

# The 2026 Survey Of Business Operations



Version 1 (27/05/26)

Ministry of Business, Innovation and Employment

## Survey of Business Operations

2026

# Contents

Section A: Business Operations .....	3
Section B: Innovation .....	14
Section C: Current Business Practices .....	19
Section D: Artificial Intelligence .....	24

## Section A: Business Operations

### Reporting information

#### Before you begin this section:

- These questions should be overseen by the General Manager or someone with a good knowledge of all aspects of the business.
- Some answers may need to be confirmed with other specialist staff.
- **Please provide information relating to your most recent complete financial year ending in 2025.** This will be referred to as the 2024-25 financial year throughout the rest of the survey.

[Asked of all businesses, single response]

RI1

The balance date for this business's 2024-25 financial year was the year ending:

[Drop down Month: Jan-Dec] 2025

96. Not applicable (specify) [open ended]

99. Don't know

### International engagement

[Asked of all businesses, single response]

BOps1

In the 2024-25 financial year, did this business have any sales of goods and services that came from exports?

1. Yes

2. No

99. Don't know

[Only asked if you answered "Yes" to BOps1, single response]

BOps2

For the 2024-25 financial year, estimate the proportion of this business's sale of goods and services that came from exports:

*Note: Please round to the nearest %. If your exports are between 0 and 1%, please round up to 1%.*

[Open ended]

95. Prefer not to say [exclusive]

[Only asked if you answered "Yes" to BOps1, single response]

BOps3

In the 2024-25 financial year, did this business enter any new export markets?

1. Yes

2. No

99. Don't know

[Only asked if you answered "Yes" to BOps1, single response]

BOps4

How long has this business been selling goods and services to overseas markets?

1. Less than 1 year
2. 1-5 years
3. 6-10 years
4. More than 10 years

[Asked of all businesses, single response]

BOps5

In the 2024-25 financial year, did this business withdraw from or substantially reduce sales in any overseas markets?

1. Withdrew completely from all previous sales
2. Withdrew completely from all sales in one or more countries
3. Substantially reduced sales in one or more countries
4. No
98. No previous sales overseas

[Only asked if you selected options 1, 2, or 3 at BOps5, multiple response except option 98]

BOps6

Why did this business withdraw from or substantially reduce sales in those countries?

*Please select all that apply.*

1. Exchange rate volatility or level
2. Low market demand or increased competition in overseas markets
3. Overseas government tariffs (e.g. import duties)
4. Overseas government regulations (e.g. product standards)
5. Change in ownership of this business
6. Specific orders or jobs completed
7. Profitability lower than expected
8. Costs, risks, or barriers were prohibitive
9. Refocused on different markets
98. None of the above [exclusive]

[Asked of all businesses, single response]

BOps7

Which of the following best describes this business's plans for overseas sales in the **future**?

1. Initiatives underway and new or increased sales expected within the next 12 months
2. Actively exploring options for new or increased sales
3. No action currently, but interested in exploring options
4. Currently have overseas sales, but not interested in expanding
5. Not currently interested in commencing overseas sales
98. Business not suitable for overseas sales

[Asked of all businesses, single response]

BOps8

As at the end of the 2024-25 financial year, did any individual or business located overseas hold an ownership interest or shareholding in this business?

*If yes, please enter the total percentage.*

1. Yes [open ended]
2. No
99. Don't know

[Asked of all businesses, single response]

BOps9

As at the end of the 2024-25 financial year, did this business hold any ownership interest or shareholding in a business located overseas?

*This includes its own branch, subsidiary, or sales office.*

1. Yes
2. No
99. Don't know

[Only asked if you answered "Yes" to BOps9, single response]

BOps10

In the 2024-25 financial year, did this business establish, or gain any **new** ownership interests or shareholding in businesses located overseas?

*This includes establishing a new branch, subsidiary, or sales office overseas.*

1. Yes
2. No
99. Don't know

## Business expenditure

[Asked of all businesses, multiple response except option 95]

BOps11

For the 2024-25 financial year, how much did this business **spend** on each of the following (including in-house costs)?

*Please select all that apply.*

- *Where actual figures are not available, please give careful estimates.*
- *Costs should include all in-house costs including staff wages and salaries. Please include costs of services purchased from others.*
- *Please enter costs **excluding** GST.*

1. Design (e.g. industrial, product, fashion design) [open ended]
2. Computer software, databases, data analysis [open ended]
3. Marketing, brand building, advertising [open ended]
4. Registering, filing, monitoring own intellectual property [open ended]
5. Acquisition of intellectual property from others (e.g. purchasing licences, patents) [open ended]
6. Formal training for staff (direct costs of purchased training and staff costs to develop and deliver internal training) [open ended]
95. Prefer not to say [exclusive]

[Asked of all businesses, single response]

BOps12

For the 2024-25 financial year, did this business invest in its expansion?

Include:

- Purchase of one or more businesses or assets (e.g. land, buildings, equipment)
- Development or introduction of new or significantly improved products, services, or processes
- Entry into new markets

Do not include:

- Increases in turnover for existing business
- Ongoing operational expenses

1. Yes
2. No
99. Don't know

## Research and development

[Asked of all businesses, single response]

BOps13

In the 2024-25 financial year, did this business undertake or fund any research and development (R&D) activities?

*R&D is defined as systemic work to create new knowledge, or to use existing knowledge to develop new or improved goods, services, materials, or processes.*

*This work should be characterised by originality and have investigation as its primary objective.*

*Please include basic research, applied research, and experimental development. **Do not** include market research, efficiency studies, or style changes to existing goods or services.*

1. Yes
2. No
99. Don't know

[Only asked if you answered "Yes" to BOps13]

BOps14

For the 2024-25 financial year, how much did this business **spend** on R&D activities?

- Include any relevant expenditure already reported earlier
- **Do not** include GST

[Open ended]

95. Prefer not to say [exclusive]

[Only asked if you answered "Yes" to BOps13]

BOps15

Please estimate the percentage of R&D expenditure previously reported that relates to **in-house** activities.

- Include contractors working in-house
- **Do not** include R&D funded by this business but carried out by other organisations

[Open ended]

95. Prefer not to say [exclusive]

## Employment

[Asked of all businesses, percentages across the options should add up to 100%]

BOps16

In the 2024-25 financial year, what percentage of staff (working proprietors and employees) worked for this business on the following basis?

*Include:*

- *Those temporarily absent from work (e.g. on sick leave, strike, or temporary lay-off)*
- *Casual staff*
- *All managerial and executive staff (e.g. Chief Executive)*

**Do not include:**

- *Contractors (e.g. temporary staff paid by employment agencies)*
- *Working proprietors not actively engaged in the operation of this business*

1. Full-time (working 30 hours or more per week) [open ended]
2. Part-time (working less than 30 hours per week) [open ended]

[Asked of all businesses, percentages across the options should add up to 100%]

BOps17

In the 2024-25 financial year, approximately what percentage of positions in this business were for the following roles?

*Note:*

- **Managers and professionals:** *Managers lead organisations, departments, or divisions and determine the policy of the organisation or department (e.g. General Manager, Finance Manager). Professionals perform analytical, conceptual, or creative tasks with skills equivalent to a bachelor's degree or higher (e.g. accountant, engineer, journalist, computer programmer)*
- **Technicians and associate professionals:** *Technicians and associate professionals perform complex technical or administrative tasks, often in support of professionals or managers (e.g. technical officer, building inspector, legal executive)*
- **Tradespersons and related workers (including apprentices):** *Tradespersons and related workers perform tasks requiring trade-specific technical knowledge. Include all apprentices and trade supervisors (e.g. electrician, mechanic, hairdresser, baker)*
- **All other occupations, including:**
  - *Clerical, sales and service workers who perform administrative, organisational, liaison, sales, and clerical tasks and may provide support services in fields of finance etc. (e.g. secretary, receptionist, waiter)*
  - *Production and transport workers who operate vehicles or complex equipment (e.g. bulldozer operator, bus driver, store person)*
  - *Labourers and related workers who perform routine tasks, either manually or using equipment (e.g. cleaner, factory hand, trades assistant)*

1. Managers and professionals [open ended]
2. Technicians and associate professionals [open ended]
3. Tradespersons and related workers (including apprentices) [open ended]
4. All other occupations [open ended]
5. Don't know [exclusive]

[Asked of all businesses, single response]

BOps18

Which statement best characterises this business's main reason for recruiting over the 2024-25 financial year?

1. Our business was expanding and we recruited for newly created roles
2. We were frequently recruiting due to high workforce turnover
3. Our workforce was stable, and we were occasionally recruiting to replace staff who left
4. We recruited to anticipate seasonal peaks in demand
5. Not actively recruiting during this period

[Only asked if you selected options 1, 2, 3, or 4 at BOps18]

BOps19

In the 2024-25 financial year, how many vacancies did this business have for the following roles?

Where actual figures are not available, please give careful estimates.

1. Managers and professionals [open ended]
2. Technicians and associate professionals [open ended]
3. Tradespersons and related workers (including apprentices) [open ended]
4. All other occupations [open ended]
5. Don't know [exclusive]

[Only asked if you selected options 1, 2, 3, or 4 at BOps19, single response per row]

BOps20

In the 2024-25 financial year, to what extent did this business experience difficulty filling the vacancies mentioned with suitable applicants?

	1. No difficulty	2. Moderate difficulty	3. Severe difficulty	98. Don't know
Managers and professionals				
Technicians and associate professionals				
Tradespersons and related workers (including apprentices)				
All other occupations				

[Asked of all businesses, multiple response except option 98]

BOps21

In the 2024-25 financial year, what were the main reasons some of this business's staff did not have all the skills required to do their jobs?

Please select all that apply.

1. Changes in technology (e.g. new computer software or production equipment)
2. Changes in the business environment (e.g. new customers, suppliers, or competitors)
3. Increased scope of roles
4. Staff turnover (e.g. loss of on-the-job experience)
5. Recruitment difficulties (e.g. persistent vacancies or employing people with incomplete skillsets)
6. Constraints on training (e.g. due to budgets or available staff time)
7. Other reasons
98. All staff fully skilled [exclusive]

[Asked of all businesses, single response per row]

BOps22

In the 2024-25 financial year, to what extent did this business do the following **in response to recruitment difficulties or skill gaps**?

*Include responses to recruitment difficulties or skill gaps that were anticipated but did not occur.*

	1. Not done	2. Done a little	3. Done a lot	96. Not applicable
Increased advertising / recruitment spend				
Recruited employees from overseas to come to New Zealand				
Employed people living in areas outside the main business location (e.g. Work From Anywhere roles)				
Relaxed hiring conditions (e.g. employed people with incomplete skillsets)				
Brought in contractors or contracted work out to other businesses				
Hired temporary employees to fill gaps				
Increased hours worked by existing employees (e.g. increased overtime)				
Increased wages or salaries to attract or retain staff				
Increased training given to employees				
Invested in new technology or automation of activities to reduce the impact of recruitment difficulties or skill gaps				

[Asked of all businesses, multiple response except option 98]

BOps23

In the 2024-25 financial year, did recruitment difficulties or skill gaps affect this business in any of the following ways?

*Please select all that apply.*

1. Decreased capacity
2. Reduced the range of goods or services offered
3. Increased costs
4. Increased stress on staff
5. Reduced productivity
6. Led to missed sales opportunities
7. Created difficulties meeting quality standards or customer service goals
8. Prevented or made it more difficult to introduce new technologies or work practices
97. Other negative impacts
98. No negative impacts from recruitment difficulties or skill gaps **[exclusive]**

[Asked of all businesses, single response]

BOps24

As at the end of the 2024-25 financial year, what percentage of this business's employees were covered by a collective employment agreement?

1. Zero
2. 1-10%
3. 11-50%
4. 51-90%
5. 91-100%
99. Don't know

## Business performance

[Asked of all businesses, multiple response except option 98]

BOps25

Where are this business's main competitors located?

*Please select all that apply.*

1. In this business's local area(s)
2. Elsewhere in New Zealand
3. Overseas
98. Captive market or no effective competition [exclusive]

[Only asked if you selected options 1, 2, or 3 at BOps25, single response]

BOps26

How would you describe this business's competition?

1. No more than one or two competitors
2. Many competitors, several dominant
3. Many competitors, none dominant
99. Don't know

[Asked of all businesses, single response]

BOps27

In the 2024-25 financial year, did this business develop or introduce any new or significantly improved goods, services, or processes?

1. Yes
2. No
99. Don't know

## Other business factors

[Asked of all businesses, single response per row]

BOps28

When thinking about the city, town, or district in which this business operates, how would you rate the following factors?

*If this business has more than one location, please answer for the location where the largest share of the business activities occurs.*

	1. Bad	2. Neither bad nor good	3. Good	99. Don't know
Transport infrastructure				
Information and communications technology infrastructure (e.g. broadband availability, mobile phone coverage)				
Water and waste infrastructure				
Local body planning and regulatory processes (e.g. building consents, Resource Management Act approvals)				
Skilled labour market				
Unskilled labour market				
Business networks (e.g. local business associations)				

[Asked of all businesses, single response]

BOps29

In the 2024-25 financial year, did this business merge with or acquire a shareholding in any other New Zealand business?

1. Yes
2. No
99. Don't know

[Asked of all businesses, single response]

BOps30

In the 2024-25 financial year, did this business request any new or additional debt or equity finance?

**Debt finance** is any finance that the business must repay (e.g. overdrafts, credit cards, convertible debt).

**Equity finance** is any finance which is provided in exchange for a share in the ownership of this business.

*Include requests that were fully approved, partly approved, withdrawn, or declined.*

1. Yes, debt financing only
2. Yes, equity financing only
3. Yes, both debt and equity financing
4. No
99. Don't know

[Only asked if you selected options 1 or 3 at BOps30, multiple response except option 99]

BOps31

When requesting new or additional **debt** finance in the 2024-25 financial year, were funds...?

*Please select all that apply.*

1. Available on acceptable terms
2. Available, but **not** on acceptable terms
3. Not available
99. Don't know [exclusive]

[Only asked if you selected options 2 or 3 at BOps30, multiple response except option 99]

BOps32

When requesting new or additional **equity** finance in the 2024-25 financial year, were funds....?

*Please select all that apply.*

1. Available on acceptable terms
2. Available, but **not** on acceptable terms
3. Not available
99. Don't know [exclusive]

[Only asked if you selected options 2 or 3 at BOps30 and did not select "Don't know" at BOps32, multiple response except option 99]

BOps33

For your most recent **equity** finance request, who was the provider?

*Please select all that apply.*

1. Individual(s) principally in control of this business
2. Friends or family of the individual(s) above
3. Employees of the business (if not already selected in one of the categories above)
4. Other individual(s)
5. Angel investors / venture capital funds / private equity funds
6. Other businesses
7. Shareholders via a listed share market (e.g. NZX or overseas exchange)
99. Don't know [exclusive]

[Only asked if you selected options 2 or 3 at BOps30 and did not select "Don't know" at BOps32, multiple response]

BOps34

For your most recent **equity** request, how did you intend to use the finance?

*Please select all that apply.*

1. Purchase of land or buildings
2. Purchase of vehicles
3. Purchase of ICT equipment
4. Purchase of machinery or equipment (not ICT)
5. Purchase of business(es)
6. Product development (including research and development)
7. Debt consolidation
8. Working capital or operating capital
9. International expansion
10. Expansion within New Zealand
97. Other (please specify) [open ended]

[Only asked if you selected options 1 or 3 at BOps30 and did not select “Don’t know” at BOps31, multiple response]

BOps35

For your most recent **debt** request, how did you intend to use the finance?

*Please select all that apply.*

1. Purchase of land or buildings
2. Purchase of vehicles
3. Purchase of ICT equipment
4. Purchase of machinery or equipment (not ICT)
5. Purchase of business(es)
6. Product development (including research and development)
7. Debt consolidation
8. Working capital or operating capital
9. International expansion
10. Expansion within New Zealand
97. Other (please specify) [open ended]

### Business identity and ownership

The next questions are about businesses that have Māori identity and ownership. A business needs to self-identify as Māori and have at least some ownership by Māori to be counted as a Māori business.

Collecting this information helps to produce an accurate picture of the contribution that Māori businesses make to the Aotearoa New Zealand economy and to the wellbeing of whānau, hapori, hapū, and iwi.

[Asked of all businesses, single response]

BOps36

Does this business consider itself to be a Māori business?

1. Yes
2. No

[Asked of all businesses, single response]

BOps37

Do any of the people who own this business whakapapa to / descend from Māori? That is, did they have a Māori birth parent, grandparent, great-grandparent, etc.?

1. Yes
2. No

[Only asked if you answered “Yes” to BOps37, single response]

BOps38

How much of this business is owned by people who whakapapa to / descend from Māori?

*Note: If this business has only one owner, select ‘half or more’.*

1. Half or more
2. Less than half
3. Don’t know

## Section B: Innovation

### Before you begin this section:

- In this section, **we will ask about the 2023-24 AND the 2024-25 financial years.**
- If your business is new, please provide information for any relevant parts of the 2023-24 and 2024-25 financial years.
- These questions should be completed by the General Manager.
- Some answers may need to be confirmed with other specialist staff.

For the purposes of this survey, innovation is broadly defined. It includes the development or introduction of any new or significantly improved activity for this business.

This includes goods, services, and processes that this business was the first to develop and those that have been adopted from other organisations.

### New goods or services

[Asked of all businesses, single response]

Inv1

In the **financial years 2023-24 and 2024-25**, did this business introduce onto the market any new or significantly improved **goods or services**?

*Do not include the selling of new goods or services wholly developed and produced by other businesses.*

1. Yes
2. No

[Only asked if you answered "Yes" to Inv1, multiple response]

Inv2

Were any of those new or significantly improved goods or services...?

*Please select all that apply.*

1. Developed by this business
2. Developed by this business in partnership with others
3. Obtained from others and significant improvements were made by this business
4. Obtained from others and **no** significant improvements were made by this business

[Only asked if you answered "Yes" to Inv1, single response per row]

Inv3

Were any of those new or significantly improved goods or services...?

	1. Yes	2. No	99. Don't know
New to New Zealand			
New to world			

[Only asked if you answered “Yes” to any statement in Inv3, single response]

Inv4

For the **2024-25 financial year**, please estimate the percentage of sales for this business that came from those new or significantly improved goods or services.

1. Zero
2. 1-10%
3. 11-30%
4. 31-80%
5. 81-100%
99. Don't know

### New processes

[Asked of all businesses, single response per row]

Inv5

In the **financial years 2023-24 and 2024-25**, did this business implement any new or significantly improved **processes** in the following areas?

	1. Yes	2. No	99. Don't know
Methods for producing goods or providing services			
Sales and marketing			
Logistics, delivery, or distribution of goods and services			
Information processing or communication			
Accounting or administration			
Organising work tasks, decision making, or human resource management			
Organising external relations (e.g. outsourcing, subcontracting)			
Organising internal procedures (e.g. quality management)			

[Only asked if you answered “Yes” to Inv5 for any statement, multiple response]

Inv6

Were any of those new or significantly improved processes...?

1. Developed by this business
2. Developed by this business in partnership with others
3. Obtained from others and significant improvements were made by this business
4. Obtained from others and **no** significant improvements were made by this business

[Only asked if you answered “Yes” to Inv5 for any statement, single response]

Inv7

Were any of those new or significantly improved processes required because this business **introduced** new goods or services?

1. Yes
2. No

## Activities to support innovation

[Asked of all businesses, multiple response per row except options 98 and 99]

Inv8

In the **financial years 2023-24 and 2024-25**, did this business do any of the following?

Note:

- *To innovate means to develop or introduce new or significantly improved goods, services, or processes.*
- *It is acceptable to select both “done to support innovation” and “done for other reasons”, if applicable.*

	1. Done to support innovation	2. Done for other reasons	98. Not done [exclusive]	99. Don't know [exclusive]
Acquisition of machinery or equipment				
Acquisition of computer hardware and software				
Acquisition of other knowledge (e.g. licences, patents, or other intellectual property)				
Implementing new business strategies or management techniques				
Organisational restructuring				
Design (e.g. industrial, product, or fashion design)				
Marketing the introduction of new goods or services				
Market research				
Significant changes to marketing strategies				
Employee training				
Recruitment of specialist staff				
Applying for government funding (including tax credits)				

[Asked of all businesses]

Inv9

For the **2024-25 financial year**, please estimate this business's combined expenditure on **product development and related activities**:

- *Please do not include GST*
- *If any answers are 'zero', please enter a 0*

1. Research and development (as stated earlier in the survey) [open ended]
2. Any other expenditure related to product development (e.g. design, market research, commercialisation) [open ended]

**Sources of information or ideas**

[Asked of all businesses, single response per row]

Inv10

In the **financial years 2023-24 and 2024-25**, did this business find any of the following important as a source of information or ideas for innovation?

*Note: To innovate means to develop or introduce new or significantly improved goods or services, or processes.*

	1. Yes	2. No	99. Don't know
New staff (those appointed in the last 2 years)			
Existing staff			
Customers			
Suppliers			
Other businesses			
Professional advisors, consultants, banks, or accountants			
Books, journals, patent disclosures, or the internet			
Conferences, trade shows, or exhibitions			
Industry or employer organisations			
Universities or polytechnics			
Crown Research Institutes, other research institutes or research associations, including Callaghan Innovation			
Government agencies			

**Co-operative arrangements**

In the following questions, **co-operative arrangements** means actively participating with another organisation or individual in activities for the purpose of **innovation**.

*Note:*

- *This includes collaborative arrangements for the purpose of innovation*
- *Each party should bring its own knowledge or expertise to the co-operation*
- *Partners do not necessarily derive immediate commercial benefit from the co-operation*
- **Do not** include any arrangement where development work is contracted out without this business taking active part in it

[Asked of all businesses, single response]

Inv11

In the **financial years 2023-24 and 2024-25**, did this business have any co-operative arrangements for the purpose of innovation?

1. Yes
2. No

[Only asked if you answered “Yes” to Inv11, multiple response per row except option 98]

Inv12

In the **financial years 2023-24 and 2024-25**, what types of businesses or institutions did this business have those co-operative arrangements with?

	1. New Zealand	2. Overseas	98. No co-operation [exclusive]
Customers			
Suppliers			
Other businesses			
Universities or polytechnics			
Crown research institutes, other research institutes or research associations, including Callaghan Innovation			

### Other factors

[Asked of all businesses, multiple response except option 98]

Inv13

Which of the following does this business or the parent company use to protect intellectual property?

*Please select all that apply.*

1. Patents
2. Copyrights
3. Trademarks
4. Registration of designs
5. Secrecy
6. Confidentiality agreements
7. Reaching the market first
8. Goods, services, or processes too complex to copy
98. None of the above [exclusive]

[Asked of all businesses, single response per row]

Inv14

In the **financial years 2023-24 and 2024-25**, to what degree did the following factors hamper this business’s ability to innovate?

*Note: To innovate means to develop or introduce new or significantly improved goods, services, or processes.*

	1. High degree	2. Medium degree	3. Low degree	98. Did not hamper
Costs to develop or introduce				
Lack of information				
Lack of marketing expertise				
Lack of co-operation with other businesses				
Access to intellectual property rights (e.g. licensing of patents or copyrights)				
Lack of appropriate personnel				
Lack of management resources (e.g. time)				
Government regulation				

## Section C: Current Business Practices

### Before you begin this section:

- In this section, **please answer the questions based on current business practices and feel free to share your personal views and understanding.**
- These questions should be completed by the General Manager or someone with a good knowledge of all aspects of the business although some answers may need to be confirmed with other specialist staff.

### Emerging sectors

[Asked of all businesses, multiple response except option 98]

CBP1

Does this business belong to any of the following sectors?

*Please select all that apply.*

1. Space / advanced aviation
2. Critical minerals
3. Agritech
4. Medtech
5. Biotech
6. Screen sector/ game development
98. None of the above [exclusive]

### Investment Boost scheme

[Asked of all businesses, single response]

CBP2

Has this business ever made use of the **Investment Boost**  scheme?

1. Yes
2. No, but plan to
3. No, and don't plan to
4. I was not aware of the scheme

Investment Boost is a new tax incentive aimed at encouraging New Zealand businesses to invest in productive assets like machinery, tools and equipment. From 22 May 2025, businesses can deduct 20% of a new asset's cost from that year's taxable income. Normal depreciation deductions can also be claimed for the remaining 80% of the asset's cost.

[Asked of all businesses, single response]

CBP3

Since 22 May 2025, has this business invested in new depreciable business assets?

1. Yes
2. No
99. Don't know

[Only asked if you answered “Yes” to CBP2 or CBP3, and did not answer “I was not aware of the scheme” at CBP2, multiple response except option 3]

CBP4

How did Investment Boost affect or not affect your purchase of new assets?

Please select all that apply.

1. We made purchases we otherwise would not have
2. We brought investment forward
3. It did not, we were going to make these purchases anyway [exclusive]

### ‘Starting-out’ and ‘training’ minimum wage

Please share your insights on the upcoming questions about wages. The questions can be answered by the General Manager although some answers may need to be confirmed with other specialist staff such as a member of the Human Resources team or someone handling payroll. Your perspective is valuable.

We’re now going to ask you some questions about the ‘starting-out’ minimum wage.

#### **Eligibility criteria for the starting-out minimum wage**

The starting-out minimum wage applies if the employee is:

- 16 or 17 years old and has not worked for their current employer for 6 continuous months. After 6 months with one employer, the employee must be paid the adult minimum wage.
- 16 to 19 years old and their employment agreement states that they have to undertake industry training for at least 40 credits a year to become qualified in the area they are working in.
- 18 or 19 years old and:
  - they have been paid one or more specified social security benefits for 6 months or more continuously and
  - they have not worked for one employer for 6 continuous months since they started being paid a benefit.

The starting-out minimum wage does not apply if the employee’s role includes supervising or training other workers. If they are, then they must be paid at least the adult minimum wage.

[Asked of all businesses, single response]

CBP5a

Before this survey, had you heard of the ‘starting-out’ minimum wage?

1. Yes
2. No
99. Don’t know

[Only asked if you answered “Yes” to CBP5a, single response]

CBP5b

And which of the following best describes how much you already knew about the ‘starting-out’ minimum wage?

1. I had heard of it, but I didn’t know the rate or who the rate can apply to
2. I only knew the rate, I didn’t know who was eligible for the rate
3. I only knew who was eligible for the rate, I didn’t know what the rate was
4. I knew the rate and who was eligible for it

We're now going to ask you some questions about the **'training'** minimum wage.

**Eligibility criteria for the training minimum wage**

The training minimum wage applies if:

1. the employee is 20 years old or over, and
2. their employment agreement states that they have to do at least 60 credits a year of an industry training programme to become qualified in the area they are working in.

The training minimum wage usually applies to apprentices. An apprentice has the same minimum rights and protections under employment law as any other employee but can be paid the training minimum wage.

[Asked of all businesses, single response]

CBP6a

Before this survey, had you heard of the **'training'** minimum wage?

1. Yes
2. No
99. Don't know

[Only asked if you answered "Yes" to CBP6a, single response]

CBP6b

And which of the following best describes how much you already knew about the **'training'** minimum wage?

1. I had heard of it, but I didn't know the rate or who the rate can apply to
2. I only knew the rate, I didn't know who was eligible for the rate
3. I only knew who was eligible for the rate, I didn't know what the rate was
4. I knew the rate and who was eligible for it

[Asked of all businesses, single response]

CBP7

As of today, does this business pay any employees the following minimum wage rates?

	1. Yes	2. No	99. Don't know
1. The <b>'starting-out'</b> minimum wage rate (\$19.16)			
2. The <b>'training'</b> minimum wage rate (\$19.16)			
3. An amount between starting-out/training minimum wage rate (\$19.16) and the adult minimum wage rate (\$23.95)			

[Only asked if you answered "Yes" to CBP7\_1 or CBP7\_3, single response]

CBP8

To what extent did the **'starting-out'** minimum wage affect the business's decision to hire these new employees?

1. We were more likely to hire
2. Had no effect on our hiring
3. We were less likely to hire
99. Don't know

[Only asked if you answered “Yes” to CBP7\_2 or CBP7\_3, single response]

CBP9

To what extent did the **‘training’** minimum wage affect the business’s decision to hire these new employees?

1. We were more likely to hire
2. Had no effect on our hiring
3. We were less likely to hire
99. Don’t know

[Asked of all businesses, single response]

CBP10

Do you think the eligibility criteria for the **‘starting-out’**  minimum wage are appropriate or not appropriate?

1. I believe the criteria are appropriate
2. Not appropriate. They should include more people or circumstances
3. Not appropriate. They should be limited to fewer people or circumstances
99. Don’t know

*Eligibility criteria for the starting-out minimum wage*

The starting-out minimum wage applies if the employee is:

- 16 or 17 years old and has not worked for their current employer for 6 continuous months. After 6 months with one employer, the employee must be paid the adult minimum wage.
- 16 to 19 years old and their employment agreement states that they have to undertake industry training for at least 40 credits a year to become qualified in the area they are working in.
- 18 or 19 years old and:
  - they have been paid one or more specified social security benefits for 6 months or more continuously and
  - they have not worked for one employer for 6 continuous months since they started being paid a benefit.

The starting-out minimum wage does not apply if the employee’s role includes supervising or training other workers. If they are, then they must be paid at least the adult minimum wage.

[Asked of all businesses, single response]

CBP11

Do you think the **‘starting-out’ rate of \$19.16** is appropriate?

1. Yes
2. No, the rate should be lower
3. No, the rate should be higher
4. I don’t think it should be used at all
99. Don’t know

[Asked of all businesses, single response]

CBP12

Do you think the eligibility criteria for the 'training'  minimum wage are appropriate or not appropriate?

1. I believe the criteria are appropriate
2. Not appropriate. They should include more people or circumstances
3. Not appropriate. They should be limited to fewer people or circumstances
99. Don't know

*Eligibility criteria for the training minimum wage*

The training minimum wage applies if:

- the employee is 20 years old or over, and
- their employment agreement states that they have to do at least 60 credits a year of an industry training programme to become qualified in the area they are working in.

The training minimum wage usually applies to apprentices. An apprentice has the same minimum rights and protections under employment law as any other employee but can be paid the training minimum wage.

[Asked of all businesses, single response]

CBP13

Do you think the 'training' rate of \$19.16 is appropriate?

1. Yes
2. No, the rate should be lower
3. No, the rate should be higher
4. I don't think it should be used at all
99. Don't know

## Resolving employment disputes

[Asked of all businesses, single response]

CBP14

In the last 12 months, what proportion of employment problems or disputes did this business resolve internally (without seeking external assistance)?

1. Zero
2. 1-10%
3. 11-50%
4. 51-90%
5. 91-100%
98. There were no disputes
99. Don't know

## Section D: Artificial Intelligence

In the questions that follow, the term 'artificial intelligence' is used. No matter how familiar you are with the term, please have the following definition in mind when answering the subsequent questions:

By Artificial Intelligence (AI), we mean machines or software that can imitate human behaviour such as problem-solving, learning, playing and communicating.

This can include:

- Virtual assistants (e.g. Microsoft Copilot, Chat GPT enterprise, Google Gemini for Workspace)
- Online recommendation algorithms (e.g. Google's recommendations AI, Adobe Target, Agentforce, Amazon Personalise)
- Generative AI chatbots (e.g. ChatGPT, Google Gemini, Microsoft Copilot Chat, Claude)
- Intelligence gathering software (e.g. Perplexity AI, Klue, AlphaSense, other AI-powered search engines)
- AI image generators (e.g. DALL-E, Midjourney, Adobe Firefly)
- Self-driving vehicles (e.g. Tesla Autopilot, Waymo)

**Before you begin this section:**

- In this section, **please answer the questions based on current business practices given your personal understanding.**
- These questions should be completed by the General Manager although some answers may need to be confirmed with other specialist staff.

### AI use & impact on tasks

[Asked of all businesses, single response]

QA11

Is this business using or planning to use AI?

1. Yes, currently using AI
2. Not currently using AI, but we are planning to
3. Not planning on using AI at all

[Asked of all businesses, single response]

QA12a

Which of the following best describes **your own** level of AI knowledge?

1. **Expert** – have a deep knowledge and can design and implement AI solutions
2. **Advanced** – proficient and able to handle complex scenarios with AI
3. **Intermediate** – comfortable using AI for routine tasks
4. **Beginner** – basic understanding of AI but don't use it very much
5. **Novice** – limited or no experience with the technology
99. Don't know

[Only asked if your business is an Adopter or Planned Adopter of AI, single response per row]

QAI2b

For each AI knowledge level below, please estimate how many of your employees fall into that category. Please select the relevant option and click the arrow to continue.

	1. None	2. Very few	3. Some	4. Most	5. All	99. Don't know
1. <b>Expert</b> – have a deep knowledge and can design and implement AI solutions						
2. <b>Advanced</b> – proficient and able to handle complex scenarios with AI						
3. <b>Intermediate</b> – comfortable using AI for routine tasks						
4. <b>Beginner</b> –basic understanding of AI but don't use it very much						
5. <b>Novice</b> –limited or no experience with the technology						

[Only asked if your business is an Adopter of AI, single response]

QAI3

Thinking about your current business model, which of the following statements is most accurate?

1. Your business integrates AI tools or technologies into products/services or processes
2. Your business uses, but does not integrate AI tools or technologies into products/services or processes
99. Don't know

[Only asked if your business is an Adopter or Planned Adopter of AI, single response per row]

QAI4

How would you describe this business's use of the following AI-driven products and services?

	1.Currently using	2.Planning to use	3. Not planning to use, but would consider using	4. Not planning to use, and would not consider using	98. Not applicable	99. Don't know
A. Real time conversational AI and text or speech analysis (such as ChatGPT and Copilot)						
B. Sales and business forecasting using AI						
C. Personalised marketing and retail using AI						
D. Fraud detection and prevention using AI						
I. AI to reduce repetitive tasks and improve business efficiency						

[Only asked if your business is an Adopter or Planned Adopter of AI, single response per row]

QA15

For each of the following AI-driven products or services, please can you tell us whether your business is using them, planning to use them, or would consider using them?

	1. Currently using	2. Planning to use	3. Not planning to use, but would consider using	4. Not planning to use, and would not consider using	98. Not applicable	99. Don't know
E. Optimising supply chains						
F. Dynamic price optimisation						
G. Pattern and image detection						
H. Customer segmentation and predictive customer service						
J. Enhancing research and development						
K. AI image generation						
L. Robotics and autonomous devices						
M. AI consultancy and training services (for example, AI strategy, ethics or technical training)						

[Only asked if your business is an Adopter of AI, single response per row]

QA16

In the last 12 months, has the use of AI helped or not helped you achieve the following business outcomes?  
Please provide your best estimate based on your overall impression – precise measurement is not required.

	1. Helped	2. Not helped	99. Don't know	96. Not applicable
1. Enhanced resource optimisation and productivity				
2. Improved customer experience/engagement				
3. Improved employee experience/engagement				
4. Increased revenue/profit/cashflow				
5. Improved quality control				
6. Strengthened security, data protection and fraud detection				
7. Enabled faster access to accurate data to inform decision making				
8. Enabled more agile product and service innovation				
9. Enhanced engagement and response to marketing activities				
10. Enabled more effective supply chain and supplier management				

## AI adoption and challenges

[Only asked if your business is an Adopter or Planned Adopter of AI, multiple response except options 98 and 99]

QAI7

To the best of your knowledge, in the last 12 months, were any of the following motivations for this business adopting AI?

*Please select all that apply.*

1. To help staff work more efficiently
2. To reduce staff costs
3. To improve workers' health and safety
4. To address skill shortages
5. Other (specify) [open ended]
98. None of these factors were motivators [exclusive]
99. Don't know [exclusive]

[Asked of all businesses, multiple response except options 98 and 99]

QAI8

What barriers is this business facing to adopting AI?

*Please select all that apply.*

1. High costs
2. Lack of skills, knowledge or training to adopt artificial intelligence
3. Government regulation
4. Not convinced by the technology
5. Security concerns
6. Ethical concerns and safety
97. Other barriers not previously mentioned
98. Business is not facing any barriers to adopting AI [exclusive]
99. Don't know [exclusive]

[Asked of all businesses, single response]

QAI9

To what extent do you agree or disagree with the following statement:

'Public attitudes and perceptions towards AI contribute to limiting its adoption in New Zealand businesses'?

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
99. Don't know

## Impact on tasks and productivity

For the following section, please think of what you have heard of AI, particularly how it is used in your sector here in New Zealand.

[Only asked if your business is an Adopter of AI, single response per row]

QAI10

Thinking about **this business**, in the last 12 months, has artificial intelligence...

	1. Yes	2. No	99. Don't know
1. Automated tasks that workers used to do?			
2. Created new tasks that workers did not do previously?			

[Only asked if your business is an Adopter of AI and answered "Yes" to QAI10\_1, single response per row]

QAI11

To what extent were those tasks that **AI automated**...

	1. Very	2. To some extent	3. Not very	99. Don't know
1. Repetitive?				
2. Complex?				
3. Dangerous?				

[Only asked if your business is an Adopter of AI and answered "Yes" to QAI10\_2, single response per row]

QAI12

To what extent were those new tasks that **AI created**...

	1. Very	2. To some extent	3. Not very	99. Don't know
1. Repetitive?				
2. Complex?				
3. Dangerous?				

[Only asked if your business is an Adopter of AI, single response per row]

QAI13

In **this business**, has AI increased, decreased or had no effect on the following in the last 12 months?

	1. Increased	2. Decreased	3. No effect	96. Not applicable	99. Don't know
A. Overall employment					
B. Worker productivity					
C. Worker satisfaction					
D. Managers' ability to measure worker performance					

[Asked of all businesses, single response]

QAI14

Over the **next 10 years**, how do you think that AI **will** affect **overall employment in your sector**?

1. Increase
2. Decrease
3. No effect
99. Don't know

[Only asked if your business is an Adopter or Planned Adopter of AI, single response]

QAI15

Thinking about the **next 3-5 years**, do you think that artificial intelligence **will** increase, decrease or have no effect on **worker productivity in your sector**?

1. Increase
2. Decrease
3. No effect
99. Don't know

### Impact on skills

[Only asked if your business is an Adopter or Planned Adopter of AI, single response]

QAI16

How do you think that AI has changed skill needs in this business in the last 12 months?

*Please consider your business as a whole, even if experiences vary across different teams or departments.*

1. Increased skill needs
2. No effect on skill needs
3. Decreased skill needs
99. Don't know

[Only asked if your business is an Adopter of AI, single response per row]

QAI17a

In the last 12 months, to what extent has AI made each of the following skills and resources more or less important for this business?

	1. More important	2. Less important	3. No change	99. Don't know
1. Human skills, such as creativity and communication				
2. Specialised AI skills, such as those needed to maintain or develop AI				
3. More experienced/qualified workers				

[Only asked if your business is an Adopter of AI and you selected option 1 or 3 at QAI16, single response per row]

QAI18

In the last 12 months, has this business addressed these changing skill needs in any of the following ways?

	1. Yes	2. No	99. Don't know
1. By retraining or upskilling internal workers			
2. By hiring new workers			
3. By buying services from external companies			
4. By attrition or redundancies			

### AI training

[Only asked if your business is an Adopter of AI and you selected "Yes" at QAI18\_1, single response]

QAI19

In the last 12 months, approximately what proportion of your current employees have undertaken any internal or external training to improve AI knowledge or skills?

1. 1-10%
2. 11-25%
3. 26-50%
4. 51-75%
5. 76-99%
6. All, or virtually all of them (i.e. 100%)
99. Don't know

[Only asked if your business is an Adopter of AI and you selected "Yes" at QAI18\_1, multiple response exception option 99]

QAI20

What did this training consist of?

*Please select all that apply.*

1. Learning how to communicate with AI systems
2. Learning how to share and use the outputs of AI systems
3. Learning how to judge the accuracy and reliability of information provided by AI systems
4. Learning how to register and apply for AI services or training
5. Learning how to solve problems using AI systems
6. Understanding the risks and threats associated with using AI systems
7. Learning how to keep my information safe and private while using AI
97. Other (please specify) [open ended]
99. Don't know [exclusive]

[Asked of all businesses, multiple response except options 98 and 99]

QAI21

In the last 12 months, what barriers has your business faced to engaging with training or upskilling related to AI?

*Please select all that apply.*

1. Lack of access to training
2. Lack of time
3. Cost
4. Lack of availability of relevant or appropriate training
5. Lack of interest from staff
6. Unsure what training is relevant for the business
7. Other (please specify) [open ended]
98. No need for training / Not applicable [exclusive]
99. Don't know [exclusive]

### Recruiting for AI skills

[Asked of all businesses, single response]

QAI22

In the **last 3 years**, has this business tried to recruit anyone with the knowledge or skills to work with AI tools or technologies? Please include any current vacancies.

1. Yes
2. No
99. Don't know

[Only asked if you selected "Yes" at QAI22, single response]

QAI23

For most of the **last 3 years**, how easy or difficult was it to find candidates for such roles?

1. Very straightforward
2. Fairly straightforward
3. Neither straightforward nor challenging
4. Fairly challenging
5. Very challenging
99. Don't know

[Only asked if you selected option 4 or 5 at QAI23, multiple response except option 99]

QAI24

What were the reasons that recruitment for AI knowledge and skills was challenging?

*Please select all that apply.*

**Job not appealing**

1. Competition from other employers
2. Job is difficult / challenging
3. Low pay or benefits / salary demand too high
4. Lack of prospects / career progression opportunities
5. Not offering training

**Lack of suitable candidates**

6. Candidates do not have required attitude / motivation / personality
7. Candidates do not match our culture
8. Lack of soft skills, e.g. communication skills
9. Lack of technical skills or knowledge
10. Lack of qualifications
11. Lack of work experience

**Other reasons**

12. Hard to recruit non-NZ nationals / visa requirements
13. Lack of candidates / applications
14. Location / poor transport links
15. Recruitment budget cuts
  
97. Other (please specify)
99. Don't know [exclusive]