

Supply Chain and Distribution

WORKFORCE
DEVELOPMENT
PLAN

HANGA-ARO-RAU
**Manufacturing, Engineering
and Logistics**
Workforce Development Council

REVISED EDITION JULY 2025

The supply chain and distribution sectors in Aotearoa New Zealand are crucial to the country's day-to-day running. The logistics sector reflects the complex supply chain of order processing, inventory management, and distribution. It comprises our ports (air, sea, and land) operations such as customs clearance and freight forwarding, third-party logistics, and a large, interconnected workforce encompassing road, rail, sea, and air transport. The supply chain and distribution sector employed 32,100 people in 2024. Forecasts show that the sector will need to fill over 11,100 job openings over the next five years, an average of 2,200 per year, to meet the industries' need to grow and ensure continued productivity (Infometrics 2024). Our industries face global talent competition, particularly in areas of technical skill.

This sector includes: Logistics; Warehousing and storage; Customs and freight support services; Postal and courier services; Supply chain business

What matters to industry matters to us

Hanga-Aro-Rau engages with the sector through our Industry Stakeholder Group (ISG) and National Industry Advisory Group (NIAGs), composed of industry leaders from around the country. This is supported by regular site visits and engagements with sector associations, business owners and key stakeholders annually. We have heard what issues this sector is facing specifically and below have outlined our planned actions to address each priority.



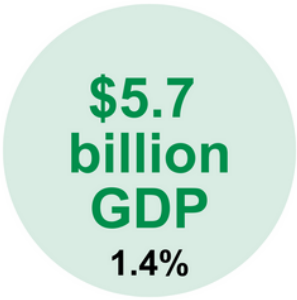
Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
Clear pathways and training for workers from entry-level to high-level roles	Development of a clear Qualification/Careers pathway map for the Supply Chain and Distribution sector.	<ul style="list-style-type: none">• Share the Supply Chain & Distribution Qualifications Pathway map in the WDP• Encourage industry involvement in leadership qualification review led by Ringa Hora	<ul style="list-style-type: none">• Confirm qual pathway as part of WDP	Create and share by 30 June 2025
Support for workplace Trainers from within industry	Best practise shared to foster collaboration and continuous improvement in training given across the sector.	<ul style="list-style-type: none">• HAR can help facilitate meeting times and preparation for online discussion• Identify what currently exists for Train the Trainer qualifications and programmes	<ul style="list-style-type: none">• Support for this through endorsement of WDP	Further discussions on this are needed with NIAG members – aim to hold online forum before Dec 2025

2024 WDP Action	What has been actioned over the last 12 months	What will be actioned to Dec 30 2025
Strong Workforce Pipeline	<p>Inspiring the Future event held in Auckland showcasing the logistics and distribution sector</p> <ul style="list-style-type: none"> 15 employers attended the event and showcased career opportunities in supply chain, distribution and logistics to 80 students from 5 South Auckland high schools Following the event, a bus tour for career advisors and MSD work brokers was organised to logistics and supply/distribution businesses around the Auckland Airport precinct <p>Kele'a and Tirohia ki Tua projects</p> <ul style="list-style-type: none"> Ringa Hora publications outlining areas of strength and future development for Maori and Pacific workers <p>Kele'a - Home - Ringa Hora Tirohia Ki Tua - Home - Ringa Hora</p>	<p>Continue to promote careers in Supply Chain, Distribution and Logistics through case studies and support industry engagement events</p> <p>Available for organisations to inform best practices to support Māori and Pacific workforce that will provide ROI to employers</p>
Qualifications and Recognition Challenges	<p>Digital Skills micro-credential to meet the growing demand of Digital skills required within the Supply Chain sectors</p> <ul style="list-style-type: none"> Developed with industry stakeholders through the review of Supply Chain management qualifications to develop a digital micro credential <p>Awareness of Qualifications available within the Supply chain and Distributions sectors</p> <p>Review of Supply Chain Management Qualification completed</p> <p>Review of Supply Chain Management unit standards to be deferred</p> <p>Leadership qualifications developed by Ringa Hora</p> <ul style="list-style-type: none"> Review has been completed and quals have been approved by NZQA and listed on the framework 	<p>Completion of the review and micro credential being prepared to submit to NZQA following attestations from stakeholders involved in the review group</p> <p>Qualification pathway mapping done for supply chain and distribution</p> <p>Being prepared for submission to NZQA</p> <p>More information to be shared with NIAG and stakeholders on this by end of June 25</p> <p>Industry consultation on skills standards to support the qualifications has begun</p>

Limited cross sector collaboration and narrow stakeholder engagement in the logistics sector	<p>Enhanced cross-sector collaboration and broader stakeholder engagement, including Providers</p> <p>Expand the pool of stakeholders to include in the qualification's reviews</p> <p>Expand stakeholder outreach by targeting new Supply Chain and Distribution businesses, including Providers</p> <p>Facilitate cross sector NIAG engagement</p>	Ongoing through transition to ISB
Opportunity to support establishment of Supply Chain Association to represent industry in ISB	<p>Supply Chain sector is not currently represented by an industry association</p> <p>HAR and RH to provide information to NIAG on previous experience in supporting the establishment of an industry association</p>	Possible action for NIAG members to take in transition period
Advocacy	NIAG to advocate for continuation of this group in an ISB setting	NIAG to request an audience with the establishment board
Supply Chain Gateway programme	On Demand Logistics showcased their Supply Chain Gateway programme to help members understand how this programme can better support both their businesses and the young staff involved in the programme	<p>Possible action for NIAG members to implement under ISB framework</p> <p>Potential opportunity for programme to be rolled out in the South Island as interest was shown in organisations representing the Marlborough</p>
Training Provision	Lack of providers delivering supply chain and related qualifications training for industry	Support NIAG members to connect with providers to provide training programmes to deliver qualifications

Sector snapshot

Size of the sector



GDP: In 2024, the sector contributed \$5.7 billion, which is 1.4% of the total economy.



Postal and Courier Services = 63% of industry

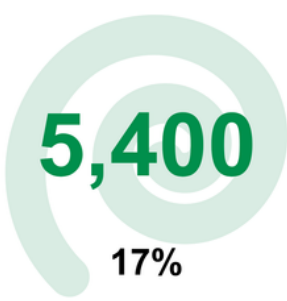
No. of businesses (2024): 6,465, with postal & courier services 63%, customs and freight support services 23%, and warehousing and storage 14%.



Māori-owned businesses (2021): The sector had 207 or 8.9% (in 1/3 where ownership data was available).



Employment: Continues to grow and is forecast to reach around 35,600 in 2030, around 3,500 more than 2024.

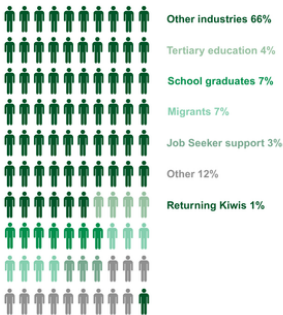


No. of Māori employed (2023).

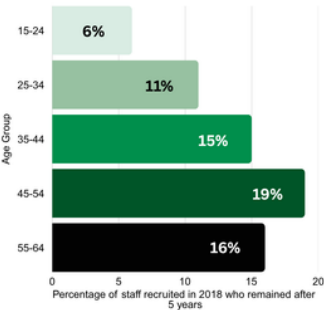


Ethnicity data for sector (2023). Total response ethnicity allows multiple ethnicities for each individual.

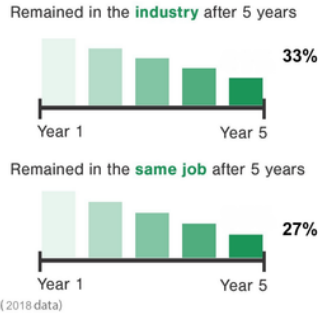
Trends and forecasts



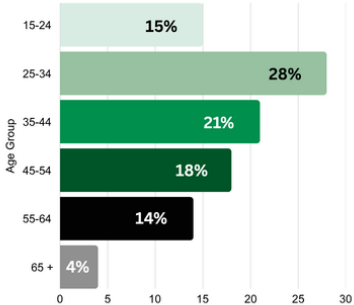
New entrants: From 8,200 to 10,100 between 2015 and 2023. Most from other industries, showing opportunity for attraction.



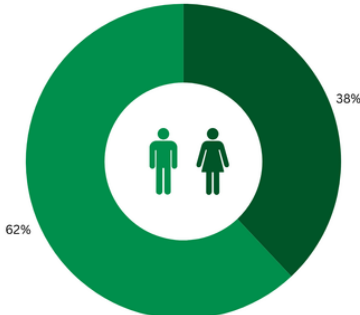
Retention of new entrants: Of the 2018 new entrants, the proportion of each age group who remained after 5 years.



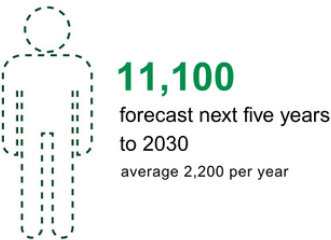
Overall retention: Of the 2018 workforce, 33% remained in the industry after 5 years and 27% were in the same job after 5 years.



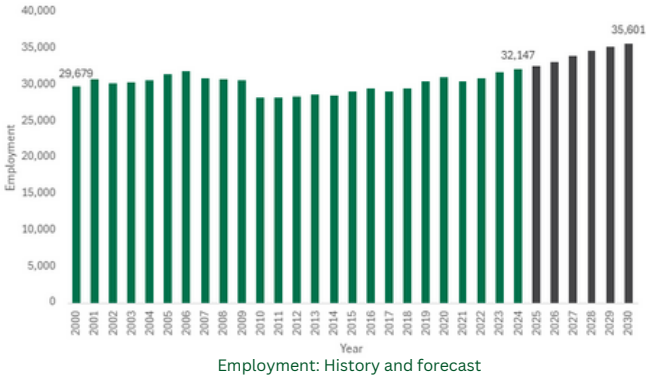
Age breakdown: 15-24-year-olds increased from 14% to 15% (2015-2023), 55+ age group grew from 18% to 19% over the same period.



Gender split (2024): 38% of the workforce is female, down from 39% in 2015.



Forecast: 11,100 openings over the next 5 years (average 2,200 p/a), 28% due to growth and 72% due to workers leaving/retiring.



Cross-Sector Action Plan

The below forms part of HAR actions until 31 December 2025 and will be tabled to the new ISB for future actions

Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
Qualifications and Recognition To address challenges with Recognition of Prior Learning, current skills and experience in our sectors	<p>The vocational education system effectively recognises and validates prior learning and experience, enhancing upward mobility, transferability, and transparency of current skills.</p> <p>The result will be formalising skills and knowledge through qualifications.</p>	<p>Actively advocate for Recognition of prior learning as a programme of work/conversations all WDCs are having with NZQA and providers.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
Advocate for funding gaps to recognise Prior Learning in Manufacturing, Engineering and Logistics (MEL)	<p>Adequate funding is secured for the formal recognition of prior learning and experience in manufacturing, engineering and logistics for the benefit of employers and learners to help alleviate financial burden.</p>	<p>HAR has responded through our Advice to TEC function.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
Better streamline qualification development to address delays in sector training	<p>The development and implementation process for qualifications, programmes, and unit standards in the MEL sectors is expedited and efficient.</p>	<p>HAR have worked across the vocational education system with TEC, NZQA, and Providers to address the systemic challenges that slow things down by:</p> <ul style="list-style-type: none"> • Early signalling to providers by giving early notice of upcoming reviews • Tighter project management • Shared language and expectations • Proactive engagement with system agencies • Early and deep industry involvement • Expanding our provider network. 	<p>Support and endorse actions taken by Hanga Aro Rau to address objectives.</p>	<p>31 December</p>

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Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
Ageing Workforce Providing Transition support for retaining the older workforce in Hanga-Aro-Rau Industries	<p>Transition support is provided to experienced older workers to move into less physically demanding positions and to transition and retain senior workers into leadership and training roles.</p> <p>Employers will be able to develop and maintain succession planning and attract and retain talent.</p>	<p>We keep industry updated on quantifiable data and new research on the ageing workforce giving industries the opportunity to respond.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
Acknowledging the skills gap for older workers in a rapidly evolving technological environment	<p>Older workers receive the necessary training and support to adapt to new technologies and processes, ensuring they can effectively keep pace with rapidly evolving sector advancements.</p> <p>Industry retains the skills and knowledge of older workers.</p>	<ul style="list-style-type: none"> Promote the Level 3 digital skills qualification and the development of a Level 4 qualification. Incorporation of new technology skills into our qualification reviews. 	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>

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Stronger Workforce Pipeline Attracting young talent and improving the industry profile	<p>Improved visibility of MEL sectors to attract younger talent, ensuring they are well-informed about the career opportunities available within the MEL sectors.</p>	<ul style="list-style-type: none"> HAR has delivered the TEC Inspiring the Future (ITF) programme and continues to support the development of the Tāhātu Career Navigator website. ITF events seek to break down barriers and stereotypes, especially for young Māori and Pacific students. HAR works with other organisations like Chambers of Commerce, Economic Development agencies and AMA to promote and attract talent. HAR will develop and publish qualification pathways. Communicate and publish case studies. 	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
Overcoming Literacy and Numeracy Barriers: Enhancing Training and Advancement Opportunities	<p>Industry is more aware and has better access to literacy and numeracy support, ensuring that all individuals could receive future training and advancement.</p> <p>This approach promotes equitable access to education and career growth, enabling a more skilled and capable workforce.</p>	<ul style="list-style-type: none"> HAR advocate in this space through our TEC advice and by advising employers of the various literacy and numeracy programmes to engage. Supporting digital literacy awareness by promoting Level 3 digital skills qualification and the development of a Level 4 qualification. Broker introductions between industry and providers for specialist support. 	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>

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<p>Enabling a strong economy, including a strong Māori economy</p>	<p>Employers successfully engage, attract, and retain a diverse workforce, including Māori, Pacific, Women, and Disabled Peoples, by looking beyond traditional employment pools. This approach addresses labour shortages and fosters an inclusive, dynamic, and skilled workforce that meets the evolving needs of the sector.</p> <p>Industry successfully embeds Te Tiriti o Waitangi principles and embraces Te Reo Māori, creating a supportive environment for the growing Māori workforce.</p> <p>This approach enables the estimated 50,000 Māori entering the workforce over the next five years are well-supported, helping to address labour shortages and fostering a more inclusive and culturally aware industry.</p>	<p>HAR advocate the importance of the growing Māori workforce.</p> <p>We're identifying workforce gaps and leveraging opportunities to enhance access for Pacific Peoples within MEL sectors. Through engagement of Lumana'i o Tangata Moana, Hanga-Aro-Rau Pacific Peoples Workforce Development Action Plan, we're working to ensure strengthened outcomes within the vocational education system, empowering Pacific learners and workers to thrive.</p> <p>Empowering Disabled Individuals: Our Disability Research Project Report, informed by extensive engagement and research, identified barriers and opportunities to enhance support for disabled individuals in training and employment. Let's level up disability project launched to promote potential of disabled workforce to meet skill needs of the sector.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p> <p>White Paper: Unlocking the potential of Māori and the Māori economy</p> <p>Mahere Whanake Māori Plan</p> <p>White Paper: Unlocking the potential of Pacific Peoples</p> <p>Lumana'i o Tangata Moana</p> <p>White Paper: Unlocking the potential of the disabled workforce</p> <p>Let's level up</p>

We want to hear from you

These Workforce Development Plans are our functions in action and remain agile to changing Industry and VET sector needs. We encourage and seek continual feedback, so if you would like to contact our team, please email info@hangaarorau.nz

