



InternetNZ Group Strategy 2026–2031



From the Board Chairperson

Waiho i te toipoto, kua i te toiroa

Let us keep close together, not far apart

I am lucky to sit at the InternetNZ Board table with a diverse group of people.

The 10 of us come from different personal and professional backgrounds, and each of us brings a unique lens and skillset to our role as Board members of InternetNZ.

This diversity strengthens our governance. By the time we have reached a decision, it has been robustly debated from many perspectives.

Our work to co-create a five-year strategy, alongside the leadership team at InternetNZ and with input from the Domain Name Commission Board, is an example of this strength in action.

This strategy sets out the vision that we hold for the organisation: a fair and inclusive Internet for Aotearoa New Zealand, where the trusted .nz brand drives social and economic value.

It's the big picture, future thinking stuff, the 'what' as well as the 'what next'. In five years' time what do we, as a Board, want to say we have led the organisation to?

The vision is grounded by strategic goals.

We are operating in an increasingly complex and unstable global environment and the Internet is both causing and affected by more and more change in that environment.

The Board is clear on the core role of InternetNZ: to operate secure, resilient infrastructure that New Zealanders can depend on. But to do this, we also need financial sustainability, which is why we have set some ambitious growth goals.

To get there, we'll need to keep investing in our people to ensure we have the skills to meet that future. It also means investing in communities, to ensure all New Zealanders are on this journey with us.

Since I began working in our sector 30 years ago the change has been extraordinary. The next five years will bring a great deal more change. We cannot predict everything that will happen. Rather, we need to be prepared for whatever comes.

I feel confident that your Board's strategy will prepare us for whatever comes next.

Stephen Judd

Chairperson



From the Chief Executive

Tūwhitia te hopo, mairangatia te angitū!

Feel the fear and do it anyway!

In Internet years, five years may as well be 20. The pace at which the Internet and its community grow, change, and innovate is lightning-fast. This brings both challenges and opportunities for us at InternetNZ | Ipurangi Aotearoa.

On one hand, we must maintain a steady hand on the wheel and a clear focus on the path ahead — stewarding .nz so that it's available to New Zealanders 100 percent of the time, supporting our communities and businesses.

On the other hand, we need to build sufficient agility and flexibility to respond to the accelerating pace of change across the Internet and its global community.

This five-year strategy is therefore an indispensable marker on the horizon — a point we will continue to steer toward, even when the waters are choppy.

I would like to acknowledge and thank those involved in developing this strategy, particularly the Boards. I look forward to working together to bring this vision to life.

Despite what some of AI's most enthusiastic proponents may say, people will be essential to achieving it. Our people – from IT engineers to Internet governance policy analysts – are experts in their fields and we are fortunate to have them. These are specialist skills, and we must ensure others are encouraged and supported to follow the path they have forged. As well as investing in people, our new values framework will guide the organisation in the way we lead and support our people, and in our engagement with the wider Internet community.

Ngā Uara, our organisational values framework, outlines our commitment to a wide range of principles that we think are important to maintaining integrity as an organisation and as the steward of .nz.

I have no doubt that this strategy, underpinned by our Constitution, our values, and our people, will guide us steadily toward whatever the future of the Internet holds.

Vivien Maidaborn

Chief Executive | Tumu Whakarae



About the InternetNZ Group

InternetNZ has been an incorporated society and membership organisation since 1995, governed by a Constitution. We operate as the designated manager of .nz under agreement from ICANN.

Together, InternetNZ and the Domain Name Commission form the InternetNZ Group. The Group provides a balanced model of stewardship, service and regulation. This ensures that .nz remains trusted and aligned with New Zealand's long-term interests.

InternetNZ

InternetNZ is the steward of the .nz country code top-level domain and a community-driven organisation working in the public interest. It combines responsibility for critical national infrastructure with a broader mission to defend an open, global and secure Internet.

InternetNZ holds a Memorandum of Understanding with the New Zealand Government to run the Domain Name System (DNS) and the .nz domain space on behalf of all New Zealanders. We do this by maintaining New Zealanders' trust in the stability, security and integrity of the .nz name space. InternetNZ delivers registry services, supports our network of registrars, and maintains the .nz Rules.

InternetNZ serves the Internet community through our community fund, supporting partnerships and initiatives that strengthen the Internet as a shared resource for the benefit of all New Zealanders. We also engage with civil society, Māori, business and government to inform policy developments and collective action in the public interest of the Internet community.

In addition, InternetNZ contributes to global Internet governance processes and shares New Zealand perspectives in regional and international Internet forums, helping to ensure domestic interests and values are reflected in the ongoing evolution of the open, global, interoperable Internet.

Domain Name Commission

The Domain Name Commission (DNC) manages aspects of the .nz name space on InternetNZ's behalf. The DNC Board sets the strategic direction and priorities for the DNC.

DNC provides regulatory oversight of the .nz name space. This includes authorising registrars, monitoring regulated parties compliance with and enforcing non-compliance with the .nz Rules to promote fairness, transparency and accountability in the registration and management of .nz domain names. DNC also provides a disputes resolution scheme for domain name holders to resolve complaints about rights to a .nz domain name.

While the DNC is a wholly-owned subsidiary of InternetNZ, it operates independently of InternetNZ in its regulatory and decision-making functions.

The DNC works with registrars, domain name holders and other stakeholders to ensure good compliance outcomes, resolve disputes and to identify and respond to emerging issues. It operates within a wider national ecosystem to disrupt online scams, fraud and domain name abuse, to maintain the integrity of the .nz register, and ensure the security, stability and resilience of the .nz name space.

Our whakatauāki

Kua raranga tahi tātou he whāriki ipurangi mō āpōpō.

Together, we have woven a digital mat for the future.

– Takawai Murphy (Ngāti Manawa, Ngāti Rangitahi, Ngāti Hinekura), 2017

Ngā Uara — our guiding values

Ngākau – the heart, the seat of our emotions, thoughts, and spirit – is the source of our values. From Ngākau flow pono (truth and sincerity), aroha (compassion), and tika (integrity).

These principles shape how we think, feel, and act, guiding our relationships with each other, our communities, and the Internet world.

Anchored in Te Tiriti o Waitangi, our values show care in honouring tangata whenua, building authentic partnerships, and delivering on our purpose for all.

From this foundation, our five values emerge. They define who we are, who we strive to become, and how we lead with purpose, courage, and heart.

Together they light the path for how we stand with integrity, in service for Aotearoa through the Internet.

Ngākau Titikaha

We act with purpose and courage.

We lead with dedication, resilience, and perseverance. We carry long-term responsibility for .nz with courage, purpose, and a future-focused mindset.

Ngākau Titikaha reflects our commitment to serving our core purpose with courage and forward thinking.

Ngākau Pono

We stand with integrity and accountability.

We are honest and accountable, doing what's right, not just what's easy.

Ngākau Pono reflects our commitment to truth, integrity, and to acting in good faith — qualities that are critical to being the trusted steward of .nz

Ngākau Tahi

We collaborate with respect and shared purpose.

We work collaboratively across teams and communities.

Ngākau Tahi reflects our commitment to equity, collaboration, respectful relationships and partnerships.

Ngākau Auaha

We lead with an innovative mindset.

We embrace auaha (innovation) by seeking smarter ways to serve, fostering creativity, and shaping an Internet future where communities can thrive.

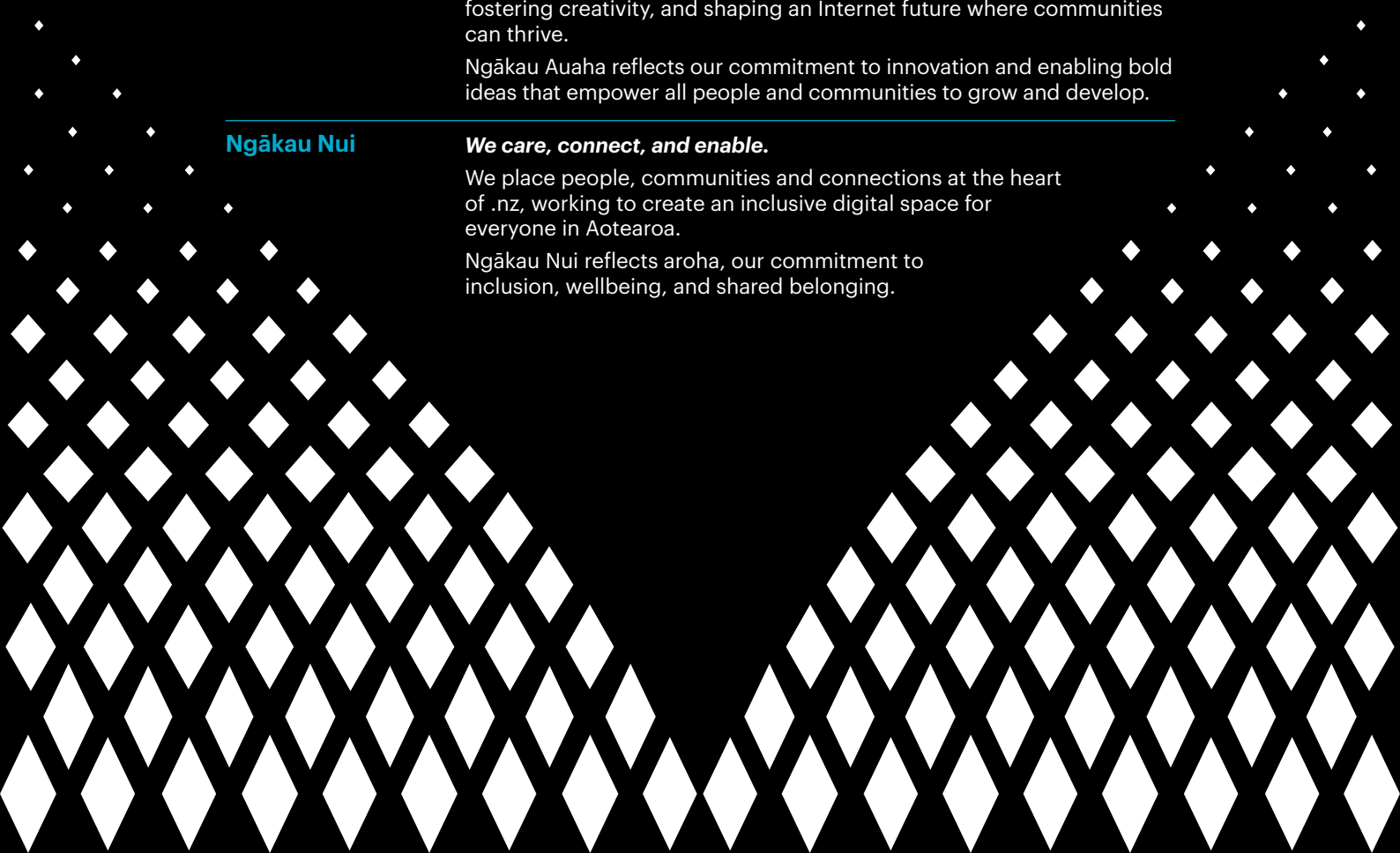
Ngākau Auaha reflects our commitment to innovation and enabling bold ideas that empower all people and communities to grow and develop.

Ngākau Nui

We care, connect, and enable.

We place people, communities and connections at the heart of .nz, working to create an inclusive digital space for everyone in Aotearoa.

Ngākau Nui reflects aroha, our commitment to inclusion, wellbeing, and shared belonging.





Strategy Summary

A trusted and thriving Internet for Aotearoa New Zealand

Our vision

A fair and inclusive Internet for Aotearoa New Zealand, where the trusted .nz brand drives social and economic value.

Our purpose

To ensure a trusted and thriving .nz that empowers us and others to advance an open, accessible global Internet.

Ngā Uara, our values

Ngākau is the heart, the source of our values.

From Ngākau flows pono (trust and sincerity), aroha (compassion), and tika (integrity). These principles guide how we think, feel and act. They shape our relationships with each other, with our communities and with the Internet community. Anchored in Te Tiriti o Waitangi our new values reflect care for tangata whenua, authentic partnership and delivering on our purpose for all.

- ◆ **Ngākau Titikaha:** We act with purpose and courage.
- ◆ **Ngākau Pono:** We stand with integrity and accountability.
- ◆ **Ngākau Tahī:** We collaborate with respect and shared purpose.
- ◆ **Ngākau Auaha:** We lead with an innovate mindset.
- ◆ **Ngākau Nui:** We care, connect and enable.

Together, our values define who we are, who we strive to become and how we lead with purpose, courage and heart in service for Aotearoa through the Internet.

The world is changing

The Internet is evolving quickly. We are seeing growing cyber threats and online scams, rapid technological change including AI, global tensions affecting how the Internet is governed, ongoing digital inequity and changing demand for domain names and online services. These changes require us to remain resilient, adaptable and focused on trust.

What success looks like in 2031

By 2031:

- ◆ .nz is the trusted online home for New Zealanders.
- ◆ Our domain name system is secure, reliable and globally connected.
- ◆ People understand what InternetNZ does and why it matters.
- ◆ We are a trusted voice on digital policy and the future of the Internet.
- ◆ Our organisation is strong, capable and financially sustainable.



Our strategic focus for the next five years

Reliable and trusted services

We will operate secure, resilient infrastructure that New Zealand can depend on.

A strong and sustainable .nz

We will grow and strengthen .nz so it remains relevant, trusted and widely used.

Positive social impact

We will support an open Internet and help communities across Aotearoa thrive online.

A capable and future-ready organisation

We will build the skills, culture and financial strength needed to meet future challenges.

What we aim to achieve

Over the next five years we will:

- ◆ Grow the number of .nz domain names.
- ◆ Strengthen trust and safety in the .nz online space.
- ◆ Reduce misuse of domain names.
- ◆ Support communities to participate fully online.
- ◆ Grow our services and expertise.
- ◆ Build a strong, engaged and capable workforce.

Centering Te Tiriti o Waitangi

Te Korowai o Ipurangi Aotearoa, our Te Tiriti vision, guides our commitment to giving practical effect to Te Tiriti o Waitangi across all our work.

This includes supporting Māori participation in Internet governance, strengthening cultural capability, and working alongside Māori communities to advance equitable digital outcomes.

How we stay on track

We review progress each year through planning, budgeting and reporting. This ensures we can respond to change and continue delivering for Aotearoa New Zealand.



Our changing context

We undertook a series of conversations alongside an environmental scan. This work highlighted the pace of change in our operating environment and the contexts the InternetNZ Group will need to navigate over the next five years.

We identified several key factors that will shape the Group’s direction, risk profile, operating model and influence during this period.

It is clear that our future will be influenced by heightened geopolitical tensions, accelerating technological change, and increasing scrutiny of Internet infrastructure and governance.

Globally, rising geopolitical tensions are placing pressure on the open, interoperable Internet. Moves toward national sovereignty, trade fragmentation and greater multilateral control risk undermining the multistakeholder model of Internet governance and the open global Internet itself. These dynamics directly affect the stability, reach, and relevance of the domain name space, as well as New Zealand’s connection to global Internet governance institutions.

At the same time, the Internet and the Domain Name System (DNS) are recognised as critical national infrastructure for New Zealand, underpinning the economy. As a result, they may attract greater regulatory attention and increasingly become targets for cyber attacks.

Online harms remain a key concern for New Zealanders, particularly scams and fraud. Globally, expectations on governments, regulators and registries to address DNS abuse are increasing, as harmful activity becomes faster, more sophisticated and more complex.

Technological advances in AI are demonstrating alternatives to traditional web navigation, reshaping how people find information, transact online, and perceive the value of websites and domain names. While domain names under management (DUMs) have increased slightly in the past year, overall volumes have remained largely static. Combined with softer global

economic conditions and shifting consumer behaviour, this creates longer-term uncertainty for domain demand and revenue models.

At the same time, AI-generated content and deepfakes are highlighting the growing need for secure, verifiable digital identities to maintain trust, privacy and safe participation in the digital economy.

Globally and domestically, persistent digital inequities continue to challenge governments, even as new technologies risk widening those gaps. Declining trust in institutions is placing pressure on community organisations to step into the gap, while governments in some cases have been slow to introduce effective online protections.

What might this mean for Internet NZ?

The evolving environment reinforces the need for a strategy that is outward-looking and adaptable, while firmly grounded in our stewardship role. Such an approach will position the InternetNZ Group to navigate uncertainty while continuing to serve New Zealand’s long-term interests.

First, increasing geopolitical tension and fragmentation mean InternetNZ must actively protect the openness, resilience and global interoperability of the Internet, while remaining the trusted steward of critical national infrastructure for New Zealand. Strategic decisions about infrastructure, supply chains, and international engagement will attract greater scrutiny.

Second, evolving threats such as cyber attacks, scams, and fraud, along with a global focus on DNS abuse, will require clarity about our role, intervention thresholds, and the leveraging of partnerships — particularly for the Domain Name Commission.



Alongside strong public policy thinking and awareness of evolving public expectations and government regulation, our strategy must balance trust and openness with proportionate enforcement and ecosystem collaboration.

Third, shifts in technology and consumer behaviour may challenge long-standing assumptions about domain name revenue. Our five-year strategy must consider financial resilience, the relevance of domain names and the .nz brand, and potential diversification — rather than

relying solely on historical growth patterns and revenue streams.

Finally, rising public expectations around digital identity, online harms, digital equity and regulation mean InternetNZ's public interest leadership — including engagement with government and international partners — will be as important as its technical role. Our strategy should clearly define where InternetNZ might have the greatest impact, how we work with others, and how we sustain legitimacy and trust in a rapidly changing global environment.

The need to evolve

Our current environment

The world we operate in is complex, fast-moving, and more contested than ever before. Trust in institutions, information and technology is increasingly fragile. Geopolitical and economic conditions are shifting, and in New Zealand the economy remains cautious. The era of easy growth in domain names has passed.

In this environment, our stewardship of New Zealand's domain name space matters more than ever — and so does how we fulfil that role.

As the steward of .nz, we operate at the intersection of public good and a commercial service. Expectations are high: that we deliver value, operate transparently, and sustain trust and efficiency in a fiscally constrained climate. Our challenge is to continue to deliver critical infrastructure for New Zealand while building a sustainable revenue base from .nz domain names — and strengthening the relevance and trust of .nz within shifting economic and policy landscapes.

Internationally, the geopolitical landscape is being redrawn. The open global Internet is showing signs of fragmentation, shaped by competing blocs, and growing national and regional interests that threaten the idea of one interoperable Internet. Digital networks

are increasingly influenced by power dynamics, trade alignments and polarised ideologies. As the Internet becomes more politicised, the systems that underpin it — including smaller registries such as .nz — are drawn into global debates about sovereignty, trust and control.

Over the past five years, the information space provided by the Internet has become a battleground of influence, where false information shapes how people engage with the Internet and with one another. Questions about rights in digital spaces are becoming more visible, and often more divisive. Many governments are asserting greater control over digital spaces and digital sovereignty, driving tighter regulation of online infrastructure or online harms. New Zealand's regulatory approach is evolving, but remains less developed than in some other jurisdictions.

Socially, the Internet continues to reflect and amplify inequities.



Through our Community Fund, we support initiatives that help close the digital divide and enable people to thrive online. Yet digital exclusion persists, including barriers to access and participation, unreliable connectivity, and low levels of digital literacy. While many Māori are actively participating in the digital economy, inequities remain. We continue to strive for more equitable outcomes on the Internet.

Operationally, confidence in the integrity of the domain name space and .nz remains our cornerstone. Maintaining reliable, resilient and trusted services is fundamental to New Zealanders' wider confidence in the Internet.

However, online criminal activity and DNS abuse are escalating globally, requiring timely, increasingly sophisticated responses to ensure the .nz domain space remains trusted.

Our regulatory framework provides a solid foundation, but our systems and capabilities must continue to mature. Supply chain costs have risen significantly

in recent years, adding further pressure on our ability to deliver services efficiently. InternetNZ is also increasingly asked to answer to matters beyond our direct remit, reinforcing the need for greater clarity about who we are, what we do, and what we stand for.

At the same time, our role and brand require sharper definition. Multiple brand expressions and fragmented messaging have created confusion about our core functions, diluting visibility of our core role as the .nz domain name administrator.

As we enter a more demanding period over the next five years, we will need the capability to plan, adapt and engage within an unpredictable environment.

To continue serving Aotearoa New Zealand effectively, we must protect the integrity of our core role, unify our identity and purpose, and continue to evolve — building deep and enduring trust in the .nz domain space as a cornerstone of New Zealand's digital future.

What does success look like in 2031?

Our 2026–2031 Strategy builds on the core work of InternetNZ and the Domain Name Commission, contributing to a trusted and thriving Internet for all New Zealanders. Our strategy sits alongside Te Korowai o Ipurangi Aotearoa and incorporates our values, Ngā Uara. Together, these guide our people and decision makers as we deliver on this strategy.

By 2031, .nz is the first choice for people of Aotearoa New Zealand seeking a trusted digital presence. Our commitment to service excellence ensures the delivery of robust, resilient critical infrastructure for New Zealanders, creating a trusted online presence for the future. And people in Aotearoa understand the role and scope of InternetNZ's work.

Growth at InternetNZ will be based on carefully considered commercial opportunities that build on our core strengths, skills and services including

services for registries and registrars. We use market research and evidence-based targeted marketing to grow domain names under management. This growth will be supported by a well-known and trusted .nz brand — one that protects domain name holder rights and is associated with the public good we contribute through digital equity.

The Domain Name Commission has the right tools and processes to effectively manage malicious use of domain names, and the .nz Rules strike an appropriate balance between trust and growth.



We will continue to strengthen our leadership in Internet governance by engaging nationally and internationally with Internet communities. Our relationships with the New Zealand Government and its officials will remain strong, and we are a trusted source of advice on digital policy.

The InternetNZ Group will be efficient and resilient in the face of evolving technologies, geopolitical shocks and increasing global interests in data sovereignty and ownership

of data. Our membership actively supports our delivery of service excellence and strategic direction, with a clear understanding of both membership rights and responsibilities.

As a Group, we have a strong workforce strategy that delivers the right mix of technical, commercial, compliance and policy capability — and we use our resources wisely as a self-funded, not-for-profit organisation.

Strategic pillars

Through our strategy development process, we identified four interconnected strategic pillars to guide our direction over the next five years:

- ◆ **Service excellence** — reliable and trusted services that we are recognised for delivering.
- ◆ **Organisational capability** — strong and adaptable capabilities that enable us to respond in a fast-changing environment.
- ◆ **Future sustainability and growth** — a sustainable future built on responsible business growth.
- ◆ **Social impact** — an open global Internet where everybody thrives.





Strategic pillars and goals in detail

Strategic pillars

Where we will invest and focus our efforts.

Strategic goals

What we will deliver in five years.

Service excellence

Pillar	Goal
<p>We operate and manage critical infrastructure for New Zealand that is part of the national and global Internet ecosystems.</p> <p>Our DNS services are resilient and transparent, and are managed in line with international best practices.</p> <p>InternetNZ Group has an integrated customer journey and services for registrars.</p>	<p>Technical and infrastructure innovation will enhance our offerings in the .nz domain name space.</p> <p>Evolving technologies and strong national and international relationships disrupt abuse and malicious use in .nz domain name space.</p> <p>InternetNZ Group achieves significant retention in quality .nz domain name registrations.</p> <p>We effectively regulate .nz domain name space so that New Zealanders can thrive online.</p>

Organisational capability

Pillar	Goal
<p>The InternetNZ Group identity, brand, and culture reflect Ngā Uara, our values.</p> <p>InternetNZ can meet the challenges of a technically and geopolitically dynamic environment through focus on our technical, business and social impact leadership.</p> <p>We are a financially resilient organisation with a sustainable financial management plan to achieve business and social impact growth.</p>	<p>We have a Te Tiriti o Waitangi intelligent culture throughout InternetNZ Group.</p> <p>The workforce strategy supports the current and future capacity and skills needed to deliver on the 2026–2031 Strategy.</p> <p>Strong financial management ensures we deliver maximum impact across our strategy</p> <p>Living Ngā Uara, our values, creates a strong organisational culture where kaimahi report increasing job engagement.</p>



Strategic pillars

Where we will invest and focus our efforts.

Strategic goals

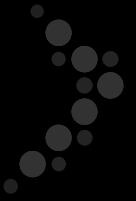
What we will deliver in five years.

Future sustainability & growth

Pillar	Goal
<p>.nz is the first choice of consumers and Internet users as their trusted digital presence in New Zealand.</p> <p>We develop and deliver registry and domain name products and services to specific markets in New Zealand and internationally.</p> <p>Confidence and integrity of core infrastructure is the basis of growth.</p>	<p>.nz has 1,000,000 domain names under management by 2031.</p> <p>Grow Registries run by InternetNZ by 3 by 2031.</p> <p>We measure business growth through a range of measures.</p> <p>We are customer focused and collaborative in the way we work with Registrars to grow the market.</p> <p>Increase trust in .nz domain name space so that 85% of online shoppers prefer to buy products from .nz sites.</p>

Social impact

Pillar	Goal
<p>The Internet remains open, global and interoperable, underpinned by multistakeholder Internet governance.</p> <p>We champion and support local Internet communities to connect and thrive online.</p> <p>People know who we are and what we do for good.</p>	<p>We collaborate locally and globally to champion multistakeholder Internet governance.</p> <p>Indigenous people have a distinct voice and are actively part of decision making in local and international multistakeholder processes.</p> <p>The InternetNZ Group identity and brand is represented by our storytelling and social impact activities.</p> <p>We provide independent digital policy expertise, and advocate for social impacts that uplift communities and civil society voices.</p>



Te Korowai o Ipurangi Aotearoa

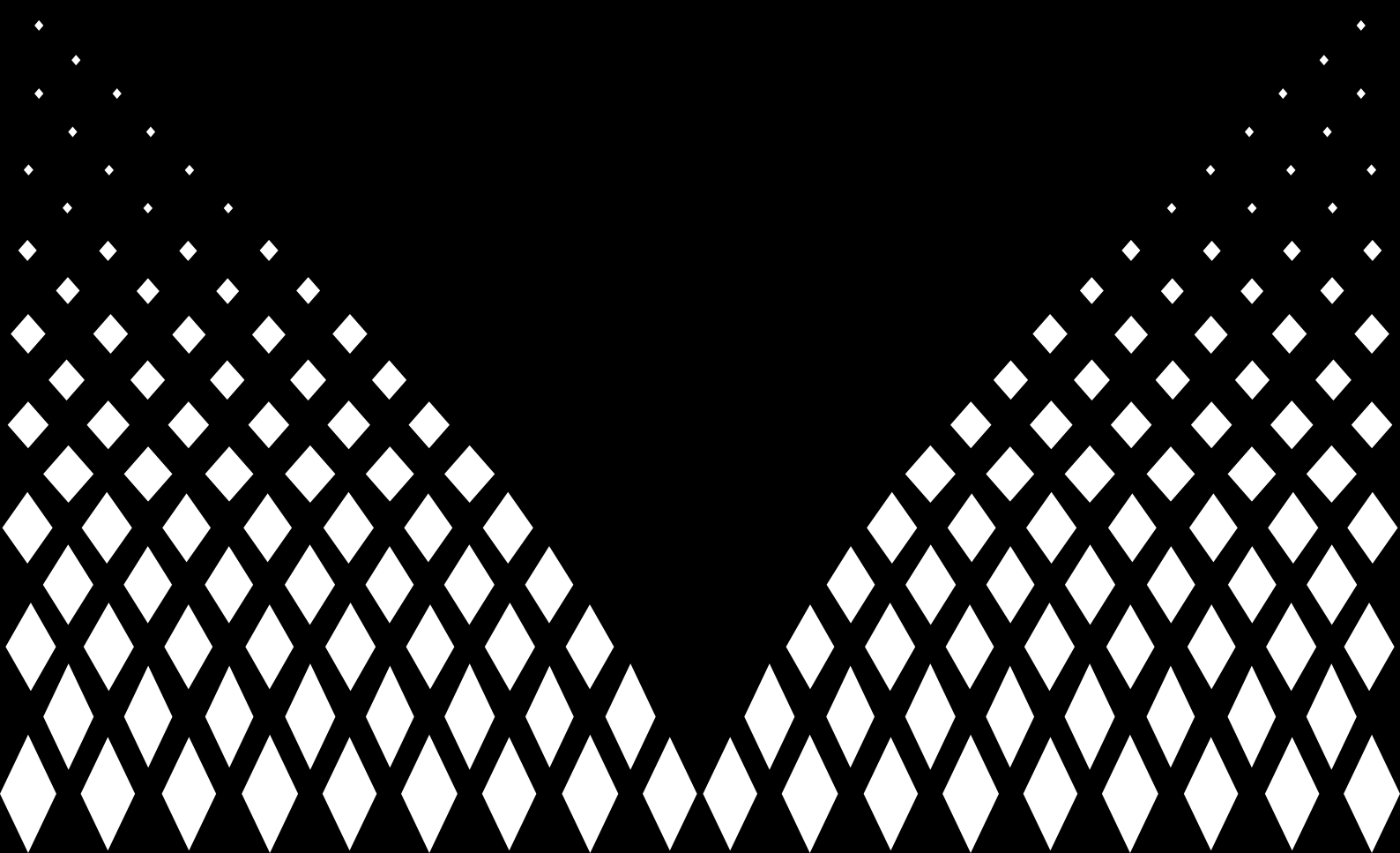
Giving effect to Te Tiriti o Waitangi in our 2026–2031 Strategy

InternetNZ’s approach to giving practical effect to Te Tiriti o Waitangi is to weave our responses into the InternetNZ Group strategy. This ensures that we take a cross-organisation approach, that is explicitly woven into our annual planning processes.

For example, key elements of our approach to giving practical effect would be to:

- ◆ Continue to fund kaupapa Māori entities or individuals through our Community Fund.
- ◆ Grow the cultural capability of everyone in the organisation so that in five years we have a Te Tiriti intelligent culture.
- ◆ Gather the perspectives of the Māori Internet community on key Internet governance issues and share their views into global forums.
- ◆ Support the Māori community in their aspirations for national and international engagement with Internet governance.
- ◆ Ensure Māori community engagement on our .nz Rules.
- ◆ Tikanga-based dispute resolution services are offered.
- ◆ Gather more explicit information on Māori businesses’ experiences of .nz domain names.

In this way, our five-year strategy reflects an integrated approach that continues to have specific annual initiatives directly focused on outcomes for Māori as well as other underserved communities in Aotearoa New Zealand’s Internet community.





Tracking our progress

A high-level five-year implementation roadmap will be developed to support effective delivery within our limited and constrained resources, while retaining flexibility. It will also be critical to create space for innovation in business growth to evolve into a core organisational practice.

We will track progress in delivering our strategy across the five-year period through our annual planning and reporting processes.

- ◆ **Annual Goals**
(Board approved)

Each year, we will set annual delivery goals that give effect to our strategic pillars and goals.

- ◆ **Annual Budget and Forecasts**
(Board approved)

We will deliver annual budget plans and three-year forecasts to track financial performance and ensure major investments, such as replacement infrastructure are planned for.

- ◆ **DNC Corporate Plan and Budget**
(DNC Board approved)

We will deliver the annual DNC Corporate Plan and the budget that sets the annual management fee.

- ◆ **Quarterly Reporting**
(to Boards)

Progress toward annual goals will be reported quarterly to the respective Boards and published on our website.

- ◆ **Annual Boards' Strategy Days**

Annual strategy days will enable each Board to review progress toward our strategic goals and make adjustments where needed.





Strategy development process

An intentional design process

In December 2024, the InternetNZ Council¹ endorsed a high-level approach to developing the InternetNZ Group's 2026–2031 Strategy, noting that this would be the first joint strategy covering both InternetNZ and the Domain Name Commission.

The process was designed to enable the Boards of InternetNZ and the DNC to shape the critical strategic choices and set the direction for InternetNZ and its subsidiary.

The strategy process was also designed to ensure that other strategically significant processes — including the development of refreshed values and a Te Tiriti o Waitangi statement — could be integrated into the five-year strategy as they were developed.

Our strategy development process had five clear stages:

- ◆ **Phase 1** - Developing a clear draft statement of the InternetNZ Group's purpose, organisational values, and vision.
- ◆ **Phase 2** - Undertaking an environmental scan, including engagement with key stakeholders, to identify critical factors and trends that may influence the future of InternetNZ and the Group's ability deliver on its purpose and vision.
- ◆ **Phase 3** - Scenario development through workshops with Boards and the leadership team to explore future scenarios and stretch the strategic thinking process.

- ◆ **Phase 4** - Shaping the draft strategy through a series of critical decisions that clarified strategic pathways and key choices for InternetNZ.
- ◆ **Phase 5** - Developing a plan for strategic action, including strategic pillars and priority goals for the five-year term. These were tested against the draft purpose and vision developed in Phase 1, and shared with members for feedback. Te Korowai o Ipurangi Aotearoa (our Te Tiriti o Waitangi statement) and the refreshed organisational values, Ngā Uara, were then incorporated into the final strategy.

In December 2025, the InternetNZ Board considered feedback from members and the DNC Board. The final Strategy was approved on 13 March 2026.

Engaging others in our future

A range of groups were engaged throughout the strategy development process including key stakeholders, staff, and members. The InternetNZ and DNC Boards participated in joint sessions to develop scenarios, identify the strategic pillars and set the strategic goals.

¹On 31 March 2025, the InternetNZ Council became a Board upon the acceptance of its revised Constitution.



Glossary

.nz: New Zealand’s country code top-level domain.

.nz Rules: The policies which provide regulation of the .nz domain.

AI: Artificial intelligence; simulation of human intelligence processes by machines.

Aroha: affection, sympathy, charity, compassion, love, empathy (Te Aka Māori Dictionary).

ccTLD: Country code top-level domain, such as .nz or .au.

DNC: Domain Name Commission, a wholly-owned subsidiary of InternetNZ Group with responsibility for enforcement of the .nz Rules.

DNS: Domain Name System; helps users to find their way around the Internet by translating Internet Protocol (IP) addresses into names more able to be understood by people.

DNS abuse: The use of the domain name system to intentionally deceive or cause harm. It may include registration abuse, botnets, malware, pharming, phishing and spam.

Domain name: A unique name that forms the basis of the uniform resource locators (URLs, or website addresses) that people use to find resources on the Internet (ICANN).

Domain name holders: Individuals or organisations that hold the rights to use a specific domain name.

Domain name space (name space): The hierarchical structure used for organising and identifying domain names on the Internet. It’s made up of different levels, including top-level domains (TLDs).

DUMs: Domain Names Under Management; domain names registered by an individual or entity.

ICANN: Internet Incorporation for Assigned Names and Numbers; an international coordination and governance body for Internet communities globally.

Interoperable, interoperability: Able to exchange and make use of information; a characteristic fundamental to the Internet, as the Internet is a network of networks.

Kaupapa Māori: Māori approach or guided by Māori principles and purpose.

Ngākau: The seat of affections, heart, mind, soul (Te Aka Māori Dictionary).

Ngā Uara: The InternetNZ Group’s values framework; Ngā Uara means ‘the values’.

Pono: Be true, valid, honest, genuine, sincere (Te Aka Māori Dictionary).

Registry: A register of domain names. InternetNZ | Ipurangi Aotearoa operates the definitive registry for .nz.

Registrar: An entity authorised to sell the use rights to domain names to the public and manage .nz domain names on behalf of domain name holders.

Te Korowai o Ipurangi Aotearoa: InternetNZ’s Te Tiriti vision and strategy, outlining how the Group will give effect to Te Tiriti in its work.

Te Tiriti o Waitangi (Te Tiriti): Te Tiriti o Waitangi is one of Aotearoa New Zealand’s founding documents. Signed in 1840 by the British Crown and hapū, it’s a commitment to an equitable partnership between Māori and Pakeha.

Tika: Integrity

Tikanga-based: Grounded in te ao Māori custom and practice.

Whakatauākī: Traditional Māori proverbs used to convey deep meaning, wisdom, and values.

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