

Our Why

Tō Tātou Pūtake

Contents

 **Tō Tātou Pūtaka, Our Why**

 **Tō Mātou Takenga Mai, Our heritage**

 **Mō mātou, Who we are**

 **Te ahunga, Where we're going**

 **Te pūtaka, What we stand for**

 **Te tonu, What we ask of you**



Z is for Aotearoa New Zealand



At Z, the choices we make, the way we behave, and what we aspire to are distinctive.

Our aspirations, behaviours and what we stand for are deeply rooted in our shared heritage, experience, and values.

Delivering on these choices can have profound impact for our customers, our communities, our people, and te taiao, our natural environment.





We set out our Why as something to hold ourselves to account by. And we invite our wider whānau to hold us to it too.

This document tells you all about what matters to Z – our purpose, our values and what we stand for. It applies to all of us, individually and collectively, all of the time.

At Z we focus on achieving extraordinary outcomes by setting the appropriate context, rather than by telling our people what to do. By doing this, high performing and talented people deliver better results and are more personally fulfilled.

Our Why requires people to create and think for themselves. It requires leadership from each of us. In sharing our Why, we invite our partners to hold us to account against the commitments we are making and the stands we are taking.

Our heritage

Tō Mātou Takenga Mai

Tō Mātou Takenga Mai is about knowing who we are and where we belong in Aotearoa New Zealand.

Building layer by layer upon the past towards the present, and on into the future is evident in what Z has achieved so far. We continue to learn from our past, build our whānau, and deliver on our strategy as we build momentum in the transition to a low carbon economy.

We have a long, proud Kiwi history that continues to evolve and shape who we are.

In 2011, Z Energy was born with the simple promise of ‘Z is for New Zealand’. We took a global oil brand and made it our own – capturing our company’s local ownership, independent spirit, and unique Kiwi values.

While we have faced constant change and evolution over this time, our commitment to Aotearoa New Zealand has remained constant: a foundation for why we exist and the choices we make. Now, more than ever before, the interconnection between people and te taiao, the natural environment - is critical context for Z, and for all people. This principle of interconnectedness and interdependence is a driver of our strategy and our commitment to the people and communities we serve.

For Z to thrive into the future we must deliver solutions that support the aspiration of New Zealanders, enhance the lives of our people and communities, while protecting our natural world for future generations. This is a challenge we embrace, and which is reflected in what we stand for and the strategy we have set.

We are proud to be the Kiwi contingent in the Ampol Group, an independent Trans-Tasman energy company, with trading offices across the globe, which are united behind the shared commitment of ‘powering better journeys, today and tomorrow’. While many of the challenges and opportunities we face go beyond national boundaries, together we have the scale, influence, and capability to deliver for our customers, communities, and our people.

Our role in Ampol

Z is a proud member of the Ampol family, an independent Trans-Tasman energy company, with trading offices across the globe.



Our combined scale gives us a unique opportunity to make a difference for the customers we serve, the communities we operate in and for our people.

There is much that Z has in common with Ampol: both companies are proudly independent market leaders in their respective countries. Both have long histories in the transport energy industry going back well over 100 years and both have developed strong, trusted brands in developing transport energy solutions for customers across Australia and Aotearoa New Zealand.

Like Z in Aotearoa New Zealand, Ampol is a market leader in Australia.

In 2022, Ampol acquired Z with the vision of creating an independent energy company with unmatched scale, capability, and connection to local markets.

As an independent energy company across the Asia Pacific region, we can set our own direction, make our own choices, and stand for a different future.

We now work together as one company and have a unique ability to deliver connected value and power better journeys, today and tomorrow.

'Tracking Country' by Riki Salam (Mualgal, Kaurareg, Kuku Yalanji) from We are 27 Creative, was commissioned to tell the story of Ampol and Z. It represents the coming together of our two cultures and businesses, and is about taking care of what we have today to pass on to the next generation.

Tukua kia tū takitahi ngā whetū o te rangi

Let each star in the sky shine its own light.

At Z we have embarked on our journey into Te Ao Māori, the Māori world.

This is important to us because we recognise and acknowledge our bi-cultural heritage and Māori as Tangata Whenua. Our whāinga, aspiration, is to showcase and demonstrate our commitment and growth-mindset to embrace the wisdom of Te Ao Māori.

We will endeavour to foster genuine and authentic relationships with iwi and our practical knowledge of Te Ao Māori. We find ourselves at the inception of our haerenga – journey, recognising that we are akin to a young seed, eager to absorb the knowledge and insights essential for navigating this path.

This document reflects our dedication to interweaving Te Ao Māori elements into Tō Tātou Pūtaka, our Why, thus enriching and uplifting who we are, how we do things and how we serve the people of Aotearoa New Zealand.

Our overarching theme for this document is drawn from Ngā Kāhui Whetū which acknowledges the many star constellations that guided the earliest Pacific navigators to the shores of Aotearoa New Zealand. – Tō Tātou Pūtaka, our Why, serves to explain and illustrate how you can connect to the future path we are navigating together.

Each section within this document is symbolised by a star within our Kāhui Whetū. We have also drawn on the wisdom from the guiding whakatauki, proverb, title, which signals that while our stars collectively guide us, each star possesses its own unique identity and distinctions.



Mō mātou, Who we are

The kōwhiri stitch binds and weaves us together with unity and Kotahitanga.



Te ahunga, Where we're going

The Pūngāwerewere pattern speaks of journeys that have a transformational effect for good. It guides us where we are going.



Te Pūtaka, What we stand for

Unaunahi speaks to the balance of our environment, whānau and community. It represents our commitment to the wellbeing of people and environment.



Te Tono, What we ask of you

The Niho Taniwha, a symbol of leadership, mana and determination. It represents each person's mana and commitment to embody and fulfil their part in helping our strategic goals to be achieved.



Mō mātou

Who we are



Z's brand reflects who we are and how we show up

Our brand is more than a name, logo, colours and values.



It connects us to our people and defines how we show up to our customers and communities.

Our brand is our greatest asset because it connects our customers to who we are and what we stand for. Creating these deep connections helps us build and maintain loyalty with our customers, ensuring they reward us now and in the future. Z is a brand we are proud of. It gives us our unique personality, and anyone who interacts with us should be able to feel it.



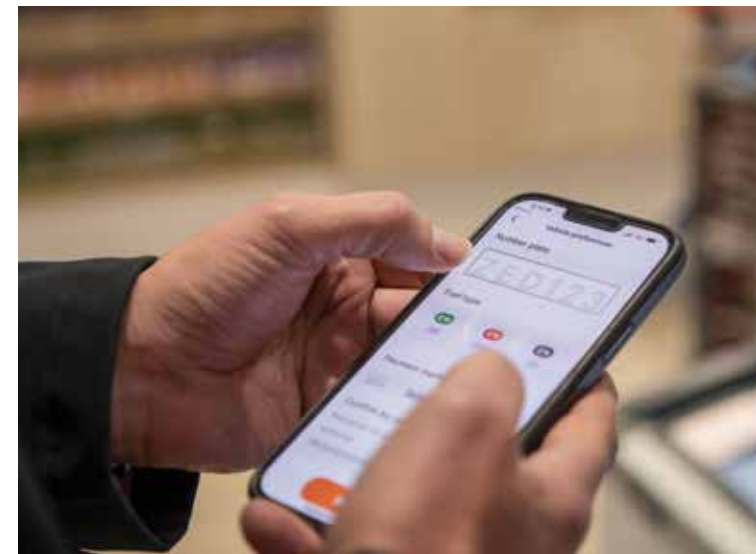
Why do we exist?

We have a clear purpose: Powering better journeys, today and tomorrow.

This sentence captures Z's essence as an energy company – the enabler of journeys for our customers and communities.

The word 'better' is a simple word that encapsulates so much of our aspiration. It reflects our commitment to delivering value now – safe, secure, reliable transport energy – with the opportunity to deliver new journeys with new energy solutions in a changing world.

We are united around this purpose across the Ampol Group. As part of the Group, Z has the scale and opportunity to deliver value and service to our customers today, and the energy solutions for a better tomorrow.





Ambition at the heart of who we are

We are aspirational for Aotearoa New Zealand, our customers, our communities, and our people.

Z has always been a proud Kiwi company. We're aspirational for our future, confident of our role in Aotearoa New Zealand's success and deeply loyal to our customers, communities, and people.



What do we believe in and why?

Our values have always been at the heart of our business. They are the soul of our organisation, and we stand by them.

Our values guide everything we do.

Living our values is key to us delivering our strategy and is what makes Z a place to work where we can all be successful being ourselves. We all have the right and the expectation to hold each other to living these.

We want to work with people who embody these values. We ask you to question actions and behaviours that are inconsistent with any of these values, no matter who and when it is.

We would like to extend mihi, acknowledgement, to Te Kurataiaho Kapea, for his invaluable contribution in interpreting our Z values from a Māori world view. E te Rangatira, e kore e mutu ā mātou mihi.

Our Values.

Tū Kaha | Stand out

We believe we can build a better business and a better world.

'He iti te toki e rite ana ki te tangata - Although an adze is small it is equal to a person'. We are distinctive where it really matters. We challenge the status quo by being bold, innovative and passionate. We work relentlessly to be a force for good for our communities, our economy and our planet.

Tū Māia | Speak up

We believe extraordinary outcomes are fuelled by active participation and dialogue.

'Ko te kai a te rangatira he kōrero - Communication is the sustenance of a leader'. We speak up with courage around what's important to us and encourage others to do the same.

Tū Kotahi | Side by side

We believe learning and growing together delivers unlimited potential.

'He maire tū wao e kore e ngawhere - The forest-standing maire will not give way easily'. We're better together – holding each other up as well as challenging ourselves to grow and develop. Side by side we build trusted partnerships with our people, our customers and our communities.

As we embark on our haerenga into Te Ao Māori, learning how to embrace the wisdom it holds, we have also been gifted the following mātāpono to uplift our Z values.

Rangatiratanga

We are humble in our leadership and lead as a collective to empower others. We respect and value each other and what each of us contributes. We communicate honestly, share openly and co-design across different kaupapa.

Kaitiakitanga

We respect the role we have in safeguarding, preserving, nurturing and protecting Te Ao Māori (the Māori world), mātauranga Māori (Māori knowledge) and taonga (all things treasured).

Whanaungatanga

We foster meaningful and enduring relationships based on good faith, mutual respect, understanding and trust. We create a sense of family connection, sharing our experiences to strengthen our bonds.

Manaakitanga

We exercise deep care and respect across the mahi we do and ensure that it is done in a way that is mana-enhancing and supportive. We aim to create culturally safe spaces that respect and value Tangata Whenua and Te Ao Māori.

Waimeha Inlet, Whakatū, Te Waipounamu. Photo credit: Dr Erik van Eyndhoven.

We would like to extend a mihi, acknowledgement, to Claudia Faletolu and Te Ariki Rangitūtia for their partnership in our early steps on our Te Ao Māori journey - kei ngā manukura, kāore e ārikarika ā mātou mihi. I rangatira ake te timatanga o tēnei haerenga i a kōrua. E owha kau atu ana!





Te ahunga

Where we're going

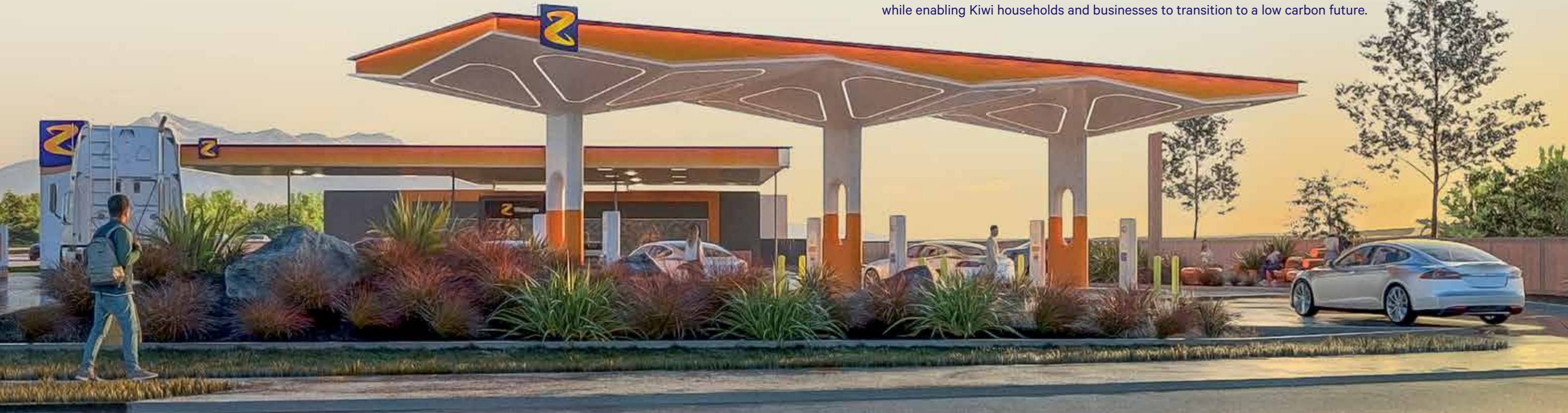
Our strategic context

Strategy is about making informed choices about our future. Our strategy brings together our aspirations with how we are going to get there.

Our strategy confronts the challenges and opportunities that come with being a modern energy company.

It delivers on our role as the country's largest transport energy provider to safely deliver the energy our customers and our economy need, while enabling the solutions that will help power a low carbon future for Aotearoa New Zealand.

Ultimately, our success will be determined by how we deliver for our customers today while enabling Kiwi households and businesses to transition to a low carbon future.



Our strategy

Our strategy aligns where we aspire to go and how we're going to get there.

As New Zealand's largest transport energy company, we have key capabilities needed to win the energy transition. Our strategy charts an ambitious pathway through to 2035 and demonstrates our commitment to meet the fuel and convenience needs of New Zealanders today, while enabling the solutions that will power a transition to a low carbon future. It requires us to innovate and deliver solutions that work for our customers at scale.

Our strategic choices are all interconnected and can be grouped into five energy streams:

- **Z On-the-go:** we have a retail network that is best placed to deliver energy, and convenience retail choices to Kiwi customers on the move.
- **Z at Home:** bringing smart energy choices into people's homes.
- **Z for Business:** delivering value for business customers by meeting various energy needs and supporting their decarbonisation journeys.
- **Z Experience:** building the loyalty of valued customers by delivering value, ease, new offers and increased recognition.
- **Z Fuel Supply:** continuing to generate value through scale, efficiency, and integration of supply operations.

These choices have four key enablers:

- Continue to evolve our culture and capabilities to meet a changing business context.
- Fund growth initiatives through cost and capital efficiencies.
- Transform our data and analytics in service of better decision making.
- Ensure our risk management is fit for purpose in a rapidly changing context.



Te pūtake

What we stand for



What we stand for

Standing for big things is how we begin to solve them.

Climate change, the energy transition, affordable energy, environmental sustainability, safety and wellbeing... just some of the biggest challenges of our time!

Sometimes the scale of the challenge – and the opportunity – can make it hard to know where to start.

Z believes in the power of being crystal clear on what we stand for and our ambition, and then working out how to deliver against them.

These are the areas where we stand for changing the game within Aotearoa New Zealand. We call them our stands and they have been a constant at Z over many years:

- **Safety and wellbeing**
- **Diversity and inclusion**
- **Sustainability**
- **Community**

These stands are integrated; they all work together and are of equal importance. Every person in Z is expected to behave in a way that aligns with and supports them. If our actions and behaviours in any of these stands is without authentic conviction, then we lack integrity and undermine them all. They apply to all that we do with one another, our customers and our partners.



Safety and wellbeing matters

We stand for enhancing the lives of our people and communities.

At Z, we are committed to providing workplaces that enable safe, productive, and engaging work that enhances the physical and mental wellbeing of our Z whānau, the partners we work with, and the communities we serve.

After three years of the Covid-19 pandemic, and the increasing prevalence of extreme weather events across the country, the focus on mental and physical wellbeing has become more important than ever.

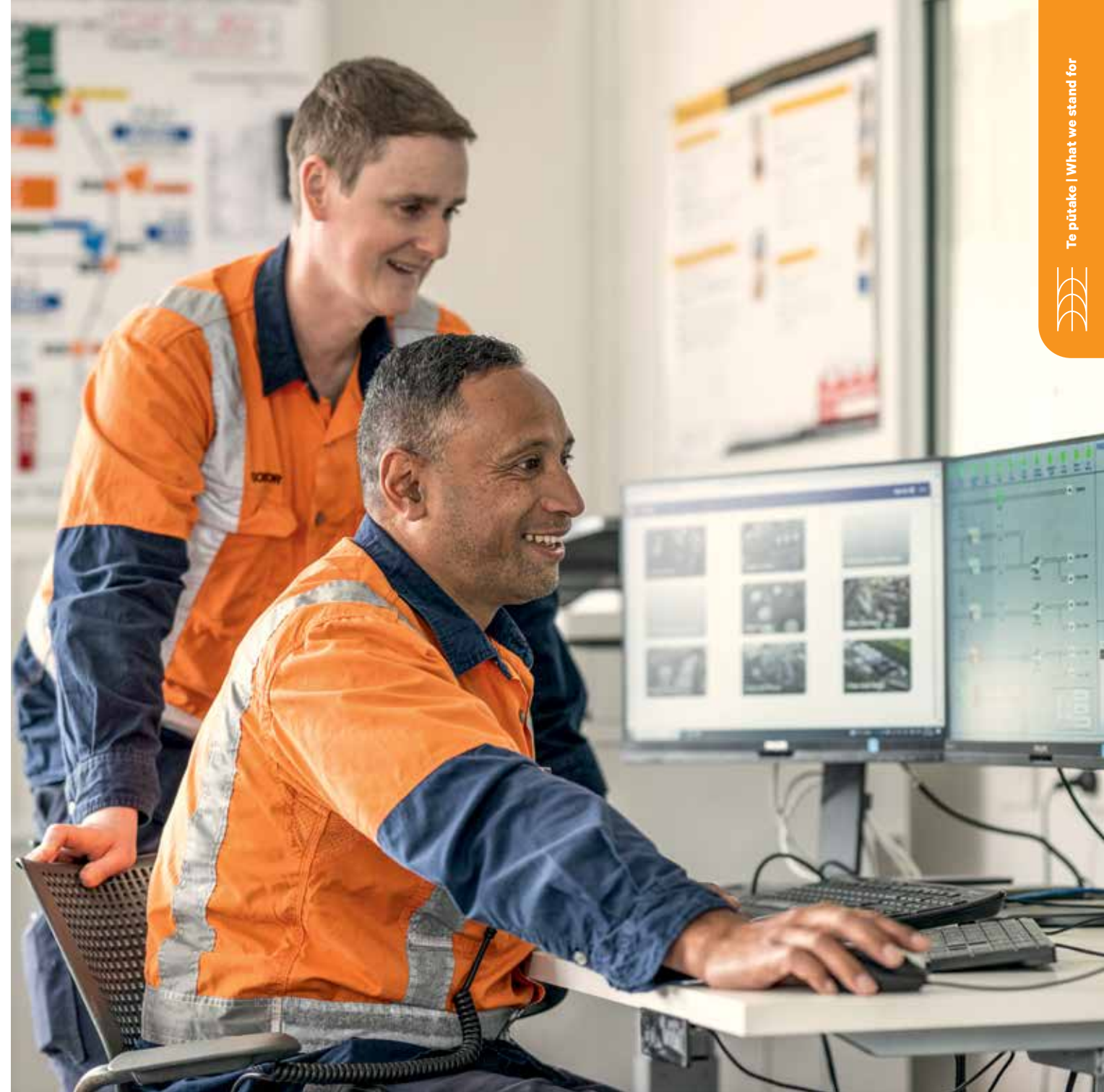
Wellbeing can only be achieved when we are physically and emotionally healthy and feel safe in the work we are doing. Our wellbeing requires us to feel supported in bringing our true selves to work.

We recognise that Z has a broad risk profile across its fuel and transport operations. As such, we proactively identify, eliminate, and manage the risks that we create or face. We must take personal accountability for reducing and managing risks.

We back our people to make the decisions and calls required to protect safety and to build a genuine safety culture.

We enable this stand through our commitment to:

- **Engaged and visible leaders** – standing alongside the teams that rely on us and working together to manage risks.
- **Enabled safety systems** – proactively focusing on the risks that matter most and ensuring the continual improvement of our operations.
- **Capable and courageous people** – working together to grow capability and empower them to make the calls required for safe and reliable operations.





Environmental sustainability matters

The effects of climate change are now being felt across the planet. Helping our customers transition to a low carbon future is an opportunity for Z and core to our strategy.

We stand for an environmentally sustainable Aotearoa New Zealand that is an example to the rest of the world and an inspiration to Kiwi.

Climate change is the most pressing challenge of our time. Z wants to move from being part of the problem, to part of the solution.

The transition to a low carbon future is core to the Z strategy and an area where we have built a number of options, partnerships, capabilities and assets over the last decade. For example, in Z's ownership of the Flick electricity business and our development of EV charging infrastructure.

Given our role in the energy industry, responding to climate change requires great strategy, courage, leadership, and absolute focus on understanding what solutions will work for our customers as they decarbonise their households and businesses.

Z will continue to take a stand on environmental sustainability. We recognise the multi-dimensional nature of issues connected to climate change such as biodiversity loss and impacts on air, water, soil and human health. We will continue to work with partners and suppliers to drive positive change through integrated solutions. But the area where we can, and must, make the most important, profound change is in developing the products and offers to support our customers in their transition to a low carbon future.

Tahuna, Te Waipounamu; Trees That Count and Z revisiting the Welcome Forest which was planted with the community two years earlier.



Community matters

Community. Where we are, where our customers are.

We stand for a resilient and healthy Aotearoa New Zealand that empowers our communities and Z whānau.

Communities are where we all live, learn, move around and play. They are where we invest; where our customers, suppliers, terminals, service stations and truck stops are located. They are where our distribution networks are in between – from big cities to country roads, from the Far North to the deep south.

Z is a community-based business and when you're a part of a community, you look out for it.

Our communities across the country have faced some challenging times over the early 2020s – with Covid-19 lockdowns, an economic slowdown, and regional impacts from extreme weather events. Through good times or bad, Z is grounded in our local communities.

As an employer and an essential business, being a part of a community is a responsibility we feel deeply.



Diversity and inclusion matters

Being successful being ourselves and reflecting Aotearoa New Zealand.

We stand for fostering an environment of diversity and inclusion that makes it possible for our people to truly be themselves and deliver on our aspirations for Z.

Having people that feel they truly 'belong' at Z improves engagement, makes teams stronger, leads to greater innovation and performance, and contributes to more meaningful relationships with customers and stakeholders. Ultimately, a sense of belonging is key to unleashing the potential we all have as humans.

Diversity at Z encompasses gender, race, ethnicity, national origin, disability, age, sexual orientation, physical capability, political opinion, family responsibilities, marital status, education, employment status, cultural background and more.

The more diversity we have in the Z whānau, the greater the mix of thought, experience, perspective and insight we enjoy. This diversity leads to more meaningful work for our people, happier people and, ultimately, better performance.



RAINBOW TICKET GenderTick





Te tono

What we ask of you



We are all leaders

We believe leadership is causing something to happen that would not otherwise happen.

We believe everyone is a leader and leadership starts with leading yourself.

We believe great leadership cannot be matched. It sets us apart and enables value creation.

We believe that leadership is required to deliver extraordinary outcomes and results. We will not capture the possibility in front of us by being ordinary – that is why we have high expectations of ourselves and each other.

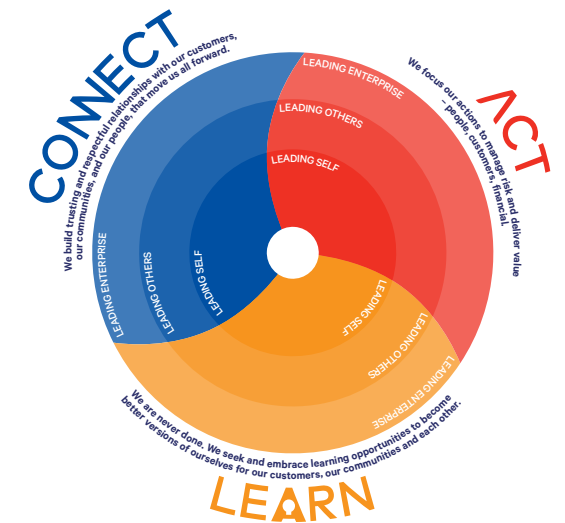
At Z, we invest in the growth, development and leadership capability of our people as it is our people who deliver our aspiration.

We stand behind our people and we back them, but we also hold them accountable and expect them to demonstrate high levels of personal responsibility and performance.

We are straight up about our performance and development gaps and celebrate our individual and collective accomplishments.

Our leadership framework is built off these beliefs.

It outlines the expectations we have of our people and provides the foundation for our commitment to leadership development, building capability and developing and retaining talented people.





Grow with us

We care deeply for our people while pushing them to achieve their best as individuals and collectively as an organisation.

Whether you're a customer, supplier, partner organisation or a member of the Z team, being clear on what matters to you is important to us.

If we're clear with one another around what matters, where our personal values sit and what our expectations are, we're more likely to succeed and deliver higher standards of performance.

If we're clear on what we stand for, people have clear expectations of us and hold us to account around how we act. To be successful in Z, you need to think, do and be these four things:

Perform

We require high standards of performance and personal accountability, so we expect people to deliver the results they commit to.

Behave

We have equally high standards for behaviours and leadership. We do not tolerate a 'results-at-any-cost' approach, or inconsistencies with our values.

Learn

None of us knows it all, so a willingness to learn and think differently is essential in a rapidly changing world. We all have something to learn from others. We will learn quickly, fail fast and respect the experiences and perspectives of others.

Enjoy

Life is too short to tough it out at work. We will celebrate success with our whānau, support each other and have fun in our work. We all do our best work when we are happy and valued.



Your decision to be part of our team is a choice and we recognise that it may not be right for everybody. We encourage you to think carefully about what you have read.

If we are a good match for both your head and your heart, then join us for one heck of a journey...



Glossary

Term	Definition
Haerenga	Journey, trip.
Kāhui Whetū	A constellation or cluster/group of stars. In our Z context we refer to Kāhui Whetū as our guiding stars, helping us to navigate our journey into the future. In this document Kāhui Whetū is represented by four stars for each of the four sections.
Kaitiakitanga	Guardianship, stewardship. In our Z context we use Kaitiakitanga to describe our role in safeguarding, preserving, nurturing and protecting Te Ao Māori with the utmost respect.
Kaupapa	Topic, policy matter for discussion, plan, subject, theme, initiative.
Kiwi	Northern brown flightless, nocturnal endemic bird with hair like feathers and a long beak with sensitive nostrils. New Zealanders are commonly called 'Kiwis' because of the Kiwi bird which is a national symbol of Aotearoa New Zealand. This is the context that Z uses the term Kiwi.
Mana (-enhancing)	Self-worth, prestige, authority, control, power, influence, status, spiritual power, charisma - mana is a supernatural force in a person, place or object. Mana is the force that binds together the human (he tangata), natural (te ao turoa) and ideological (wairuatanga) dimensions of a Māori worldview. Mana-enhancing is putting into practice methods and approaches that uplift the mana of others, treating others with deep care and respect.
Manaakitanga	Hospitality, kindness, generosity, support - the process of showing respect, generosity, and care for others. Reciprocity. In our Z context we use Manaakitanga to describe the deep care and respect we have, share and build with others, our mahi and Te Ao Māori.
Mātauranga Māori	Māori knowledge the body of knowledge originating from Māori ancestors, including the Māori world view and perspectives, Māori creativity and cultural practices.
Mō Mātou	Section title of 'Who we are' and name of one of our stars in Kāhui Whetū.
Ngā Mātāpono	Principles (plural).

Glossary

Term	Definition
Rangatiratanga	Leadership of a group. In our Z context we use Rangatiratanga to describe our leadership as humble, collective, respectful and empowering of others with open and honest communication.
Tangata Whenua	Local people, indigenous people, people born of the land where the people's ancestors have lived and where their placenta is buried. In our Z context we recognise and acknowledge Māori as Tangata Whenua of Aotearoa New Zealand.
Taonga	Treasure, anything prized - applied to anything considered to be of value including socially or culturally valuable objects, resources, phenomenon, ideas and techniques.
Te Ahunga	Section title of 'Where we are going' and name of one of our stars in Kāhui Whetū.
Te Ao Māori	The Māori world (view).
Te Pūtaka	Section title of 'What we stand for' and name of one of our stars in Kāhui Whetū.
Te Taiao	The world, earth, natural environment, nature.
Te Tono	Section title of 'What we ask of you' and name of one of our stars in Kāhui Whetū.
Tū Kaha	Interpretation of 'Stand out', one of our Z values.
Tū Kotahi	Interpretation of 'Side by side', one of our Z values.
Tū Māia	Interpretation of 'Speak up', one of our Z values.
Tō Tātou Pūtaka	Title of 'Our Why'.
Whakapapa	To lie flat, to place in layers, to recite genealogies. Reciting whakapapa was, and is, an important skill and reflected the importance of genealogies in Māori society in terms of leadership, land and fishing rights, kinship and status. In our Z context we refer to the concept of whakapapa, understanding where we have come from, relationships we have built and the future we are building, moving forward.
Whakatauki	A proverb, significant saying.





Our Promise
Z IS FOR AOTEAROA
NEW ZEALAND.



Our Values.



Tū Kaha | Stand out

We believe we can build a better business and a better world.



Tū Māia | Speak up

We believe extraordinary outcomes are fuelled by active participation and dialogue.

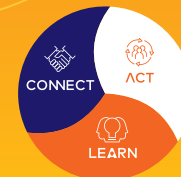


Tū Kotahi | Side by side

We believe learning and growing together delivers unlimited potential.

Our Purpose

Powering better journeys today, and tomorrow.



Our Stands.



Safety and wellbeing



Diversity and inclusion



Sustainability



Community

