



# Re-Energise 26

Building the Workforce for  
New Zealand's Energy Future:  
An Industry Skills Action Plan

*Summary Report*



Image courtesy of Electra (Wind farm turbines, Stijo Stephen)

## Foreword

Every energy resource that fuels industry, every line, substation, control room, data centre, and emerging technology depends on the skills judgement, and commitment of the workforce behind it. In fact, the security of New Zealand's energy future depends on people.

Yet, for too long, the energy sector as a whole has treated workforce capability as an ad hoc consideration. Some organisations make investment in their workforce a core part of their business, while others see it as something to be managed at the margins. If we want an energy system that can support economic growth, enable emissions reduction and remain resilient in the face of change, we must invest in the workforce with the same seriousness we apply to infrastructure, technology and markets.

The *Re-Energise 26* report is an important step in that direction.

## About *Re-Energise 26*

This report brings together evidence, insight, and practical experience from across the electricity and energy sector to highlight a simple truth: New Zealand's energy future will be built by people. If we want an energy system that can support economic growth, enable emissions reduction, and remain resilient in the face of change, we must invest in the workforce with the same seriousness we apply to infrastructure, technology, and markets.

This report does not offer a single silver bullet solution. Instead, it calls for leadership, coordination, and shared responsibility. It challenges government, industry, regulators, and education providers to work together, across organisational and political boundaries, to create clear pathways into the sector, strengthen skills and capability, and ensure the knowledge and experience of today's workforce is carried forward to the next generation.

## A coordinated and collaborative approach

Energy Resources Aotearoa and the Electricity Engineers' Association (EEA) are proud to have researched, developed, and published *Re-Energise 26* through close collaboration. It should be noted that, like the report's recommended approach to sustaining the sector's workforce, success was only possible by working with others across the wider energy sector and government.



**Nicki Sutherland**  
Chief Executive  
Electricity Engineers' Association



Contributions of knowledge, time, and resources made possible a whole-of-sector analysis of the current challenges and opportunities faced by the wider energy sector and its workforce. It is only through this cooperation that we now have an evidence-based view of the actionable and coordinated steps necessary to attract, develop, and retain the people essential to the security of New Zealand's energy and, by extension, its economic prosperity.

We acknowledge the contributions of many by name later in this report. Individuals who selflessly gave their time and insights through the support of organisations like the Ministry of Business, Innovation and Employment, vocational training and tertiary institutes, and Energy Resources Aotearoa and EEA steering groups. Thank you, to everyone who made *Re-Energise 26* possible.

## A call to action

Energy Resources Aotearoa and EEA see first-hand the pressures facing the energy sector, but we also see the opportunity. With the right focus on people, New Zealand can build an electricity and energy system that is not only technically excellent, but socially and economically enduring.

We encourage all readers, whether you are a workforce planner, policymaker, industry leader, educator, or practitioner, to engage with the recommendations in this report and consider the role you can play in re-energising our workforce and our future.

Our nation, and its future economic prosperity, depends on it.



**John Carnegie**  
Chief Executive  
Energy Resources Aotearoa



# Executive Summary

Energy is the backbone of New Zealand's economy, powering our homes, schools, hospitals, businesses and communities and keeping daily life and economic growth moving. The sector is undergoing significant structural change as electrification accelerates. Electricity supply continues to steadily expand, while the energy resources sector is experiencing mixed trajectories, with oil and gas contracting alongside modest growth seen in geothermal and hydrogen, and rapid growth in solar deployment.

This report provides a deeper dive into each of these subsectors to highlight the specific challenges and opportunities faced because of these different dynamics.

New Zealand's economic prosperity over the coming decades will not be determined by technology alone. Nor will it be secured through efficiency gains in isolation. Success also depends on people, their skills, their adaptability, and their capacity to design, operate, maintain, and evolve the electricity and energy systems that underpin every part of our economy and society.

As this report makes clear, the energy sector sits at the centre of New Zealand's future growth, emissions reduction, and resilience ambitions. Electrification of transport and industry, the integration of distributed energy resources, greater digitalisation, and the deployment of new technologies all rely on a capable, available, and future-ready workforce. Without deliberate and sustained investment in people, the potential benefits of innovation, efficiency, and system integration will not be realised.

The *Re-Energise 26* report therefore reframes the national conversation. It shows that workforce capability is not a supporting issue; it is a core system constraint and opportunity. By strengthening the people who power the energy sector, New Zealand can unlock cross-sector efficiencies, accelerate the uptake of new technologies, and build an integrated energy system that delivers long-term economic and social value.

The goal of *Re-Energise 26* is to take a collaborative, conjoined approach to addressing workforce challenges faced by the wider energy sector in New Zealand. Many roles are highly transferable across the entire energy mix and, as the sector continues to evolve, there is a need for increased workforce mobility across the wider sector.

A shared view of the workforce helps the sector respond more efficiently and effectively while avoiding unnecessary duplication in investment and action.

*Workforce capability is not a supporting issue; it is a core system constraint and opportunity.*

## Summary of findings and recommendations

**Re-Energise 26 analysis identifies a set of interconnected workforce challenges that require a coordinated, system-wide response.**

### Finding 1:

#### **Regulatory and policy volatility undermines workforce investment**

The lack of a bipartisan approach to energy strategy continues to contribute to investment uncertainty and workforce insecurity, limiting employers' ability to plan and invest in workforce capability; this also makes commitment to careers in the NZ energy sector difficult for workers. Volatility in vocational reform has, and continues to, stifle the development of strong future talent pipelines.

### Recommendations:

- Continue advocacy for a bipartisan approach to energy strategy and more stable energy policy settings.
- Strengthen government investment in, and support for, the vocational sector where it supports critical industries, such as the energy sector.
- Ensure workforce considerations are embedded early in major energy policy, regulatory, and infrastructure decisions.

### Finding 2:

#### **Fragmentation is creating waste**

Multiple initiatives operate in parallel across industry, government, and education providers, often with similar objectives but limited coordination. This fragmentation risks duplication, uneven coverage and reduced impact in a vocational system adjusting to structural change. *Re-Energise 26* emphasises the importance of better alignment, clearer roles, and shared ownership to strengthen workforce delivery, building on existing work rather than introducing new complexity.

### Recommendations:

- Establish a national energy sector workforce governance body to minimise national cost and maximise national impact. This can be achieved by aligning activities and initiatives to scale up investment in standardised products and programmes.
- Address the evidenced gaps and new needs identified in this report by supporting proactive workforce planning and development across the wider sector.
- Provide government funding to industry associations to enable them to deliver effective industry workforce coordination and delivery.

### Finding 3:

#### **The central challenge is speed to competence**

The time required to convert graduates, mid-career entrants, and migrants into fully competent workers is the key constraint to entry into the workforce. This places pressure on supervision, mentoring, and training capacity and heightens employer sensitivity to the loss of experienced staff.

### Recommendations:

- Invest in workforce Learning and Development as a core business priority.
- Identify and develop future supervisors, mentors and assessors early through a coordinated sector-wide capability programme, supported by a shared network to build capability, share practice and sustain participation in these critical roles.

**Finding 4:****Constraints in essential functions are increasing**

Persistent pipeline constraints are emerging in several critical functions within the energy workforce, even if overall vacancy levels remain broadly manageable. These include demand exceeding supply for electrical engineers, electrical maintenance workers, and cable jointers alongside differing supply challenges for safety, specialist technical staff, and experienced supervisors. Across these workforce groups distinct pressures are emerging. In many cases, the supply of new entrants is not keeping pace with forecast demand and participation in some education and training pathways has declined over time.

**Recommendations:**

- Invest and act now to attract and engage future energy sector workers at school and tertiary institutions, as well as those in their mid-careers in aligned industries.
- Work with tertiary providers to reduce barriers that threaten capacity increases by identifying and advocating for potential solutions.

**Finding 5:****More mentors and supervisors are needed**

Limited capacity in supervision, mentoring, and assessment is a major constraint on workforce growth. Experienced staff play a critical role across both trade and professional pathways in enabling apprentices, trainees, and graduates to enter and progress through the sector. Where supervisory capacity is stretched, the ability to grow a quality workforce is constrained. This increased pressure on existing supervisors raises the risk of burnout and loss of capacity among some of the most critical roles in the system.

**Recommendations:**

- Develop options for leadership capability training by leveraging programmes in other sectors to increase employers' ability to take on and retain new staff.
- Pilot and test agile training models that can increase supervisory capacity, including multi-company or regional collaborations.

**Finding 6:****Diversity and inclusion need more focused action**

Māori and Pasifika are under-represented at all levels of the workforce and gender imbalances persist, although data shows some progress. Attraction and retention of a workforce reflective of society, capable of efficiently and effectively delivering New Zealand's secure energy future, will require coordinated, sector-wide intervention.

**Recommendations:**

- Systematically identify, scale and implement proven diversity and inclusion initiatives in a coordinated, sector-wide intervention.

**Finding 7:****We aren't doing enough to keep our best people**

Retention of experienced workers is an increasing concern, particularly in roles that are highly transferable across industries. Many employers invest in retention at an organisational level but there are limited sector-wide mechanisms to support continuity of work and mobility between employers, regions, or subsectors. This creates a risk that experienced engineers, technical specialists, and supervisors may leave the energy sector altogether, particularly during periods of project delay or investment uncertainty.

**Recommendations:**

- Develop and invest in sector-wide mechanisms to support continuity of work and mobility between employers, regions, and subsectors.

**Finding 8:****Older workers are staying longer**

Improved data shows that while the workforce has aged this reflects systemic population dynamics, rather than a tsunami of impending retirements in the sector. Vacancy rates remain broadly manageable. Persistent pipeline constraints, declining participation in some training pathways, and limited supervisory capacity remain more pressing challenges.

**Recommendations:**

- Adapt workplace practices to ensure our industry retains older workers and their skills and experience.
- Acknowledge and support the needs and aspirations of older workers' unique availability, capacity, and training capabilities.

**Finding 9:****New skill requirements are emerging**

The energy workforce increasingly requires workers with not only technical, but also commercial, and data-driven skillsets. Employers increasingly expect soft skills including communication, adaptability, and resilience to thrive in a rapidly changing environment. Today's workers need to be prepared and supported for these heightened expectations.

**Recommendations:**

- Support workers to adapt and perform in a rapidly changing energy environment by strengthening energy workforce pathways that integrate technical, commercial, digital, and soft skills.

**Finding 10:****AI is expected to initially augment, not replace, roles**

AI adoption across Aotearoa remains at early stages, but international research shows its impact on energy sector workforce is more likely to require all workers to adopt new skills, rather than being replaced outright.

**Recommendations:**

- Embed AI and digital skills into all energy-related curriculum and training.
- Develop options for government investment in AI and digital capacity training that is nationally accessible to employers and workers.

**Finding 11:****Immigration is essential but under-leveraged**

Immigration is a growing source of workforce supply. While immigration is already supporting workforce needs, there is scope for the sector to make more effective use of existing pathways. Improved coordination, clearer demand signals, and targeted adjustments to settings where appropriate could further strengthen the contribution of migration as part of a broader workforce solution.

**Recommendations:**

- Maintain government consultation with industry on required migration setting adjustments.
- Support employers to make effective use of existing migration pathways.

**Finding 12:****We need a coordinated national, and regional, approach to retain skills**

Changes within the energy resource sector at a regional level further reinforce the need for coordinated action. Contraction of parts of the energy resources sector in Taranaki coincided with increased timeframes for new energy project consents and approvals. Although the region retains a highly skilled and experienced workforce, the absence of mechanisms to hold capability between roles increases the risk of long-term skills loss before new opportunities emerge.

**Recommendations:**

- Increase government funding for a programme of action for skills transition and interim employment support in Taranaki.

**Finding 13:****Energy careers aren't clearly visible to new entrants**

Although awareness of energy careers is improving, many students, graduates, and career changers still lack a clear understanding of the range of roles and pathways across the energy sector. Fragmented engagement and inconsistent messaging continue to limit attraction, indicating the need for more coordinated and visible industry-led outreach.

**Recommendations:**

- Centralise and invest in accessible and standardised resources that provide new entrants with information about energy pathways and careers.

**Finding 14:****The consequences of worker exits are high even when the likelihood is low**

New retirement and emigration data has shown that the risk of losing valuable employees is lower than previously thought, but the consequences remain high (due to low overall volumes of specialist workers and the time required to gain these skills and experience). Risk mitigation should therefore focus on actions that reduce the consequence of specialist workers exiting the industry.

**Recommendations:**

- Develop a national programme of standardised and accessible training, mentoring, connection, and support channels to nationally increase the quantity of highly skilled and experienced energy sector experts.

**Together, these findings highlight that the workforce challenges facing the energy sector are not driven by a single shortage, or immediate crisis, but rather by structural constraints across:**



## The need for collaboration

Delivering this vision will require collaboration well beyond electoral cycles or organisational boundaries. The report reinforces the need for:

- **Strong cross-party political commitment** to workforce development as a critical enabler of energy security, affordability, and emissions reduction.
- **Deep collaboration across the electricity and wider energy sector**, including generators, networks, retailers, energy producers, large energy users, service providers, emerging players, and peak bodies.
- **Clear coordination between government agencies, regulators, industry, and education providers**, so policy settings, funding, standards, and training pathways work in concert rather than at cross-purposes.

New Zealand's energy transition is already underway. The question is not whether change will occur, but whether the country will be prepared to manage it well.

The *Re-Energise 26* report makes clear that there is no current, or emerging, crisis in workforce capacity but, rather, demonstrates that maintaining a secure energy future, and the country's economic prosperity, requires better, more conscious investment in the sector's workforce and the systems that support it.

## From evidence to action - an Industry Skills Action Plan

A deliberate, coordinated approach that builds on existing initiatives, strengthens system capability, and focuses effort will create the greatest impact in addressing the wider energy sector's workforce challenges.

*Re-Energise 26* sets out an Industry Skills Action Plan (ISAP) under **Section 6**, to guide collective action across industry, government, education providers and stakeholders. The ISAP outlines a coordinated and evidence-based programme of work to address the most critical workforce challenges facing New Zealand's energy sector.

The ISAP aims to:

- build on work already underway across industry, government and the education system; and
- create alignment, clear priorities, and a shared understanding of what will be delivered and when.

The ISAP is structured around four strategic goals that together address attraction to the sector, capability development, national collaboration, and long-term retention of the energy workforce. The ISAP will be finalised at a national workforce summit held following this report.

## Strategic Goal 1: Attract

### *Attract our future workforce through sustainable values, clear pathways, inclusivity and diversity*

**Attract** focuses on building early awareness and interest in energy careers, strengthening the future talent pipeline and broadening participation. This includes STEM engagement, school and community outreach and immigration alongside initiatives that promote inclusive and diverse pathways into the sector.

#### Objective 1: Inspire tamariki and rangatahi to see energy as a meaningful, future-focused career option.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Coordinate and stocktake existing energy-related learning content across industry, education providers and government, and build on this to develop fundamental energy system content for audiences across New Zealand.	ISB's with Industry Associations and Industry	<b>1-2 years</b>
Align, develop and expand existing STEMM outreach programmes to reduce duplication and improve reach.	Industry Associations, Education Bodies and STEMM Stakeholders	<b>2-4 years</b>
Develop secondary-school curriculum content (Years 9-13) related to energy, including: <ul style="list-style-type: none"> <li>- how we use energy in our daily lives</li> <li>- how energy systems operate</li> <li>- the role of electricity, gas and renewable resources</li> <li>- energy security, affordability and sustainability</li> <li>- the skills, training pathways and careers that support the energy system</li> </ul>	ISB's with Industry Associations and Industry	<b>2-4 years</b>

#### Objective 2: Improve visibility and understanding of energy careers, pathways and progression for students, jobseekers and mid-career industry changers.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Continue development of a national <b>energy careers and pathways platform</b> that clearly shows how roles, skills, training and career progression and connect across energy resources sector, electricity supply and large energy users.	Industry Associations and Government	<b>1-2 years</b>

Design a targeted attraction approach for mid-career career changers, focused on people transitioning from adjacent sectors such as construction, engineering, manufacturing, science, IT and professional services.	Industry Associations and Government	<b>2-4 years</b>
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### Objective 3: Increase participation of Māori, women and other under-represented groups in energy careers.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Develop partnerships or collaborations that coordinate, align and scale investment in existing initiatives to reduce duplication and strengthen the impact of programmes to increase participation of women in leadership, technical, operational and engineering roles.	Industry	<b>1-2 years</b>
Increase visibility of diverse role models across the sector through coordinated communications, case studies and industry engagement activity.	Industry	<b>1-2 years</b>
Partner with iwi, Māori organisations, Kura and community groups to design culturally grounded pathways into energy careers, prioritising the investigation of existing initiatives that can be scaled up or replicated.	Industry/ Iwi/ Community Stakeholders	<b>1-2 years</b>

### Objective 4: Strengthen early-career entry points through internships, graduate programmes and early exposure to industry.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Build on and expand intern development programmes across the energy sector into additional regions through a coordinated, sector-wide approach that complements employer-led initiatives, supports cross-sector exposure, builds foundational capability, and strengthens pathways into sustainable, long-term energy careers.	Industry Associations and Industry	<b>1-2 years</b>
Create a channel for better national visibility of internship and graduate opportunities.	Industry Associations and Industry	<b>1-2 years</b>
Develop a Gateway to Energy Programme across regions by leveraging the existing Schools Gateway programme to coordinate Year 11-13 students into structured workplace learning across multiple energy companies, rather than single placements.	Industry Associations/ Government/ Education Providers	<b>1-2 years</b>

## Strategic Goal 2: Develop

### *Develop the capability of our current workforce and create clear training and development pathways for new entrants*

**Develop** is centred on building skills and capability across the workforce and pipeline. This includes early career and tertiary programmes, vocational education and training, structured professional development, and clear progression pathways that support skills growth and adaptability as the sector evolves.

#### Objective 1: Lift the capacity of industry and the vocational system to train, supervise and assess apprentices, trainees and graduates.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Increase the availability and capacity of supervisors, mentors and assessors by supporting shared, regional or cross-company models.	Industry Associations/ Industry	<b>1-2 years</b>
Improve funding, incentives and system settings that better recognise the true cost of work-based training, supervision and assessment for employers, particularly those supporting electrical trades, maintenance and specialist technical roles critical to energy system reliability.	Government/Industry	<b>2-4 years</b>
Explore regional apprenticeship sharing schemes that allow energy apprentices to rotate across multiple employers, building deeper system-wide capability while easing supervision and training capacity constraints.	Industry Associations/ Work-based Learning Providers/Industry	<b>1-2 years</b>

#### Objective 2: Strengthen development and entry pathways for critical and hard-to-fill roles.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Increase electrical engineering workforce supply by expanding university training capacity, strengthening work-integrated learning and graduate work readiness.	Universities	<b>2-4 years</b>
Educate industry and align immigration settings to better support specialist and hard-to-fill energy roles where domestic supply is constrained, or training pipelines are long.	Government/Industry	<b>1-2 years</b>

Increase visibility of industry specific competency frameworks and structured development pathways for HSE roles, addressing gaps identified across the sector.	Industry Associations/ Education Providers	<b>2-4 years</b>
Investigate the reduction in cable jointer and electrical maintenance graduate numbers and implement targeted actions to address these potential future bottlenecks.	Work-based Providers/ISB's/ Industry Associations	<b>2-4 years</b>
<b>Objective 3: Support workforce transition and reskilling across the energy system.</b>		
<b>PROJECTS</b>	<b>SUGGESTED LEAD AND PARTNERS</b>	<b>TIMESCALE</b>
Develop and implement a New Zealand recognised Energy Skills Passport for the energy resources sector to recognise transferable skills and competencies across the energy system, reduce duplication of training and assessment, and support movement between roles, subsectors and regions.	Industry Associations/ Economic Development Agencies/ Industry	<b>1-2 years</b>
Work with government to create a regional work transition system that tracks upcoming projects, stays connected with displaced workers, and links them to bridging pathways so capability is retained until new opportunities emerge.	Industry/ Government/Regional Stakeholders/ Economic Development	<b>2-4 years</b>
Champion and monitor national adoption of common competency frameworks	Industry Associations/ Industry	<b>2-4 years</b>
<b>Objective 4: Ensure vocational, tertiary and on-the-job training delivers work-ready graduates and workers with the core competencies required for the current and future energy system.</b>		
<b>PROJECTS</b>	<b>SUGGESTED LEAD AND PARTNERS</b>	<b>TIMESCALE</b>
Work with the Energy and Infrastructure Industry Skills Board (ISB) to define and embed core, work-ready competencies across energy-related vocational qualifications and programmes, ensuring training reflects contemporary energy roles, system integration and emerging technologies.	ISB's/Industry/ Industry Associations	<b>2-4 years</b>
Further invest in partner programmes between universities and industry to develop work-ready training module to strengthen work-integrated learning and real-world application.	Universities/Industry/ Industry Associations	<b>2-4 years</b>
Embed AI, digital and critical-thinking core competencies across all energy-related curriculum and training, from schools through to workplaces, to support safe, effective and informed use of digital tools and AI in the energy sector.	ISB's/Training Providers/Universities	<b>2-4 years</b>

## Strategic Goal 3: Collaborate

### *Collaborate to build effective partnerships across industry, government and stakeholders to jointly develop workforce initiatives*

**Collaborate** recognises that no single organisation can address workforce challenges alone. This pillar emphasises partnerships between employers, education providers, iwi, government and regional stakeholders. Employer-led programmes, shared training approaches and regional coordination are central to improving scale, consistency and impact. Collaboration and standardisation improve efficiency nationally, driving down energy costs.

#### Objective 1: Improve coordination and alignment across industry, government and system partners involved in workforce development.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Establish a formal energy workforce coordination mechanism bringing together industry, government agencies, the Industry Skills Body (ISB), education providers and workforce organisations to align priorities, sequencing and delivery of workforce initiatives.	ISB's and Industry Associations	<b>1-2 years</b>
Continue development and use the Energy Careers and Pathways Platform as a shared coordination tool to connect schools, providers, employers and government activity, improve visibility of pathways, and support consistent messaging across the system.	Industry Associations/ Government	<b>1-2 years</b>
Implement an annual workforce capability summit.	Industry Associations	<b>1-2 years</b>
Create a funding mechanism for shared, standardised resources.	Industry Associations	<b>2-4 years</b>

#### Objective 2: Reduce duplication of industry workforce initiatives and better leverage existing programmes, funding and capability.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Identify where initiatives can be better aligned, merged or coordinated, reducing duplication and improving impact across the energy workforce system.	Industry Associations/ Industry	<b>2-4 years</b>

Agree priority areas for consolidation and alignment, focusing on initiatives with overlapping objectives, audiences or delivery models, and clarifying where a single coordinated approach would deliver better outcomes.	Industry Associations/ Industry	<b>2-4 years</b>
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Develop an industry-led mechanism to collectively review workforce initiatives and provide a shared, accessible view of existing programmes across the energy sector, enabling subsectors or groups to sense-check proposed new initiatives, identify opportunities to merge or align activity, and reduce duplication across regions and career stages.	Industry Associations/ Industry	<b>1-2 years</b>
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### Objective 3: Strengthen shared leadership and accountability for energy workforce outcomes.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Formally recognise and support the role of industry associations as convenors and delivery partners, acknowledging their increasing responsibility for coordinating employers, providers and regional activity across the energy workforce.	Government	<b>1-2 years</b>
Government to develop a funding mechanism to provide targeted workforce project funding to industry associations to enable effective workforce coordination and delivery, particularly where Industry Skills Bodies (ISBs) have much reduced capacity or resourcing to lead sector-specific workforce initiatives.	Government/Industry Associations	<b>1-2 years</b>
Ensure workforce considerations are embedded early in major energy policy, regulatory and infrastructure investment decisions, so workforce impacts, timing and capability requirements are addressed alongside technical, commercial and consenting considerations.	Government/Industry Associations/Industry	<b>1-2 years</b>

### Objective 4: Continue to improve workforce data, evidence and intelligence to support better decision-making.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Establish mechanisms for sharing workforce insights with industry and government, including updates on critical skills shortages, pipeline risks and transition impacts, to support proactive rather than reactive workforce responses.	Government/Industry Associations/Industry	<b>2-4 years</b>

## Strategic Goal 4: Retain

*Retain our people with strong leadership, career progression plans and environments where they want to stay and grow*

**Retain** focuses on sustaining capability and resilience within the workforce over time. This includes workforce diversity, inclusion and equity, leadership and governance capability, mentoring and knowledge transfer, succession planning, and initiatives that support workforce wellbeing and adaptability through periods of change.

### Objective 1: Retain experienced and specialist workers critical to system reliability and performance.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Work with highly experienced critical system workers to enable their input into establishment of desirable sector-wide initiatives and programmes to retain these workers throughout their careers, enabling continuity of work, mobility across employers and regions, and flexible attachment to the energy workforce.	Industry/Industry Associations/ Government	<b>1-2 years</b>
Develop an industry-wide approach for knowledge transfer from highly experienced senior workers, to reduce loss of valuable institutional knowledge.	Industry Associations/ Industry/Government	<b>1-2 years</b>

### Objective 2: Retain and sustain leadership, supervision and mentoring capability across the sector.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Identify and develop future supervisors, mentors and assessors early, supported by a coordinated sector-wide capability programme.	Industry Associations/ Industry/Training Providers	<b>1-2 years</b>
Explore a sector-wide network for supervisory, mentoring and assessor staff to share practice, build capability and encourage sustained participation in these critical roles.	Industry Associations/ Industry/ISB's	<b>1-2 years</b>

### Objective 3: Improve career visibility, progression and mobility, and create workplace environments where people want to stay, develop and contribute long-term.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Align career visibility and progression information with the Energy Careers and Pathways Platform, ensuring workers can see long-term opportunities as the sector evolves.	Industry Associations/ Government/ISB's/ Training Providers	<b>2-4 years</b>
Share information on successful retention strategies and create channels for people and culture teams to connect and learn across the industry.	EDA's/Industry Associations/Industry	<b>1-2 years</b>

### Objective 4: Retain skilled energy workers in the Taranaki region between roles while new industries and projects progress.

PROJECTS	SUGGESTED LEAD AND PARTNERS	TIMESCALE
Coordinate regional workforce planning and signalling across industry, government and local stakeholders, improving visibility of project timing and workforce needs to reduce uncertainty and support informed retention decisions by workers.	EDA's/Government/ Industry	<b>2-4 years</b>
Provide government-supported interim employment, reskilling and upskilling opportunities that allow workers affected by change to remain work-ready and positioned for new and emerging energy developments, including offshore renewable energy, LNG and other cross-sector projects.	Government/Industry	<b>1-2 years</b>
Enable short-term regional, national and international placements, project work, secondments and cross-sector opportunities to keep skills active and maintain workforce attachment while longer-term projects progress through planning, consenting and investment stages.	Government/Industry Associations/Industry	<b>1-2 years</b>
Use collective industry and regional influence to advocate for settings, decisions and support that enable Institutes of Technology and Polytechnics to successfully transition to stand-alone entities as they are individually ready.	ITP's/Industry/ Government/Industry Associations/Regional Stakeholders	<b>1-2 years</b>

# Acknowledgements

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## Government Partners

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