. This includes reducing environmental impact, upholding ethical standards, and creating measurable benefits for employees, customers, and communities. Increasingly, high-performing organisations are integrating sustainability into commercial strategy to drive organisation sustainability, innovation, efficiencies, and growth.

Best Practices for Embedding Sustainability

Clarify and Communicate Goals
Help employees understand your environmental and social objectives.

Integrate into Daily Work
Ensure decisions and processes reflect your sustainability commitments.

Highlight Tangible Contributions
Share progress and celebrate employees who champion sustainable practices.

Room for growth in sustainability understanding and pride

34% of employees understand their organisation's environmental and social goals and practices

34% of employees are proud of their organisation's contribution to environmental and social goals

29% believe their organisation effectively integrates sustainability into day-to-day practices

Aggregated national BPTW™ Survey results

BPTW

Brightly

BPTW 2025 BEST PLACES TO WORK™ | AWARDS

WINNER Sustainability Spotlight

As a purpose-led IT services company, Brightly demonstrates how sustainability can be integral to both operations and organisational growth. A certified B Corp and Toitū climate positive business, the company embeds environmental considerations into everyday decisions, from sustainable commuting options to minimising workplace footprint.

Social sustainability is equally prioritised, with initiatives such as Living Wage employment and creating diverse pathways into technology roles. By integrating these practices into daily operations, Brightly ensures sustainability is a practical, lived aspect of the workplace, reinforcing employee engagement and organisational purpose.

> **When working with customers on their technology governance, strategy, and security, we don't just consider the immediate benefits, but also how their technology choices and successful implementations impact their company, from employee experience to wider sustainability goals such as moving to NZ-based cloud computing with cleaner energy sources.**

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New Zealand Values in the Workplace

New Zealand workplaces have a unique opportunity to reflect the cultural values that define us, especially manaakitanga: the process of showing respect, generosity and care for others. When organisations bring these values to life, people feel supported, included, and motivated to give their best.

This can be achieved in a number of ways, including mentoring and coaching that prioritises personal growth, teams that create belonging, leadership that models transparency and respect, and policies that honour wellbeing and balance. Organisations that embrace these values build cultures where empathy, connection, and purpose sit at the centre of everyday work.

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Engineering New Zealand Te Ao Rangahau

BPTW 2025 BEST PLACES TO WORK™ | AWARDS

WINNER Human-Centred Impact Spotlight

Engineering New Zealand – Te Ao Rangahau serves over 23,000 engineers while promoting public understanding of engineering's role in everyday life. The organisation promotes a people-focused culture where employees are encouraged to share ideas and see the tangible impact of their work. Investment in professional development, inclusive practices, and collaborative approaches ensures that every team member understands how their role contributes to broader organisational and societal outcomes. By embedding these values into daily work, Engineering New Zealand strengthens engagement, purpose, and a culture of shared impact across Aotearoa.

> **Our Kimihia Rangahau strategy brings Te Ao Māori into the heart of our organisation and the wider profession. It recognises and values cultural competency as a core skill for engineers in Aotearoa.**

BPTW™ Employment Engagement Index

The Employment Engagement Index brings together key indicators from the BPTW™ Annual Employee Experience Survey to show how employees across New Zealand experience their workplaces. It maps the responses across five stages of engagement, highlighting how people move from having their most basic needs met, to feeling empowered, connected, and deeply committed to their organisations. This high-level view helps organisations understand where their people sit today, and what opportunities exist to lift engagement and strengthen performance.

Not Engaged

Employees focus solely on fulfilling basic job requirements, relying on available tools and information to perform their tasks. They have limited connection with colleagues or leadership, minimal growth opportunities, and little sense of purpose, making the environment largely transactional.

Somewhat Engaged

Employees feel a connection to their team and organisation. Trust in leadership is higher, communication is more open, and employees enjoy greater autonomy. They experience a sense of belonging and value, with opportunities for collaboration and feedback, though development and long-term growth may still be constrained.

Engaged

Employees actively invest in their professional development, taking advantage of structured training, mentorship, and clear career pathways. Regular feedback and recognition reinforce motivation, while the organisation fosters well-being and a culture that encourages innovation and ambition.

Very Engaged

Employees are deeply aligned with the organisation's mission, values, and goals. They see how their work contributes to broader social or environmental objectives and are empowered to innovate and drive meaningful change, feeling their contributions are valued and impactful.

Highly Engaged

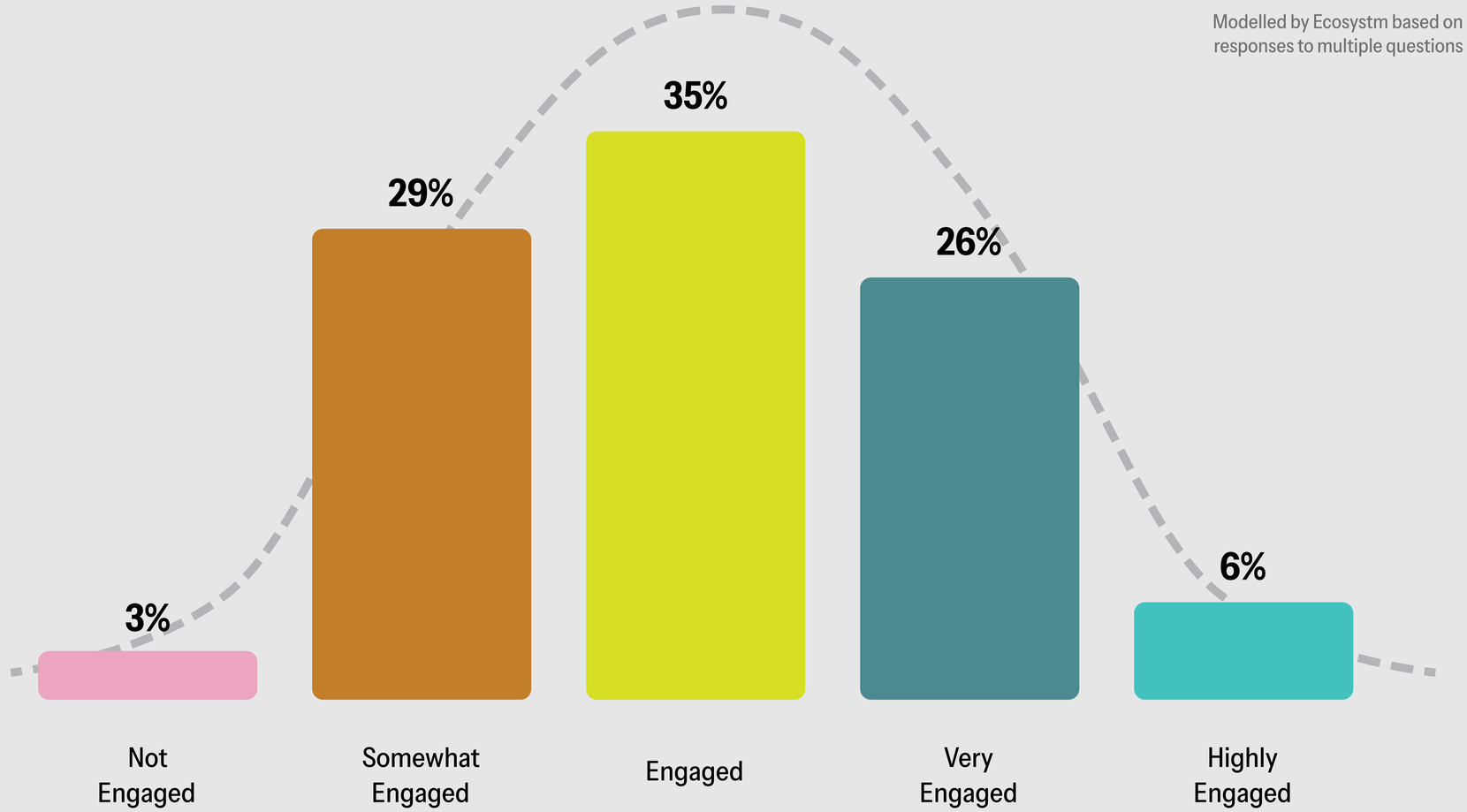
Employees are fully connected, thriving in a culture of trust, continuous growth, and shared success. They experience well-being, purpose, collaboration, and recognition, with sustainability, innovation, and a sense of community embedded in the day-to-day workplace experience.

Employee Engagement: From Connection to Commitment

Employee engagement is more than satisfaction. It is the energy and ownership people bring to their work when they feel connected, valued, and trusted.

Engagement builds in stages, from meeting basic needs to finding meaning, growth, and alignment with organisational goals. As engagement deepens, people move from participation to commitment. They bring ideas. They drive progress. They lift the performance of everyone around them.

At its peak, engagement becomes a catalyst for culture, where people thrive, trust runs deep, and success feels shared.



Modelled by Ecosystm based on responses to multiple questions

Unlocking the next level of workplace performance

New Zealand has a strong foundation to build from, with 62% of employees recommending working at their organisation. This is something to celebrate and reflects the meaningful, human centred work happening across Aotearoa New Zealand.

The best workplaces grow, listen, and shift with the needs of their people. The next level of performance will come from leaders who design workplaces intentionally and understand that engagement and performance fuel each other.

Creating a high impact workplace requires clarity, courage, care, and consistency. It means providing the right tools and support, understanding the pressures employees face, and creating space for people to contribute, and thrive. These practices build trust, lift capability, and create environments where people feel able to do their best work.

Read our blog on the key takeaways from BPTW™ CEO Julie Gill.

To unlock this next level, leaders can focus on the following:

Proactively design workload and capacity
Use data and predictive planning to balance workload pressures. Create conditions where people can deliver quality work without sacrificing wellbeing or long term sustainability.

Embed feedback into the workflow
Shift from annual reviews to continuous, meaningful conversations. Feedback should be frequent, constructive, and connected to growth. When employees know where they stand, confidence and capability rise.

Link compensation to contribution and impact
Design reward frameworks that recognise measurable outcomes, collaboration, and the development of new capability. This signals that meaningful contributions matter and that growth is valued.

Create real channels for influence
Give employees a genuine voice in shaping processes, strategy, and change. When people feel heard and see their input reflected in decisions, ownership and engagement deepen.

Integrate sustainability into decision making
Ensure environmental and social impact is considered in everyday choices. This reinforces purpose, strengthens long term resilience, and builds pride across the workforce.

BPTW® BEST PLACES TO WORK™

Powering your people through simplicity

"This report highlights something we see every day – people can innovate when the basics are easy. When trust is strong, tools are intuitive, and teams feel connected, performance accelerates. Powering your people means giving them clarity and systems that make their day smoother, so they can show up with confidence and contribute at a higher level."

Melissa Cheals | CEO

Smartly
Powering your people

Turning insight into action

"This report gives New Zealand leaders more than insight – it provides a mandate for change. It shows that when people trust leadership, understand the direction, and have systems that make work easier, performance compounds. For us at Flux, this is the heart of adaptive strategy: redesigning how work happens so people and organisations can move faster, with confidence."

Michael Friedberg | CEO

flux B2B

Best Places to Work™ exists to help Kiwi workplaces thrive. For more than twenty years, we have been celebrating the leaders, teams, and cultures that make Aotearoa New Zealand a remarkable place to work. BPTW™ is a continuous improvement programme that gives employees a voice, helping organisations understand the lived experience of their people so they can evolve, strengthen, and grow year after year.

At the heart of BPTW™ is a simple belief. When we shine a light on what is working well and create opportunities for workplaces to learn from each other, we help lift the bar for everyone. Floating all the boats higher is our commitment to supporting organisations to build environments where people feel valued, supported, and inspired to contribute their best.

Through our employee engagement surveys, awards, masterclasses, business support services, and certification programme, we partner with organisations to create positive change that benefits both people, business performance and productivity. By strengthening workplace cultures, we help contribute to a stronger country for the good of our people, communities, and economy.

Our vision is clear: we want Aotearoa New Zealand to be recognised globally for workplace excellence and for manaakitanga to be felt in every workplace.

Ecosystm is a leading technology market analyst and advisory firm that helps stakeholders navigate innovation in the digital economy through data, insights, and expertise. We connect enterprises, technology companies, digital-native founders, investors, and policymakers to enable informed decision-making. With ongoing research and access to top analysts and strategic advisors, we empower business planning, go-to-market activities, thought leadership, and innovation strategy consulting.

BPTW®

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SURVEY AWARDS CERTIFIED SERVICES MASTERCLASSES

Learn more at bestplacestowork.nz