

Annual Report 2022



STAY TUNE WITH THE GO

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30

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48

OUR PRACTICES

90

GOVERNANCE



266

TOTAL STAFF



3.8

AVERAGE EMPLOYEE
TENURE



7

SPECIALIST
PRACTICES



28

NATIONALITIES



28

SHAREHOLDERS



361

CUSTOMERS



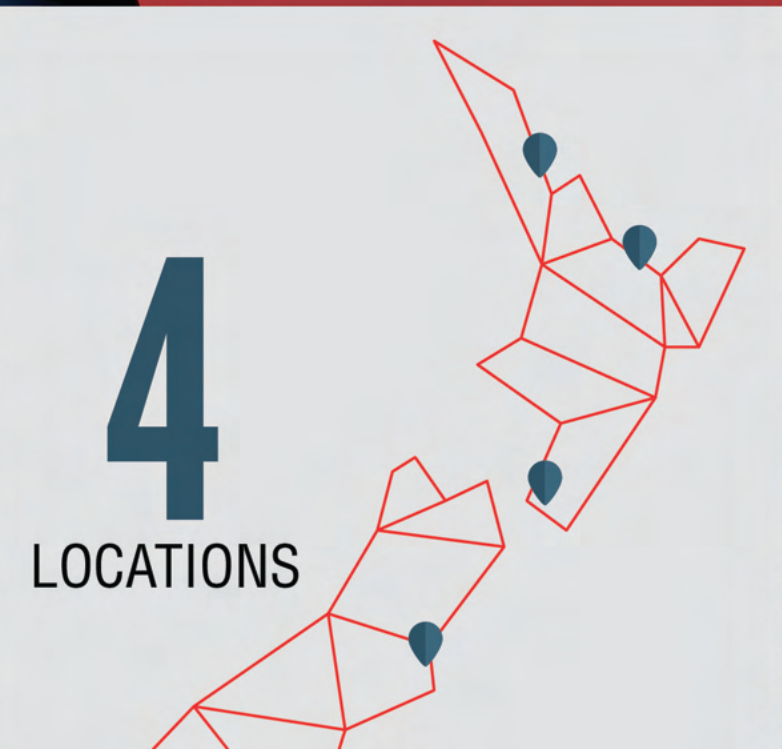
\$43m

TOTAL REVENUE



170

MANAGED SERVICE
CONTRACTS



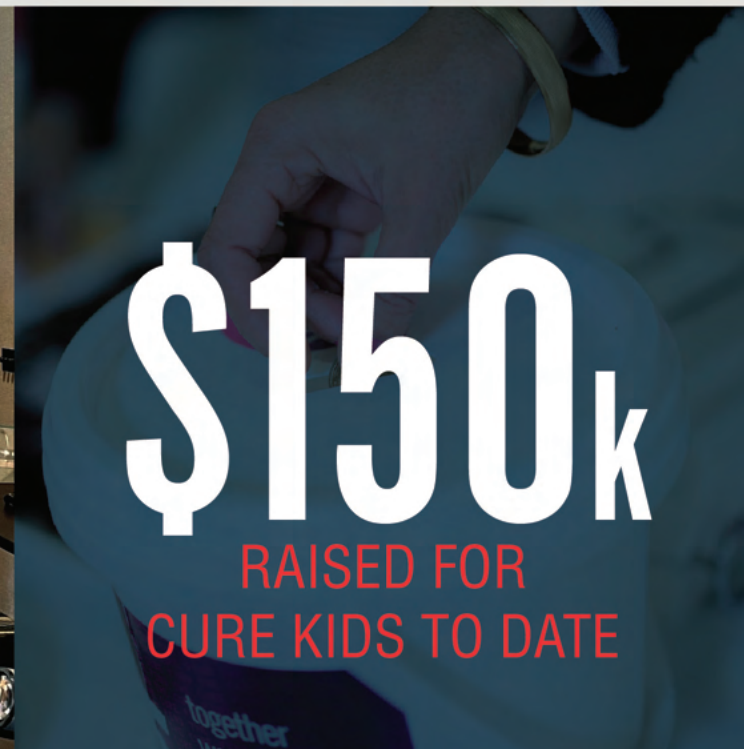
4

LOCATIONS



1

MICROSOFT PARTNER
AWARDS WINNER



\$150k

RAISED FOR
CURE KIDS TO DATE

THE VIEW FROM THE HOME OFFICE OF
CARL HEAD

**WITH OUR
NEW HYBRID WORKING STYLE, WE'RE ALSO FIGURING
OUT HOW TO OPTIMISE OUR WORKING AND
PERSONAL LIVES.**



CHAIR & CEO REPORT

CHAIR

SUSAN
PATERSON

08

HE TĀNGATA, HE TĀNGATA, HE TĀNGATA

IT IS THE PEOPLE, IT IS THE PEOPLE,
IT IS THE PEOPLE

WHAT A TEAM!!!

Whilst we acknowledge digital resilience as a significant contributor to us making a safe transition out of the COVID crisis, ultimately, this has been hugely enhanced by the commitment displayed by our people. It's been hard. Staff shortages have impacted the IT industry, and the added pressure on our people has been significant - from our service desk, who ensure we have the tools to stay productive, to our technical professionals, who do extraordinary things every day under ever-changing circumstances, to our senior management, who continue to manage large teams remotely.

As the borders start reopening and we welcome overseas talent, hopefully, we can 'fill up our cups' again – recharge, refocus and share the load. It's been a tough environment out there, but we've come out of it well. We increased our revenue year on year by 8% to \$43m, which was 2% ahead of target. The flipside to the tight labour market is that we had high staff utilisation rates, which resulted in our profit increasing 14% year on year. To reward everyone for their extreme effort, we were delighted to be in a position to share \$300,000 of our profits amongst our loyal staff.

Now with our staff numbers increasing dramatically, we're feeling more positive than ever about the future.

CUSTOMER RELATIONSHIPS

And a big thank you to our customers. Many of you have also experienced the repercussions of a tight labour market and will still likely be bearing the impact of resource challenges. You've navigated this with us, as Theta, but also as fellow humans, with incredible patience. We've all experienced frustration at times, so it's humbling to see our customers continue to rate us highly; our most recent Net Promoter Score sits at 42.

42
NPS
MARCH 2022

We also continue to receive glowing feedback about many of our consultants. So, we are very thankful for that.

PEOPLE AND CULTURE

In December 2021, Phoebe Dobson took ownership of People and Culture as part of her new Head of Delivery role. While we've been doing many things for years in this space, we recognised that we needed someone to officially wear this hat and effectively relay our initiatives to the wider team – especially in COVID times. One of these initiatives has been our involvement with the Microsoft supported Women Rising course, and we had 22 Theta graduates from our first cohort. With our new hybrid working style, we're also figuring out how to optimise our working and personal lives, so focusing on people and culture is invaluable. Our people have also continued to contribute to decisions about the future of our workplace.

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The opening of a new office location on Auckland's North Shore, settling on a hybrid work framework and implementing COVID protocols were direct outcomes of staff surveys.

**IN JANUARY 2022, WE WELCOMED OUR NEW
HEAD OF CYBER SECURITY, PETE BAILEY.**

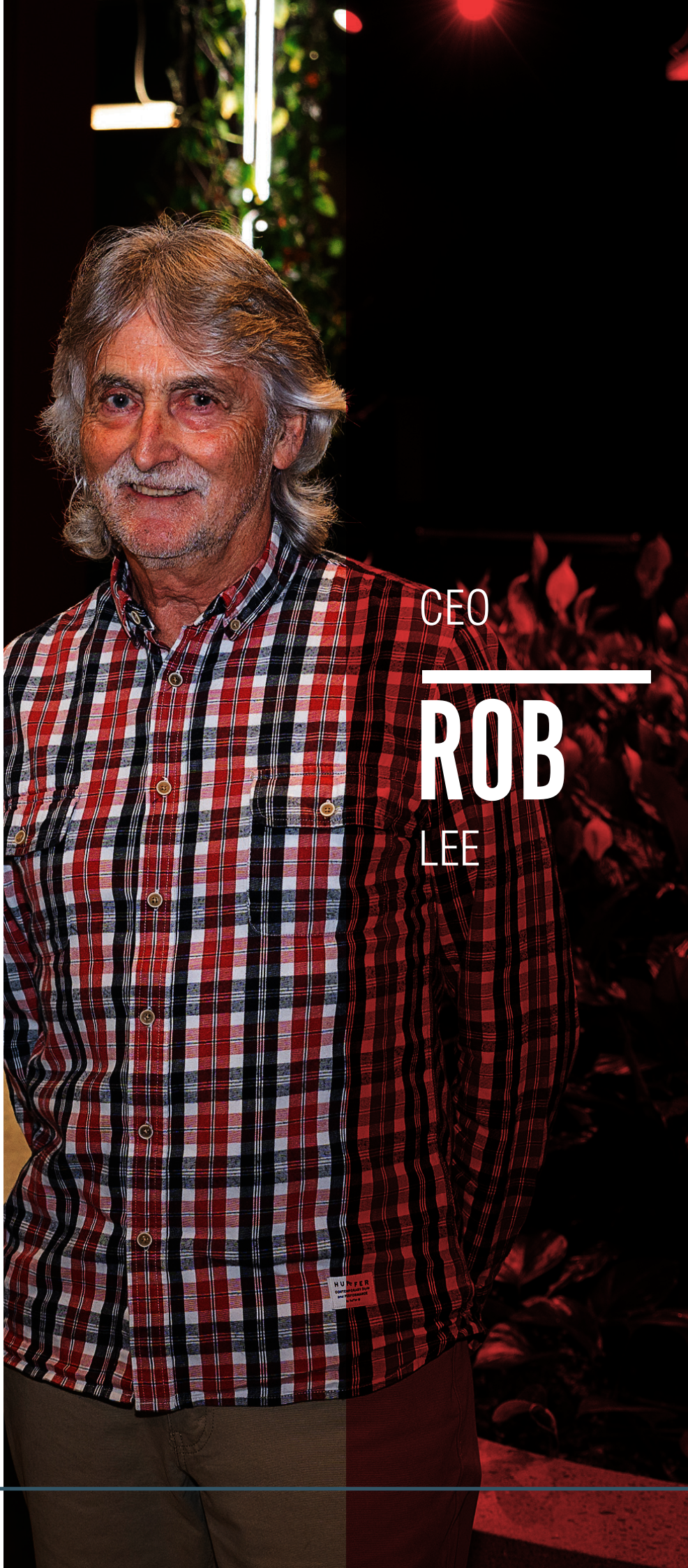
NEW HEAD OF CYBER SECURITY

Cyber Security continues to be a major concern for organisations here and around the world. Our cyber security team is tasked with three critical functions:

1. Protect Theta's own cyber borders from threats and intrusions.
2. Ensure the projects we deliver for our customers are cyber resilient – "we bake cyber security into our projects".
3. Provide cyber protection and consulting services to our customers.

In January 2022, we welcomed our new Head of Cyber Security, Pete Bailey. His experience running one of NZ's largest cyber security consultancy practices, combined with specialities in security risk and governance, complements the valuable expertise of our existing security team.

As we become more and more immersed in our digital-first worlds, we see new opportunities, and with that comes emerging risks. We expect to see more sophisticated and vicious cyber attacks in the future, and we're constantly developing ways to deal with these.



This includes the Beta release of Glasstrail, our new SaaS product that regularly scans your attack surface and quickly identifies vulnerabilities that your adversary could use against you.

Finally, in keeping with our commitment to a well-defined environmental, social and governance strategy, we'll continue to explore ways to evaluate, prioritise, act on, and manage these issues.

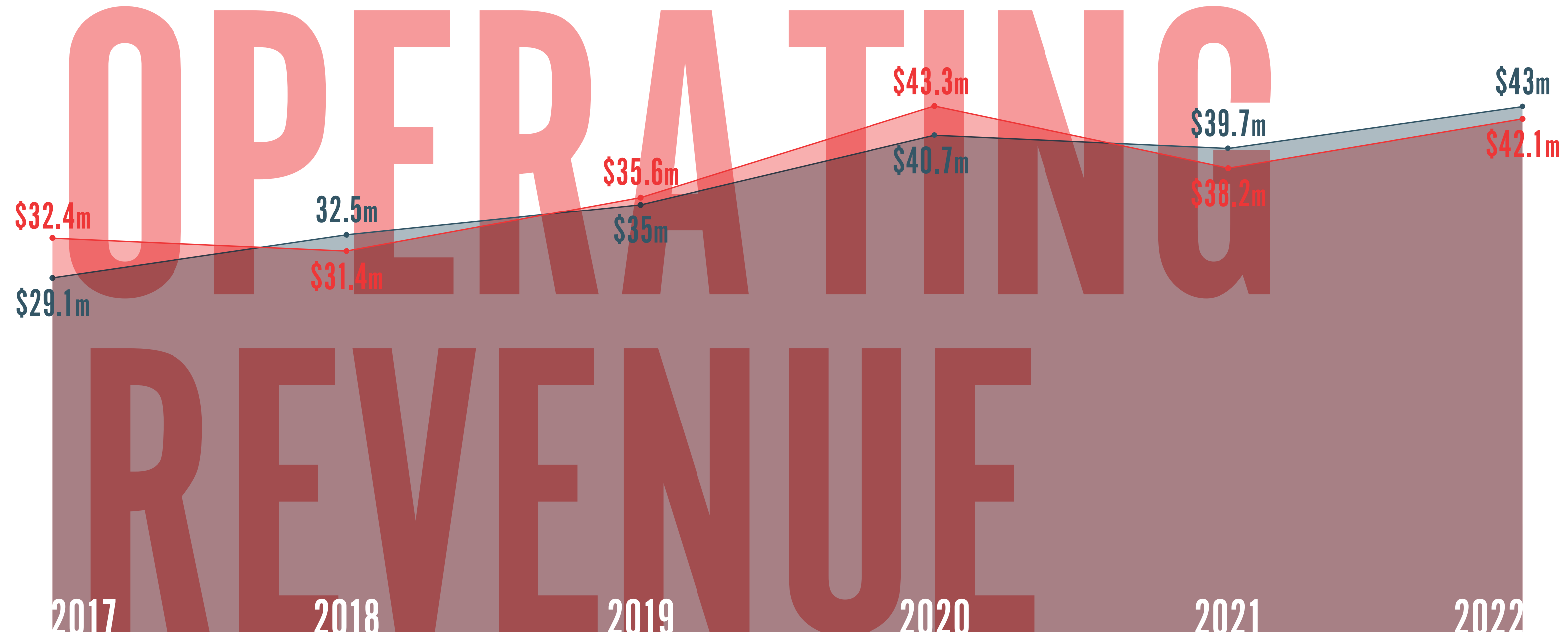
FAST-FORWARDING

Looking at our results, one thing is clear: we are well-positioned to continue delivering for our customers and stakeholders. We're witnessing an acceleration of technology needs in a post-pandemic world; businesses are 'thinking big' with their plans, and we're increasing our staff numbers to make that happen.

Our acquisition of Wellington-based data analytics firm Inhouse BI in April 2022 has brought new, highly experienced staff into the fold, enabling us to keep delivering high-quality solutions for customers. We're ready to help and eager to hit the fast forward button.

BUDGET
ACTUAL

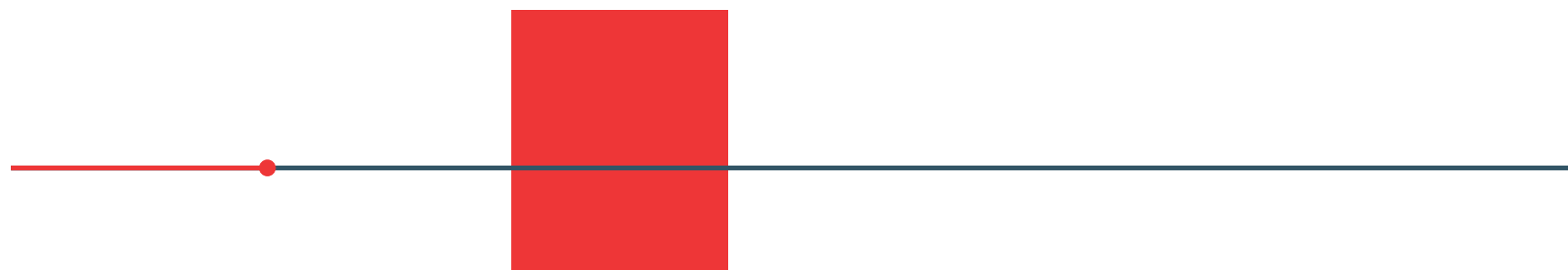
13



12



OUR CUSTOMERS



IN 2021-2022 WE WORKED WITH 361 CUSTOMERS

Maintaining strong relationships with our existing customers and building relationships with new customers are essential for the continued success of our business. We've become accustomed to nurturing virtual partnerships and delivering high value, high-quality projects from our home working environments. As we adopt our new hybrid way of working, we expect this will combine the best of both worlds, delivering optimal customer value.

"I have always found Theta to be helpful - no matter what the project is"

CUSTOMER SATISFACTION

Twice a year, we survey our customers to see how we're performing. Our most recent NPS score of 42 remains well above 2021's average benchmarks across Australasia (8 for IT Services and 9 for Business Consulting*). Our customers also highly rated their satisfaction with our account management at 87%, technical services 80% and service delivery 80%.

*Source: Perceptive.co.nz

87%
ACCOUNT MANAGEMENT

80%
TECHNICAL SERVICES

80%
SERVICE DELIVERY

SHIFTING PRIORITIES

Like us, businesses have been impacted by the tight labour market, caused in part by closed borders. We continue to see strong demand to implement systems that allow organisations do more with less staff to counter this challenge.

Even though staff retention conditions remained tough in 2021, the light is at the end of the tunnel. Our customers are increasingly focused on gaining efficiencies, moving from 'surviving' to 'thriving'. New and improved back-office technologies are helping to provide better omnichannel customer service, putting the right information into the hands of their own customer-facing staff.

PROTECTING CUSTOMERS

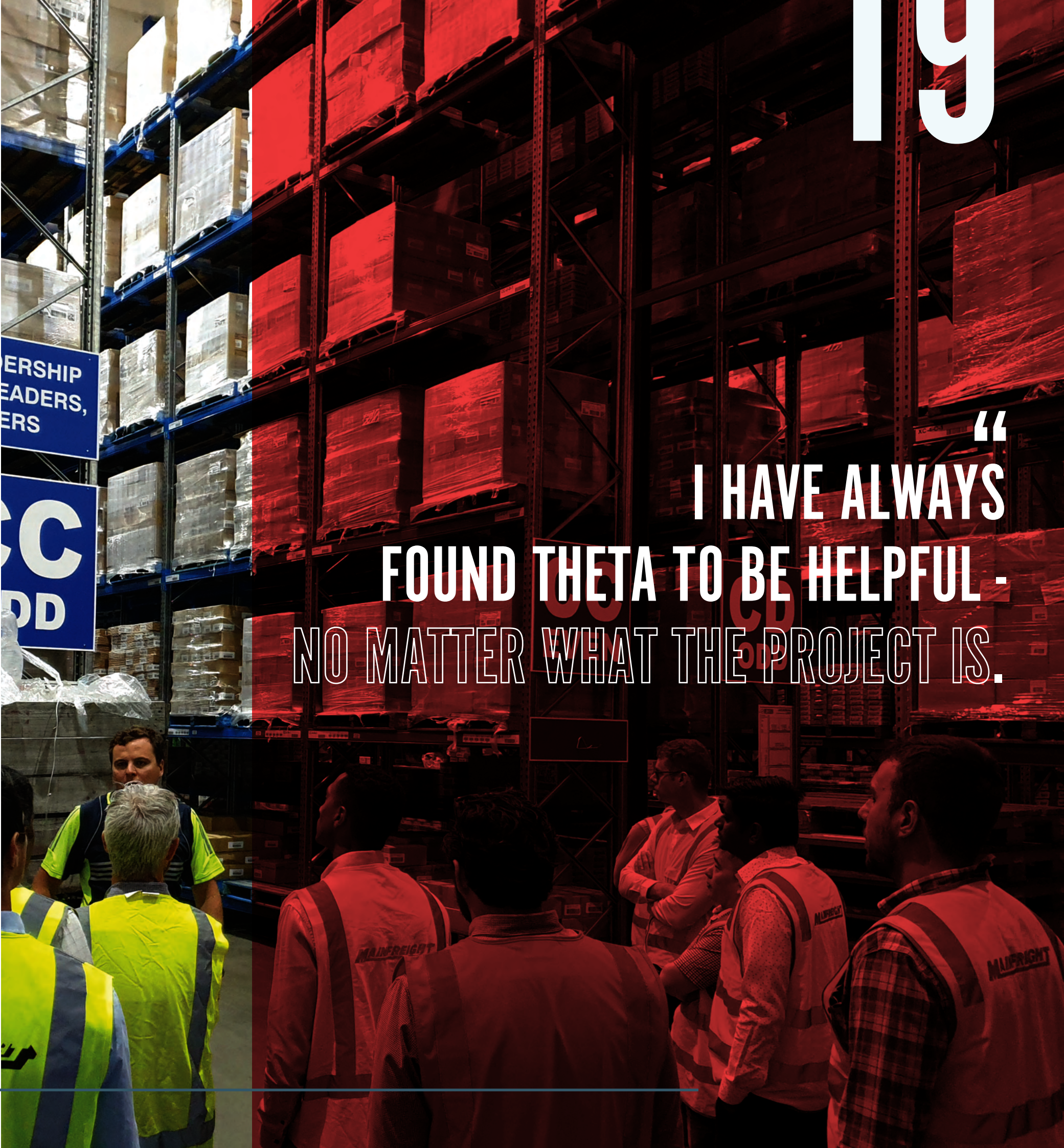
With increasing reliance on technology, the risk posed by cyber-attacks has also increased significantly. We continue to invest in our Cyber Security practice, developing products and solutions to keep our customers protected. This includes our Managed Detection and Response service and our new attack surface scanning tool Glasstrail.

“I’m impressed with the level of support we get from Theta both in technical support and service delivery support.”

EVENTS AND COMMUNICATIONS

With COVID still disrupting in-person events and conferences, our attention remained on digital communications. We delivered a total of ten virtual events for customers and the wider business community over the past year.

“It is a pleasure working with your team! Very efficient, friendly and professional.”



“
I HAVE ALWAYS
FOUND THETA TO BE HELPFUL -
NO MATTER WHAT THE PROJECT IS.”

THE VIEW FROM THE HOME OFFICE OF
EUREKA KAUSHALYA

**WE HAVE 28
NATIONALITIES AT THETA, AND OUR PEOPLE SPEAK
46 LANGUAGES AND DIALECTS.**



PEOPLE POWER





28

NATIONALITIES

46

LANGUAGES

QUANTITATIVE RESULTS

This year, we have continued to grow our numbers with a staff count of 266 at year-end, up 19 from last year. The well-published talent shortages in the technology industry have been a challenge, and we're pleased that Theta continues to attract talented people. Our average billing FTE number throughout the year was 216.

STAFF

266

AT YEAR-END

Overall, our employee NPS (eNPS) score was an enviable 49. We work through all feedback and make continual improvements for our team. Our average tenure continues at a respectable 3.8 years.

INVESTING IN OUR OFFICES TO SUPPORT HYBRID WORKING

The nature of a technology consultancy lends itself well to a hybrid model of working between home and office, which our people have embraced. The COVID related lockdowns have meant more work from home than office has occurred over the past year. However, our team is well set up for successful remote delivery.

Transitioning into a hybrid working model has given some time for reflection in creating new workspaces and places for our people. After consultation with our wider team, we recognised the demand for an office on Auckland's North Shore, and so we're pleased to have secured a new location at Smales Farm. We'll also be making significant upgrades to our Beresford office in central Auckland, creating a more collaborative environment. We've also recently settled on a new Tauranga office location.

NEW LEADERSHIP

This year, a structural change included changing the remit of Phoebe Dobson to Head of Delivery, and Phoebe has taken on responsibility for People and Culture. Spotlighting People and Culture as a focus area will help achieve our strategic goal of attracting, developing, and retaining the best people and ensuring employee well-being.

The introduction of a new HR solution, 'TheTalent', gives us more capability with reward and recognition, onboarding and learning management. We have brought our remote working team closer together with online quiz and game evenings, delivery of care packs, and we managed to fit some in-office BBQ lunches between lockdowns.

25

24

EQUITY, INCLUSION AND DIVERSITY

From our latest team survey, we have 28 nationalities at Theta, and our people speak 46 languages and dialects. We believe all these voices should be heard and frequently seek feedback from our entire team around business decisions that directly impact them.

Further, as part of our commitment to equity, we invest in programmes that help create a fairer world. This includes enrolling 18 women and four men in the Microsoft-supported Women Rising programme, with cohort #2 enrolling in March 2022; internship programmes designed for Māori students; and the First Foundation scholarship.

TECHNICAL EXCELLENCE

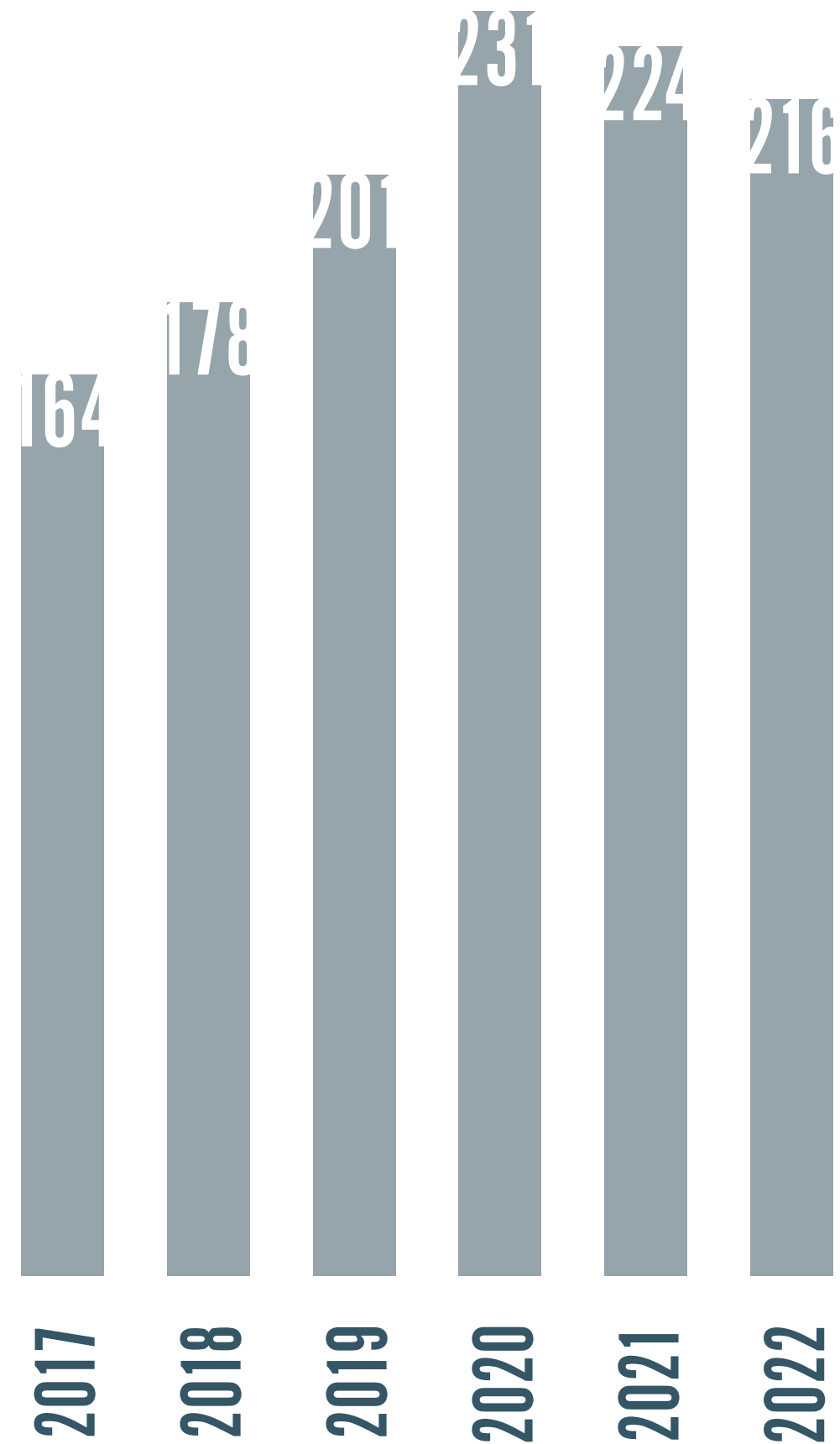
We encourage our people to strive for new accreditations and celebrate these individual achievements in our monthly company update. Two of our team members hold the esteemed title of Microsoft Most Valuable Professional (MVP) for their Dynamics 365 and Analytics work; they have kept busy with speaking engagements, content creation and mentorships.



**WE INVEST IN PROGRAMMES THAT
HELP CREATE A FAIRER WORLD.**

AVERAGE BILLING FTE

**In 2021 – 2022, we billed ~390,000 hours.
A Full Time Equivalent (FTE) is calculated as
1,800 hours completed by a billing consultant
in a financial year.*





GIRAFFE AWARD



Every month a staff member or team is recognised for sticking their head above the trees; going that extra mile for our customers. We call it the Giraffe Award.

This year's recipients were:

Emmanuel Auffray
Craig Barberini
Dayakar Battini
Edward Bloomfield
Richard Burgess
Tharanga Chandrasekara
Ben Daly
Ryan Darby
Stefnie Davies
Arshad Farooq
John Fisher
Nikki Forsyth
Jason Free
Josh Highet
Meg Hope
Gabriel Dias Junckes
Peter Kenyon
Siva Kumar
Ivo Lissev

Kim Lumsden
John Meaker
Minal Misal
Sanjana Mishra
Vladan Neziri
Marlon Parra
Caroline Paver
Robert Peddie
Mukul Sharma
Mark Shatilov
Ash Sohani
Simon Strombom
Shallu Tagra
Mark van Noppen
Craig Walter
Kevin Wells
Ivor Whibley
David White
Geoff Williams



PEOPLE PROFILES



PRODUCT GROUP

MADDIE

CONSULTANT

Following an impressive 10-week internship, Maddie was offered a full-time role in Theta's Innovation Lab in May 2021. 'Creating new stuff' tops the list of why Maddie loves working alongside her fellow innovators.

"It's similar to a startup environment in terms of having creative freedom. I particularly enjoy working on MixiPLY (Theta's digital portfolio platform) and with Newlands Intermediate School students, who test and use the platform – it's so rare and so rewarding to do work like that."

After graduating in English and Digital Media from University in the mid-West US, Maddie took the route that many others have, opting for an OE in New Zealand – eventually leading to residency. Her roles within finance and as a process improvement analyst soon sparked a need to implement solutions, not just solve them.

"I discovered programming through a weekend event where women in tech teach other women how to create a Ruby on Rails app. I found it really exciting and interesting, and it encouraged me to join the Victoria University Masters of Software Development. The course ends with an internship, and I was lucky enough to do mine at Theta."

One of the reasons Maddie stood out in the internship interview was her choice of assignment, creating an app that keeps track of threads for her hobby of cross-stitching.

"It's very niche, but you'd be surprised to know that lots of people use spreadsheets. It's important to me, and so I'll keep working on it."

Her days now start with a wake-up call from her cat and a local Havana coffee, and then it's straight into doing what she's passionate about – developing new cyber security product 'Glasstrail' and evolving 'MixiPLY'.

"It's a bit like Wordle. I look forward to dealing with logic every day and being able to unleash a bit of creativity."

With plans to learn Unity (a video game editing platform) in her free time, no doubt there will be new opportunities presented to the Innovation Lab in the coming months.

As for continuing inspiration, Maddie credits her grandma, who taught for 50 years and still vividly remembers her students. And like many young creatives, Maddie also holds inspiration to one of the greats...

"Dolly Parton! I know that seems slightly off the cuff, but I admire her imagination library (a book gifting program that's given away millions of books). She also doesn't let others stop her from being who she is. I'm a female programmer, so I can relate – I don't always fit the mould, but it seems to have worked in my favour so far."

With Maddie's achievements to date, we can't wait to see the results of her next endeavours.

DATA & INSIGHTS

STEPHAN

LEAD CONSULTANT

Originally from fast-paced Johannesburg, Stephan has kept up his thirst for business, having already completed three fundamental Microsoft certifications in AI, Azure and Data this year. More impressively, he's already ticked off the higher levels of these certifications in 2021 and now has his sights set on DevOps Engineering.

"I'm a big believer in self-study and self-improvement. I like to create my own development plan, and Theta helps enable it."

With a brother in software development, Stephan says he knew he would also follow the tech path. After successfully completing a Microsoft Certified Systems Engineer course, he found himself working for one of South Africa's '4 big banks' before being enticed to Microsoft. There, he was a Premier Field Engineer for SQL Server, and soon moved into a crossover division called 'Advanced Services Delivery' specialising in Microsoft's mission-critical data warehousing solution (now known as Azure Synapse).

Here he would support Fortune 100 companies as part of a global virtual team of engineers across all time zones.

His spell with Microsoft continued in the UK, where he quickly advanced in the role.

"There were 72 of us worldwide, supporting over 200 customers with their workloads. The starting cost of the solution was a few million USD back then, so there was a bit of pressure to get it right. We needed to educate and guide our customers to quickly get value from their investments."

After briefly returning to South Africa to work for a startup, he was quickly discovered by eagle-eyed Theta recruiters and took the opportunity to move to New Zealand in 2020, now filling his free time in the great outdoors.

Stephan is popular with clients too, recently they've described him as a 'modern-day data superhero'. But as the humble legend he is, his response to this is simply that he's just doing what he loves.

"It's about the impact. When two of the projects I worked on were put up for Microsoft Partner Awards, I felt really proud. I learn a lot from my colleagues, and hopefully, I can also be a mentor to some of them."

With the continued demand to work alongside Stephan in his element, there is no doubt that there are many who are eager to learn from him.

DYNAMICS 365

THARANGA

LEAD CONSULTANT

After seeing a late-night report about the promise of fresh snow overnight at Mt Ruapehu last year, Tharanga and his family packed their skis for a 'midnight mission', driving through the night and seizing the opportunity for an epic day on the mountain.

Acting on opportunities has become second nature to Tharanga, who moved to NZ in 2016 after being headhunted by Theta. With some encouragement from his inspirational parents and a very understanding wife, who agreed to bring forward their wedding (which went ahead a few days later), he took a Consultant role in Theta's Dynamics 365 team. Within a few weeks, they had made New Zealand their home.

Tharanga completed a BSc (Honours) in Computing, specialising in Software Engineering, from Staffordshire University, UK. During his university days, he started a blog focused on mathematical problems and other issues fellow students faced.

"I realised that many of my friends in the University had the same questions and doubts about the Software Engineering theories and design patterns, so if I could explain these concepts in plain English and make them available to everyone, they all benefit. I like to say that, 'one small piece of knowledge someone shares today could be the cornerstone of a vast concept that changes the world tomorrow.' You just never know."

His blog quickly evolved as he intertwined his content with the knowledge he had picked up from his first job - soon, his blog was receiving over 3000 hits a day. Meanwhile, Tharanga became involved with the official Microsoft Dynamics NAV forum. After a few years, Microsoft appointed him a community moderator, and in 2016 he was recognised for his community contributions with a Microsoft 'Most Valuable Professional Award' (MVP). Having been awarded every year for the past six years, Tharanga states time as his biggest challenge:

"After office hours, I'm writing blogs, attending Microsoft group meetings, preparing for conferences, and also juggling time with family both here and back in Sri Lanka. Unfortunately, sleep is usually the first thing to go!"

Sleep deprivation is a sacrifice Tharanga's willing to take if it means he can make things better in the tech world.

"I have always liked the idea of being a Software Engineer. My brother worked with computers from a very early age, and I always thought it looked satisfying. I still remember the feeling I had when I compiled my first program at around 11 years old. It felt exciting, and I still have that passion."

He credits his fellow Theta teammates for their support and Theta's managers for being open to modern and innovative technologies.

"Feedback from customers when we deliver a solution that makes a huge difference - it's a great feeling."

As for daily routines, Tharanga says he never misses out on cooking up Sri Lankan dishes with his supportive wife. Not to mention, working on his Lego Technic 'Bat Mobile' is also a must-do. With his dedication, phenomenal problem solving and drive for perfection, the next step could be a life-sized version.

THE VIEW FROM THE HOME OFFICE OF
UMANG JINDAL

**WORKING ALONGSIDE INTERNSHIP PROGRAMMES, SUCH AS FIRST
FOUNDATION AND ICE360, HAS ALLOWED YOUNGER GENERATIONS TO
GAIN EXPERIENCE IN THE TECH WORLD.**



GIVING BACK



heta

cure kids

The sum of Six Th

46

We have an ethos of corporate responsibility, and each year, we give back to our communities and support great causes which resonate with our team.

In 2021, we introduced a pool of twenty volunteer days for our team to use. With many of our team already donating time to local schools and technology groups, it made sense for us to recognise this as part of our DNA at Theta.

We continue to support Cure Kids. Each year, we participate in an Adventure Race, with our fundraising efforts geared towards this pinnacle event. In August, we had a window of opportunity just before lockdown, which enabled us to host fundraising BBQs at our Auckland and Christchurch offices and were able to see off our adventure racers before the big race. 2021 marked the first year we had three teams competing, with entries in Whangamata's 3-hour, 6-hour and 12-hour events. It was also a poignant year for Head Adventurer Alan Moore, who celebrated his 10th adventure race for Theta. Our adventurers didn't disappoint, and we're pleased to say that by April 2022, we reached our lofty goal of \$150,000 raised for Cure Kids to-date.

150k
RAISED FOR CURE KIDS

In March 2022, we raised \$10,000 for the Ukrainian Red Cross by creating a downloadable 'Around the World' recipe book in exchange for donations. Recipes were submitted by our staff, showcasing cuisine from all corners of the globe. As we settle into our hybrid way of working, we look forward to resuming our international lunch fundraisers and other in-person events supporting Cure Kids and other charitable organisations.

We continue to invest in the next generation of technology talent, having welcomed a total of 6 interns from ICE's Student360 programme, First Foundation and Auckland's ICT Graduate Schools. Our interns have been able to get their hands on cutting edge tech, including our latest cyber security product Glasstrail. Our next interns from Wellington ICT Graduate School will have new challenges, including a logistics fleet tracking SaaS proof of concept and development on our virtual platform, Mixiply.

And our relationship with the MiniDevs at Newlands Intermediate School in Wellington has kept growing. Despite the challenges around face-to-face contact with students, we've been able to keep evolving the Mixiply platform (a digital portfolio) into something that really resonates with them. We released Mixiply's new collaborative features at the start of 2022, based on feedback from the young creative minds of the MiniDevs. They inspire us as we hope to inspire them in their tech journey.

To streamline our flow of graduates, students, and interns, we are also commencing a 'Graduate and Early Career' recruitment programme. We hope this will make us an attractive organisation for graduates and give them better opportunities upon completion of their studies.

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OUR PRACTICES



DIGITAL 29%

DATA & INSIGHTS 22%

DYNAMICS 365 21%

CONTINUOUS COMPUTING 14%

PROJECT DELIVERY 10%

ENERGY 3%

CYBER SECURITY 1%

DIGITAL

JEFF WOGEN
HEAD OF DIGITAL

52

55
CONSULTANTS

29%
REVENUE

PRACTICE LEADS

EMMANUEL AUFFRAY

MARK ENFIELD

CORNEL FUHRI

KIM LUMSDEN

OUR TEAM

It's been quite a year in Digital. Despite a challenging labour market, we've added many new talented individuals to our team of brilliant minds, and we seek even more to meet the growing demand from our customers.

Cloud Solution Architecture & Strategy is a big growth area in Digital. This talented team works closely with our customers to fully understand their needs and then translate that into designing well thought out, fit for purpose solutions. From there, other teams in Digital – and indeed other practices across Theta – work together to bring it all to life. As cloud-based solutions are the norm more than ever, we expect the demand for thought leadership we bring to this space to keep growing.

We've seen the demand for bespoke web solutions and portals grow over the past year. Our Digital Development team specialises in building

these modern web and mobile applications - with a cloud emphasis. DevOps and automation, combined with secure development practices and modern frameworks, are all intertwined to build, deploy, and support world-class applications.

App modernisation, or taking legacy applications into the cloud in a well-thought-out way, will be an area that customers continue to explore.

Our UX/UI Design team ensures a great user experience across everything we build. We work diligently to create thoughtful designs by taking steps from the start to understand user needs and journeys. Our customers love what this team produces, and we see it continuing to be a differentiator for us.

Integration is everywhere, and cloud-based integration, particularly in Azure, is at the forefront of what the Digital integration team brings to customer solutions.

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We see this continuing to expand, with an emphasis on well-thought-out, efficient, and cost-effective designs. Build and deployment automation, including Infrastructure as Code (IaC), is now commonplace rather than an afterthought and plays a key part in everything this team delivers.

When you think of our Collaboration Solutions team, think Modern Workplace from Microsoft. We've seen a consistently growing demand for solutions built around SharePoint, Power Apps, Power Automate, Teams, Viva, and everything in between. As remote working and the desire for automating workflows continues to dominate our workdays, the value of the solutions this team brings to our customers grows and grows.

FOCUS AREA: THE MODERN DELIVERY MINDSET OF DEVOPS & AUTOMATION

Customers are embracing modern, Agile software development lifecycle methodologies that enable frequent updates like Scrum and Kanban. Streamlining within those deliveries quickly becomes apparent, and that's where DevOps and automation come into play.

DevOps automation is the practice of automating manual and repetitive tasks so they can be performed without any human interaction. The "Ops" part of DevOps means that operations are a part of this as well. It encompasses automating software builds, deployments, releases, and monitoring.



Helping our customers invest upfront in automation means seeing the benefits earlier, paying for itself in no time. This drastically reduces the potential for human error, improving team productivity, identifying issues much earlier and releasing more frequently with reduced risk.

DevOps is a key focus area for us, and it is as much a mindset as it is a process. Helping customers do it well means bringing significant advantages to product teams, and we expect to see more and more efficiency-minded organisations embracing it over the coming year.



CASE STUDY

TAUMATA AROWAI

As a new organisation, Taumata Arowai was in a prime position to take a modern approach to its workplace and systems – looking to secure productivity, efficiency and collaboration benefits from implementing best in class solutions.

Several of Theta's practices came together to implement a suite of new solutions, including Microsoft Teams, SharePoint for Intranet and Document Management, AvePoint cloud records, Microsoft Dynamics 365 Business Central, telephony and meeting room conferencing using Teams and Telesmart, and Microsoft 365. Microsoft Intune and Mobile Application Management (MAM) were configured to manage the range of new Taumata Arowai devices.

"Our Chief Executive said it was the smoothest go-live he'd experienced! It's a great reflection on Microsoft and Theta."
Jessie Larsen,
Establishment Lead,
Taumata Arowai

Microsoft solution suite for New Zealand's new water regulator Taumata Arowai

Delivering within a tight timeframe of 4 months, Taumata Arowai was impressed with the results. Solutions were SaaS-based, with advantages of scalability, flexibility, and security, along with the benefits of easy support and maintenance. We chose a 'zero trust' security design approach with a consistent interface to services both inside and outside the office.

"The tech we put in place is by design, but the commitment and ability to be pragmatic and deliver on challenging timeframes is a real standout."

Zane Windle, Enterprise Architect, Taumata Arowai

Easily integrated, user-friendly technologies mean that Taumata Arowai has minimised siloed teams from forming as it continues to grow the size of its workforce. As a result, they can achieve their goals without tech frustrations, and we can focus on future projects together.

"We continue to work well together. It's a brand new relationship, and Theta has come to the table to make it a partnership"

Jessie Larsen, Establishment Lead, Taumata Arowai

CASE STUDY

IMMIGRATION NEW ZEALAND

58

Theta NZTD team delivers tech that enables New Zealand to reopen the borders

So says Stephen Dunstan, General Manager – Enablement,
Immigration New Zealand:

“The Theta New Zealand Traveller Declaration (NZTD) team have delivered core functionality for allowing New Zealand to reopen their borders. This was in the form of a front end capture form that allows people to declare and upload evidence for vaccination and pre-departure testing and integrating into rules engines and e-gates. This was new functionality, developed in a series of sprints within tight deadlines. The Theta team were stars, being very committed, skilled in problem-solving and going above and beyond to meet the timeframes they were given.”

The NZTD could not have been delivered without the ‘can do’ attitude of the Theta team and the flexible culture that was established. There was no drama about overall delivery, and the flexibility of the team to deal with issues and work extra hours have been hugely appreciated.

Overall, this was an important and necessary delivery for New Zealand, and Immigration New Zealand could not have a better team to partner with.”

DATA AND INSIGHTS

GARY BLUMGART

HEAD OF DATA AND INSIGHTS

60



44
CONSULTANTS

22%
REVENUE

PRACTICE
LEADS

LEO LIU
ADRIAN SIMPSON
SEFTON THESING

OUR TEAM

2021 was a challenging year. We continued to rapidly acquire high-quality customers whilst dealing with a volatile and sometimes out-of-control labour market. We worked hard to retain excellent consultants, and due to the Theta Data and Insights reputation, we kept attracting and hiring fantastic new talent. In April 2022, we acquired Wellington-based analytics firm Inhouse BI, bringing all their existing staff and expertise into the fold. Customers of both Theta and Inhouse BI will benefit from accessing an even greater number of skills and services as a result of this.

CONTINUED DEMAND

Data is at the heart of everything organisations do and is a core pillar of any digital transformation; it is key to the success or failure of all organisations. Our customers' management teams understand the importance of data to drive higher profitability and provide more effective and targeted services.

They realise that they cannot effectively optimise their businesses without measuring Key Business Indicators. As a result of this, the demand for Data & Insights solutions has been consistent.

We have been architecting and implementing many cloud data solutions on Microsoft Azure and AWS. These solutions span the various data platforms, including Azure Synapse Analytics, Snowflake and Databricks. We also remained busy developing and supporting many on-premises Data Warehouses.

Our consultants have developed (amongst others) Azure Data Factory (ADF), Matillion, dbt and WhereScape RED solutions. Many of our customers also utilise our own Theta data framework for data ingestion. Our framework significantly accelerates and simplifies the entire data ingestion process.

bi

POWER BI GROWTH

Microsoft Power BI remains our customers' most popular data visualisation product of choice, and as such, our Power BI Center of Excellence delivers quality solutions to our customers. Power BI is a product that everyone can use – from one user to organisations with hundreds or thousands of users. This scalability means that organisations need to plan carefully.

We play a big part in assisting our customers with architecting, designing and deploying their Power BI solutions. We also ensure that their Power BI licenses are fit for purpose and develop insightful dashboards for them. Lastly, we train our customers to leverage all of Power BI's functionality.

FOCUS AREAS

Data architecture is becoming more critical, specifically in the Azure Analytics, Microsoft Power Platform and Dynamics 365 areas. Data is central to all these, and there is significant overlap and integration of data storage, data intelligence and Power Apps functionality throughout. This overlap is quickly becoming a focus area. We're working with our customers to map out the data flows, architect the correct solutions to best manage the data, and ensure that customers can leverage the power of their data across the entire organisation.



WE PLAY A BIG PART
IN ASSISTING OUR CUSTOMERS
WITH ARCHITECTING, DESIGNING
AND DEPLOYING
THEIR POWER BI SOLUTIONS.

CASE STUDY

THE ELECTRICITY AUTHORITY

64

The Electricity Authority (the Authority) wanted to upgrade to a modern, cloud-based data platform from their existing on-premises SQL Server-based data warehouse, which showed its age – it lacked scalability and flexibility.

For the regulator of the New Zealand electricity market, a highly stable platform was essential. We needed to make sure that it:

- Provided flexibility without sacrificing performance or functionality.
- Allowed data engineering teams to integrate with their clients.
- Moved away from legacy data sharing methods.
- Increased adoption of API integration for data.

We recommended Microsoft's PaaS service Azure Databricks as the most appropriate and cost-effective option to upgrade the existing data warehouse into a modern, scalable, cloud-based data platform.

Why the Electricity Authority moved to a modern, cloud based data platform

Azure Databricks now unifies the Authority's data engineering, data analytics, and data science requirements. At 5 Terabytes - one of the largest Lakehouses in New Zealand - the platform enhances productivity, manages costs, and creates a more efficient infrastructure. It enables the Authority to further enhance their capability to analyse billions of rows of data, unlocking insights across the electricity sector and its performance.

They have experienced a significantly reduced data processing time - from hours to minutes – thanks to the elasticity and scalability of Azure and Databricks. In the long term, there will be significant cost savings.

65

DYNAMICS 365

JOERG RAU
HEAD OF DYNAMICS 365

66

48
CONSULTANTS

21%
REVENUE

PRACTICE
LEADS

CRAIG BARBERINI

STEFNIE DAVIES

ROBB FERGUS

CARL HEAD

VOLODYMYR LEONOV

JOHN MELLOWS

IVOR WHIBLEY

SKY-HIGH DEMAND

Despite another year of COVID challenges, many of our customers are back in growth mode – seeking efficiency gains with better systems and modern platforms that meet strict cloud security requirements. As a result, demand for our Microsoft Dynamics 365 services and solutions skyrocketed to an all-time high, and we saw a 29% growth in revenue.

Coupled with a tight labour market, attracting the right talent to meet this customer demand has been challenging (we focus on the value of having great people on board). We were able to expand the team and worked on a record 125 projects across our full-service offering. As our borders reopen, we look forward to welcoming an influx of overseas talent again.

NEW DELIVERY UNITS

Having an ever-growing team comes with its challenges. We sought to tackle this by introducing the concept of delivery units, which are stable teams with their assigned customers. The delivery unit coordinators take full responsibility for looking after their customers, leading to stronger bonds and better service. We've noticed an uptick in larger-scale Dynamics 365 projects being entrusted to us, and this model will allow us to scale further whilst still servicing small-medium businesses.

We hired, for the first time, a number of professionals who are new to the IT consulting business or will be cross-trained from other ERP products, helping to build the next generation of Dynamics 365 professionals.

EVOLVING PARTNERSHIPS

We continue to explore the latest products from our existing partnerships that will benefit our customers. An example is Soft4 Lessee, a product we now offer as part of our partnership with Soft4, which allows us to handle a growing number of customer IFRS 16 requirements. We'll continue to add to our portfolio of new partnerships.

NEW TO MARKET

The new Dynamics 365 Sales App for Fundraising and Engagement has piqued the interest of many of our not-for-profit customers; we see great potential with this. Another product with excellent growth potential is Dynamics 365 Marketing, and our own Theta marketing team have recently started using this solution.

This past year also saw the implementation of the Work365 solution, which aims to reduce costs and errors associated with manual Microsoft CSP billing. The new customer self-service portal and automated processes provide easier reporting and management both internally and for our customers.

MICROSOFT APPSOURCE PRESENCE

Microsoft AppSource is an online store with thousands of business applications and services built by industry-leading software providers. By solving specific customer challenges with Business Central, we've been able to develop products for the global AppSource store simultaneously – thus solving this same issue for Business Central users around the world.



Over the past year, we've had over 500 downloads of our four Business Central apps (Excel Importer, Advanced Landed Costs, Subscription Management for Publishers and NZBN Integration).

We also offer two Services (Quickstart Excel Importer and Quickstart for Subscription Management) and have over 60 per-tenant-extensions (PTEs) in our toolbox. We are New Zealand's biggest Business Central AppSource apps publisher!

CONTINUOUS COMPUTING

theta

STEVE ASHBY
HEAD OF CONTINUOUS COMPUTING

70

41
CONSULTANTS

14%
REVENUE

PRACTICE LEADS

AMJAD AKMAL
NICK BEACROFT
BHUPINDER DALAL
MUKUL SHARMA
HAMISH STRONG
JOHN WAY

This year was another busy year for Continuous Computing. We saw an evolution within our practice: revamping our teams into a new structure that better aligns our core areas of business and technology services.

Continuous Computing moved under the umbrella of Theta's delivery arm, alongside Project Delivery, for better alignment of our combined services and under the direction of Phoebe Dobson as Head of Delivery.

SERVICE AND APPLICATION SUPPORT

We amalgamated Service Desk and Application Support to become 'Service and Application Support'. This team is overseen by Amjad Akmal with Arno Du Toit as Senior Analyst. The union better aligns the two areas together, and they continue to be at the forefront of Theta's service and customer support.

MODERN PLATFORMS

We also combined application database and consulting, engineering, cloud and infrastructure consulting into a new 'Modern Platforms' team. This broad team covers our core services offerings in the infrastructure, database and cloud areas - ranging from architecture services to design, implementation and managed services. Hamish Strong leads as the Modern Platforms Manager, with leads Bhupinder Dalal and Mukul Sharma.

The move to cloud and automated deployment of platforms and services continues. It is the driving force of activity amongst our customers and our service offerings. David White, well known for his supreme cloud, DevOps and architecture skills, recently moved up to a Principal Consultant role within the team.

CLOUD OPTIMISATION

Cloud optimisation is a growing area of focus for our customers. Nick Beacroft oversees this key area - providing key licensing and optimisation services to our customers. Den Villarias was added to the team this year as a Licensing Specialist.

SERVICE DELIVERY

Our Service Delivery Managers and Service Delivery Coordinators continue to provide the backbone of service delivery and support within our team, working closely with the Service Desk and our other practices.

John Way has come on board as a Service Development Manager charged with developing and implementing new service initiatives and offerings for our customers.

INTERNAL IT SERVICES

Our practice oversees Theta's IT services. We had another very solid year with excellent service uptime for our internal users. Our own shift to cloud-based services continues, and will apply this as we bring on additional office services with new Auckland North Shore and Tauranga office locations.



OUR SERVICE DELIVERY MANAGERS
AND COORDINATORS
CONTINUE TO PROVIDE
**THE BACKBONE OF SERVICE DELIVERY
AND SUPPORT WITHIN OUR TEAM.**

PROJECT DELIVERY

PHOEBE DOBSON
HEAD OF DELIVERY

74

35
CONSULTANTS

10%
REVENUE

PRACTICE LEADS

ARSHAD FAROOQ
ELLA HUFFAM-HOPKINS
SANJANA MISHRA
CAROLINE PAVER
SHALLU TAGRA

DELIVERY, DELIVERY, DELIVERY

Over the past year, high demand for our technical consulting services has continued to grow the Project Delivery team across all areas.

To ensure a consistent focus on the governance of all delivery at Theta, we cemented this through Phoebe Dobson's role expanding to include the Continuous Computing team (which incorporates Service Delivery) within her remit. In her new Head of Delivery role, she will ensure we continue to embed consistent high standards of delivery across projects and support functions that can scale as we, and our customers, continue to grow.

Expanding Phoebe's role offered an opportunity for her direct reports to undertake more delivery responsibility. Caroline Paver continues in her Delivery Practice Lead role with her team, focusing on delivering digital-related

projects out of Auckland and Waikato regions - using our knowledge of the Microsoft Project product suite to provide solutions to our customers and the provision of business analyst services.

Arshad Farooq continues as a Delivery Practice lead with his team focusing on delivering Dynamics 365 and Data & Insights projects across the upper North Island and driving forward continuous improvement initiatives, including championing the consistent use of Azure DevOps Boards as a delivery collaboration tool with our customers.

Shallu Tagra was promoted to a Delivery Practice Lead, and her team delivers the projects for the lower North Island and South Island. Shallu has a strong personal interest in championing Agile delivery methodologies.

15

AGILE IS THE NORM

Caroline, Arshad, and Shallu lead a combined team of 20 project managers, delivering 300 projects in the past year (and we supported a further 250 'resource only' customer engagements). In the past year, we've continued to grow within our customer accounts, and we're more frequently being entrusted with the portfolio delivery of projects within a customer account. This ranges from delivering a broad digital programme with multiple Theta technology practices involved to a more measured approach of projects being added over time to build from one project to many. Delivery using hybrid Agile methodologies continues to be the norm. Whilst we are looking forward to more face-to-face interaction within project teams, and with our customers, our project managers and consultants are fully competent at successfully delivering projects remotely.

INTERNAL PROJECTS

Ella Huffam-Hopkins was promoted to Delivery Practice Lead – Internal, with her focus on delivering our internal projects, both continuous improvement and innovation. Ella's project coordinators and managers help ensure our internal processes and initiatives are run smoothly: from upgrading our systems, driving new initiatives (including our new website), product delivery, and ensuring Statements of Work and RFP responses get delivered on time.

ADVANCING IN AUTOMATED TESTING

Sanjana Mishra continues as Testing Practice Lead and has embedded a strong automation testing competency within her team. Her specialist technical testing team covers test strategy, planning, scripting, and execution across software, web, and mobile applications.



They also provide expertise in automated testing for increased efficiency, breadth of coverage, performance and load testing. The team has expertise in UI, API, and database automated testing and experience with various tools, including Selenium and Tosca. They also conduct performance and load testing using JMeter or SoapUI.

TEAM GROWTH

Whilst there have been challenges in the technology recruitment market this year, we have come through strongly with the Project Delivery team growing in this past year. At Theta, we are strengthening our graduate recruitment model. We are pleased to have brought on recent graduates to project coordinator and business analyst roles in the team and an early career opportunity for a tester. We will build up the skills of our graduates by welcoming them into our internal delivery team to prepare them for customer engagements in the future.

CYBER SECURITY

PETE BAILEY
HEAD OF CYBER SECURITY

78

4
CONSULTANTS

1%
REVENUE

KEY AREAS

ADVERSARY SIMULATION
BUILDING SECURE PROJECTS
CYBER RISK ADVISORY
INTERNAL SECURITY
MANAGED SECURITY SERVICES
(MDR AND RANSOMWARE
SERVICE)
SECURITY STRATEGY
THREAT INTELLIGENCE

In 2021, cyber security continued to be one of the foremost considerations for organisations, including us here at Theta. Our security team has the dual responsibility of implementing the highest internal security standards, as well as ensuring that we bake security into everything we deliver for our customers. This model works well, and customers benefit from our tried and trusted approach.

We've also grown our service offering to help our customers boost their security posture. These offerings include our CrowdStrike-based Managed Detection and Response (MDR) service and the security team's role in helping project teams create secure outcomes for our customers.

HYBRID WORKING RISKS REMAIN

2021 has seen us all accept a "new normal" way of working. While staff will return to the office, the flexibility of regularly working from home is here to stay. Organisations need to adapt to this hybrid working model to retain staff and ensure high levels of engagement. However, this new approach also creates new security risks as the attack surface increases, and new working tools are explored.

To ensure that both Theta and our customers stay safe, we have employed a three-pronged approach to our work: we regularly and rigorously review our own security to protect our staff and customers from attack; we work alongside Theta's project teams to help ensure our delivery projects meet our customers' security needs; we offer the security expertise of our team to help our customers increase their own security levels. This has seen great success over the past year.

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ISO 27001 COMPLIANT

In May 2021, we achieved our internationally recognised ISO 27001 security certification, in line with our dedication to high standards and reassurance for customers that security is a priority. Only a handful of companies in New Zealand have attained ISO 27001, so we are very proud of this achievement and committed to ensuring ongoing compliance. Security is an ongoing journey, so we will continue to modify our overall security posture.

SECURITY + DEVELOPMENT

This past year, we started involving security team members in the development of several customer projects, ensuring that security has been considered before projects go out the door. With larger projects on board this year, especially for government customers, the need to start incorporating secure development lifecycle principles into our work is becoming increasingly important. Over the coming years, we will continue to grow on this approach to give customers peace of mind that security has been incorporated into all stages of their projects.

SHARING THE KNOWLEDGE

We've been working on new innovative solutions to ensure that we pass on our security expertise to our customers. The introduction of a Managed Detection and Response (MDR) service using CrowdStrike has been a success: we have seen growth in customer numbers and the size of organisations.

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MDR detects endpoint security issues, and the 24/7 overwatch ensures that alerts are captured night and day and can be acted on as required.

We have also included additional consultancy services, including a "purple teaming" service using the MITRE ATT&CK framework and several tools to report on your network's vulnerability. We will look to continue to expand these customer offerings. And finally, working alongside the Product Group, we developed a new tool, Glasstrail.

This unique service lets customers discover how attackers might see their security vulnerabilities by running ongoing detections of their environment with an easy-to-use dashboard, then drilling down into the findings to discover and remediate the cause. We are incredibly proud of Glasstrail and look forward to bringing it to market in 2022.

PRODUCT GROUP

ANDREW TAYLOR
HEAD OF PRODUCT

82



9

TEAM

PRODUCTS

DYNAMICS 365 BUSINESS
CENTRAL EXTENSIONS

EVA CHECK-IN

FAQ BOT

GLASSTRAIL

MIXIPLY

SIX DEGREES

CLOUD FOR GOOD AWARD WINNERS

The Breast Cancer Foundation New Zealand (BCFNZ) runs large fundraising campaigns each year, but the time needed to manage them overwhelmed their small team. They embraced our customer service automation product FAQ Bot to help answer repetitive questions about fundraising.

FAQ Bot transformed BCFNZ's campaign support, saving them 250 hours over ten weeks and, as a result, we won the 2021 New Zealand Microsoft Partner Award - Cloud for Good.

INVESTING IN SAAS

When we think about our journey to transform, grow, and scale our own consultancy business, we see the parallels with the BCFNZ project. As a \$40M+ consultancy with 250+ staff, we are on journey to grow our annuity revenues through technology – in this case, with SaaS products that we sell globally.

Investing in a dedicated Product Group has been essential to building out what is now a portfolio of products. "In our second year of the Product Group, we now have EVA Checkin for visitor and contractor management, FAQ Bot for customer service automation, digital portfolio platform MixiPLY, Six Degrees - our financial planning and analysis toolset, and four Microsoft Dynamics 365 Business Central apps."

More products are launching in 2022, including attack surface management product Glasstrail and several more AppSource apps. We're going even harder and faster this year with our portfolio approach as we capitalise on our local success and early traction in global markets.

This approach is reaping the rewards. Building on existing relationships, we've been able to test and sell our products more quickly with lower customer acquisition costs than a new-to-market SaaS business could. And then take the local lessons to grow our worldwide customer base.

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BUSINESS CENTRAL APPS GROWING INTERNATIONALLY

We have four extensions in market: Advanced Landed Cost, Excel Importer, NZBN, and Subscription Management. Over the last 12 months, worldwide customer growth is up 200%, and 90% of our trialists are from outside New Zealand. We're increasingly seeing more customers using two or more Theta-grown apps, indicating that our multi-app approach is working. Our churn rate for Excel Importer sits at an enviable 2%. We have more extensions on the backlog for launch in 2022.

VISITOR AND CONTRACTOR MANAGEMENT

In 2021, we repositioned our EVA Check-in product beyond COVID contact tracing. It is now targeted at busy workplaces shifting to hybrid working, as well as construction sites - supporting them to meet health and safety commitments via digital transformation.

The construction sector is booming and rapidly digitising many daily tasks to improve productivity. Our sign-in tools work on autopilot and include induction processes that can cater to any scenario. This is driving a very strong take-up in this sector. In 12 months, we've grown our construction customer base by 8 times, with passionate customers in Australia, NZ and USA.

INVESTING IN THE FUTURE

In addition to commercialising SaaS solutions, the Product Group continues to work with educators and students from Newlands Intermediate School in Wellington on our co-created 'makerspace' platform, Mixiply. We also support interns from the Auckland and Wellington ICT Grad Schools to work on real-world projects with four internships in the last year.



**WE ARE ON A JOURNEY TO GROW
OUR ANNUITY REVENUES
THROUGH TECHNOLOGY.**

CASE STUDY

BREAST CANCER FOUNDATION NZ

More than 3000 amazing Kiwis hosted Pink Ribbon Breakfast events in 2021 to raise funds for Breast Cancer Foundation NZ (BCFNZ). The charity's Virtual Assistant, powered by FAQ Bot, was there to answer all their questions about hosting and fundraising. The chatbot saved BCFNZ's marketing and fundraising team approximately 250 hours over the ten-week campaign and provided valuable campaign insights.

The technology also won the hotly-contested Cloud for Good category at Microsoft's 2021 Partner Awards.

Chatbot powers charity fundraising; wins Cloud for Good award

"Theta has a long and proud history of delivering incredible work for its customers, receiving numerous award nominations over the years for its unflagging standards and excellence. This year, it was a finalist in three of our awards categories, but we're particularly proud of how Theta has supported a charity that touches the lives of so many of us. Almost every New Zealander knows, or will know, someone affected by breast cancer, and we're delighted that Theta has used Microsoft solutions to support highly successful fundraising events for Breast Cancer Foundation NZ."

Matt Bostwick, Microsoft New Zealand Partner Director

The chatbot was such a success for the Pink Ribbon Breakfast campaign that BCFNZ quickly launched two more FAQ Bots to support the Pink Ribbon Walk and their annual street appeal, ready to answer any questions their volunteers, supporters and participants have, and make participating in BCFNZ campaigns as easy as possible.

ENERGY

MATT OWEN
HEAD OF ENERGY

88

4
CONSULTANTS

3%
REVENUE

LEAD
CONSULTANTS

PAUL CASEY
KARTHIK RAJA

WHAT WE ARE DOING

The Energy practice continues its focus on developing trading applications for our customers in New Zealand and overseas. Whilst the markets are broadly similar in each country (as the underlying products are essentially the same), the way in which the products are structured and traded is constantly evolving.

As an example, the capacity of large batteries is now being traded as a DR (demand response product) in some markets by using the battery capacity to reduce load when there is an under frequency event. Another example is the building of solar and wind farms. These farms impact how trading works as there is less control of the output from these generation sources compared to hydro or thermal, which makes forecasting the generation an additional requirement for the system operator.

The Theta team has in-depth experience integrating trading - including dispatch - applications with New Zealand and overseas system operators. These range from simple file-based interfaces to complex near real-time APIs running in a range of environments.

CHALLENGES

Due to the range of markets, technologies, and timezones, the Theta Energy Practice complements system operators' business knowledge by working closely with our fellow practices:

- Continuous Computing – business as usual; 24x7 application support.
- Digital – development of trading user interfaces, mobile apps and microservices.
- Project Delivery – managing complex projects with distributed teams in multiple time zones.

2022 FOCUS

A key area for 2022 is to keep current the underlying technology used by the applications we develop, support and maintain. This means simpler upgrades when changes are required (for example, security updates) and the use of new features from AWS and Microsoft.

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GOVERNANCE



STEWARDSHIP AND STRATEGY

Theta is a privately-owned New Zealand company with 28 shareholders. Shareholders elect board members based on the value they bring. Each is experienced in business and provides value by contributing to corporate governance matters, conceptual thinking and strategic planning. The directors play an important part in providing support and guidance to management to enable them to increase the profitable growth of Theta. Although a private company, the board strives to govern Theta to the standard of an NZX50 company. Susan Paterson serves as chair of the board, Bob Gray and Terry Allen as independent directors and Matt Owen and Andrew Taylor as executive directors. Terry Allen also sits on the innovation lab investment panel.

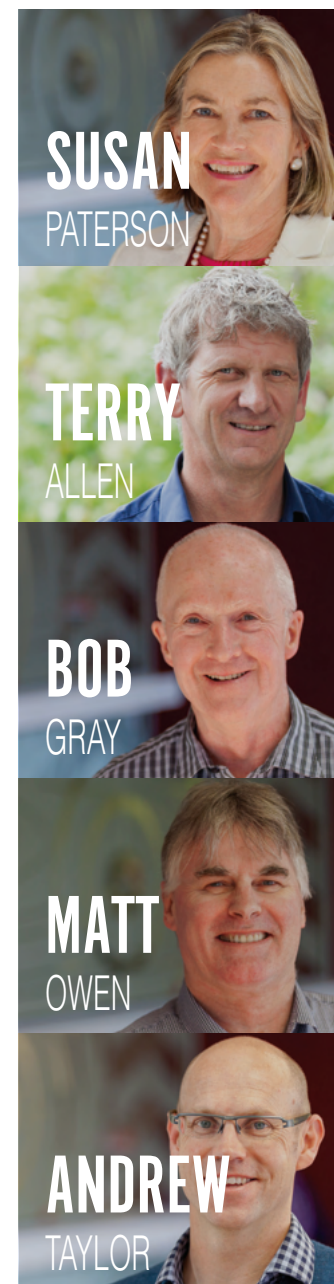
MEETINGS

In the 2021-22 financial year, there were 6 scheduled board meetings, 2 unscheduled board meetings, 2 board/management planning/update sessions and 1 shareholders meeting. All board members meet additionally throughout the year, as required.

DIRECTOR INDEPENDENCE

Theta's constitution requires 50% or more of the directors to be independent. For a director to be considered independent, he or she must not be an executive and must have no disqualifying relationship with the company.

BOARD ATTENDANCES



8
8
8
8
8

BOARD

2
2
1
2
2

BOARD/ MANAGEMENT PLANNING DAYS

1
1
1
1
1

SHAREHOLDERS

ENVIRONMENTAL

Our new hybrid work model has helped us reduce the footprint per staff member in several areas, including commuting time, electricity usage, travel, and vehicle distance travelled. We work with eco-conscious suppliers, selecting those who hold or are working towards certification in a recognised environmental certification standard. Sustainability is part of our induction process, and we conduct annual audits on supplier certification status, targets and new ways to reduce our environmental impact. As an example, when we consider changes at any of our office locations, we review areas such as LED lighting conversions and public transport links. Where air travel is required, we also invest in carbon offsets.

SOCIAL

We invest in training, development and internships for our staff and ensure that everyone is paid more than the living wage. This past year, we've been involved with the Microsoft-supported Women Rising programme, continue to support Microsoft accreditations and promote ad hoc training for other skill development. Working alongside internship programmes, such as First Foundation and ICE360, has allowed younger generations to gain experience in the tech world. Our new HR system 'Thetalent' aims to streamline our recruitment and performance management, making it a better experience for all.

GOVERNANCE

The board is committed to the highest standards of ethical conduct and provides employees and representatives with clear guidelines on those standards. They have overall responsibility for the company's system of risk management. Financial statements are prepared monthly and are reviewed by the board to monitor management's performance against budget goals and objectives.



The board also requires managers to identify and respond to risk exposures. All directors are members of the Institute of Directors to ensure they keep current with governance best practices.

MANAGING SECURITY RISK

Cyber security is high on our agenda, and we have put all the requirements in place across our people, processes and technology to manage information so that it stays secure.

We're ISO 27001 certified, which is the international standard on how to manage information security. We also continue to deliver cyber security awareness training and communications as part of our ongoing induction process, and business continuity exercises are regularly carried out, as well as being baked into the solutions we deliver to our customers.

Intelligence, innovation, insight.

Established in 1995, Theta is a technology consultancy with offices in Auckland, Tauranga, Wellington and Christchurch.

We help organisations – in New Zealand and around the world – transform their businesses with technology. We design, deliver and support intelligent, innovative solutions that improve processes, solve problems and generate new insights.

Our team of over 260 professionals – from technical experts to project delivery specialists – work with our customers to get solutions across the line and get them right. First time.

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Auckland, Tauranga, Wellington & Christchurch