

Understanding Stakeholder Perceptions

December 2025
TRA X Commerce Commission

TRA

Executive summary

Overview

This report presents results of an annual survey conducted by the Commerce Commission and its independent research partner, TRA.

The Commerce Commission has improved perceptions of its communication and engagement, with the key performance metric increasing nine points. Measures for decision making and performance in role overall have also improved, but perceptions in these areas remain in line with 2022 levels.

These are positive results, but there remains several key focus areas for the Commerce Commission going forward. Analysis points to the importance of keeping Commerce Commission visibility high, as it has a positive effect on overall perceptions. In addition, stakeholders would like to see more in-person engagement opportunities, stronger educational initiatives for consumers, and clearer rationale behind decision making.

Key takeouts

- Stakeholders who think the Commerce Commission performs well or very well in ‘how they communicate and engage’ has increased 9 points to 66%. This is the highest level in the past 4 years of measurement.
- Perceptions towards ‘how they go about making decisions’ and performance in ‘its role overall’ both increased 4 points. While this is a positive result, the overall trend for these areas remains steady, and levels are consistent with those of 2022.
- Importantly, visibility to stakeholders has increased over the last year. 40% of stakeholders say they are hearing more from or about the Commerce Commission now compared to one year ago. Stakeholders who have noticed increased visibility in the past year have more positive perceptions compared to those who haven’t.
- The Commerce Commission is driving its own visibility to stakeholders, with 80% having seen or heard about the Commerce Commission through direct communications, and 72% through news and media coverage.
- Uplifts in key performance measures are seen across most stakeholder groups, including Credit contracts and consumer finance, Fair trading, Competition and Market regulation. However, perceptions among stakeholders that interact with the Commerce Commission for Infrastructure regulation have declined this year.
- Emails continue to be the most preferred communication channel, however stakeholders continue to value more interactive engagement, like in-person meetings and workshops.

Background

The Commerce Commission is New Zealand's primary competition, fair trading, consumer credit and economic regulatory agency. It plays a role in ensuring New Zealand's markets are competitive, sectors with little or no competition are appropriately regulated, and consumers and businesses are informed, empowered and have their interests protected.

The Commerce Commission places a strong emphasis on monitoring its performance, using impact indicators and operational-level output measures. A critical aspect of this evaluation is gauging how the Commerce Commission is perceived by its key stakeholders and the value they perceive in its activities.

By increasing understanding and support for its work, the Commerce Commission will be better positioned to achieve its vision: making New Zealanders better off because markets work well and consumers and businesses are confident market participants.

In 2022, TRA conducted benchmark research, involving both qualitative and quantitative work. The survey component (based on the qualitative findings) covered four key areas: overall performance, communication, engagement, and decision making processes.

In 2023, 2024 and 2025, TRA conducted the quantitative phase of the research to assess changes in key measures. The objective of this survey is to assess overall perceptions of the Commerce Commission, with a focus on identifying trends in these perceptions over time.

Research objectives

The objective of the research was to help us understand how the Commerce Commission is viewed by their key stakeholders. Specifically:

- Current perceptions of the Commerce Commission and how healthy the relationships are with the key stakeholder groups who have an influence on effectiveness.
- Stakeholders' engagement experiences and expectations.
- A regulatory system view of how effective stakeholders think the Commerce Commission are at regulating their respective markets.
- Stakeholders' engagement experiences and expectations.

Provide repeatable measures via an annual stakeholder survey, that:

- Measure current performance and role of the Commerce Commission in engaging with stakeholders.
- Measure performance across Commerce Commission's role, communication, engagement, and decision making.

Methodology

A 10-minute online survey was sent to stakeholders of the Commerce Commission, with 367 stakeholders completing the survey – an increase from 326 in 2024.

TRA sent an online survey to stakeholders on behalf of the Commerce Commission via an email with an embedded survey link. This took them directly to the TRA survey. All data was collected and analysed by TRA using their survey platform.

The questionnaire and methodology remained consistent with 2022 to 2024 to ensure comparability, with minor adjustments made to address new topics. Results are compared against those from 2022 to 2024 where applicable. Meaningful differences to previous years are indicated throughout the report.

The grouping of stakeholders based on their reasons for interacting with the Commerce Commission has remained the same for consistency. It's also important to note that individual stakeholders often engage the Commerce Commission across multiple areas.

To enhance the survey response rate and respect stakeholder preferences of answering questions, individuals were given the choice to skip questions they did not wish to answer. As a result, there may be variations in base sizes.

Each year the sample is sourced from the various branches of the Commerce Commission. This approach ensures that the survey captures a cross-section of stakeholders relevant to that particular year.

Fieldwork ran from 21st October – 4th November 2025.

The margin of error at the 95% confidence interval is +/- 5.1% on a sample size of n=367.

Recap of the 2024 results

In our 2024 research, we had seen no significant changes in perceptions towards the Commerce Commission on key performance measures.

However, we observed positive signs from lead indicators. 56% of stakeholders had noticed a change in the Commerce Commission’s approach to enforcing the law, and of these stakeholders, 54% thought the changes were positive. These stakeholders had noticeably higher perceptions of the Commerce Commission.

Positive perceptions of the Commerce Commission in:	% among all stakeholders 2024	% among stakeholders who noticed a positive change
Its role overall	61%	77%
How they go about making decisions	48%	65%
How they communicate and engage	57%	75%

There was evidence that the Commerce Commission was achieving impact, just not among a large enough proportion of stakeholders to shift overall perceptions.

In response to these findings, a new visibility metric was added to the 2025 survey. Visibility is an important precursor to noticing and perceiving change in enforcement, and this measure will help to identify how visible the Commerce Commission is to its stakeholders, how visibility is trending over time and which channels are having the greatest contribution.

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The Commerce Commission's overall performance

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1

In 2025, what stakeholders emphasise as important is consistent with previous years

For the Commerce Commission’s role overall, unbiased and effective law enforcement is very important.

Stakeholders who have interacted with the Commerce Commission for credit contracts and consumer finance place higher importance on the Commerce Commission’s role as an educator – of both business compliance (75%) and consumer rights (70%).

Importance of the Commerce Commission to act in its role

(% of stakeholders that selected ‘very important’)

	2022	2023	2024	2025
Be unbiased in the way it enforces the law	86%	87%	87%	88%
Effectively enforce the law	77%	79%	80%	82%
Demonstrate knowledge and expertise in your industry/sector	70%	71%	69%	67%
See the bigger picture of what’s best for New Zealand going forward	63%	68%	68%	65%
Educate businesses on how to comply with the law	63%	62%	62%	58%
Educate consumers on their rights	54%	56%	57%	55%
Inform people about competition, choice, and supplier performance in markets	46%	45%	51%	48%
Understand a Te Ao Māori perspective	23%	21%	26%	20%

When engaging stakeholders, communicating with clarity and transparency are the attributes that matter most. This is reflected among all stakeholder groups.

Importance of the Commerce Commission in communication and engagement

(% of stakeholders that selected ‘very important’)

	2022	2023	2024	2025
Communicates with clarity	83%	79%	80%	82%
Is transparent and open	80%	79%	77%	81%
Is timely in response	66%	62%	66%	65%
Puts me in touch with the right people within the Commission	66%	65%	63%	65%
Is collaborative	61%	63%	64%	64%
Is respectful	59%	61%	63%	62%
Is proactive	56%	52%	59%	55%
Engages in a way that is relevant to my needs	61%	56%	59%	53%
Is confident	50%	50%	49%	52%
Is personable and relationship focused	47%	46%	48%	43%

Source: Commerce Commission stakeholder survey

▼▲ Significantly lower/higher than previous year

Q: Thinking about the Commerce Commission’s role, how important is it for the Commerce Commission to...

Q: Thinking about how the Commerce Commission communicates and engages with you, how important is it that the Commerce Commission...

Base: Total sample '22 n=241; '23 n=296; '24 n=322; '25 n=358. Credit contracts subgroup n=94.

Performance in communication and engagement has increased to its highest recorded level in the past four years

The following measures represent key performance indicators by which stakeholders assess the Commerce Commission’s effectiveness in its role overall, decision making and communication and engagement.

The Commerce Commission’s overall performance in communication and engagement has increased 9 points to 66% – its highest level in the past four years.

Perceptions of decision making and its role overall also increased 4 points each. While this is a positive result, the overall trend for these areas remains steady, and levels are consistent with those of 2022.

Commerce Commission overall performance in... (% of stakeholders that selected ‘well’ or ‘very well’)

	2022	2023	2024	2025
Its role overall	65%	63%	61%	65%
How they go about making decisions	52%	47%	48%	52%
How they communicate and engage	57%	62%	57%	▲ 66%

▼▲ Significantly lower/higher than previous year

Source: Commerce Commission stakeholder survey
 Q: How well do you believe the Commerce Commission performs in...?
 Base: Total sample '22 n=248; '23 n=300; '24 n=323; '25 n=366.

Improved performance is observed across a range of different stakeholders

The improvement in key performance measures is seen across most stakeholder groups, including Credit contracts and consumer finance, Fair trading, Competition and Market regulation. Fair trading and Market regulation groups have significantly improved.

Perceptions about decision making and role overall among stakeholders that interact with the Commerce Commission for Infrastructure regulation have declined this year.

Commerce Commission overall performance (change versus 2024) (% of stakeholders that selected 'well' or 'very well')

	Its role overall	How they go about making decisions	How they communicate and engage
Competition	+11	+10	+10
Fair trading	▲ +17	+13	+9
Market regulation	+8	▲ +12	+9
Credit contracts and consumer finance	+13	+8	+7
Infrastructure regulation	-8	-8	+1

▼▲ Significantly lower/higher than previous year

Stakeholder nuance

Market regulation spans across multiple industries. At this industry view, each group contributed to improved perceptions overall, except for Retail payments, which held steady across each key performance measure.

The majority (72%) of Infrastructure regulation stakeholders that provided feedback in this survey were from the Electricity (transmission and distribution) sector. The other sectors within Infrastructure regulation; Gas pipelines, Airports and Water, can't be reported on at an individual industry level due to small sample sizes.

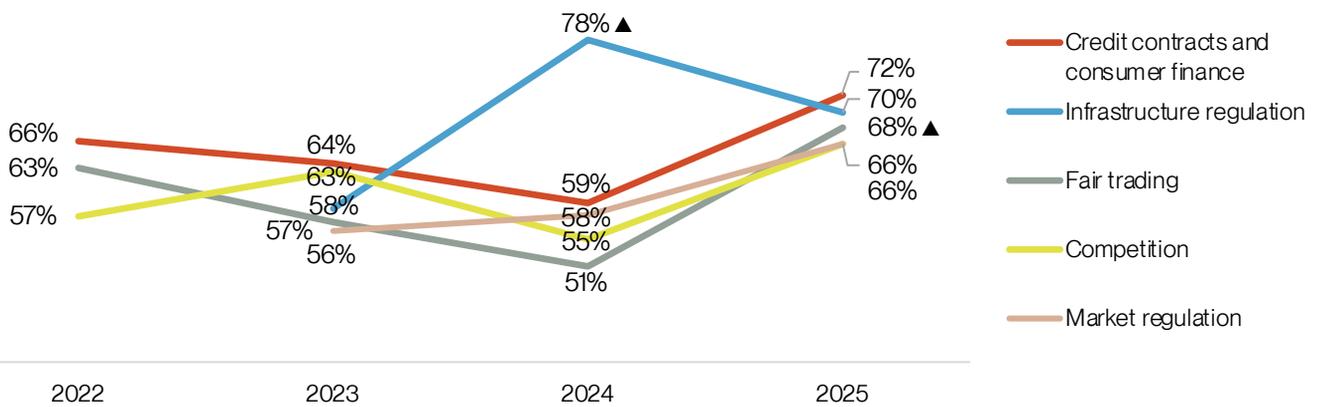
Source: Commerce Commission stakeholder survey
 Q: How well do you believe the Commerce Commission performs in...?
 Base: Stakeholder groups '24 n=70-139; '25 n=96-162. Market regulation subgroups n=34-77.

Progress in communication and engagement is seen in multiple stakeholder groups

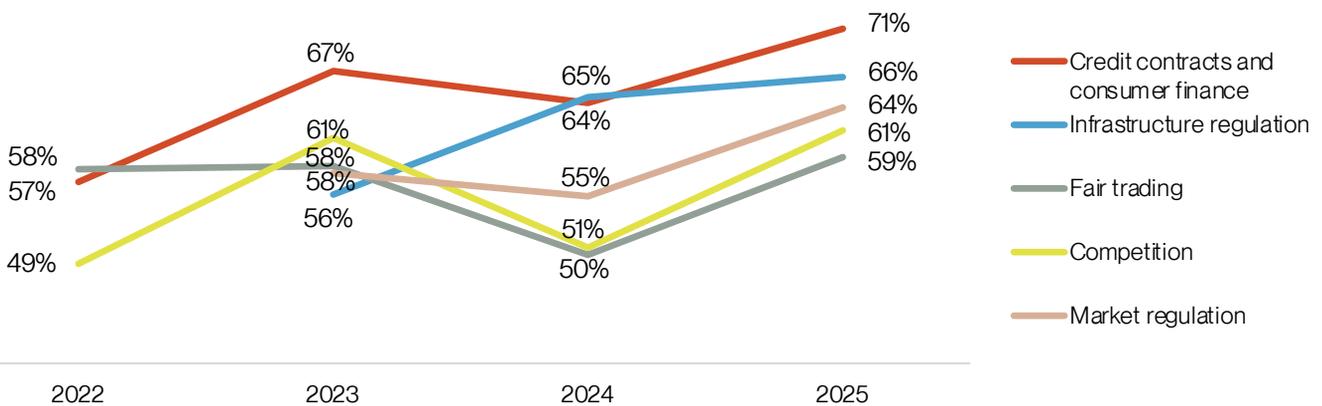
The increase in communication and engagement is not driven by a single group, but comes from an uplift to stakeholders broadly.

Although perceptions of the Commerce Commission’s overall role have decreased among the Infrastructure regulation group, this follows a significant increase in 2024, and it remains the second strongest group for this measure.

Commerce Commission performance in role overall (% of stakeholders that selected ‘well’ or ‘very well’)



Commerce Commission performance in communication and engagement (% of stakeholders that selected ‘well’ or ‘very well’)



Note: see the appendix (P27) for stakeholder group perceptions of decision making.

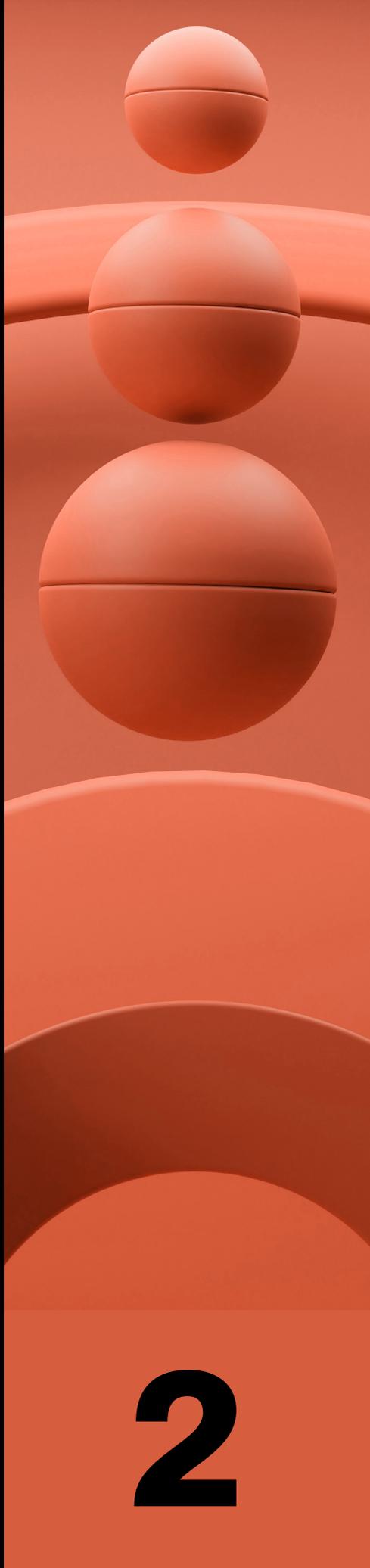
Source: Commerce Commission stakeholder survey
 Q: How well do you believe the Commerce Commission performs in...?
 Base: Stakeholder groups '22 n=61-134; '23 n=51-123; '24 n=70-139; '25 n=96-162

▼▲ Significantly lower/higher than previous year

Broader stakeholder perceptions

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The right side of the page features a vertical column of abstract, three-dimensional orange shapes. At the top is a small sphere. Below it is a larger sphere, followed by another sphere of similar size. The bottom half of the column consists of several overlapping, rounded rectangular shapes that create a sense of depth and perspective. The entire design is set against a solid black background on the left and a solid orange background on the right.

In 2025, stakeholders said the Commerce Commission’s industry knowledge and expertise has improved

This is a standout among other attributes. ‘Informs people about competition, choice, and supplier performance in markets’ also increased for the second consecutive year.

Agreement that in its role overall, the Commerce Commission...

	2022	2023	2024	2025
Demonstrates knowledge and expertise in your industry/sector	62%	61%	60%	▲ 68%
Is unbiased in the way it enforces the law	64%	60%	61%	64%
Effectively enforces the law	57%	60%	60%	60%
Educates consumers on their rights	56%	56%	55%	56%
Informs people about competition, choice, and supplier performance in markets	47%	47%	50%	54%
Educates businesses on how to comply with the law	51%	55%	50%	51%
Sees the bigger picture of what’s best for New Zealand going forward	45%	45%	46%	48%

▼▲ Significantly lower/higher than previous year

Stakeholder nuance

The increase in ‘demonstrates knowledge and expertise’ has been driven by Fair trading (+25), Market regulation (+15) and Competition (+9) stakeholder groups.

Infrastructure regulation (75%) and Credit contracts stakeholders (72%) currently have the highest perceptions of the Commerce Commission for this attribute. Even though Competition stakeholders have increased, they still have the lowest score among stakeholder groups, at 59%.

Source: Commerce Commission stakeholder survey
 Q: How strongly do you agree or disagree that the Commerce Commission...
 Base: Total sample '22 n=249; '23 n=301; '24 n=323; '25 n=364. Subgroups n=93-162.

The Commerce Commission is seen as unbiased, but timeliness of decision making is a weakness

The biggest improvements to perceptions of the Commerce Commission’s decision making has been for attributes of being transparent (+7), fair (+5) and unbiased (+5).

Agreement that the Commerce Commission’s decision making...

	2022	2023	2024	2025
Is unbiased	61%	62%	61%	66%
Is fair	58%	61%	58%	63%
Is transparent	54%	59%	56%	63%
Is logical	58%	53%	59%	60%
Is consistent	57%	56%	57%	56%
Is timely	42%	45%	46%	47%

▼▲ Significantly lower/higher than previous year

Stakeholder nuance

Perceptions of transparency in decision making has had the greatest increase for Credit contracts and consumer finance stakeholders (+18). But the increase in this attribute doesn’t extend to all stakeholder groups – Infrastructure regulation is down 10 points.

Credit contracts and consumer finance stakeholders also lead the improvements for perceptions of fairness and being unbiased.

Source: Commerce Commission stakeholder survey
 Q: Thinking about the Commerce Commission and how they go about making decisions and enforcing the law, specifically those that impact your organisation, how strongly do you agree or disagree that the Commerce Commission...
 Note: in 2024 question wording was updated to include "and enforcing the law..."
 Base: Total sample '22 n=248; '23 n=299; '24 n=323; '25 n=363. Subgroups n=93-162.

Strengthened sentiment towards communications and engagement is supported by multiple attributes

Almost all communication and engagement attributes have improved, with no single attribute driving the increase in the overall improvement. This suggests a general strengthening in perceptions, led by improvements to multiple areas.

Agreement that the Commerce Commission’s communication and engagements...

	2022	2023	2024	2025
Is respectful	75%	76%	74%	78%
Communicates with clarity	65%	66%	65%	71%
Is confident	63%	▲ 70%	64%	69%
Is transparent and open	60%	60%	61%	65%
Puts me in touch with the right people within the Commission	58%	60%	63%	64%
Engages in a way that is relevant to my needs	57%	60%	58%	62%
Is personable and relationship focused	57%	59%	55%	60%
Is collaborative	53%	53%	56%	59%
Is timely in response	49%	▲ 57%	56%	55%
Is proactive	53%	53%	54%	50%

▼▲ Significantly lower/higher than previous year

Stakeholder nuance

The biggest increase is ‘communicates with clarity’. This is caused by positive shifts among Credit contracts and consumer finance (+12) and Market regulation (+8).

The decline in ‘is proactive’ is largely driven by the Infrastructure regulation group (-16), in particular the Electricity (transmission and distribution) industry.

Source: Commerce Commission stakeholder survey
 Q: Thinking about how the Commerce Commission communicates and engages with you, how strongly do you agree or disagree that the Commerce Commission is...
 Base: Total sample '22 n=248; '23 n=300; '24 n=323; '25 n=362. Subgroups n=93-162.

Emails remain the most preferred engagement channel, but there is an appetite for more interactive formats

Stakeholders show a stronger preference for interactive formats such as in-person meetings and workshops than is reflected in their current level of interaction through these channels.

Channel preference and actual level of stakeholder interaction with the Commerce Commission

	2025 interaction	2025 preference for interaction	2024 preference for interaction
Emails	▼ 68%	61%	67%
Webinar or presentation	49%	52%	46%
In-person meetings	38%	47%	48%
Commerce Commission website	62%	47%	43%
Online/digital meetings (e.g. Zoom)	41%	45%	47%
Workshops	▼ 19%	42%	40%
Consultations	32%	37%	34%
Commission wide newsletter (Competition Matters)	35%	33%	
Business or stakeholder seminars	18%	33%	29%
Commission sector specific newsletter	24%	28%	31%*
Conferences	21%	28%	24%
Stakeholder functions	▼ 13%	25%	27%
Round tables	7%	21%	22%
Letters/mail	19%	16%	13%
Social media (e.g. LinkedIn)	▲ 18%	▲ 13%	5%
Hui or Wānanga event	6%	▼ 10%	15%
Other	4%	3%	2%

Note: see the appendix (P28) for historical data on channel use.

*Wording used in 2024 was 'Newsletter'.

▼▲ Significantly lower/higher than previous year

Stakeholder nuance

Stakeholders in Competition, Market regulation, and Infrastructure regulation are more likely to prefer in-person meetings with the Commerce Commission than other groups. For each, this is their second most preferred option, after emails.

Stakeholders in credit contracts and consumer finance have a strong preference for webinars or presentations (74%), which increased 16 points.

Source: Commerce Commission stakeholder survey

Q: Please select the ways in which you would prefer to interact or engage with the Commerce Commission in the future?

Base: Those who have interacted or engaged with the Commerce Commission '25 n=335. Subgroups n=93-162.

The sum of these results is greater than 100%; this is because respondents were able to select multiple options for this question.

Contributors to improved performance

TRA

3

40% of stakeholders are hearing more from or about the Commerce Commission

The purpose of measuring visibility in 2025 was to understand the extent to which stakeholders are aware of the Commerce Commission’s activities and engagement efforts. This measure shows how visible the Commerce Commission is to its stakeholders, and which communication channels are most effective in reaching them.

In 2025, the Commerce Commission has a high degree of visibility to its stakeholders, driven by its direct communication channels and news / media coverage.

Commerce Commission channel visibility

	2025
Direct communications (e.g. emails, newsletters)	80%
News / media coverage	72%
The Commerce Commission website	64%
Word of mouth	31%
Social media (e.g. LinkedIn)	29%
Somewhere else	8%

Importantly, the Commerce Commission has grown its visibility in the last year, which is an important factor for strengthening perceptions.

Change in visibility compared to one year ago

40% 

I'm hearing more

51% 

About the same amount

5% 

I'm hearing less

Stakeholder nuance

Credit contracts and consumer finance, Market regulation and groups that interact on general Commerce Commission matters are more likely to hear direct communications.

Competition and Market regulation groups hear more news / media coverage.

In the last year, Market regulation groups (especially the Grocery industry) are noticing more from or about the Commerce Commission compared to other groups, with 46% saying they are hearing more.

Source: Commerce Commission stakeholder survey
Question added in 2025

Q: In the last three months, have you seen anything from or about the Commerce Commission through any of the following?
Q: How much are you hearing from or about the Commerce Commission now compared to one year ago?

Base: Total sample '25 n=367. Subgroups n=93-162.

Increased visibility is linked to stronger performance in key performance measures

The table below looks at how stakeholders’ perceptions of the Commerce Commission vary based on their level of visibility. It compares the perceptions of stakeholders who are hearing more about the Commerce Commission now compared to one year ago, and stakeholders where the level of visibility has remained the same.

Commerce Commission key performance measures and change in visibility

	% among all stakeholders 2025	% among stakeholders hearing more	% among stakeholders hearing about the same
Its role overall	65%	79%	60%
How they go about making decisions	52%	57%	54%
How they communicate and engage	66%	74%	62%

The analysis shows that when the Commerce Commission increases its visibility to stakeholders, there is a clear improvement in overall perceptions.

This uplift is particularly noticeable in perceptions of the Commerce Commission’s role overall, which is 19 points higher than stakeholders who are hearing the same amount. Communication and engagement increased 12 points and decision making increased 3 points.

There is strong evidence to support that increasing visibility has a positive impact on stakeholder perceptions for the Commerce Commission’s role overall and communications and engagement, though it has a lesser effect on perceptions of decision making.

Source: Commerce Commission stakeholder survey
 Question added in 2025
 Q: How much are you hearing from or about the Commerce Commission now compared to one year ago?
 Base: Total sample '25 n=367; stakeholders hearing more n=146; stakeholders hearing about the same n=189.

Stronger enforcement action is one of the key positive changes noticed by stakeholders

When asked about what positive changes stakeholders have noticed in 2025, a common theme in responses was the willingness to take enforcement action.

Stakeholders also said it has been positive to see the Commerce Commission's proactivity and involvement across a wider range of business activities.

Positive changes noticed by stakeholders



"More conversations and awareness of Commerce Commission taking action."

"More proactive in identifying areas of concern, language used and timely manner information/views sent out/posted. Highly skilled staff. Although sometimes I have noticed complacency in some areas that I would think require a more pro-active/direct approach."

"Showing more strength in the supermarket area."

"Moving forward on initiating or promoting actions to address current noncompliance issues of not competitive practices. Being a voice re: industry standards and what is acceptable practice."

"I believe the Commission has become more proactive and engaged in a greater range of business activities."

"More calling out of businesses, in particular, the telecommunications providers, on regulatory requirements and prosecutions."

"The Commission has been more proactive in investigating breaches of the law and more willing to prosecute"

"Bolder and taking more action, which is positive. However, we look to Australia and the ACCC and see they're doing so much more."



Continued focus areas

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4

1. Continue to increase visibility

There is compelling evidence that increasing the visibility of the Commerce Commission has a positive effect on stakeholder perceptions. This is particularly true for role overall and communications and engagement. As may be expected, perceptions on the Commerce Commission’s decision making are less impacted by visibility – as these perceptions require greater understanding or agreement.

40% of stakeholders are hearing more from the Commerce Commission now compared to a year ago, highlighting the effort and progress made to date.

The Commerce Commission can have confidence that increasing visibility is a useful tool for continuing to strengthen overall perceptions.

2. There is a desire to see more educational initiatives for consumers

Nine in ten stakeholders outlined areas that they would like to see more of. While these range from education to enforcement, many point to the need for even greater engagement through educational material including case studies and direct engagement.

Areas stakeholders would like to see more of from the Commerce Commission

	2023	2024	2025
Industry guidelines and/or education programs	25%	21%	26%
Enforcement action by the Commerce Commission	21%	20%	23%
Direct engagement with businesses	14%	18%	17%
Seeking remedies for consumers	11%	9%	10%
Market research or case studies	10%	10%	7%
Other*	9%	8%	7%
Not sure	10%	13%	10%

*Included education initiatives and more public engagement.

Stakeholder nuance

Stakeholders that have interacted with the Commerce Commission on Fair trading (32%) and Competition (31%) are more likely to say they want to see more enforcement action. This has grown by 4 and 6 points respectively in 2025.

Industry guidelines and/or education programs is the most preferred area for stakeholders that interact with the Commerce Commission for Credit contracts (29%), Infrastructure regulation (25%) and General Commerce Commission matters (28%).

Source: Commerce Commission stakeholder survey
 Q: And what is one thing you would like to see more of from the Commerce Commission?
 Base: Total sample '23 n=301; '24 n=326; '25 n=367. Subgroups n=93-162.

3. Feedback from stakeholders

Stakeholders have been given the opportunity to provide feedback to the Commerce Commission through two open-ended questions: one on communication and engagement and one for overall improvements.

For communication and engagement, one of the common themes stakeholders spoke about was transparency – regarding process, decisions and timelines. There were also mentions of website useability optimisation and timeliness of communications.

Themes in suggestions for the Commerce Commission overall included the desire for stronger enforcement action and education to support businesses.

Suggested improvements to the Commerce Commission overall

“

“Clarity in the mission needs to be constantly reiterated in comms. CC officers need to ensure they are operating in alignment with their mission and allocating time to those infringements which make the most difference to that mission.”

“Place more focus on educating businesses and consumers. Consumers shouldn't have to subscribe to a magazine to understand their rights. Increase enforcement for smaller but equally damaging players.”

“Partner better. There are organisations out there that can amplify your message, particularly educating consumers, and reach audiences the Commission can't.

”

Suggested improvements to the Commerce Commission's communication and engagement

“

“More transparent engagement as to its processes, purpose behind its processes and the approach to these processes. Engagement with regulated stakeholders needs to be increased and improved.”

“The Commerce Commission could improve its engagement with us by being more proactive in working with emerging competitors and startups of all sizes. Too often, engagement is concentrated around large corporates, while smaller players are left out of critical conversations that shape the competitive landscape.”

“Improve the website which is difficult to navigate. Produce more regular updates of core regulatory determinations incorporating all amendments.”

”

3. Feedback from stakeholders

In these questions, feedback was also submitted about the Commerce Commission's decision making.

A common sentiment among stakeholders is they would like a more collaborative approach in the consultation phase, and to be communicated a rationale to decisions made, with supporting evidence.

Suggested improvements to the Commerce Commission's decision making

“

“Produce logical well supported decisions and engage with stakeholders (better consultation practices).”

“Continue to provide pertinent webinars/workshops to put skin on relevant legislation changes that affect our sector.”

“The newsletters are good. I could do with more explanation when issues are being delayed for whatever reason, and perhaps more explanation when the Commission feels it is unable to act more directly due to limits on its legal powers.”

“Write your documentation more logically from the audience's perspective. Get feedback before you finalise from an applicable advisory group who are going to have to implement/report on it.”

”

Summary of focus areas

1

Continue to increase visibility

There is strong evidence to support that increasing visibility has a positive impact on stakeholder perceptions for the Commerce Commission's role overall and communications and engagement (although it has a lesser effect on perceptions of decision making). Stakeholders still want to see more from the Commerce Commission, indicating that there is further appetite and room to increase the Commission's visibility and out-reach initiatives.

2

A desire for more educational initiatives for consumers

Feedback from stakeholders shows a desire for more education programs and industry guidelines. The Commerce Commission should consider what action it can take in these areas and how this could be an opportunity to enhance its visibility to stakeholders.

3

A desire for more rationale behind decision making

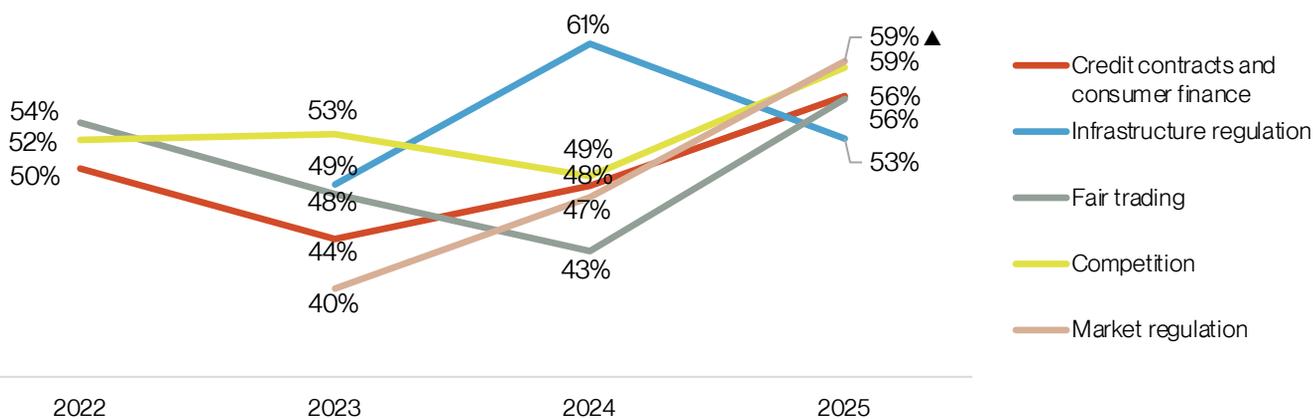
Decision making is currently the weakest performing key performance measure, and increased visibility isn't likely to impact this area directly. While stakeholders may not always agree with the decisions, they would like to be informed of the rationale behind the decisions made, including supporting evidence, or any stakeholder consultations made.

Appendix

Perceptions of decision making among Market regulation stakeholders have increased for the second consecutive year

The industries that have had the biggest improvements in 2025 are stakeholders that interact with the Commerce Commission about Fibre networks and Grocery.

Commerce Commission performance in decision making (% of stakeholders that selected 'well' or 'very well')



▼▲ Significantly lower/higher than previous year

Source: Commerce Commission stakeholder survey
 Q: How well do you believe the Commerce Commission performs in...?
 Base: Stakeholder groups '22 n=61-134; '23 n=51-123; '24 n=70-139; '25 n=96-162

Emails and the Commerce Commission website are the most-used channels for engagement

Engagement with the Commerce Commission via emails, workshops and functions has reduced, which reflects a shift across most stakeholder groups. Interacting with the Commerce Commission on social media/LinkedIn has increased overall and has been growing as a channel since 2022.

Current channels used for stakeholder interaction with the Commerce Commission

	2022	2023	2024	2025
Emails	83%	79%	77%	▼ 68%
Commerce Commission website		59%	57%	62%
Webinar or presentation		48%	49%	49%
Online/digital meetings (e.g. Zoom)	52%	49%	47%	41%
In-person meetings	46%	41%	36%	38%
Commission wide newsletter (Competition Matters)				35%
Newsletter		33%	33%	
Consultations	33%	36%	34%	32%
Commission sector specific newsletter				24%
Conferences	27%	21%	18%	21%
Workshops	46%	▼ 29%	25%	▼ 19%
Letters/mail	37%	▼ 18%	23%	19%
Business or stakeholder seminars	23%	25%	21%	18%
Social media (e.g. LinkedIn)	6%	9%	12%	▲ 18%
Stakeholder functions	24%	17%	20%	▼ 13%
Round tables	7%	7%	9%	7%
Hui or Wānanga event		8%	10%	6%
Other	8%	▼ 3%	3%	4%
Average number of channels	3.9	4.8*	4.8	4.7

*Increase explained by additional channels included in 2023.

▼▲ Significantly lower/higher than previous year

Stakeholder nuance

The growth in social media/LinkedIn as a channel comes from Credit contracts (+11) and Market regulation (+9) stakeholders.

Source: Commerce Commission stakeholder survey
 Q: Please select the ways in which you interact or engage with the Commerce Commission?
 Base: Those who have interacted or engaged with the Commerce Commission '22 n=248; '23 n=286; '24 n=287; '25 n=335. Subgroups n=93-162.
 Note: the sum of these results is greater than 100%; this is because stakeholders were able to select multiple channels for this question.

The survey represents the views of stakeholders from many industries

Reasons stakeholders interact with the Commerce Commission

	2022	2023	2024	2025	Interaction reason groups
Credit contracts and consumer finance	53%	▼ 42%	▼ 31%	26%	
Misleading information, pricing, product safety or unfair contracts (Fair Trading)	31%	▼ 23%	22%	27%	
Communications and engagement	17%	16%	19%		
General Commerce Commission matters				25%	
Electricity (transmission and distribution)	23%	20%	21%	23%	
Gas pipelines	7%	5%	4%	5%	Infrastructure regulation
Airports	4%	4%	3%	5%	
Water		2%	2%	▲ 7%	
Telecommunications	23%	18%	20%	21%	
Retail payment systems	11%	11%	14%	14%	
Grocery		9%	▲ 14%	14%	Market regulation
Fibre networks	10%	9%	10%	12%	
Fuel	7%	4%	6%	5%	
Dairy	3%	2%	2%	2%	
Anti-competitive conduct	22%	▼ 15%	18%	22%	Competition
Mergers and acquisitions	12%	11%	14%	17%	
Market studies – personal banking services		11%	12%	12%	
Market studies – grocery sector	9%	8%			Market studies
Market studies – residential building supplies	7%	4%			
Other	4%	6%	6%	7%	
None of these	4%	4%	▲ 11%	8%	

▼▲ Significantly lower/higher than previous year

Source: Commerce Commission stakeholder survey

Q: Which of the following areas have you engaged with the Commerce Commission on?

Base: Total sample '22 n=248; '23 n=301; '24 n=326; '25 n=367.

The sum of these results is greater than 100%; this is because respondents were able to select multiple options for this question.

Market Studies in 2022 does not include personal banking services, Market regulation in 2022 does not include grocery. Infrastructure regulation in 2022 does not include water as these options were added in 2023. All comparisons are exact and do not involve these new additions. Data was not collected where the cells are omitted.

Businesses continue to be well represented in this survey

Who we heard from in our survey

	2022	2023	2024	2025
Business (including regulated entities or consultancies/law firms working on behalf)	53%	53%	53%	57%
Consumer or community advocacy group	15%	13%	10%	10%
Industry body or business association	8%	9%	8%	10%
Public sector - government agency or regulator	6%	11%	13%	▼ 6%
Iwi / Māori organisation	1%	1%	3%	1%
Think tank	0%	1%	1%	1%
Other*	16%	12%	14%	15%
Not sure	2%	2%	2%	1%

*Includes Non-Governmental Organisations, charities and financial services.

Respondent management level

	2023	2024	2025
Executive Leadership (e.g., CEO, Managing Director)	37%	41%	39%
Senior Management (e.g., Head of Department)	22%	26%	26%
Mid-Level Management (e.g., Team leader / Supervisor)	14%	11%	14%
Individual Contributor / Staff Member	23%	19%	14%
Other*	4%	3%	▲ 7%

*Includes Advisors, Chairpersons and Consultants.

▼▲ Significantly lower/higher than previous year

Source: Commerce Commission stakeholder survey
 Q: Which of the following groups best describes your organisation?
 Q: What is your role/level within your business or organisation?
 Base: Total sample '22 n=248; '23 n=301; '24 n=326; '25 n=367.

Stakeholders continue to believe the Commerce Commission has an impact on New Zealanders

They also feel they have a good understanding of the Commerce Commission and its role.

Impact of the Commerce Commission on New Zealanders

	2022	2023	2024	2025
NET: Very or quite impactful	74%	72%	76%	78%
Very impactful	25%	18%	19%	22%
Quite impactful	49%	54%	57%	56%
Neither	15%	16%	▼ 10%	13%
Not impactful	9%	7%	9%	8%
Don't know	1%	5%	5%	1%

Level of understanding of the Commerce Commission

	2022	2023	2024	2025
NET: Very good or quite good understanding	89%	89%	88%	92%
I have a very good understanding	38%	44%	42%	42%
I have quite a good understanding	51%	46%	46%	50%
I have limited understanding	11%	11%	11%	8%
I have no understanding	0%	0%	1%	0%

▼▲ Significantly lower/higher than previous year

Source: Commerce Commission stakeholder survey
 Q: Which best describes your level of understanding of the Commerce Commission and its role?
 Base: Total sample '22 n=248; '23 n=300; '24 n=326; '25 n=365.
 Q Thinking about the Commerce Commission and the value it delivers for New Zealanders, how impactful is the Commerce Commission?
 Base: Total sample '22 n=248; '23 n=299; '24 n=324; '25 n=365.

Most stakeholders feel they are having the right level of interaction

Interaction level

	2022	2023	2024	2025
Too little	21%	16%	18%	16%
About right	78%	78%	74%	80%
Too much	2%	6%	8%	▼ 4%

▼▲ Significantly lower/higher than previous year

Stakeholder nuance

In 2025, significantly more Market regulation stakeholders (+12) said they were having the right amount of interaction. This increase was greatest among Fibre network and Telecommunications stakeholders.

Source: Commerce Commission stakeholder survey
 Q: Which of the following best describes the amount of contact you have with the Commerce Commission
 Base: Total sample '22 n=248; '23 n=301; '24 n=326; '25 n=367.

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