



2025 ANNUAL REPORT

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Cover image: Peacocke Bridge, supplied by HEB Construction. Inside front: Te Ahu a Turanga Manawatu Tararua Highway, 'Te Ahu a Turanga Alliance.'

OUR PRESIDENT'S REPORT

I am writing this report following another outstanding Civil Contractors Conference. The team did a fantastic job pulling together an event that was not only well attended but also full of energy, insight, and connection.

It's difficult to cater to everyone, but this year's conference truly had something for everyone—including engaging with the Prime Minister, the Right Honorable Christopher Luxon, connecting with our many supplier and associate members, attending masterclasses, enjoying the Brian Perry-themed dinner, celebrating excellence through the Z and Connexis People Awards and the Hirepool Construction Excellence Awards. This year's conference in Tauranga was a standout moment for the industry.

The presence of the Prime Minister alongside other political representatives, was a clear signal that the voices of civil contractors are being heard. Their engagement with members and participation in key discussions reinforced the importance of our sector in shaping New Zealand's infrastructure future. While they aren't always on the same page, I think they are starting to see the benefit of a bipartisan approach to an infrastructure pipeline of work for the country.

The conference also provided a platform to showcase the incredible work being done across the country. From new roads and water systems to wharves and airport runways, the award winners demonstrated the innovation, capability, and commitment that define our industry. These stories are a reminder of the value we deliver to communities every day.

But we also know this hasn't been an easy year. Many member businesses have faced a downturn in work—particularly in the water sector—as councils reassess delivery models and central government tightens spending. The combination of regulatory change, funding uncertainty, and shifting priorities has created real pressure across the board.

In response, CCNZ has worked hard to ensure our members' voices are heard. We've engaged consistently with central and local government, advocating practical, common-sense solutions and highlighting the real-world impact of policy decisions. From RMA reform and procurement



President: David Howard

to vocational education and workforce development, we've made sure contractors are part of the conversation. At the Executive Council level, we've completed a full refresh of our Strategic Plan. This work has helped clarify our direction and sharpen our focus. With elections approaching, we have a critical opportunity to push for the changes our members need—particularly in how local government engages with industry. A unified voice will be essential in the months ahead.

CCNZ continues to be a place where contractors can come together, share ideas, and support one another. The strength of our branches, the dedication of our volunteers, and the tireless work of our national office team have all contributed to the momentum we've built. We are proud to be recognised as the trusted adviser to industry, and we remain committed to delivering value for our members.

Upcoming Hot Topics include delivery of our Strategic Plan, advocating for industry on work pipeline, vocational education and more, onboarding our new Technical Manager and finding a new home for National Office following the sale of Margan House.

Thank you to everyone who has contributed this year—branch chairs, secretaries, committee members, the Executive Council, and the CCNZ staff. Your passion and commitment are what make this organisation strong. Let's keep building momentum.

A handwritten signature in black ink, appearing to read 'D. Howard', written over a horizontal line.

David Howard
President
Civil Contractors New Zealand



CHIEF EXECUTIVE'S REPORT

There have been many words used to describe the April 2024 to March 2025 year – challenging, stressful, frustrating, sobering.

With the election of the National/NZ First/Act coalition government in October 2023, our hopes were high that infrastructure investment would receive the boost it so badly needed. What we saw instead was a sharp slowdown in projects coming to market, a concerning trend that started shortly after the 2023 election and continues today.

Our primary advocacy focus has been on workflow. If you read the government's infrastructure priorities, the Infrastructure Commission Infrastructure Plan and Pipeline, the Government Policy Statement on Land Transport, and Council Long Term Plans, you could be forgiven for feeling optimistic about prospects for infrastructure construction.

However, just because something is in a plan doesn't mean it is coming to market any time soon. This conversion rate, or lack of it, has been our focus as we have sought to inform government (central and local), about the difference. Adopting the principle that the collective voice is stronger than the individual, we have partnered with likeminded associations, particularly the Association of Consulting Engineers and Engineering New Zealand, to take the

steps necessary to provide short term stimulus to bridge the project gap.

Unfortunately, response from central and local government has been too slow. Over the past year, we have seen contractor businesses restructure for survival, reduce staff numbers and lay up under-utilised equipment. This impact isn't restricted to contractors – our associate members have also struggled as projects dry up. The broader consequences of activity slowdown are often forgotten by policy and decision makers.

Of course, our focus has been on more than just workflow. During the year we participated in several consultations including resource management, vocational education, Australian and NZ Standard Classification of Occupations, changes to ACC levies, Council long term plans, the government policy statement on land transport, immigration, health and safety, NZTA reviews, soil management and much more. It is important our member views are incorporated into high quality submissions. Our role is to educate, influence, and persuade policy and decision makers, and to use the media as an effective advocacy tool. The feedback we get is

that CCNZ is recognised as a credible, reliable, and trusted partner.

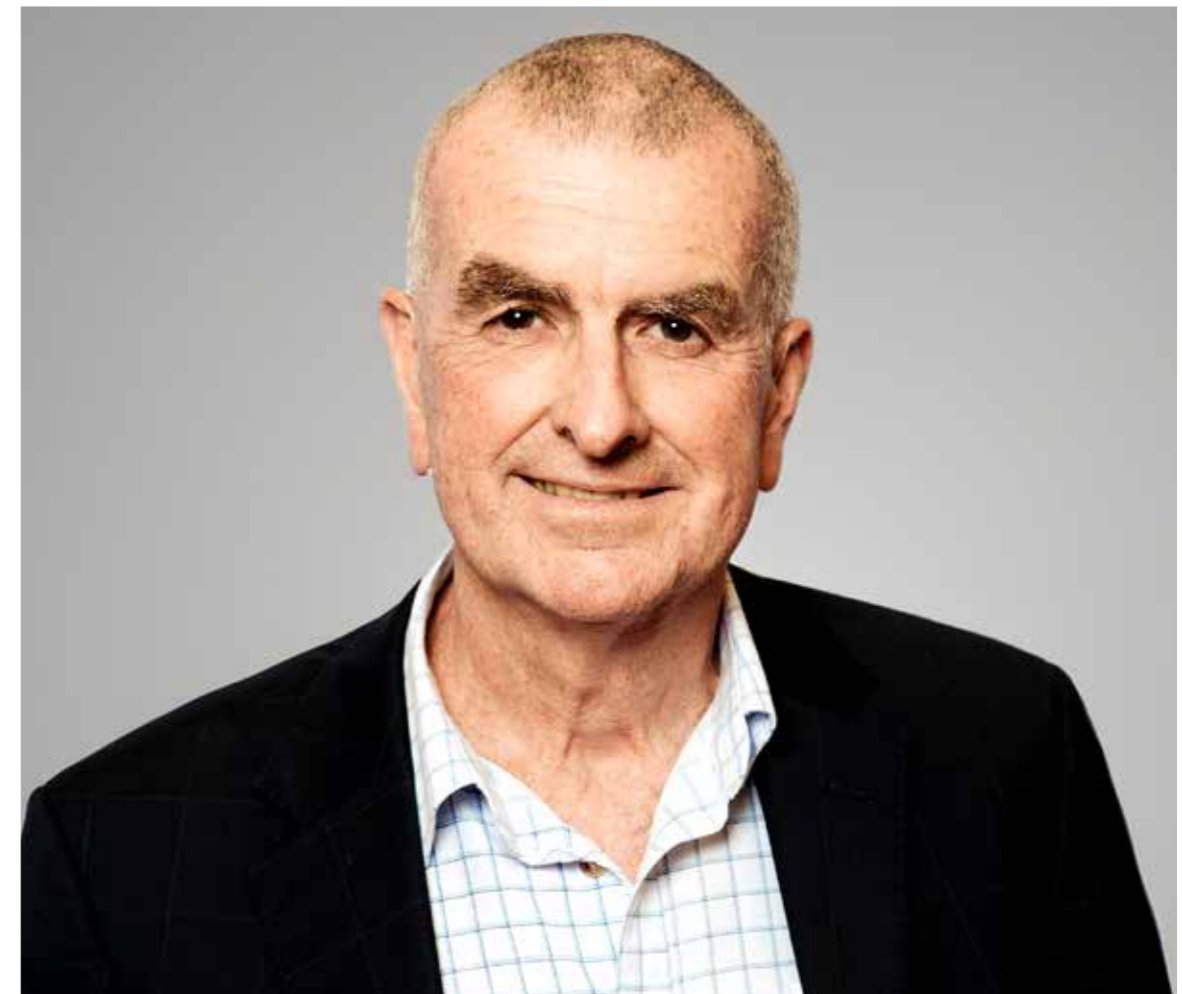
The review of vocational education, in particular, represents one of the biggest risks to our industry. The government is slashing funding for, and commitment to, vocational education and shoring up historically unsustainable regional polytechnics at the expense of work-based training. This could seriously compromise our ability to scale up and develop the next generation of talent that will be needed to deliver a future programme of work.

There was very little net change to contractor membership during the year, a good result given the market conditions. However, associate membership grew by a net 11 per cent.

Our social media channels and mailing lists continue to grow as we strive to get the right information to the right people at the right time and in the right way to make the right decisions.

Despite the current headwinds, the association remains financially sound with a strong balance sheet. This ensures we can continue to support members where we can add the most value.

Chief Executive: Alan Pollard



We have a strong and committed team at CCNZ, focussed on adding value for members. We acknowledge membership represents a considerable investment and members have an expectation we will deliver value for that investment. We take that responsibility seriously. Without exception the team are committed to working in all members best interests. I acknowledge the significant contribution each team member makes to CCNZ's success.

I want to thank all of our supporters and sponsors for their support during the year. Special thanks to our Principal Business Partner, Hirepool, for their generous and continuing financial and in-kind support; our regional and national excavator competition platinum and naming rights sponsor, CablePrice; our other core associates Dentons and Z Energy; and all of our major and branch associates. Your support enables

CCNZ to continue delivering high quality and valuable services to our members.

I acknowledge our Executive Council under the leadership of David Howard, our President, for their support and wise counsel during the year. And all of our branch chairs, secretaries, committees and sub-committees – the work they do is vital to ensure a fully connected and engaged membership.

It is a privilege to lead an association representing businesses that have such a profound effect on the health, wealth and wellbeing of our communities.

A handwritten signature in black ink, appearing to read 'A Pollard', written in a cursive style.

Alan Pollard
Chief Executive
Civil Contractors New Zealand

+ Strategic Plan 2023 - 2025.

Strategic objectives

Vision

Great people
delivering quality
infrastructure in a safe
and sustainable industry.

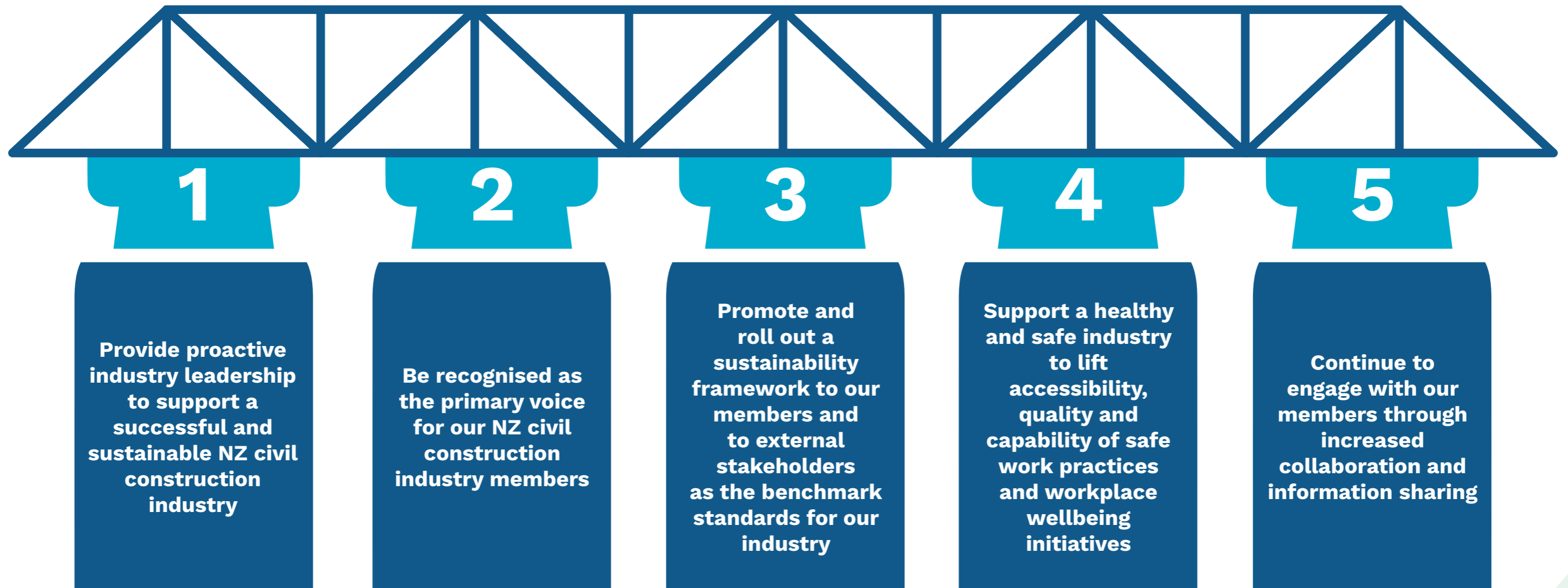
Mission

To promote a trusted and
sustainable civil construction industry.



Values

- Trusted
- Professional
- Reliable
- Collaborative



+ Strategic Plan 2023 - 2025.

Strategic outcomes



1

Industry leadership and support

1.1

We hold targeted annual workshops with our key stakeholders on core policy and regulatory issues facing the industry.

1.2

We have issued an overview of what we think the future holds for the NZ civil industry every three years.

1.3

We explain the why of what we do with our civil industry projects to better connect with our NZ communities by December 2023

2

Primary voice for members

2.1

We have increased our level of engagement to central and local government agencies so we are identified as the voice of the civil construction industry by December 2023.

2.2

We have built enduring, mutually beneficial relationships with relevant and appropriate organisations and associations

2.3

We have increased our media profile, and we are seen as the voice of the civil construction industry by December 2023.

2.4

We have positioned CCNZ to actively monitor, participate and influence central and local government policy and regulation to improve the outcomes for the civil construction industry by June 2024.

2.5

We have completed and launched our career pathways framework to attract and retain our workforce by December 2023.

2.6

We survey every three years our external stakeholders to understand how they perceive our industry and CCNZ by December 2025.

2.7

We have standardised and delivered key industry metric information to central and local government agencies, media and to our members by June 2025.

4

Support a healthy and safe industry

4.1

We continue to partner with like-minded organisations on programmes to support and report on the wellbeing of our member workforce to our membership and external stakeholders by December 2024.

4.2

We implement and report annual industry-wide H&S statistics by December 2025.

4.3

We implement a database of best practice H&S industry standards to our members by December 2025

5

Engagement collaboration and information sharing

5.1

We have implemented a business support programme for our SME members by September 2023.

5.2

We have developed and implemented a communication and advocacy plan for CCNZ by October 2023.

5.3

We have provided tools to better enable our membership to adopt, implement and comply with key industry policy and regulation changes by June 2024.

3

Promote and roll out sustainability framework

3.1

We have provided our members with the tools to measure their sustainability footprint by June 2024

3.2

We have developed and gained industry wide acceptance of standards and a framework on sustainability excellence by June 2024.

3.3

We have gained alignment and acceptance from external stakeholders of our industry sustainability excellence standards by December 2024.

+ Industry leadership and support

The CCNZ team leads discussion with policymakers in central and local government, increasing awareness on topics such as the infrastructure pipeline, road work site safety and many other issues impacting civil contractors.

Input to decision-making

CCNZ regularly engages with government, opposition, agencies, partner organisations and other industry associations. Meetings with politicians included senior ministers and opposition politicians, and CCNZ regularly interacted with local government infrastructure staff. Many written and verbal submissions were made to organisations ranging from Government and local authorities to council-controlled organisations on a wide range of issues, discussion papers, proposals, policies, regulations, and legislation.

The current Coalition Government has been focussed on reforms to lower cost, and CCNZ has prioritised communicating the urgent need for construction work to come

to market, as work has slowed down as a consequence of the change in political direction and its impact on council long term plans.

CCNZ has met with the ministers for infrastructure, transport, immigration, vocational education and local government, amongst others. Conversations are ongoing with both government and opposition parties. Many branches engage actively with local government around issues such as procurement, the forward work pipeline and regional capacity and capability. Some branches host regional forward works briefings for members.

CCNZ Chief Executive Alan Pollard and Prime Minister Christopher Luxon



Review of 3910 contracts continues

CCNZ had two representatives on the review panel for the review of NZS 3910 Conditions of Contract for Civil Engineering Construction in 2023. CCNZ used a representative contractor committee including small to medium contractors to inform the panel members and made a comprehensive submission, also encouraging members to make their own submissions.

The revised 3910:2023 contract was published in November 2023. However, the work of the panel was extended to 3916 (design and build) and 3917 (maintenance) contracts. These contracts remain under review during the year to 31 March 2025.

CCNZ also submitted on emergency management, calling for a seat for contractors at the planning level, as contractors were the ones with the equipment and knowledge required to respond in cases of natural disasters.

CCNZ National Office also supported branches through the year, making submissions on Greater Wellington and Tasman District Council plans placing additional controls on sediment and site runoff and regulating earthworks without adding value.

For the 2024-25 year, CCNZ has scoped further resource for local policy submissions, as changes around management of clean and contaminated fill seem increasingly inappropriate.

Submissions

CCNZ made submissions throughout the year, appearing before Parliamentary Select Committees several times.

Comprehensive policy submissions were made on more than a dozen significant consultations, including RMA reform, ACC levies, immigration changes, health and safety reform, Fast-track consenting, school funding and board objectives, vocational education, industry classifications and the Government Policy Statement on Land Transport.

Immigration

Civil Contractors New Zealand made a submission on Immigration New Zealand's proposed changes to the Accredited Employer Work Visa (phase one and two).

In the submission, CCNZ requested roles removed from the Construction and Infrastructure Sector Agreement in April 2024 be restored with urgency, and requested the skill level of experienced





migrants entering New Zealand to work in the civil construction industry be properly recognised.

Further changes were called for, and discussed positively with Minister of Immigration Hon. Erica Stanford.

Procurement and tenders

CCNZ considers a significant review of procurement is needed to reduce complexity and improve consistency. CCNZ provided verbal feedback, and submitted on the review of the Ministry of Business, Innovation and Employment's Government Procurement Rules, which guide government procurement. New Government Procurement Rules were issued in early 2025, with an increased emphasis on economic benefit.

CCNZ's Healthy Industry Statement remains the cornerstone of our advocacy work in this area. Advocacy has continued to focus on early contractor involvement, and the need to create opportunities for contractors of all sizes.

Clients are increasingly seeing CCNZ as a valuable connector with contractors, and a source of good feedback. Some branches have established very good relationships with their local clients, and CCNZ-hosted forward works briefings have proven popular amongst clients and contractors.

Networks and industry representation

CCNZ represents contractors on more than 50 industry associations, working parties, committees, advisory and consultative groups at both national and regional levels. Our key objective is to drive and influence change by being involved in the relevant considerations, discussions and debates as these develop.

These bodies and our extensive network of industry, government and official contacts are vital as they provide us with early warning about issues which could impact on contractors, as well as giving valuable avenues to advocate for and represent the views of contractors.

These groups range from the Mining and Extractives Safety Council and Building Research Association of New Zealand, through to Waka Kotahi industry liaison groups and Waihanga Ara Rau Construction and Infrastructure Workforce Development Council working groups.

Relationships with other industry associations are important, and CCNZ has maintained relationships with key partners such as Infrastructure NZ, the Aggregate and Quarry Association, WasteMINZ, ACE NZ Engineering NZ, and Registered Master Builders. Infrastructure New Zealand remains a key partner in the advocacy space, and two joint letters were composed to government with their team, as well as comprehensive collaboration on submissions.



+ Be the primary voice for members

Civil Contractors New Zealand is the voice of New Zealand's civil construction industry and works to ensure contractors' views are heard. Regional managers, national office staff, the CCNZ Executive Council and branches interact directly with members to gauge their perspectives on subjects ranging from technical and procurement to workforce and health and safety.

CCNZ Teletrac Navman Construction Industry Survey

The eighth annual Construction Industry Survey was conducted in partnership with Teletrac Navman, an initiative that continues to provide excellent value. A report was produced from the findings and distributed to media and government decision makers.

This survey captures member perspectives on the current state of the civil construction industry, enabling CCNZ to carry out detailed analysis on the big issues and bringing reports on the state of the industry to decision makers and the public. It provides solid data to make sure the CCNZ advocacy programme is directly informed by the opinions of members.

Media

CCNZ kept up scheduled media columns and presence in Contractor and LG Magazines, and influenced change through media interactions, as well as proactive and reactive media releases on topical issues.

CCNZ takes a proactive approach to media, issuing regular media releases on behalf of the industry. This has raised awareness of the issues the industry faces, ranging from mental health and immigration to the current work situation, through dozens of significant media engagements. We have also used this forum to offer solutions to key decision makers and to inform the general public.

CCNZ takes a reactive and responsive media approach when issues arise, ranging from emergency and cyclone response, worker shortages, cartel behaviour, Wellington's water issues, budget, road work site repairs and more.

Media approach around the CCNZ CablePrice National Excavator Operator Competition continued its success this year, with the competition capturing the public imagination. This year's competition received widespread pickup and attention from regional and national media. More than 50



Presenting to Environment Select Committee on RMA reform

stories covering regional results and the leadup to the competition were published across the country's major television, radio, print and online news outlets – including front page stories and prime time TV spots.

Presentations

Presentations included the Road Controlling Authorities Forum, NZTA and Council industry briefings, the Future Roads Conference, the Careers and Transition Association conference, the association of local government managers and numerous other forums.

Sustainability

A major project through the year was addressing poor outcomes in soil management, which are arising from regulations that aren't fit for purpose. CCNZ members have provided extensive input to inform a position paper on soil management, which highlights the wasteful wear and tear on the transport network and needless emissions arising from excessive soil cartage, the poor application

of the waste levy and waste minimisation fund, and poor regional resource management from local authorities in providing for the management of soil. CCNZ is collaborating with partner organisations including WasteMINZ and the Aggregate and Quarry Association to address the issue, with plans to escalate to decision makers in government.

Track'r

CCNZ developed the Track'r tool for measuring and reporting on carbon emissions, which was released in August 2024.

Feedback on the tool has been largely positive, although further development and promotion will be needed to make full use of this tool, which supports subcontractors in being able to measure and report on emissions effectively. The CCNZ Environmental Guide remains an important publication to support environmental outcomes. A relationship with Infrastructure Sustainability Council has been a mainstay of our work in this space over the past years



+ Support a healthy and safe industry.

CCNZ supports a healthy civil construction industry, as defined in the Healthy Construction Sector Statement. There are many ways to support a healthy and safe industry, in terms of a healthy civil construction market, and the health and safety of the people and businesses working in the industry.

Our activities

Development of skills and bringing talented new workers into civil construction is also healthy for the industry, CCNZ owns and operates Civil Trades certification for skilled civil tradespeople and promotes careers through the EPIC Careers in Infrastructure campaign, and a Careers Roadmap.

Members join CCNZ because they want to be part of a proactive network of professional contractors and ensure that we have a safe,

viable and progressive industry. They value having an organisation run by and working for contractors – and opportunities to save money through the shared buying power an association can offer.

In addition to this, the association has been working to map out entry points, and to provide practical solutions to address the workforce needs of the industry.



The CCNZ Executive Council

Providing discounts and opportunities for members

Members saved more than \$6.4m in the 2024-25 year through discounts provided as part of CCNZ membership.

CCNZ member trade discount savings with trade discount partner, n3, rose from \$5.3m to \$6.4m, with spend rising from \$13.7m to \$14.4m. This rise in spend and savings benefited members significantly in a year where they were under pressure to restructure, cut costs and downsize.

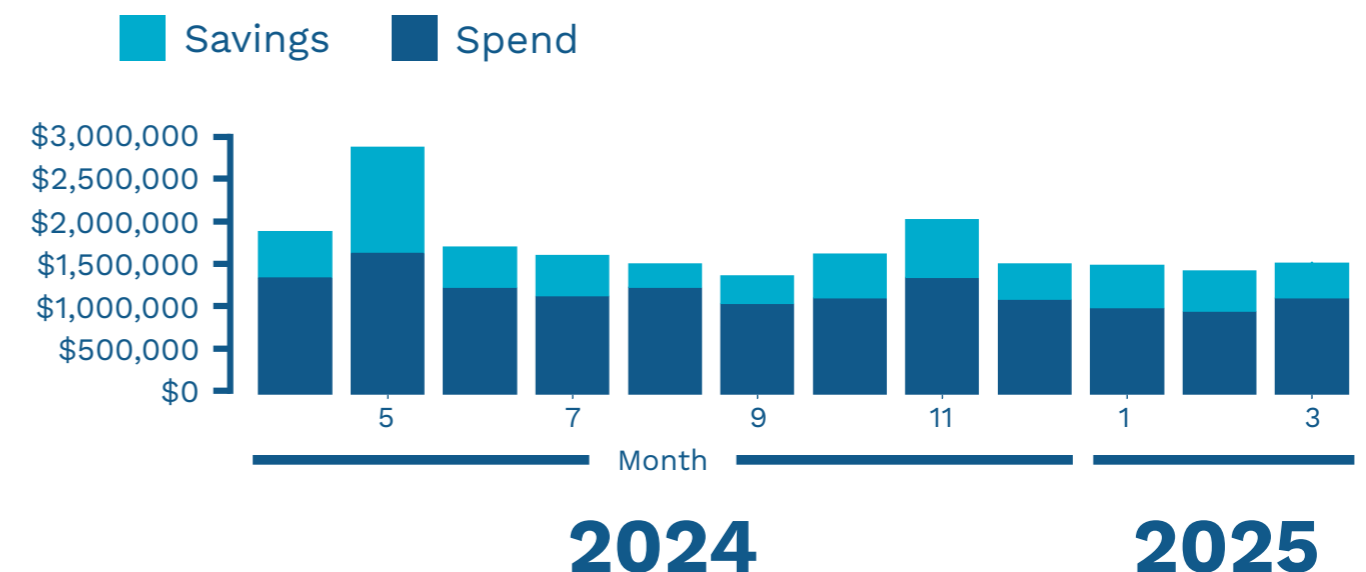
This trade discount scheme is delivered free to CCNZ Contractor and Major Associate members as part of CCNZ membership and is well-utilised with around 500 member companies using it.

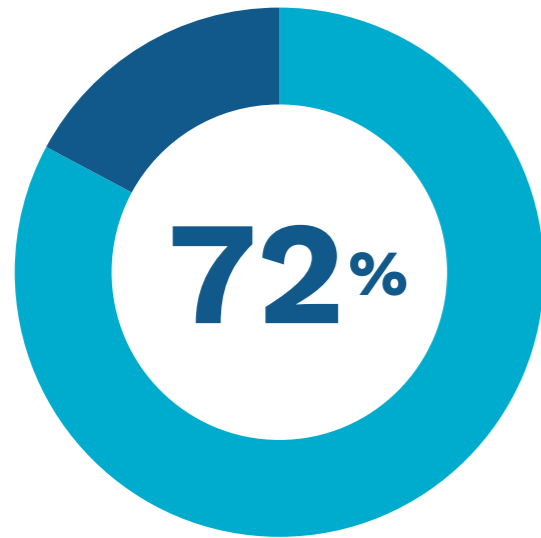
CCNZ's group health insurance policy for members is operated by NIB and Advice Financial, and grew by 120 policies in the past year, and now has more than 600 policies (anecdotally, members have said the scheme is an excellent membership benefit). Members have advised CCNZ this scheme has saved lives. Over the last 12 months the Advice Financial Group Health plan through NIB has also paid out over \$2.1 million in claims.

Z fuel discount savings fell to \$238,002, however this represented a 2.4 per cent rise in savings for members after the agreement was renegotiated. Alongside other discounts, including CCNZ-specific trade discounts from Hirepool, free legal advice from Dentons, and free digital subscriptions to Contractor Magazine, this means CCNZ members have saved more than seven million dollars through membership in the past year alone. Although not all members utilise these discount and savings programmes, this amount in savings is nearly triple CCNZ's annual member subscriptions income, clearly illustrating return on investment, and that CCNZ membership is a saving rather than a cost.

Diversifying discounts and other offerings to support members to build on the savings and discounts offered will be a key focus in the coming year. A financial advice platform from BNZ has been negotiated, as has immigration consultancy and support from Absolute Immigration.

CCNZ n3 member savings





Reported Value.

Of members surveyed in the annual survey, 72 per cent reported significant value in membership for their businesses, down from 83 per cent. However, those rating the association as 'extremely valuable' or 'very valuable' fell from forty-five per cent to thirty-four percent.

Membership perspectives in survey

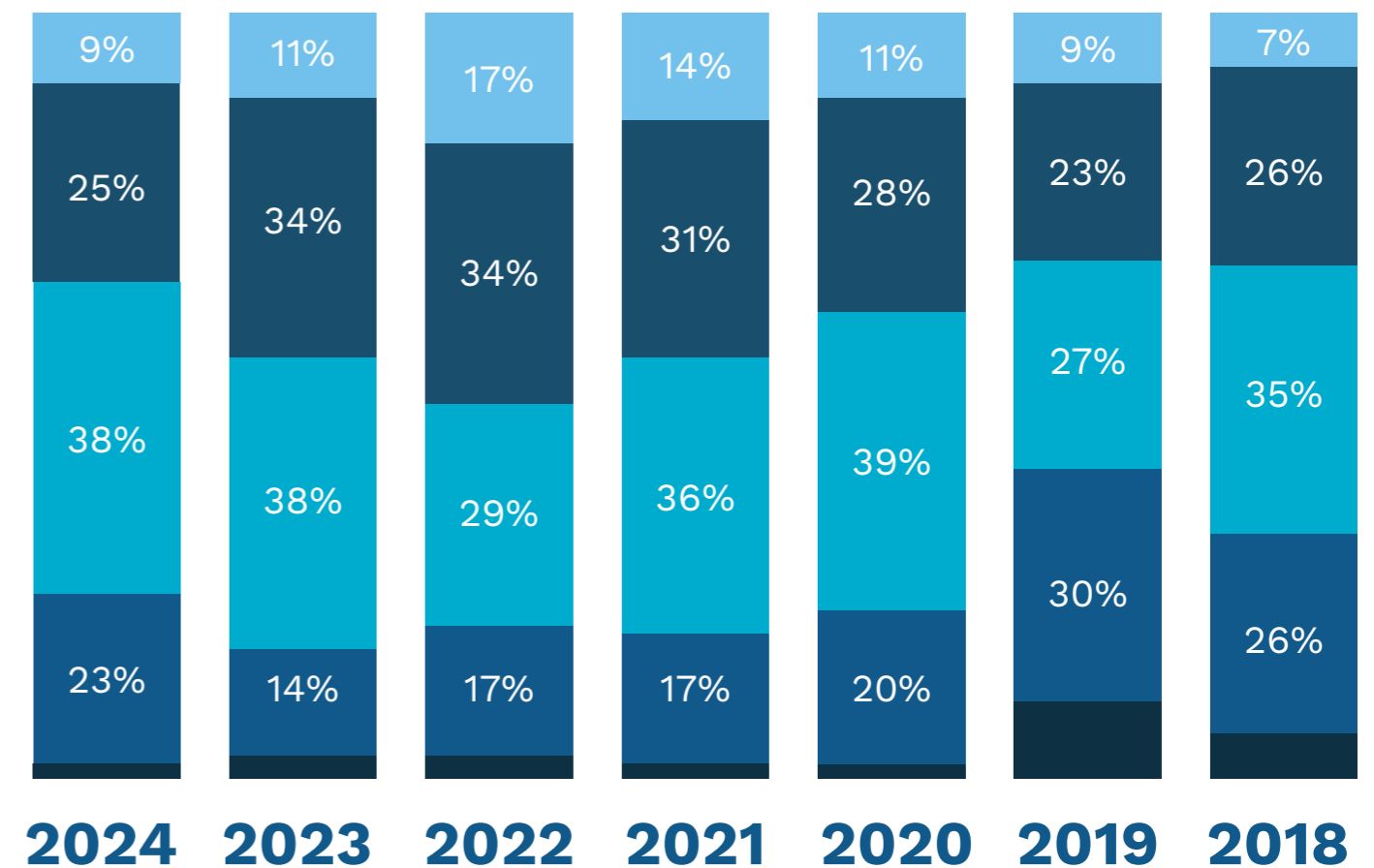
Members saw the most value in CCNZ as a source of information, knowledge and updates, followed by meetings and networking events.

The number of members reporting frequent participation with their CCNZ branch was static at 37 per cent. Members rated advocacy with central and local government, meetings and networking, training and education, input

on road work site health and safety, Civil Trades certification and technical guidance to support members as the most important CCNZ initiatives.

Areas members noted for improvement included industry best practice guidelines, central and local government advocacy and training and education opportunities.

CCNZ membership value



+ Temporary traffic management

Temporary traffic management has been a significant focus as the industry shifts from a prescriptive model under the **Code of Practice for Temporary Traffic Management** to the **New Zealand Guide for Temporary Traffic Management**.

CCNZ has supported a Temporary Traffic Management Industry Steering Group including contractors, clients, designers and TTM providers. This broad forum and collaborative approach will be needed if the new approach is to be successful.

A series of free roadshows was delivered at more than a dozen locations across the

country, in collaboration with the Industry Steering Group, to improve understanding of what's required across the board.

CCNZ continues to contribute heavily to development of resources, training and guidance on improving risk management for works on the road. A significant new development is the practice note, **Protecting Vulnerable Road Users in TTM Environments**, produced by CCNZ to support members undergoing an Enforceable Undertaking.

Coupled with these changes is a drive to set recognised qualifications for TTM staff, as referenced in the Developing People segment of this report.



The CCNZ Hirepool Construction Excellence Awards were held at the Bill Richardson Museum of Transport in Invercargill in August 2024

The winners and finalists of the CCNZ Z Energy People Awards



Awards and competitions

CCNZ's national awards programme, the Hirepool Construction Excellence Awards, is recognised as the peak national project awards programme for the civil construction industry

The 2024 CCNZ Hirepool Construction Excellence Awards were held at The Civil Contractors Conference in Invercargill. This year again saw 32 finalists named, selected by judges from more than 50 entries.

The Z People Awards and Connexis Company Training Awards provide valuable opportunities to recognise standout performers within the national industry, and were also presented at Conference, with Dylan Fraser of Fulton Hogan winning the Emerging Leader Award and the Personal Improvement Award going to Jethro Staite of Brian Perry Civil.

CCNZ has seen massive growth in its regional branch awards, which recognise and reward pinnacle regional projects and people. Hundreds attend these regional awards evenings, which typically attract between 200 and 800 people. All branches but one now have awards programmes.

These events are valuable for the industry as they give members a chance to profile their work, network, celebrate and build better working relationships at a regional level. They provide regional recognition of standout achievements, projects and people in the industry.

+ Regional and national excavator operator competitions

2025 marked a new era for the National Excavator Operator Competition, with three female excavator operators being crowned regional champions and competing on the national stage for the first time.

The 2025 CCNZ CablePrice National Excavator Operator Competition was won by Steven George of Steven George Contractors, who took the victory following a second placing in 2023 and coming in third place in 2024.

The runner-up this year was Bay of Plenty champion John Rohloff of Fulton Hogan, with Waikato champion Michael Brown, of Fulton Hogan putting in an impressive showing once again to take third place. The Z One Day Job Trophy went to Josh Keane of McEwan Haulage, while the Geoff Duff Memorial Trophy went to Brad Fallow of SouthRoads for the second year running. Lydia Hill of Elite Excavations took out the Humes MVP award.

CCNZ branches contribute a lot of time and effort into running well attended and professional regional excavator competitions

across the country. These events showcase the regional industry, also making careers in civil construction more accessible to the public.

CablePrice continued its role as the Platinum and Naming Rights Sponsor for the National Excavator Operator Competition. This support was marked by the renewal of the sponsorship agreement in Parliament's Grand Hall, showing CablePrice's commitment to the industry.

These competitions would not be possible without the huge amount of volunteer time and effort, and CCNZ thanks the event sponsors for their ongoing support, and the hundreds of volunteers who contribute to the event each year for their time, passion and energy in designing and operating the regional and national competitions.

Longstanding competition organiser Greg Lumsden was honoured with a CCNZ Service Award at the 2024 CCNZ Hirepool Construction Excellence Awards, for his part in running the competitions and for a decade at the helm of CCNZ Manawatu Whanganui Branch.

Steven George is presented with the National Excavator Operator Competition trophy.



Lydia Hill, winner of the CCNZ Nelson Marlborough competition



Hawke's Bay East Coast Champion Tanya Claxton is interviewed on TVNZ Breakfast



EPIC Careers in Infrastructure

The EPIC Careers in Infrastructure career promotion platform was launched in August 2018 to address critical skills shortages in civil construction, as well as showcase the industry and raise its profile.

EPIC raises awareness of the meaning of civil construction work and the outcomes it enables, connecting with career seekers and advisors who may not have otherwise considered civil infrastructure construction a career opportunity. It also reminds civil construction workers why they love the industry they work in and supports staff perception and positivity about the amazing work the industry and the people in it get done.

Significant events throughout the year included EPIC Careers Hub at the National Excavator Operator Competition, an EPIC Schools Visit to CCNZ National Conference and participation at the Careers and Transition Education Conference for careers advisors.

The EPIC campaign has recently been in a holding pattern during the market downturn, that has so far lasted from late 2023 until mid-2025, as companies have less need of staff, however EPIC can be ramped up again to support recruitment when needed.

Crowds flocked to the 2025 competition





Workforce development

A CCNZ Workforce Development Strategy was adopted in 2024-25. The Workforce Development Strategy includes a series of actions, short-, medium- and long-term goals.

For the next twelve months there will be a focus on promoting the sector through education, growing mentoring and supervisory capacity and developing relationships through partnerships and procurement. The overall strategy has three key themes: growing the domestic workforce, immigration and emerging technology. This initial twelve month focus falls under the first banner of increasing our domestic workforce.

An interactive career road map was released in May 2024. This career roadmap is the first of its kind to showcase the civil construction sector and the wide range of roles available

Civil Trades

Civil Trades is the industry’s certification programme to recognise highly skilled civil tradespeople. It is an industry driven initiative which recognises the expertise and knowledge of people working on civil construction sites and creates a clear career pathway for those entering the industry. To date, there have been 980 certifications.

To become Civil Trades certified, people must hold an appropriate Level 4 qualification (currently based on the Connexis Infrastructure Works suite of qualifications), provide proof of 8,000 hours work in the industry and demonstrate their knowledge and expertise directly to an independent third party industry evaluator. During 2024-25 the Civil Trades Board has worked on strategies and engagement plans to invest in and promote the importance of nationally recognising qualified people building quality infrastructure.

in the industry through storytelling. The map is open source and has been shared widely through the Ministry of Education, Tertiary Education Commission, Waihanga Ara Rau and secondary school networks as well as through CCNZ membership. It is planned as a useful tool and while this is phase one of the work, plans are underway to develop additional resources to go alongside this.

Work continues to strengthen relationships with agencies who also have an interest in workforce development. The coalition government has signalled additional reform for the education sector and CCNZ is working closely with partners to ensure the voice of the civil construction industry is carried forward to decision makers.

Most recently, with CCNZ investment, a new Civil Trades website is being developed, including stories of individual and businesses Civil Trades certification journey. The Civil Trades Board have prioritised promotion of Civil Trades within the CCNZ Branches, Connexis and directly with CCNZ members.

The Civil Trades alumni programme continues to be promoted through regular newsletter updates and is serving as a valuable connection to our certified tradespeople. Developing a community of connected individuals and good practice through a continuing professional development programme is an initiative that will be rolled out in the later part of 2025

It is important the Civil Trades certification scheme is valued by the industry. Certification schemes demonstrate expertise and are one of

During the past 12 months, CCNZ has provided extensive input into the government’s continuing vocational education reforms, which have absorbed a considerable amount of time in consultation. Unfortunately, work-based learning is not well understood or supported at the decision-making level within government agencies.

When central and local government begin to move on their infrastructure work programmes, we need better pathways for new workers to gain the skills they need to step into entry level roles as well as specialist ones. A focus on strong supervisory and mentoring skills is a part of this and our strategy aims to support this through various activities including the promotion and ongoing rollout of Civil Trades.

the best credentials an individual can obtain. They endorse proficiency in a particular skill or field, which can make someone a more attractive employment candidate, enable superior job performance, and lead to career advancement.

Civil Trades certification is valuable in all these areas and puts civil tradespeople on an equal footing with other trades. Many of the young contractors who are winning awards are Civil Trades certified, demonstrating they are at the top of their game.

Civil Trades evaluators continue to play an important role and contact with this group, and we have engaged more evaluators to ensure consistency and maintain engagement. We continue to partner with Connexis, which is a supporter and promoter of the scheme.

Career Roadmap



+ Contributing to communities

CCNZ branches worked to support good causes across the country, including significant charity golf tournaments.

Notable examples included CCNZ Nelson Marlborough efforts to support Natureland Zoo with the construction of a new enclosure for Capuchin monkeys, and a second Manawatu

Mates in Construction

MATES in Construction is a charity set up to provide mental health support and suicide prevention for New Zealand's construction industry. Its work includes research, advocacy and direct training to support people to have good conversations about mental health and prevent suicide.

MATES engage with workers through on-site training and providing those identified as at risk with case management support that connects them to suitable professional support. MATES Field Officers are trained in suicide intervention skills and have experience

charity Ambrose golf tournament and auction supporting MATES in Construction, and Canterbury Westland Branch fundraising efforts for the Canterbury West Coast Air Rescue Trust with a golf tournament once again. All up, CCNZ branches raised tens of thousands of dollars for charity.

with the building and construction industry. This allows them to engage easily with the workers on site.

CCNZ continued to be a strong supporter of MATES in Construction in 2024-2025, entering into a formal partnership agreement in 2021 and connecting members with direct training and events, enabling thousands of civil construction workers to benefit from awareness training and first responder training to support colleagues impacted by mental health issues.



CCNZ Nelson Marlborough Branch supported the reconstruction of an enclosure for Capuchin monkeys at Nelson's Natureland Zoo



A CCNZ Wellington Wairarapa Branch charity golf day



Fly the Flag 2024



+ CCNZ turns 80.

Civil Contractors New Zealand celebrated 80 years of supporting the civil construction industry in an event at Parliament's Grand Hall. Past President Brian Warren and current President David Howard spoke to the attendees, who included life members, Branch chairs, past Presidents, Ministers and more.



+ Engagement, collaboration and info sharing.

Member engagement, collaboration and information sharing is an important function of CCNZ, and many companies are members to keep their finger on the pulse of the industry.

CCNZ presented at significant industry forums, most notably hosting the TTM Roadshow alongside the newly-founded Temporary Traffic Management Industry Steering Group, which received significant support from CCNZ in getting established. The Roadshow toured 12 centres around New Zealand and was attended by around 1,200 people across the country.

The Black Art is an annual full-day bitumen technical event, operated by Civil Contractors. Originally founded as the Auckland Asphalt Forum more than two decades ago, it is now a national event, hosted alongside the National Pavements Technical group and National Surfacing Technical Group. The Black Art 2024 hosted more than 220 technical bitumen specialists.



The Black Art 2024

Email news and updates

Growth of the email communications platform built into the CCNZ CRM system resulted in

expansion of CCNZ mailing list to 6,855 (an 11 per cent increase).

Social media

CCNZ social media is used to share formal and informal updates. CCNZ social media platforms include LinkedIn, Facebook and Instagram, and accounts are also operated for CCNZ's National Excavator Operator Competition and EPIC Careers in Infrastructure career promotion campaign.

Alan Pollard distributed via our social media channels, on issues of importance to members.

CCNZ national social media followers across platforms grew by 18 per cent to 21,373. CCNZ branches are increasingly utilising social media, and additional staff resource will support branches with clear guidance on how to use social media consistently and to provide CCNZ brand-aligned templates.

The CCNZ Chief Executive now produces a regular video blog, **Industry Insights with**

Industry Insights with Alan Pollard



+ Branches

CCNZ branches create a direct link to members in the regions. This provides opportunities for members to network, gain knowledge and showcase skills and expertise. Significant voluntary input from contractor and associate members ensures events like regional awards evenings and excavator operator competitions are successful.

Branches are supported by CCNZ Regional Managers Eve Cooper (Southern), Calum Twist (Northern) and Grant Radovanovich (Central), and also actively engage with local authorities, meeting regularly to provide feedback around procurement and the state of the regional industry. More information on branch activities can be found in the regional reports, below.

CCNZ website and CRM System

The CCNZ website was upgraded to incorporate a full CRM system in March 2020. This system was built as a member database, news and events portal, an online member discounts portal, and an online shop with a repository of useful documents and resources.

All CCNZ communications channels grew significantly during the year, with LinkedIn growing to more than 10,000 followers

Marketing

CCNZ has developed a Communications and Advocacy Strategy, and uses this to take a structured, measurable approach.

As part of the strategy, a new Marketing and Design Executive role was established in May 2024 to support increased regional and digital communications, including

and the overall social media (not including branches) growing by 18 per cent to 21,373 followers. A total of 61,767 people visited the CCNZ website across the year, with a 16 per cent increase in website visit numbers to 107,620 visits, up from the previous year's 90,573 visits. Including the broader Civil Trades and EPIC websites, total visit numbers were 129,540 visits from 77,735 users during the year.

the creation of a CCNZ membership app, increased factsheet and merchandise production and design support for CCNZ publications, factsheets and resources.

CCNZ has also partnered with specialist advocacy group, Awhi, to support our advocacy programme. This has had immediate benefits for our advocacy work.

Communications

CCNZ uses its primary communications channels – the website, online news and events pages, social media pages, Contractor Magazine and fortnightly email newsletter Civil Talk – to keep members informed of coming initiatives, upcoming events and wider industry developments. CCNZ issued 44 media releases throughout the year, and featured in more than 100 mainstream media stories.

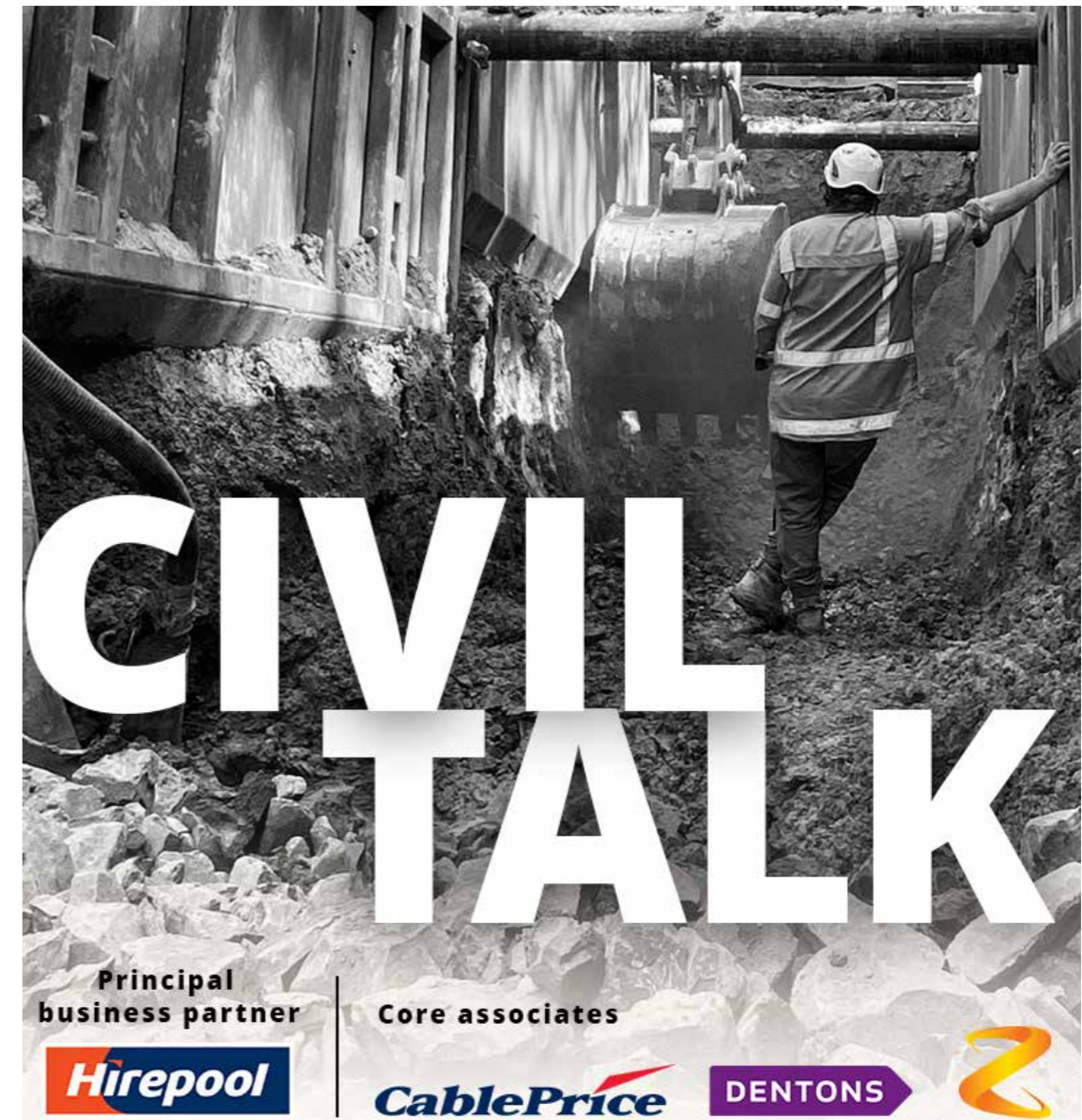


Contrafed Publishing

CCNZ is Contrafed Publishing's major shareholder, with 83.27 per cent of shares. Contrafed has continued to publish Contractor, LG and Q&M magazines and electronic newsletters, and to produce Water magazine under a contract with Water New Zealand.

Contrafed operates on a sound commercial footing and declared a strong dividend to shareholders during the year. Further partnerships between CCNZ and Contrafed are planned throughout the 2025-26 year.

Civil Talk e-newsletter

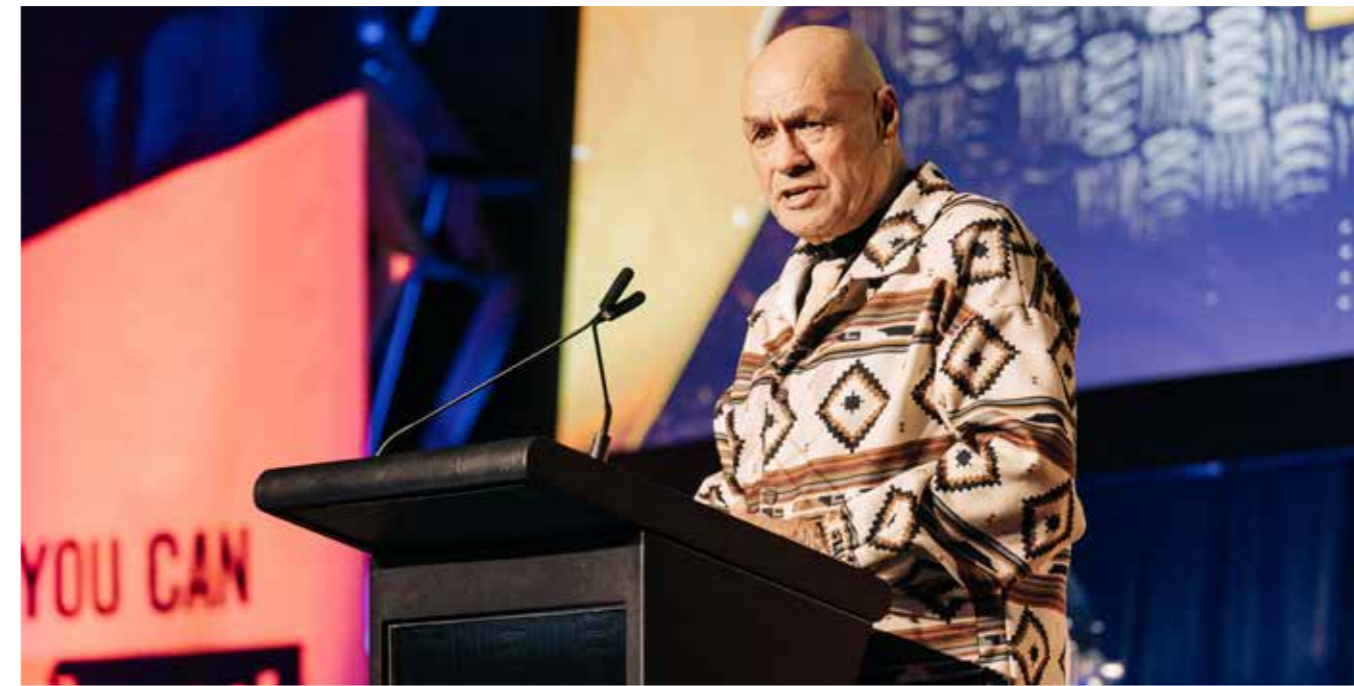




CCNZ Conference

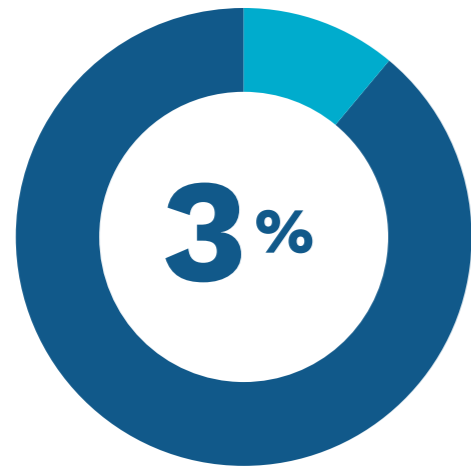
The 2024 Conference was held in Invercargill and was attended by more than 600 delegates.

Highlights included a massive conference expo, two EPIC Schools Visits, the Brian Perry Civil Themed Dinner, and the CCNZ Hirepool Construction Excellence Awards.



+ Operations.

Contractor membership decreased, falling by 1 per cent over the past year to 540 contractor members. General membership including associates grew by 3 per cent to 884 member companies.



Member Increase.

The decrease in contractor membership is largely due to harsh market conditions and liquidations, while the increase in overall membership results from efforts to improve CCNZ membership systems, increased public profile, interaction with our members through timely webinars and e-newsletters, providing relevant information such as industry protocols and best practices and renewed efforts to connect with prospective members and illustrate the value of membership by regional managers and branches

Despite stable membership, it is likely growth in membership will slow further given market conditions. CCNZ has re-focused its effort on giving back to members.

CCNZ awarded Life Memberships to John and Leonie Hynds at the CCNZ Hirepool Construction Excellence Awards 2024.

Technical

CCNZ's technical work programme is facilitated by the Technical Manager - a significant role, co-ordinating industry technical feedback and supporting members with high-quality technical advice.

CCNZ's approach revolves around technical committees and specialist groups that meet to provide input into technical standards and best practices, advising and providing clear feedback to client groups and government agencies, and informing initiatives.

CCNZ has reviewed how it delivers its technical programme. A Technical Advisory Group (TAG) provides the interface between our technical programme and the CCNZ strategic plan. The TAG is currently reviewing our technical committee structure to ensure that it remains fit for purpose and delivers on the technical priorities that are priorities for members.

Over the past year, CCNZ has interfaced with NZTA's Integrated Delivery Model for road maintenance, review of prequalification, various technical specification reviews and development of a new standard method of measurement. Other significant collaborations include supporting development of an underground asset register digital platform for Wellington City Council and preliminary development of

a national standard for water infrastructure delivery.

The Technical Manager also provides valuable representation of the industry in national forums including the National Technical Pavements Group, National Surfacing Technical Group, ISO 9001 revision committee and the new Temporary Traffic Management Industry Steering Group (TTM ISG) and associated working groups.

CCNZ has successfully operated a full-day bitumen/surfacing technical event now known as The Black Art, in partnership with the National Pavements Technical Group and National Surfacing Technical Group. The 2024 event was a huge success, with more than 220 practitioners of the black arts of bitumen construction attending the Due Drop Events Centre in Auckland.

Temporary traffic management has been a significant focus, as described above. There is an increasing emphasis on sustainability in civil construction, and CCNZ is interfacing with organisations such as the Infrastructure Sustainability Council and WasteMINZ to better understand and inform how sustainability efforts can be applied within the New Zealand civil construction industry. CCNZ presented a number of webinars, free to members, on sustainability in civil construction.

CCNZ has created a prototype for a tool - CCNZ Track'r - to measure fuel use (mobile plant, fixed plant, light and heavy fleet) on a project-by-project basis and therefore categorise and measure carbon emissions, to then contribute to main contractors Scope 3 emissions reporting.

Michelle Farrell took on the portfolio in April 2023, but will depart early in the 2025-26 year. CCNZ is grateful for Michelle's positive and proactive leadership in this space.

CCNZ Members March 2020 – March 2025	2020	2021	2022	2023	2024	2025
Full Members	381	396	441	482	544	540
Full members (pending approval)	3	1	0	11	7	7
Total Contractor Members:	381	407	449	482	544	540
Major Associates, Core Associates & Principal Business Partner	46	47	62	66	85	96
Branch Associates	177	167	176	189	206	229
Member Subsidiary	15	17	20	23	23	19
Total members (including subsidiaries)	622	638	707	760	858	884



E2 certification for bitumen sprayer trucks

CCNZ administers the industry certification of New Zealand’s fleet of bitumen sprayer trucks for the civil construction industry, to ensure the fleet is working safely and meets industry

standards. CCNZ works alongside seven bitumen sprayer testing laboratories across New Zealand.

Technical publications

CCNZ manages a range of industry best practice guidelines. The **Civil Contractors Environmental Guide** provides simple, practical tools and advice for managing environmental impact throughout civil construction projects.

An **Industry Guidance for Basecourse Preparation**, first published in 2023 joins the suite of technical publications that CCNZ has developed including the **Code of Practice for the Safe Handling of Bituminous Materials** (BPG01) along with its subsidiary technical guides the **Bitumen Safety Handbook, Quality Assurance for Bituminous Binders and Requirements for Bitumen Sprayers**. This is a very important document for CCNZ members and was migrated to the CCNZ CRM system at launch.

Additional bitumen guidance documents **Speed Control Verification, Spray Distribution Test, Dipstick Verification** and **Temperature Gauge Verification** are also published to the BPG01 portal, as well as bitumen burns cards,

providing health and safety advice in case of emergency.

Other technical publications available to members include **Guidance for the Selection of Chipseal, Guidelines for the use of Bituminous Emulsion for Chipsealing** and **Unconfined Compressive Strength – Industry Guidance for Cement Bound Aggregates** and digital best practice guidelines such as test methodologies and contract agreement templates. These publications are often outputs of CCNZ technical committees.

The CCNZ **Blue Book** for plant hire rates is currently out of print. This document was last updated in 2016. A plant hire rates calculator is available to members on the resources section of the CCNZ website.

CCNZ thanks those who have provided their time and expertise into these industry committees and publications.

Subcommittees

During the year we have operated several CCNZ subcommittees to better engage with members. These committees also give us vital input to update industry codes of practice.

- Traffic Committee
- Pavements Committee
- Surfacing Committee
- Asphalt Committee
- Sustainability Committee
- Large Contractor CEO Forum
- Civil Trades Board
- NZS3910 reference group

National Office staff

National Office has a strong and experienced team that works together well for the benefit of members. As at 31 March 2025, CCNZ National Office staff were:

Chief Executive	Alan Pollard
Office & Civil Trades Administrator	Heather Clayton
Technical Manager	Michelle Farrell
Membership & Events Manager	Nicola Hakes
Accounts and Finance (contract)	Geeta Unka Shreyas Gandhi
Marketing and Design Executive	Kallum Best
Northern Region Manager	Calum Twist
Central Region Manager	Grant Radovanovich
Southern Region Manager	Eve Cooper
Communications and Advocacy Manager	Fraser May
Workforce Development Manager	Rebecca Fox

CCNZ started a new Tech Quarterly publication for members





Executive Council

President	David Howard
Vice President	Jeremy Dixon
Past President	Bailey Gair
Executive Councillors	Paul Bisset Mark Evans Greg Lumsden Orla Gallagher Kerry Watkins
Associate Councillor	Gary Richardson
Legal Advisor	Paul Buetow

Northland

Secretary	Helen Smuts-Kennedy Grace Vickers (from Dec 24)
Chair	Kylie Bourke

Auckland

Secretary	Joyce Tilbrook
Chair	Hugh Goddard
Events	Kimiora McKenzie-Downes

Bay Of Plenty

Secretary	Kat Chantler
Chair	Gerry McLaughlan

Waikato

Secretary	Vikkey Gonano
Chair	Adam Plimmer

Hawke's Bay East Coast

Secretary	Kristina Salmons
Chair	Bart Mulder

Taranaki

Secretary	Hayley Sellars
Chair	Joe Ingram

Manawatu

Secretary	Hayley Sellars
Chair	Greg Lumsden

Wellington Wairarapa

Secretary	Laura Hae Hae
Chair	Dave Philipson

Nelson Marlborough

Secretary	Megan Gibbins
Chair	Luke Donaldson

Canterbury

Secretary	Megan Gibbins
Chair	Harley Hayward

Otago

Secretary	Nicola Darling
Chair	Chris Hasler

Southland

Secretary	Cress Evans
Chair	Regan McRandle

+ Financials.

Despite headwinds, the financial result for the year ended 31 March 2025 was pleasing. The total group surplus was \$417,291 after tax. On a pre-tax basis, before consolidation adjustments, National Office made a surplus of \$315,169, branches made a surplus of \$108,634 and Contrafed Publishing Company made a surplus of \$117,604 (just under half last year reflecting the tough media trading conditions).

For National Office, the improvement in financial performance can be attributed primarily to increased membership subscription income, increased interest income, and the recognition of the non-refundable deposit paid on the previously contracted sale of Margan House as revenue.

Three branches posted small losses for the year, but all have a reasonably strong cash position and all are looking at how surplus funds can be re-invested in programmes to support members.

The group balance sheet is strong, with a working capital ratio (current assets/current liabilities) of 8.6. The ratio reflects liquidity and a range of 2.0 to 2.5 is considered good. Group equity has increased by just over \$407,000 to approximately \$4.3m.



Margan House, Wellington



+ Members.

Principal Business Partner

Hirepool



www.hirepool.co.nz

- Hirepool has been the Principal Business Partner since 2004
 - + Civil Contractors NZ / Hirepool Construction Excellence Awards
 - + National Excavator Operator Competition
 - + Dedicated funds for branch sponsorship
- Hirepool has all your hire equipment needs.

Core Associate members

Z Energy



www.z.co.nz

- Z has been a Core Associate for many years
- + Discount fuel scheme
- + Z People Awards (Emerging Leader / Personal Improvement)
- + National Excavator Operator Competition

Dentons



www.dentons.com

- Dentons is the legal advisor to Civil Contractors NZ
- + Fifteen minutes of free legal advice
- + Professional speakers at Civil Contractors NZ Roadshows

CablePrice NZ



www.cableprice.co.nz

- CablePrice is a major sponsor at national events
 - + Platinum and Naming Right Sponsor of the CCNZ CablePrice National Excavator Operator Competition
- CablePrice, like its Civil Contractors NZ membership, is built to last.

Major Associate members

CCNZ thanks and appreciates the support of our Major Associate members



+ Contractor membership list.

CCNZ contractor members by turnover

\$0 - \$1 million

AA Contracting
Accurate Construction Excavation
Agfirst Engineering
Alex Field
Anchor Tech NZ
Aoraki Civil
Aotea Welding
ARC Asbestos Removal & Demolition
AreaTech
Artisan Paving NZ
ATD Services
B Pull & Sons
Beeby Contracting
Billington Transport
Black Axe Contracting
Blake Civil Construction
Blenkiron Bros
BTB Group
Bowe Brothers Excavating
Brian Hoffmann
Broomhall Drainage + Civil
Brough Earthworks
BTR Drainage & Earthworks
Byfords Construction 2014
CS Civil Works
Cape Mowing
Carran Scott Contracting Co
Cathodic Protection (NZ)
CCA Earthmoving
Central Demolition
Chris Gommans Contracting
Crooks Contracting
CSH Contracting
D A McNeil
DCL Civil
Dempseys Bobcat Services
Diggs
Dign4u
DITRAC
Done Rite Contracting
Doug Hood Mining
Doug Symons Contracting
Dragon Drainage
Drapers Earthmoving
Drum Ex Earthmoving & Cartage
DSH Contracting
Duncan Earthworks
Earth Stability
Edge Civil
Elevate Civil
Erix Contracting
Excav8
Fissenden Bros
Flo-well Civil
Fox Earthmovers
Gallagher Civil
Garden City Drainage & Civil
Baywide Dingos
Gecko Hire
Geoff Jukes Contracting
G-Force Contracting
Graffiti Doctor NZ
GG Civil
Greenstone Concrete & Asphalt
Greg Inch Earthmoving
Haskett Contracting
Hatuma Lime Contracts
Headstart Pavements & Excavations
Hirst Civil & Cartage
Holland Underground
Hollands Excavation
HR Civil
HydroMax Nelson
Hydroweld
iConstruct
Independent Contractors
James Lux Developments
Jared Bing Contracting
JKay Civil
John Fletcher Contracting
Leathwick Earthmoving
Kaisar Construction
Kalis Landscape Services
Kawarau Construction
Kaweka Contractors Hawke's Bay
Kedzlie Contracting
Keene Krib 2000
Kerepehi Transport
Kreisel Contracting (1988)
Lambe Construction
Lanco Ex
Land & Construction Contractors
Leslie Bros Contracting
Levelling Solutions

Luke Glamuzina Contractors
M W Lissette
MAG Civil Construction
McDonald Contracting & Construction
McEwan Haulage
Megaworx
Mora Earthmoving
Murray Weston
Newman Excavations
Nexus Civil
Nivec Civils
Northland Mobile Crushing
Octo Group
Oneshot Earthworks
Ormsby Civil Construction
P & N Siteworks
Paul White
Pavement Treatments
PCC Civil & Cartage
PE Welders
Persson Earthworks
Petco Contracts
Pointzero Network
Project One Construction
Ramp Contracting
Ranui Construction
Red Star Services 2021
Redline Earthworks
RBS Group
RM Fissenden Contracting
Robert J Mitchell Contractors
RSJ Civil
Rutter Civil
Santo Drainage & Contracting
SBA Civil
Shane Gribbon
Shark Contracting HB
Shrimpys Services
SJH Pipelines
SM Civil
Southwater
CCL Construction Contracting
Steep Works
S George Contracting
StrongVac
Swale Earthmovers
T J Contracting

Thompson Engineering (2002)
Tough Terrain
Trass Civil
Trident Earthmoving
Troon Civil
Turbo Traffic
United Tunneling
Wagstaff Piling NZ Pty
Wells Contracting
Wenham Contracting
West Coast Ag Contractors
West Coast Civil & Earthmoving
Wellington Contracting
Heine's Cartage & Contractors
Wulfpack Civil

\$1 - \$2 million

A G Hoffman Civil
Able Trucking
Advance Traffic Management
JR Civil
Allens United Waikato 1986
Angus McMillan Concrete
B Christiansen Contracting
BVF Earthmoving
Bay Of Islands Plumbing & Gas
Bay Traffic Management
BDX Group
Big Paw Civil
BJ's Contracting
BM Contracting
Brownell Earthmoving
BT Earthworks
Buckeridge Surfacing & Engineering
C W Drilling & Investigation
Cameron Contracting 2002
Can you dig it
Canterbury Demolition & Earthmoving
Cargill Contracting
Cashmore Contracting
Clarke Underground
Clearsite Consultancy
Colquhoun Construction
Complete Site Solutions
Compton Civil
CSL Infrastructure
Daniel Renshaw Drainage
Davis Civil
Dirtworx
Donovan Drainage & Earthmoving
Duane Whiting Contractors
Dynamic Pipeworks
Elite Excavations Marlborough
Fahey Contracting
Fraser Hyde Contracting
Gallivan Group
Grace Foundation Solutions
HT Contracting
Huband Contractors
Ian Dick Concrete Contractors
InLine Drainage
Jamieson Earthworks
Jesse James Contracting Gisborne
John Roy Contracting
Johnstone Construction
K2 Contracting
Kelsey Construction
Kernohan Contractors
L C Earthworks
LB Civil
Lumber Construction
Mana Civil Contracting
MRT Construction
Mt Lyford Contracting
Next Level Civil
Northern Pipe & Civil
Northland Underground Drilling
Not Just Concrete (Nelson)
NZ Piling & Cranage
Offshore Plumbing Services
Omaet Contracting
P E L Contracting
Professional Excavation
Pryde Contracting
R A Shearing Contractors
Rangitikei Development
Red Dell
Roughan Holdings
McLocklan Contractors
RS Cabling
Ryal Bush
Scott Excavation & Contracting
Semtex Plumbing & Civil
Shaw Asphaltes (2024)
Strata Civil
Superior Civil Construction
SWD Wastewater & Drainage
TG Civil
Three Sixty Civil
Total Siteworks
TPP Contracting
Traffic Management Services
Tuck Civil Services
Veza Drainage
Vortex Contracting
Wilson & Keen Contracting
Zenscape

+ Contractor membership list.

\$2 - \$4 million

Acon Industries 2015
Advanced Excavating
Advanced Siteworks
Aidan Kelly Contracting
Allens United Drainage & Earthworks
Almond Contractors
Alpine Civil NZ
Apes Contracting
ARC Projects
Atlas Infrastructure & Services
Baldwin Asphalts
Bare Knuckle Contracting
Bartlett Concrete Placing
Bassett Plumbing & Drainage
Blueskies Civil
Burnside Contractors
C & A Cox
Cassidy Civil
Central Machine Hire
Chambers & Jackett
CHB Earthmovers
Chinnery Construction
Civil Construction Services
Civil Projects
C J Industries
CT Civil

Darlington Drilling & Piling
Dean Earthmoving
Denis Wheeler Earthmoving
Dodge Contracting
EDR Contracting
Egypt
EPL Construction
Evolve Roading
Feary Group
Freeflow Drain Specialist
Fuel Installations
Galbraith Earth Movers
Graham Contractors
Groundworks Civil Contractors
Grouting Services NZ
H & H Contractors
H Blackbee Contractors
HBRC - Works Group
Henry Adams Contracting
HES Earthmoving
HGM Construction
HOGFUEL NZ
Hoult Contractors
HydroVac
I & D George Contracting

Independent Kerb & Concrete (IKC)
J W Neill Contractors
Johnson Bros
Jones Contracting Queenstown
JT Contractors
Juno Civil
JWI Earthmoving
Kenai
Kerbco
King Drilling Company
Linton Contracting
Loveridge
Manawatu Traffic Solutions
McCormack Group
Menard Oceania Pty
MWN Civil
Nelson Civil Construction
Ngaio Contracting
Nicholls & Uttinger Civil
Northwater
Opie Contractors
Pidgeon Contracting
Pro Civil Construction
Pro Magma Co
Proarbore

ProTraffic
Roading & Building Cartage
Rocka Excavation
Sao Contractors
Austin Contracting
Sierra Delta Civil
Siteworks
Skevingtons
Slick Civil
STMSNZ
Supreme Site Works
Tairawhiti Contractors
Tascon Civil Construction
Thelin Construction
Titan Traffic Management
TPM Civil
Tree Trim & Earthworks
Universal Underground
SCL Civil Works
Waikato Post Ramming
Waitohu
Williams Drainage & Civil
Williamson Earthmoving
Wilson Contracting
XTREME Contracting

\$6 - \$10 million

Abseil Access
Super Mario Drainage Service
Andrew Haulage 2011
Asphalt & Construction
Avada Group
Blackley Construction
Bob Hick Earthmoving
Bridge It NZ
Ching Contracting
Civil + Build
Coastal Digger Services
Construction Contracts
Conrax (Central)
Crafar Crouch Construction
Cranswick Enterprises
Currie Construction
Glasgow Contractors
Delta Contracting
Donaldson Civil
Dormer Construction
E N Ramsbottom
Earthwork Solutions
Earthworx 2012
Exaro Contracting
G P Friel
Gleeson Civil
Grant Hood Contracting
GT Civil
Hibiscus Contractors
Loaders Civil

Johnston Civil
Central TTM
Kerry Drainage & Civil
Kuru Contracting
Libbet
Maugers Contracting
Maungatua Contracting (Wanaka)
McKenzie & Parma
Moore Construction
Page Earthworks
Petrotec Services
Phoenix Civil
Pipeline & Infrastructure (North)
Pritchard Civil
Robinson Asphalts
Rock Control
Rosco Contractors
RZG Construction
Smith Crane & Construction
Smythe Contractors
Splice Construction
T C Nicholls
Tirau Earthmovers
Topline Contracting
Total Rail Solutions
Tracks
Troy Wheeler Contracting
Utilities Infrastructure NZ
Vac U Digga NZ 2022
ZPR Civil

\$4 - \$6 million

Action Civil
Agile Infrastructure Services
B Bullock (2009)
Bearsley Contracting
Bellcon
Bond Earth Works
CDS New Zealand
Civil & Landfill Construction
Clements Contractors
Cloutman Brothers Mining & Dredging
Collins & Sons
Duyvestyn Drainage
E & J Contractors
East Coast Traffic
Emmetts Civil Construction
Gibbons Dowd Gibbons Construction

Giles Civil
Goodrick Contracting
Graham Civil Contractors
Graham Harris
Greg Donaldson Contracting
Griffiths Drilling NZ
Halverson Civil
J & J Walters
Jesmond Construction
KB Contractors
Legacy Contracting
Letton Kerb & Channel
Marais Laying NZ
McDonough Contracting
Morepork Trenching
North Drill

Parata
Rapid Earthworks
RB Civil
Ritchie Civil
Ryan Contractors
SAL Civil Works
Siteworx Northland
Sollys Contractors
Storm Waters Contracting
Tarbotton Land & Civil
Tasman Civil
Te Anau Earthworks
Toa Civil Construction
Truman Earthworks
Tuffnell Drainage

+ Contractor membership list.

\$10 - \$25 million

ACM (2022)
Ashburton Contracting
B G Contracting
Bay Civil
Maxion Civil
Bryce O'Sullivan Contracting
Ceres New Zealand
Chevron Traffic Services
Clearwater Civil
Colas
BBR Contech
E Carson & Sons
Evergreen Landcare
GeoStabilization New Zealand
Geovert
Groundfix
GSL
HIWAY NZ
Hopper Construction
Hunter Civil
Inframax Construction
J & R Contracting
J Swap Contractors
JCL Asphalt
Lattey Group
MAP Projects
March Cato
March Construction
MBD Contracting
Men at Work
Mike Edridge Contracting
Multi Civil Contractors
Nelmac
Oxcon
PCL Contracting
Protranz Earthmoving
Seay Earthmovers
Spiral Drillers Civil
Steve Bowling Contracting
T8 Traffic Control
Taggart Earthmoving
TDM Construction
Tupore Infrastructure
TW & Civil Infrastructure
Veolia New Zealand
Wellington Pipelines
Westroads
Whitstone Contracting
Wilson Contractors (2003)

\$25 - \$50 million

CB Civil & Drainage
Connell Contractors
Contrax
Goodman Contractors
ICB Civil Construction
KB Contracting and Quarries
Mills Albert
Pipeline & Civil
Quality Roading and Services (Wairoa)
Ross Reid Contractors
Seipp Construction
Spartan Construction
Taylors Contracting Co
Waiotahi Contractors

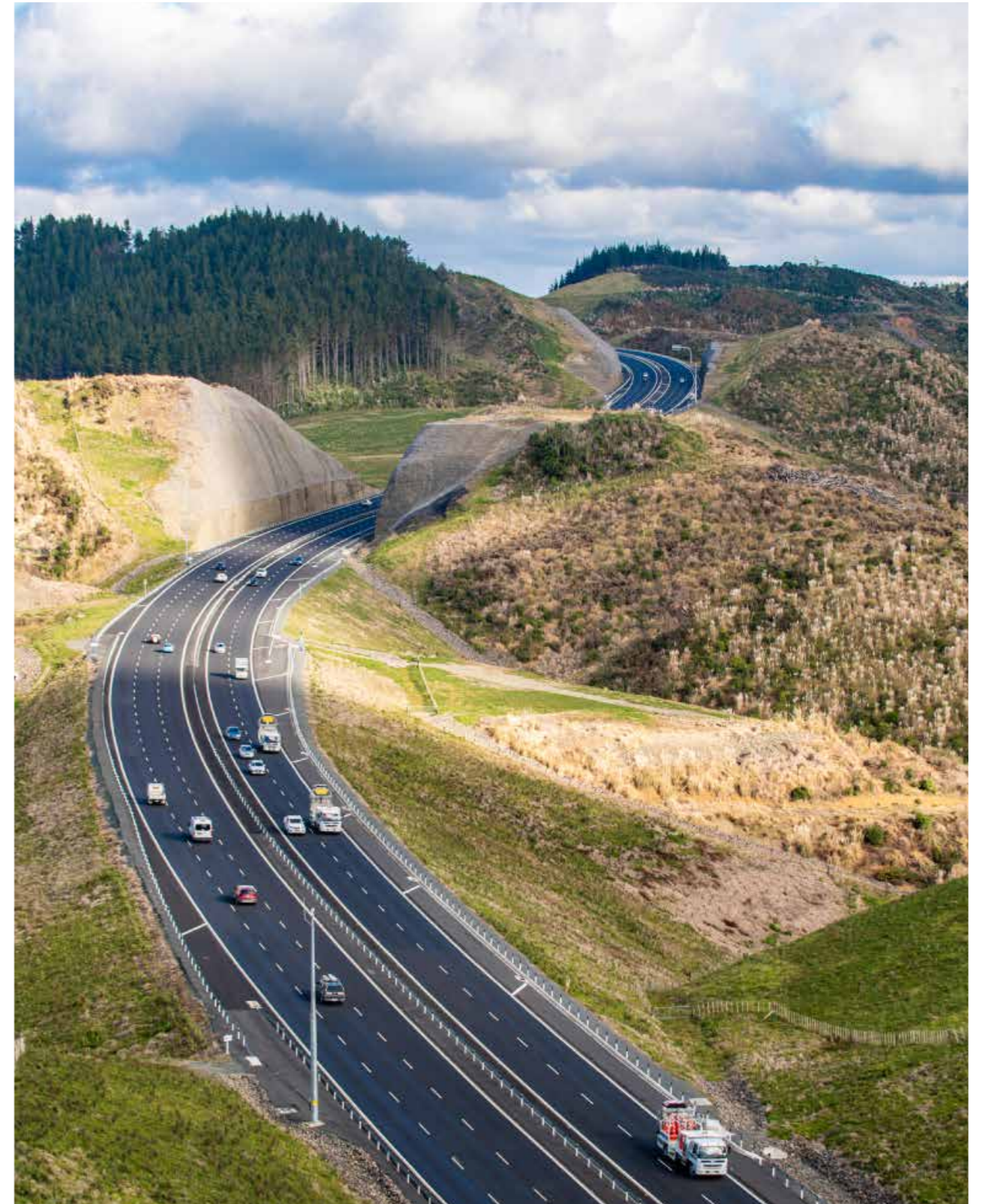
\$50 - \$100 million

Acciona Construction New Zealand
Camex Civil
CORDE
Schick Civil Construction
SouthRoads
United Civil Construction

\$100 million +

Abergeldie Complex Infrastructure
CLL
CPB Contractors
Downer
Fletcher Construction Company
Fulton Hogan Corporate
Ghella
HEB Construction
Isaac Construction
McConnell Dowell Constructors
Ventia NZ Operations

Puhoi to Warkworth



+ Our regions.

CCNZ has 12 branches across the country. CCNZ branches create a direct link to members in the regions. This ensures CCNZ is led by contractors, and provides opportunities for members to network, gain knowledge and showcase skills and expertise.

Significant voluntary input from contractor and associate members ensures events like regional awards evenings and excavator operator competitions are successful.

Branches are supported by:



CCNZ Southern
Regional Manager
Eve Cooper



CCNZ Central
Regional Manager
Grant Radovanovich



CCNZ Northern
Regional Manager
Calum Twist

And also actively engage with local authorities, meeting regularly to provide feedback around procurement and the state of the regional industry. More information on branch activities can be found in the regional reports, below.



+ Northland.

Generally, the Northland region has been busy in the last year, but the uncertainty of pipeline is always discussed.



There has been a lack of significant infrastructure projects

(both number and construction value) in Northland this year. There does not appear to be a lot (again number and construction value) of these projects in the immediate pipeline, which is concerning.

Cyclone relief projects have been pushed mainly through maintenance contracts. Councils seem to be making a switch back to more lowest price conforming with multiple contractors competing at the tender box, this is very disappointing.

The potential major opportunities in the Northland market from an infrastructure perspective seem to still be talked about, \$7b is the number being used, we are unsure what this is made up of.

That said, we have had increasing interactions with Whangarei District Council at branch meetings, and the Kaipara District Council Chief Executive has also joined in on a few meetings. Whangarei District Council are actively involved with the Branch and Executive, working through upcoming or past issues to address so repeats don't happen again.

I am massively grateful to the branch committee and to all of those who contribute their time on a voluntary basis, and also for capable support from our regional branch secretaries and Northern Regional Manager.

Helen Smuts-Kennedy recently resigned as Branch Secretary, finishing in December, with Grace Vickers taking on the role. It was a smooth transition, and Grace has picked things up quickly.

Branch membership has stayed relatively static, however attendance at branch meetings has been a steady with a record number attending the Christmas meeting which included some fun competition with lawn bowls.

Northland's Steven George won the CCNZ CablePrice National Excavator Operator Competition this year, following placing third at nationals last year and second the year before. This is an outstanding achievement, and the Branch is happy to be home to our national champion once again.

Chair: Kylie Bourke



This follows Ryan Haywood's successful delivery of his second regional excavator competition. He was well supported by the branch and pulled it off with success, and Ryan also travelled to the National competition to help out and get ideas for our next one. We appreciate all the time and effort our volunteers put in!

We have continued to move our Branch meetings around with great success and feedback. We have managed to keep our attendance steady at between 30 – 50, with a good mix of contractors and suppliers.

With minimal projects going on, it's been difficult to find interesting locations for site tours, however social events have been going strong. Our first annual golf tournament was a great success. Our Xmas Function and branch meeting this year were extremely popular, as were lawn bowls. We have had record attendance at some branch meetings.

Our biannual meeting between CCNZ, the four Local Councils and Waka Kotahi has been handed over to us to lead. Unfortunately, this has not happened this year, we have struggled with getting Far North District Council and Kaipara District Council on board. The dis-establishment of the Northland Transport Alliance has unfortunately pushed these councils further away.

Due to the lack of major projects in Northland we have changed our award categories this year to ensure we have enough submissions for each category. We have also aligned our questions with National to allow ease of submission to both Northland and National Awards.

Our area is vast and engagement with some members that are challenging with main road closures, travelling is time consuming to attend meetings. We have hosted meetings further north to include those who always travel. This has been received well.

+ Auckland.

CCNZ Auckland Branch has navigated a challenging year with a resilient, proactive approach.



Chair: Hugh Goddard



Despite headwinds in the local construction market

—including reduced project visibility, consent delays, and workforce pressures—the branch has demonstrated strong engagement, a collaborative culture, and a commitment to member support.

The branch Executive Committee comprises 35 active members, across 12 subcommittees. Membership numbers have reached an all-time high of 307 companies represented, showcasing the continued value members see in being part of the branch.

Subcommittees have worked to enhance training pathways, champion broader outcomes, foster SME resilience, promote health and safety leadership, and ensure the next generation of contractors are supported and engaged. Collectively, this work underscores the branch's role as a trusted voice, industry enabler, and source of community for members at all stages of business and career. Member engagement remains strong

across events, subcommittees, and communications. Communications channels have expanded, with over 2,500 LinkedIn followers and a growing newsletter audience of 2,500+.

Subcommittee participation is active and strategic, guided by a set of well-defined annual objectives supporting long-term sector health.

Contractors continue to face tough trading conditions due to low tender volumes, delayed consents, and inconsistent client pipeline visibility. Several SME contractors have exited the industry or lapsed their membership due to lack of work and financial pressure. Key risks identified include constrained council budgets, delays in major infrastructure decisions, and increased competition for reduced work scopes.

The branch remains in a strong financial position. Operating budgets across subcommittees were well managed,

with reserves in place to support ongoing training, business forums, and development events. The branch is forecasting a slight deficit for FY2026 but remains confident in its ability to fund core initiatives. Finance subcommittee continues to manage term deposits in line with CCNZ policy and reviews event ROI to ensure sustainability.

The CCNZ Auckland Hynds Construction Awards continues to be a benchmark regional event showcasing member excellence, innovation, and project delivery. We have also delivered engaging branch meetings with record attendance, including speakers such as Dame Valerie Adams. The focus remains on diverse, relevant, and inclusive content for all member categories.

Another successful highlight has been incorporating health, safety and wellbeing “Good Stuff” awards into our branch meetings through recognising successful initiatives in this space.

Unfortunately, public sentiment around work sites remains poor, and we're seeing increased aggression and unclear client guidance, which has created frustration. National coordination is ongoing. Advocacy also continues for clearer guidance from WorkSafe/MBIE. Members want consistent expectations and best practice clarity.

The Branch has also continued its advocacy on site safety and public threats to road workers, with contributions to national working groups and communication around risk-based traffic management.

As well as providing specific small to medium business forums at The Icehouse and great networking events for young contractors under 35 we have hosted structured meetings with AT, Watercare, KiwiRail and others, actively relaying member issues and promoting CCNZ member capability. We also successfully delivered a hands-on and engaging

regional excavator competition at the Franklin A&P Show, with strong turnout, industry awareness, and representation at NEOC secured.

I would like to extend a special thanks to our support team of Calum, Joyce and Kimiora who work tirelessly to assist the branch committee and further our goals. Nothing is ever a problem and their efforts throughout the years are hugely appreciated.

I would also like to wish Matt Findlay the best in taking on the chair role from June onwards. Matt has been fantastic as vice-chair and will, I am sure, continue to lead the team well as we tackle the challenges ahead.

A big thanks to everyone on the committee for supporting me in the chair role over the last two years, it has been a great privilege to be in the role, and I look forward to supporting the branch in future years.

+ Waikato.

Overall, the Waikato market remains tough. Council budgets are tight and their pipelines of work provide meagre pickings and are not very visible.



While water reform has ceased to be a distraction,

the two CCO's are taking shape, and we hope this will release some of the red tape around spending later on in 2025 and early 2026. Hamilton City Council and Waipa District Council remain associate members and are keen to support the industry.

Private clients and developers provide some opportunities out there at the moment, with Te Awa lakes continuing to move forwards. Light commercial is very quiet, housing development remains slow with the current market forces. The final pieces of the Peacockes jigsaw puzzle are coming together with Whatakooruru Drive being the final piece that remains to be completed.

Major works underway in the region include the Ruakura inland port, which continues to grow, with more high-profile tenants, the arterial roads and development of the Peacockes area,

Te Awa Lakes, the completion of Piarere Roundabout and the Coromandel recovery panel – to cope with the volume of slips in the area.

The branch remains in good shape, with an increase over last year in both members and associates. We have in place a more intense schedule of events for the year with more effort being put into connections with customers – as well as the opportunities to socialise and maintain human interface.

The exec committee remains stable and supportive of each other. Our new secretary (Vikkey Gonnano) has settled in well and is an asset to the team. The sub-committee structure continues to work well and looks after annual awards, the Regional Excavator Operator Competition, events & social and finance.

Financially, the branch is in the black and funds remain parked in a number of term deposits. Our continued support and encouragement in the industry for operator skill and profile is resolute with the funding and running of the Excavator Competition each year, with this year's event being held at Fieldays in June 2024. It now spans days, and features around 30 operators showcasing their skills. It remains a joint venture with the Bay of Plenty Branch.

The annual awards dinner continues to accommodate 300 people. It is a great event, supported by most of the movers and shakers in the Waikato construction industry. We have awesome support for our industry from the Hamilton Mayor and members of CCNZ National Executive Council. Our marquee events (annual awards and regional excavator operator competition) run at a small surplus, allowing us to bankroll some of

the smaller events we organise around the region. Annual golf days are well supported by the industry and hailed as a great event by all who attend, and we now also have an annual quiz night.

The newest initiative has been the Waikato Government Pipeline Forum, which was held on 26 March. This saw local government and NZTA outlining their programmes, then they sat on a panel to answer questions from the audience. The event was professionally facilitated by Greg Ward. Initial feedback has been very positive for this event, which was solely funded by the branch.

We are trying to address the lack of work and poor visibility of the pipeline of work with an industry forward works forum like the above every six months. Another issue we are trying to address is busy clients delegating contract negotiations to lawyers and/or consultants who have

no intention of building relationships or partnering for long term growth. A lack of appetite from clients to partner and/or explore more creative ways of letting contracts is also an issue.

Mental Health issues have been discussed regularly at meetings. We have tried to encourage Mates in Construction to attend events, provide social opportunities for members and are developing a strategy for the regional manager to regularly contact smaller members directly, especially those that do not attend meetings.

Thanks to the loyal executive committee members, sub-committee members and our branch secretary/treasurer who continue to do the mahi behind the scenes.

Chair: Adam Plimmer



+ Bay of Plenty.

The Bay of Plenty Branch is in reasonable health, although our attendances to site visits and events is down on previous years.



We have a good, enthusiastic Executive Committee to support the Branch.

Our major challenges include a challenging labour market, housing affordability, and slow infrastructure spend. The local market is changing, with Tauranga City electing a new Mayor and Councillors. There has also been a change in direction on road funding. Other than NZTA – Takitimu Drive (Northern Link) and the Papamoa Interchange, there has been one further large project announced in Tauriko Intersection improvements. Water investment continues, with investment from Council.

In the Western Bay of Plenty, the urban growth area North of Tauranga (Ōmokoroa) continues. They, like TCC, are still investing in water. They are looking to break up the traditional model of road maintenance, utilising smaller contractors on different disciplines.

In Rotorua, there is investment in core infrastructure, despite concern on project procurement with local Contractors, while Whakatāne also continues to invest in core infrastructure.

Despite this focus, residential development has dropped off considerably. Tauriko West is a couple of years away from development and Te

Tumu at the Papamoa end is several years away. Speaking with Land Development Consultants there are small developments in the pipeline which may come to market 24/25 season. But demand for commercial land and development is still fairly strong.

The branch finances at year end are healthy, and we held our third Awards Evening at Classic Flyers in Tauranga. Again, the night was a huge success, large increase in attendees, with good sponsorship and entries.

Our Waikato / Bay of Plenty regional excavator competition was again well supported by businesses throughout the Region. The new site is proving very popular with the general public viewing the competition. With the level of interest from the public there may be more we can achieve with enticing people into our industry.

The annual CCNZ BOP Fishing Competition was held on 29 March 2025. This was well supported by members and families. It was a tough fishing day for all, but this meant there were some great stories back at the bar. Thanks to CCNZ Northern Regional Manager, Calum Twist, who was our MC for the weekend.

Chair: Gerry McLaughlan



Calum's continued involvement and contribution within the Branch is appreciated, and we are looking forward to Hosting the CCNZ National Conference in 2025!



+ Taranaki.

Private and subdivision work has been slow over the past 12 months.



We have seen contractors pricing work

at lower margins to keep busy but there seems to be (just) enough work to go around for now. The Mt Messenger project is taking a lot of resource but a lot of this has come from out of town, so not really impacting our regional pool of contractors.

State Highway safety improvements continue with more roundabouts being funded at the Northern and Southern entrances to New Plymouth which is great to see. With interest rates dropping there already seems to be a more positive feel out there with more enquiries and work being priced. We are expecting the next summer to be busy.

The branch finances remain in a very steady position. Branch sponsorship to hold meetings and presentations has enabled very little spending from the branch. Some small spending has occurred for events, but the overall balance has remained the same.

We have seen a small decline recently in contracting members who have surprisingly not renewed their membership, however we have seen an increase in Associate Members. This tells a story on the current economic climate where a lot of Associate Members are trying to

find ways to stimulate business revenue by way of networking and being exposed to potential clients. We have a challenge to retain existing contractor members. Some of which have been members for five plus years have now decided to end their membership. We need to look at ways to keep members engaged.

We held a successful Regional Excavator Operator Competition with a good number of nine contestants. A very tight contest with a first-time entrant winning and representing our region well at the national competition. A branch meeting was held at Vertical Horizons who showed us around their new training facility which attracted good numbers and a lot of faces we had not seen before.

The question was asked at one of our branch meetings what members want to get out of the branch and ways we can keep interest, and we had good feedback with a number of ideas and different presentations listed to hold. It appears particularly hard for the SME's to warrant membership in the current economic climate.

After five years, I will be stepping down as Chair and I am looking forward to seeing the branch

grow with a fresh new look to lead our region. Thank you to our sponsors, associate and contracting members for being involved in our branch helping out in whatever ways they can, as well as Grant our Regional Manager for his work over the past 12 months.

Chair: Joe Ingram



+ Hawke's Bay East Coast.



It's been another mixed year for Hawke's Bay East Coast Branch.

Finally, we felt things started settling down

after Covid and all its interruptions for the last few years, in late January 2023 we experienced cyclone Hale, which did widespread damage to the region and put large works loads on all aspects of civil and construction.

Following this we experienced something like no other, Cyclone Gabrielle a month later, infrastructure, farmland and waterways at its capacity saw its demise in this weather event dubbed worst disaster in over 50 years.

Our region has done a great job in the clean-up efforts to date, and we have had huge amounts of generosity from outside companies coming and mucking in which we are hugely grateful for. Our region will be in a recovery phase for years to come. We are still steadily growing as a branch with 54 full members and 13 Associate members, making us one of the larger membership regions, especially provincially and that we are proud of. We have had a steady

stream of new members over the last 12 months with 8 new full members and 5 new associate members.

We held 8 committee meetings, two being open meetings for the full branch. We remain strong financially and have a strong committee which makes the year run seamlessly. We are working hard on having more full branch meetings, especially in a time when things are tight as an industry. We held our Regional Excavator Operator Competition in conjunction with Trucking for Child Cancer, this was a fantastic event, and it was great to see a good turnout. Tanya Claxton from Higgins took out the prestigious rights to represent the Hawke's Bay East Coast region.

We held our end of year Gala dinner in November again smashing yet more records, we had 230 people attend and a staggering 27 construction award entrants, again the region's contractors showcased some extraordinary jobs,

especially for a time when contractors were cleaning up cyclone mess and we assumed no one had any jobs to showcase, wrong we were.

As this is my last year as chairman and handing on the reigns, it's been a great journey and has been great for my personal and professional development. I would like to thank all those that have supported me for the last five years. I will stay on the branch committee in a support role for the new chairman to help him or her integrate into the new role.

We hope to see some light at the end of the tunnel soon, it's been a hard year for contractors and believe this will be the case for the year moving forward but hope that workloads, funding and projects open up soon and we get back to some normal times.

Be safe, and be strong Hawke's Bay East Coast.

Chair: Bart Mulder



+ Manawatū Whanganui.



I am finally standing down after ten years as Branch Chair, with the new chair being Jason Cryer and a new professional Secretary starting soon being Lesley Lumsden.

I would like to thank Hayley, Tony,

the rest of the committee and my Vice Chair Jason Cryer for all their assistance over the past year.

The last twelve months has been very busy for the branch with once again the Regional Excavator Operator Competition and the National Excavator Operator Competition. New challenges, including a giant 'Connect Challenge' game and ice cream scoop were a massive success at last year's competition, and again this year.

Our charitable golf tournament raised almost \$20k. The branch also had a trip across Te Ahu a Turanga – Manawatū Tararua Highway as well as a trip to Reel Steel in Wellington with good numbers in attendance.

Branch meetings are going well with guest speakers and good turnouts which bodes well for new members.



Chair: Greg Lumsden

The local market is slowing down regarding work pipeline. Hopefully the Otaki to Levin bypass will happen this year or early next year. The Hawke's Bay recovery is ongoing and there is ongoing support for this with our members involvement.

Hopefully over the next few years, Manawatū will see a lift in industry activity from the impact of road investments that will link the region with Wellington and the Hawke's Bay. Branch membership has been on the rise again in the last twelve months.

The branch has another charity golf day in the pipeline as well as a fishing comp, an awards night and race day is also planned for this year. The branch financial health is sound with a good surplus on the balance sheet.

It continues to be a major challenge for members in attracting and retaining skilled staff to resource the work hopefully coming through. Another challenge is to find ways to get branch involvement from the larger companies in the region.



+ Wellington Wairarapa.



This has been a challenging year for many. Market confidence is low, and members urgently need visibility of the programme of work to be able to plan for the future of their businesses.

There has been a reset

across the past 12 months, driven by external factors including a change in government.

The ongoing “war on roadcones” and the current Wellington Water changes are causing problems for some contractors. The market needs clarity around the new TTM approach and “Local Water Done Well”, and will watch closely as these things develop.

Change surrounding Wellington Water Limited have been well publicised, and unfairly painted some of our contracting members in a negative light through incorrect reporting and blame between client groups. Alongside this, the real issue is a change in direction that has redirected significant funding out of the renewals market.

Earthworks contractors have lost time due to changes to the Natural Resources Plan implemented by Greater Wellington Regional Council, which have caused a slowdown and introduced stricter winter works rules, impacting from June 2025. Contractors are hopeful the sector now has a better understanding of how to interact with the new rules and will see less disruption next season.

The region continues to suffer from a lack of cleanfill provision and costs are escalating as a result. This is a broad issue, to be tackled with a strategic lens.

Some of our members are describing an expected improvement across 2025. Suppliers and associates are pricing more work than they have in recent months. Although there is hope the pipeline of

work is developing, timing around some of the larger projects is still uncertain.

Despite these issues, we have also had cause to celebrate this year with excellent people, skilful excavator operators, new branch life members Eddie Carson and Mike Smith, and great projects.

Wellington-Wairarapa Branch remains strong and healthy in terms of its finances and its membership, although we have seen a decline in member numbers over the period. Our committee will take all practical steps to support members through challenging times.

We have seen some of our highest attendance for bi-monthly meetings and one-off events, Annual Awards Evening, Golf Day, and Regional Excavator Operator Competition have all been well attended and supported.



Chair: Dave Philipson

Noel Sulzburger stepped down as chair after five years. Under his leadership, the Branch continued to thrive. The energy he put into the role, combined with a personal approach, was appreciated by all members. Noel set the branch on the right course to weather the challenges during and after the pandemic. He remains on the committee as immediate past chair.

Our committee remains strong and committed with representation across a broad range of contractor and associate members. The committee and branch are fortunate to have the ongoing support of Laura Hae Hae as secretary.

Branch event highlights of the year were the Annual Awards Evening, the Golf Tournament, and the Regional Excavator Operator Competition. Our Young Contractor Group has also had a good year. The annual awards evening was another sellout with 15 projects

entered across the categories. This year we introduced people awards for the first time and they were well received.

The branch excavator competition was held in February 2024 at Brewtown, Upper Hutt. 12 entrants competed across a range of events and showed some great skills for the crowd. Corey Olson of Black Axe Contracting came in first place at the event and went to the national competition.

Our Young Contractors Group gained traction during the year under the leadership of Noel Sulzberger and Cody Pepere. The highlight of their calendar was a site visit to the Te Ara Tupua project – thanks to Downer for hosting.

There is a lot of uncertainty at present. We are likely to have to adapt to survive. But the long-term future of infrastructure work in New Zealand is strong and, where possible, we should focus on that. CCNZ can and will continue to support its members – our role is as important as ever.

+ Nelson Marlborough.



An experienced man once told me there is nothing like a natural disaster to keep the industry afloat.

That seems to be the case with the

hangover from the August 2022 flood event still lingering and creating opportunities for some in the Nelson Region through slip repair works, rock armouring of streams and some proposed upgrades to the stormwater network around the city.

Member numbers for our Nelson Marlborough Branch have slightly increased over the past year. We welcomed three new contracting members and now have 45 contractor members in our region.

As a committee we have really made an effort to add value for the members in the past 12 months. We have brought two guest speakers to town, not to talk about diggers and trucks but to speak about some more important aspects of the industry – mental health and leadership. Both of these events have been a great success, and it has been great to see

different people from our membership base attend these.

We have increased our social events, having semi regular catch ups, and our first quiz evening was great for some networking and banter among the members. We have an exciting year ahead with our bi-annual awards coming up in July. Planning is well underway for this, and we hope the members will support this as they have in the past.

Our CCNZ CablePrice Regional Excavator Operator Competition is going from strength to strength. We had a broader field in competition after incentivising entry with a \$1,000 cash prize (alongside the usual sponsored prizes), and I'd like to congratulate Lydia Hill of Elite Excavations as our champion excavator operator, one of the first three female champions to compete at the National Excavator Operator Competition.

The Marlborough Sounds has been a hive of activity for those on that side of the hill, with 847 faults reported over the network, again from the flood events. The residential development space has been quietly gaining some momentum, with some large projects being let for tender, some going on to construction. Some that we hear are in the works and governed by presales are slow to come off the mark, with the positiveness of lowering interest rates perhaps outweighing the reality that houses are expensive to build, and the future is still a little uncertain.

As a whole, councils have had an OK rate of work going out to market. There has been a trickle, then all of a sudden a handful of tenders coming out at once. CCNZ as a group have had reasonably good comms with them about this, and we feel our suggestions have been taken on board to a degree – but it didn't help the workflow at the time.



Chair: Luke Donaldson

“Patchy” is a word I have heard a lot when speaking to people about their workflow in the last 12 months. It certainly has been up and down, and it's been a battle to keep busy. We have been speaking with councils about this, and they are aware. Councils are also aware that it's a 'buyer's market', so there has been less negotiated or direct procurement work coming our way.

The landfill challenges from last year are still present, but in some ways are becoming the new normal and people are adjusting to this. It would be a great time to be a soil scientist, as the compliance in this space is not slowing down, adding to the cost and complexity of taking a truck load of dirt away.

If I could sum up the market conditions here, it's one of cautious optimism, where we think the worst is behind us, but the climb from the trough will be a slow one.

+ Canterbury Westland.



This past year has been a resilient one for our branch, despite a few lingering challenges.

As we look towards the end of 2025,

we're optimistic about a shift in market conditions, particularly for our larger contractors.

With our Annual General Meeting scheduled for May, we are keenly focused on ensuring that our committee remains driven by a desire to serve the industry at large, rather than pursuing personal agendas.

Our branch continues to thrive with a very active committee and robust financial health. This vigor is crucial as we navigate the complexities of our industry.

The 2024/25 period has presented another challenging year in construction, with no long-term project pipelines confirmed for the local market. The drainage market remains saturated with SMEs competing fiercely, which has created a somewhat negative atmosphere. We are striving for more regular communications

with local councils to ensure a more steady release of work, rather than the current sporadic flow. Meanwhile, Tier 1 companies, slow in the major projects space, have been scooping up smaller projects typically reserved for medium to large businesses, in the \$500k – \$5 million range.

Our financials remain strong with a solid balance sheet and cash flow. However, we've budgeted for a potential loss this year due to our investments in local workforce development and sponsorship of initiatives like constructive workshops with Environment Canterbury. Looking ahead, we plan to boost revenue from ticket sales for our 'Contractor of the Year' event next year, aiming to return to profitability and further strengthen our financial position.

We've seen record attendance at our social events, with every event in the past 18 months reaching full capacity.

Three significant branch projects are currently underway, focusing on workforce development, Contractor 26, and resolving Ecan communication issues.

The ongoing market conditions remain a significant challenge; we need more major projects to sustain larger companies. Market pressure is leading to local conflicts, fuelled by frustration over unrealistic pricing in bids.

We are looking forward to the upcoming year and are hopeful for positive changes, particularly with respect to Ecan and consent processes. Our workshop on March 26 addressed some of these critical issues, and we are looking forward to facilitating better communication and smoother operations within the sector, and with our clients across the region.

Chair: Harley Haywood



+ Otago.

It's been a steady year for Otago branch, the committee has generally remained the same with one new member.



The contractors' awards in May were a great success

in Dunedin and was essentially a sell-out. We have had several contractors catch ups across the region which have been well attended, this is due to the fact we have been able to secure guest speakers (usually clients) to speak about upcoming work.

The past 12 months has been similar to previous years. Member numbers remain static, and some existing members are struggling to see tangible benefits of remaining a member. These tend to be the members who, although our events are well advertised with plenty of forewarning, simply are not attending and maintaining connections.

The market in Otago has been underwhelming so far. The lack of transport related projects is affecting the contractors who specialise in that market. The change in direction from central government has put the

brakes on Low-Cost Low Risk safety related projects which generally kept contractors busy delivering those \$500k - \$2m projects.

At the start of 2025, the civil construction market is experiencing a complex set of conditions influenced by both regional developments like the Dunedin hospital build and Queenstown alliance works and broader national trends like compliance with the drinking water standards. There has been a lot of 3 waters tenders come to market and the private development market has been steady. The two larger projects are progressing and will continue for the next couple of years.

Due to market conditions members are cutting costs which appears to be contributing to the loss of membership. A major issue faced by local members remains attracting and retaining skilled

labour. Most contractors in the region have a noticeable shortage of work and confidence in the forward work programme is low leading to uncertainty for business sustainability.

In summary, while the market is facing some challenges related to labour shortages, guaranteed forward programme and economic uncertainties, opportunities still exist to support growth within the region.

The 2025 financial year will see a net surplus. This is a great result for the branch after running small losses for the previous two financial years. The key contributor to this result was the success of the Annual Awards evening in Dunedin held in May 2024.

It has been a busy year of events for the Otago branch with a mix of "Contractors Catch Ups" (localised general meetings)

and site visits. We have been increasing our social media presence by posting on our Facebook page more often and are receiving lots of 'likes' on posts.

Highlights included the Regional Excavator Operator Competition at the Taieri A&P show, site visits to the Shotover WWTP upgrade, and a visit to the new KiwiRail Workshop in Dunedin. What has been pleasing is we are seeing a healthy turnout in attendance to the above events. With over 40 members at Queenstown and 20 in Dunedin at each event, it is evident connections and the ability to network with other contractors remain important to our members in the current market.

I'd like to thank our committee members for giving up their time to be part of the branch. With current workplace pressures it is great to see that the team are still able to support

the civil contracting industry within the region. I think the main challenge we face is how we, as an organisation, prove we are adding value and tangible benefit to our members.

Chair: Chris Hasler



+ Southland.

Just steady as she goes in the South for the civils industry.



Chair: Regan McRandle



The branch has been busy,

with some small changes in our structure, leading to a couple more events happening, helping up the engagement of members and our profile with local government.

We're in relatively good health for a small branch, with steady membership numbers, we have had a few additional local Associate Members join up as well which was a focus for our branch in the past year, we also had some encouraging dialogue with local councils agreeing to becoming associated members.

It is very important to the health of the branch and our industry to ensure we have strong connections with the associates as well as members. We had to cancel a couple of CCNZ events due to contractors being busy but look to rebook later this year.

Local government work has been mostly busy this year, partially from the Invercargill City Council now that the 'Three Waters' debacle has subsided a bit and the councils can concentrate on getting work out to market. There is still a nervousness in the market which has been reflected in the tender prices fluctuating and contractors wondering if the workflow will be stopped again.

As a branch we have been engaging with the local councils again, with some positive outcomes. Also encouraging our local members and councils to meet too. Local councils are struggling with resources to get work out to market, we believe there is an opportunity for the branch and members to work with councils to help this situation.

Private development is still relatively low in the region as has been the norm for several years, with a few members scratching out some work. The rural sector still helps sustain a healthy market but can fluctuate dramatically on the international markets.

The branch is in a strong financial position with long term savings being maintained and untouched for many years, although we did out-spend our income last year and forecast to do so again this year partly due to the number of events we helped finance (the beer isn't cheap).

Sub-committee events have been well attended, including a very successful Regional Excavator Operator Competition at Winton A&P Show and re-engagement with local councils.

Maintaining a consistent flow of tenders and work to the market with a solid pipeline of work is an ongoing challenge.

Another challenge is that we, like a lot of other regions, are losing trained staff to Australia. We are also seeing a lot more work being designed and managed from out of the region, which in the long term will further dilute our local knowledge and skill pool. We believe the Government needs to put as much focus on returning kiwis from Aussie as it does encourage migrants to NZ, we need both.

Looking forward, the branch is doing well, and the sub-committees are starting to hit their stride, creating a number of events for our members. We will continue to engage and strengthen our connection with local government and start to engage with our national government representatives. Thanks to all our members, sponsors, associates, committee, and CCNZ. Together, we continue to make great positive change in our industry!

+ Financial statements.

**Civil Contractors New Zealand
Incorporated
Financial statements
for the year ended 31 March 2025**

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Independent auditor's report

To the Members of Civil Contractors New Zealand Incorporated

Opinion

We have audited the general purpose financial report of Civil Contractors New Zealand Incorporated (the 'Parent') and its subsidiary (together, the 'Group') which comprise the financial statements on pages 8 to 25 and the service performance information on pages 4 to 7. The complete set of financial statements comprise the statement of financial position as at 31 March 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying general purpose financial report presents fairly, in all material respects:

- the financial position of Civil Contractors New Zealand Incorporated as at 31 March 2025, and (of) its financial performance,
- and its cash flows for the year then ended; and
- the service performance for the year ended 31 March 2025 in that the service performance information is appropriate and meaningful and prepared in accordance with the entity's measurement bases or evaluation methods

in accordance with Public Benefit Entity Standards Reduced Disclosure Regime (PBE Standards RDR).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)) and the audit of the service performance information in accordance with the ISAs (NZ) and New Zealand Auditing Standard (NZ AS) 1 (Revised) *The Audit of Service Performance Information*. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the general purpose financial report section of our report.

We are independent of Civil Contractors New Zealand Incorporated in accordance with Professional and Ethical Standard 1 (Revised) 'Code of ethics for assurance practitioners' issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than our capacity as auditor we have no relationship with, or interests in, Civil Contractors New Zealand Incorporated.

Responsibilities of Executive Council for the General Purpose Financial Report

Executive Council is responsible on behalf of Civil Contractors New Zealand Incorporated for:

- a) The preparation, and fair presentation of the general purpose financial report and service performance information in accordance with the applicable financial reporting framework;
- b) The selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present service performance information that is appropriate and meaningful in accordance with PBE Standards RDR;
- c) The preparation and fair presentation of service performance information in accordance with the entity's measurement bases or evaluation methods, in accordance with PBE Standards RDR;
- d) The overall presentation, structure and content of the service performance information in accordance with PBE Standards RDR; and
- e) such internal control as Executive Council determine is necessary to enable the preparation of the general purpose financial report and service performance information that are free from material misstatement, whether due to fraud or error.

In preparing the general purpose financial report, Executive Council are responsible for assessing the Civil Contractors New Zealand Incorporated's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Executive Council either intend to liquidate the entity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the General Purpose Financial Report

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole, and the service performance information are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) and NZ AS 1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this general purpose financial report.

A further description of the auditor's responsibilities for the audit of the general purpose financial report is located at the XRB's website at

<https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-13/>

This report is made solely to the members of Civil Contractors New Zealand Incorporated. Our audit has been undertaken so that we might state to the members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the members, for our audit work, for this report, or for the opinions we have formed.

Moore Markhams

Moore Markhams Wellington Audit | Qualified Auditors, Wellington, New Zealand
15 July 2025

Statement of Service Performance

Why we exist.

Our vision: Quality people delivering quality infrastructure in a safe and sustainable industry.

Our mission: To promote a trusted and sustainable civil construction industry.

Our values: Trusted; Professional; Reliable; Collaborative.

Our strategies:

Provide proactive industry leadership to support a successful and sustainable NZ civil construction industry

Year ended 31 March 2025	Year ended 31 March 2024
<ul style="list-style-type: none"> Led contractor feedback on review of NZS3916 and 3917 contracts, with two representatives on the review panel, informed by a contractor committee, providing input into review of NZ's standard construction contracts. The standard contract will be released in June 2025 Made comprehensive submissions to Government on vocational education alongside infrastructure construction associations. <p>Advocacy on prominent initiatives and government policies, including:</p> <ul style="list-style-type: none"> o Calls for increased work in the market following a severe slowdown. o Vocational education and training o Soil management 15 submissions on RMA reform, reform of NZ's health and safety systems, the Government Policy Statement for Land Transport 2024-34, industry classification codes, regional plans, vocational education and training reforms, immigration, 3916 and 3917 construction contract revisions, ACC levies and more. 	<ul style="list-style-type: none"> Led contractor feedback on review of NZS3910, with two representatives on the review panel, informed by a contractor committee, providing input into review of NZ's standard construction contracts. The standard contract was revised, with the new version released in November 2023 Worked with construction industry associations to articulate the role of Workforce Development Councils to incoming coalition government, resulting in retention of WDCs. <p>Advocacy on:</p> <ul style="list-style-type: none"> o Government Policy Statement for Land Transport structure and investment o Significant engagement and input around RMA reform, including fast-track process and need to look at projects as part of their regions Improving immigration pathway to bring in migrant civil construction workers. Led contractor feedback on National Engineering Design Standards for water construction Initiated development of a civil construction career roadmap

Be recognised as the primary voice for our NZ civil construction industry members

Year ended 31 March 2025	Year ended 31 March 2024
<ul style="list-style-type: none"> 540 Contractor members 325 Associate members Construction Industry Survey shared with members, industry stakeholders and decision makers in central and local government 72% of survey respondents rated CCNZ membership as valuable (38%), very valuable (25%), or extremely valuable (9%) Delivered celebration of CCNZ's 80 years of history at Parliament's grand hall More than 50 media stories covering national and regional excavator operator competitions Meetings with relevant ministers, including Erica Stanford (education and immigration), Brooke van Velden (workplace relations and health and safety), Chris Bishop (infrastructure and RMA reform), Simeon Brown (local government and transport), Penny Simmonds (Vocational education and environment) and Simon Court (under-secretary for RMA Reform) 	<ul style="list-style-type: none"> 544 Contractor members 291 Associate members Construction Industry Survey shared with members, industry stakeholders and decision makers in central and local government 83% of survey respondents rated CCNZ membership as valuable (38%), very valuable (34%), or extremely valuable (11%) Initiated project to archive and map out the organisation's 80 years of history Increased media recognition of CCNZ CablePrice National Excavator Operator Competition, with attendance from Prime Minister and publication in at least 35 national and regional news media articles, radio reports and television appearances Presented briefing to incoming government on the state and needs of the civil construction industry, met with relevant ministers and opposition parliamentarians

Support a healthy and safe industry to lift accessibility, quality and capability of safe work practices and workplace wellbeing initiatives

Year ended 31 March 2025	Year ended 31 March 2024
<ul style="list-style-type: none"> Presented Temporary Traffic Management Roadshows to attendees around the country, in collaboration with the Temporary Traffic Management Industry Steering Group 	<ul style="list-style-type: none"> Worked on Enforceable Undertaking with members to create TTM Practice Note: <i>Protecting Vulnerable Road Users Around Work Sites</i>, to be presented at 2024 TTM Roadshows



<ul style="list-style-type: none"> Continued to support and promote MATES in Construction. Number of Civil Trade certifications increased 5.3% to 980 44 per cent increase in CCNZ Group Health Plan policies, with the scheme now covering 723 active policies (up from 503) Trade discounts to members via the n3 card scheme increased to \$6.41m. Spend increased from \$12.5m to \$14.4m Z fuel discounts totalled \$238,002 from \$3,737,266 spend New business support and discount packages established with BNZ, Absolute Immigration and Employment Hero. New Hirepool discounts established (CCNZ members have access to 15 per cent off trade pricing). 	<ul style="list-style-type: none"> Advocated for fair allocation of work under the Three Waters reforms. Continued to support and promote MATES in Construction. Number of Civil Trade certifications increased by 15% to 931. A 42.5% increase in CCNZ Group Health Plan policies, which now has 503 active policies (up from 353) Trade discounts to members via the n3 card scheme reduced to \$4.95m, despite spend increasing from \$12.5m to \$13.6m Z fuel discounts totalled \$262,125 from \$5,517,605 spend Scoped business support package to support CCNZ members, including expanding member benefits to include financial advice, immigration support and business mentoring
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<ul style="list-style-type: none"> 77,735 users. CCNZ mailing list grew to 6,855, (11% change). Increased branch outreach using social media, email and regional newsletters Monthly columns in Contractor and LG magazines. 44 media releases CCNZ comments featured in more than 100 news media stories Hirepool Excellence Awards with 33 finalists from 50 project entries Regional Manager, Chief Executive, President attendance at branch meetings. CCNZ conference in Invercargill – 653 delegates. Average fortnightly Civil Talk newsletter fortnightly readership 2,182 (10% decrease). Increased attendance at branch meetings and awards 	<ul style="list-style-type: none"> visits from 74,862 users. CCNZ mailing list grew to 6,177 (24% increase). Increased branch outreach using social media, email and regional newsletters Monthly columns in Contractor and LG magazines. 29 media releases. CCNZ comments featured in more than 100 news media stories Hirepool Excellence Awards with 32 finalists from 50 project entries. Regional Manager, Chief Executive, President attendance at branch meetings. CCNZ conference in Auckland – 1,069 delegates registered for conference and social functions. Average fortnightly Civil Talk newsletter fortnightly readership 2,424 people (38% increase). Presented webinars on relevant industry changes, including retentions, 3910 contract review and more Increased attendance at branch meetings and awards
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Promote and roll out a sustainability framework to our members and to external stakeholders as the benchmark standards for our industry

Year ended 31 March 2025	Year ended 31 March 2024
<ul style="list-style-type: none"> Gathered member feedback on prototype 'Track'r' tool for subcontractors to measure and report on project carbon emissions, revised Track'r tool based on member feedback 	<ul style="list-style-type: none"> Designed prototype 'Track'r' tool for subcontractors to measure and report on project carbon emissions Launched bi-monthly 'CCNZ Sustainability Series' webinars, with an initial two webinars presented.

Continue to engage with our members through increased collaboration and information sharing

Year ended 31 March 2025	Year ended 31 March 2024
<ul style="list-style-type: none"> 19% increase in CCNZ website visits to 107,620 visits (from 61,767 visitors). <p>Total across all CCNZ sites (including EPIC, Civil Trades, Career Roadmap and Track'r) was 129,540 visits from</p>	<ul style="list-style-type: none"> 25% increase in CCNZ website visits to 90,573 visits (from 54,147 visitors). <p>Total across all CCNZ sites (including EPIC and Civil Trades) was 116,687</p>



Civil Contractors New Zealand Incorporated
Statement of comprehensive income
For the year ended 31 March 2025

Notes	Group		Parent		
	2025 \$	2024 \$	2025 \$	2024 \$	
Revenue	4	5,742,497	5,978,376	4,533,623	4,640,477
Other gains - net	10	185,792	-	185,792	-
Publishing related expenses		(666,203)	(690,000)	-	-
Depreciation & amortisation	5	(19,876)	(22,000)	(14,812)	(19,377)
Other expenses	5	(5,002,139)	(4,947,409)	(4,473,292)	(4,453,327)
Finance income (costs) - net	6	210,309	177,639	182,106	154,840
Surplus before income tax		450,380	496,606	413,417	322,613
Income tax expense	7	(33,089)	(73,176)	-	-
Surplus from continuing operations		417,291	423,430	413,417	322,613
Surplus is attributable to:					
Equity holders of Civil Contractors New Zealand Incorporated	16	403,153	392,908		
Surplus attributable to non-controlling interest		14,138	30,522		
		417,291	423,430		
Total comprehensive revenue and expenses for the year is attributable to:					
Equity holders of Civil Contractors New Zealand Incorporated	16	403,153	392,908		
Surplus attributable to non-controlling interest		14,138	30,522		
		417,291	423,430		

For and on behalf of the Board.



President

Date: 15 July 2025



Chief Executive Officer

Date: 15 July 2025

Civil Contractors New Zealand Incorporated
Statement of changes in equity
For the year ended 31 March 2025

Group	Reserves	Retained earnings	Non-controlling interest	Total equity
	\$	\$	\$	\$
Balance as at 1 April 2023	417,584	3,001,102	98,651	3,517,337
Surplus for the year	-	392,908	30,522	423,430
Dividends paid	-	-	(16,200)	(16,200)
Balance as at 31 March 2024	417,584	3,394,010	112,973	3,924,567
Balance as at 1 April 2024	417,584	3,394,010	112,973	3,924,567
Surplus for the year	-	403,153	14,138	417,291
Dividends paid	-	-	(16,200)	(16,200)
Balance as at 31 March 2025	417,584	3,797,163	110,911	4,325,658

Parent	Reserves	Retained earnings	Total equity
	\$	\$	\$
Balance at 1 April 2023	417,584	2,539,771	2,957,355
Surplus for the year	-	322,613	322,613
Balance as at 31 March 2024	417,584	2,862,384	3,279,968
Balance as at 1 April 2024	417,584	2,862,384	3,279,968
Surplus for the year	-	413,417	413,417
Balance as at 31 March 2025	417,584	3,275,801	3,693,385

Notes	Group		Parent		
	2025 \$	2024 \$	2025 \$	2024 \$	
Total recognised income and expense for the year is attributable to:					
Members of Civil Contractors New Zealand Incorporated	16	403,153	392,908	413,417	322,613
Non-controlling interest		14,138	30,522	-	-
		417,291	423,430	413,417	322,613

The above statement of comprehensive income should be read in conjunction with the attached notes.

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The above statement of changes in equity should be read in conjunction with the accompanying notes.

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Civil Contractors New Zealand Incorporated
Balance sheet
As at 31 March 2025

Notes	Group		Parent		
	2025 \$	2024 \$	2025 \$	2024 \$	
ASSETS					
Current assets					
Cash and cash equivalents	8	1,178,430	1,141,806	981,677	808,121
Trade and other receivables from exchange transactions	9	393,703	485,221	231,116	274,185
Inventories		20,737	8,093	20,737	8,093
Current tax receivables		35,981	5,600	5,600	5,600
Term deposits		2,261,113	2,092,632	1,861,113	1,792,632
Conference prepayments		-	1,187	-	1,187
		<u>3,889,964</u>	<u>3,734,539</u>	<u>3,100,243</u>	<u>2,889,818</u>
Non-current assets classified as held for sale	10	888,415	888,415	888,415	888,415
Total current assets		<u>4,778,379</u>	<u>4,622,954</u>	<u>3,988,658</u>	<u>3,778,233</u>
Non-current assets					
Property, plant and equipment	11	31,650	33,319	24,771	28,955
Intangible assets	12	59,901	44,750	39,901	24,750
Shares in Contrafed		-	-	22,400	22,400
Deferred tax assets	13	11,448	18,978	-	-
Total non-current assets		<u>102,999</u>	<u>97,047</u>	<u>87,072</u>	<u>76,105</u>
Total assets		<u>4,881,378</u>	<u>4,720,001</u>	<u>4,075,730</u>	<u>3,854,338</u>
LIABILITIES					
Current liabilities					
Trade and other payables	14	529,139	504,827	363,481	340,287
Current tax payables		-	15,249	-	-
Deposit received	10	-	208,000	-	208,000
Income in advance		26,581	67,358	18,864	26,083
Total current liabilities		<u>555,720</u>	<u>795,434</u>	<u>382,345</u>	<u>574,370</u>
Total liabilities		<u>555,720</u>	<u>795,434</u>	<u>382,345</u>	<u>574,370</u>
Net assets		<u>4,325,658</u>	<u>3,924,567</u>	<u>3,693,385</u>	<u>3,279,968</u>
EQUITY					
Reserves	15(a)	417,584	417,584	417,584	417,584
Retained earnings	15(b)	3,797,163	3,394,010	3,275,801	2,862,384
		<u>4,214,747</u>	<u>3,811,594</u>	<u>3,693,385</u>	<u>3,279,968</u>
Non-controlling interest		110,911	112,973	-	-
Total equity		<u>4,325,658</u>	<u>3,924,567</u>	<u>3,693,385</u>	<u>3,279,968</u>

The above balance sheet should be read in conjunction with the accompanying notes.

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Civil Contractors New Zealand Incorporated
Statement of cash flows
For the year ended 31 March 2025

Notes	Group		Parent		
	2025 \$	2024 \$	2025 \$	2024 \$	
Cash flows from operating activities					
Receipts from customers		5,814,770	5,941,954	4,510,336	4,509,838
Payments to suppliers and employees		(5,667,175)	(5,684,712)	(4,489,001)	(4,470,457)
Interest received		210,309	177,797	182,106	154,840
Net income taxes paid (received)		(71,189)	(85,265)	-	-
Net GST received (paid)		(32,542)	2,935	(16,265)	(2,316)
Interest paid		-	(158)	-	-
Net cash inflow from operating activities		<u>254,173</u>	<u>352,551</u>	<u>187,176</u>	<u>191,905</u>
Cash flows from investing activities					
Payments for property, plant and equipment	11	(11,711)	(16,772)	(4,132)	(16,772)
Payments for purchase of investments		(168,481)	(280,814)	(68,481)	(320,814)
Payments for intangible assets	12	(21,647)	(6,066)	(21,647)	(6,066)
Dividends received		490	494	80,640	80,640
Deposit received		-	100,000	-	100,000
Net cash outflow from investing activities		<u>(201,349)</u>	<u>(203,158)</u>	<u>(13,620)</u>	<u>(163,012)</u>
Cash flows from financing activities					
Dividends paid		(16,200)	(16,200)	-	-
Net cash outflow from financing activities		<u>(16,200)</u>	<u>(16,200)</u>	<u>-</u>	<u>-</u>
Net increase in cash and cash equivalents		<u>36,624</u>	<u>133,193</u>	<u>173,556</u>	<u>28,893</u>
Cash and cash equivalents at the beginning of the financial year		1,141,806	1,008,613	808,121	779,228
Cash and cash equivalents at end of year	8	<u>1,178,430</u>	<u>1,141,806</u>	<u>981,677</u>	<u>808,121</u>

The above statement of cash flows should be read in conjunction with the accompanying notes.

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1 Summary of significant accounting policies

Civil Contractors New Zealand Incorporated (the Parent) and its subsidiary, Contrafed Publishing Co Limited, (together the Group) is an Incorporated Society.

(a) Basis of preparation

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated.

Entity reporting

The financial statements for the Parent are for Civil Contractors New Zealand Incorporated as a separate legal entity.

The consolidated financial statements for the Group are for the economic entity comprising Civil Contractors New Zealand Incorporated and its subsidiary, Contrafed Publishing Co Limited. Control exists due to Civil Contractors New Zealand Incorporated being a majority shareholder.

Statutory base

Civil Contractors New Zealand Incorporated was incorporated under the Incorporated Societies Act 1908 on the 15th of August 1944.

The financial statements have been prepared in accordance with the requirements of the Incorporated Societies Act 1908.

The financial statements of the Parent and Group have been prepared in accordance with Tier 2 PBE Standards and disclosure concessions have been applied. The Group is eligible to report in accordance with Tier 2 PBE Standards because it does not have public accountability and it is not large.

Civil Contractors New Zealand Incorporated defines itself as a not for profit entity.

Method of consolidation

The Group financial statements consolidate the financial statements of subsidiaries using the purchase method. Subsidiaries are entities that are controlled, either directly or indirectly, by the Parent. All material transactions between subsidiaries or between the Parent and subsidiaries are eliminated on consolidation.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets as identified in specific accounting policies below.

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which each of the entities operate ('the functional currency'). The consolidated financial statements are presented in New Zealand dollars (\$), which is the Parent and Group's functional and presentation currency, rounded to the nearest dollar.

(b) Revenue recognition

Exchange transactions

Revenue comprises the amounts received and receivable for goods and services supplied to customers in the ordinary course of business. Membership subscriptions are recognised in the year of membership to which those subscriptions relate. Membership resignations received within 3 months of balance date are not recognised as revenue. For resignations after 3 months unpaid subscriptions are recognised as bad debts. Interest income is accounted for as earned. Rental income is accounted for as earned.

Non-exchange transactions

Non-exchange transactions are recognised when the payment is received and when the amount can be reliably measured.

Income in advance

Membership subscriptions relating to the following financial year and invoiced before balance date are recorded as income in advance in the financial statements.

1 Summary of significant accounting policies (continued)

(c) Income tax

The income tax expense or revenue for the period is the total of the current income tax charge or credit based on the national income tax rate for each jurisdiction plus/minus any prior years' under/over provisions, plus/minus movements in the deferred tax balance except where the movement in deferred tax is attributable to a movement in reserves.

Movements in deferred tax are attributable to temporary differences between the tax base of assets and liabilities and their carrying amounts in the financial statements and any unused tax losses or credits. Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to apply when the assets are recovered or liabilities are settled, based on those tax rates which are enacted or substantively enacted. An exception is made for certain temporary differences arising from the initial recognition of an asset or a liability. No deferred tax asset or liability is recognised in relation to these temporary differences if they arose in a transaction, other than a business combination, that at the time of the transaction did not affect either accounting profit or loss or taxable profit or loss.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only to the extent that it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Income tax for the Parent is calculated using the principle of mutuality, whereby income received from members (i.e. subscriptions) are not taxable, while any associated expenses are not deductible. The allocation of expenses is based on an average of employee time spent on each income-earning activity.

(d) Goods and services tax (GST)

The profit and loss component of the statement of comprehensive income has been prepared so that all components are stated exclusive of GST. All items in the balance sheet are stated net of GST, with the exception of receivables and payables, which include GST invoiced.

(e) Leases

(i) Finance leases

Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased asset and the present value of the minimum lease payments. Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate on the finance balance outstanding.

(ii) Operating leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases.

(f) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

(g) Trade and other receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost, less provision for doubtful debts.

(h) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost comprises direct materials and where applicable, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Cost is determined on a first in, first out basis and in the case of manufactured goods, includes direct materials, labour and production overheads. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

1 Summary of significant accounting policies (continued)

(i) Non-current assets held for sale

Non-current assets (or disposal groups) are classified as assets held for sale when their carrying amount is to be recovered principally through a sale transaction and a sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets and investment property that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Non-current assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from the other assets in the balance sheet. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the balance sheet.

(j) Financial instruments

(i) Classification

The Parent and Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through surplus or deficit); and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in surplus or deficit or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI).

(ii) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date, being the date on which the Parent and Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Parent and Group has transferred substantially all the risks and rewards of ownership.

(iii) Measurement

At initial recognition, the Parent Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through surplus or deficit (FVSD), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVSD are expensed in surplus or deficit.

Debt instruments

Subsequent measurement of debt instruments depends on the Parent's and Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Parent and Group classifies its debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.

1 Summary of significant accounting policies (continued)

(j) Financial instruments (continued)

(iv) Impairment

The Parent and Group assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Parent and Group applies the simplified approach permitted by PBE IPSAS 41, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

(k) Property, plant and equipment

All property, plant and equipment is stated at historical cost less depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Cost may also include transfers from equity of any gains/losses on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All costs are charged to the profit and loss component of the statement of comprehensive income during the financial period in which they are incurred.

The depreciation rates are as follows:

Furniture, fittings and office equipment	18.0 - 67.0%
Computer equipment	33.0 - 50.0%

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the profit and loss component of the statement of comprehensive income.

Revaluations

Civil Contractors New Zealand Incorporated's accounting policy was to revalue land and buildings every five years. It has been concluded that the continual revaluation of the land and buildings cannot be justified for cost-benefit reasons. The land and buildings were last revalued in December 2004. Since then Civil Contractors New Zealand Incorporated has been applying modified historical cost.

(l) Intangible assets

Goodwill represents the excess of the purchase consideration over the fair value of net assets, acquired at the time of acquisition. Goodwill is tested annually for impairment. Brand names are recognised at cost. They are regarded as having indefinite useful lives as there is no foreseeable limit to the period they are expected to be useful. Brand names are tested annually for impairment.

Separately acquired trademarks are shown at historical cost. They are regarded as having an indefinite useful life and are tested annually for impairment.

Website costs are capitalised on the basis of the costs incurred to acquire and bring to use the website. These costs are amortised over their estimated useful life of 4 years.

(m) Comparative balances

Comparative balances have been reclassified and restated to conform with changes in presentation and classification adopted in the current period.

(n) Changes in accounting policies

There have been no significant changes in accounting policies during the current year. Accounting policies have been applied on a basis consistent with prior year.

2 Critical accounting estimates and judgements

Critical accounting estimates and assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Deferred tax asset on carried forward tax losses

The Group and Parent have tax losses carried forward of \$574,061 (2024: \$322,179). Deferred tax has only been recognised on these losses up to the value of the deferred tax liabilities of the Parent on the basis that it is not probable the remaining losses will be utilised against future taxable income. As a result, there is an unrecognised deferred tax asset of \$160,737 (2024: \$90,210) in relation to unused tax losses, see notes 7 and 13.

3 Financial instruments

Financial instruments by category

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Financial assets at amortised cost				
Cash and cash equivalents	1,178,430	1,141,806	981,677	808,121
Trade and other receivables	258,392	430,462	103,220	226,322
Term deposits	2,261,113	2,092,632	1,861,113	1,792,632
	<u>3,697,935</u>	<u>3,664,900</u>	<u>2,946,010</u>	<u>2,827,075</u>
Financial liabilities at amortised cost				
Trade and other payables	369,839	330,018	253,316	226,841
Deposit received	-	208,000	-	208,000
	<u>369,839</u>	<u>538,018</u>	<u>253,316</u>	<u>434,841</u>

4 Revenue

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
<i>Exchange revenue</i>				
Services	482,368	544,429	159,882	209,366
NEOC/REOC income	119,627	143,407	119,627	143,407
Sponsorship	250,110	329,178	250,110	329,178
Subscriptions income	2,696,971	2,413,666	2,696,971	2,413,666
Functions income	688,064	593,103	688,064	593,103
Awards income	20,405	43,826	20,405	43,826
Advertising income	965,638	1,082,921	-	-
Trade certification income	30,500	44,500	30,500	44,500
Conference income	476,091	713,993	476,091	713,993
Sundry income	12,233	68,859	11,333	68,798
Dividends	490	494	80,640	80,640
	<u>5,742,497</u>	<u>5,978,376</u>	<u>4,533,623</u>	<u>4,640,477</u>

5 Expenses

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
<i>Depreciation (note 11)</i>				
Fixtures and fittings and office equipment	11,088	4,728	6,024	2,105
Computer equipment	2,292	4,693	2,292	4,693
Total depreciation	<u>13,380</u>	<u>9,421</u>	<u>8,316</u>	<u>6,798</u>
<i>Amortisation (note 12)</i>				
Website & software	6,496	12,579	6,496	12,579
Total depreciation and amortisation	<u>19,876</u>	<u>22,000</u>	<u>14,812</u>	<u>19,377</u>
Accident compensation levy	3,550	3,090	2,057	1,905
Accounting fees	154,760	159,351	134,025	141,248
Advertising & promotion	63,975	42,599	44,128	40,265
Audit fees	38,474	29,884	29,466	24,000
Award costs	20,405	23,376	20,405	23,376
Bad debts	50,564	69,609	50,564	69,609
Bank fees & interest	7,274	6,601	6,343	5,850
Branch meeting expenses	141,517	146,897	141,517	146,897
Careers promotion	57,774	81,244	57,578	81,244
CEO expenses	14,784	13,814	14,784	13,814
Conference expenses	563,325	693,209	563,325	693,209
Contrafed subscriptions	-	-	49,214	48,705
Council costs	52,629	54,157	52,629	54,157
Entertainment	1,107	2,443	-	-
Fringe benefit tax	42,537	38,226	42,537	38,226
Functions	677,836	675,590	677,836	675,590
General expenses	57,153	48,135	33,306	23,327
Hire of plant & equipment	4,451	5,022	-	-
Industry liaison	71,180	73,220	71,180	73,220
Industry projects	55,868	260	55,868	260
Insurance	45,118	52,716	36,878	43,931
IT costs	46,391	45,218	25,683	22,071
Kiwisaver employer contributions	42,030	35,446	42,030	35,446
Legal & consulting fees	30,073	23,375	30,073	23,375
N3 Benefits purchases	27,500	27,500	27,500	27,500
NEOC/REOC expenses	175,344	203,917	179,789	208,222
Office equipment & maintenance	50,157	34,097	49,695	33,424
Postage & couriers	18,901	14,256	16,459	10,960
Power & utilities	60,933	52,815	57,810	49,778
Printing & stationery	1,954	1,274	-	-
Publication costs	19,878	18,992	19,878	18,992
Regional and technical manager expenses	146,038	147,080	146,038	147,080
Rent	44,848	48,925	-	-
Roadshow expenses	38,439	54,599	38,439	54,599
Salaries	1,884,564	1,754,901	1,517,106	1,402,438
Sponsorship	58,242	39,143	58,242	39,143
Staff training & recruitment	63,007	47,757	60,793	44,982
Subscriptions	54,593	46,495	39,287	36,244
Telephone & internet	10,676	18,215	4,232	11,720
Trade certification expenses	32,217	47,200	32,217	47,200
Travel & accommodation	10,102	10,174	-	-
Website maintenance	23,705	20,919	6,115	5,652
Workforce development	38,266	35,668	38,266	35,668
	<u>5,002,139</u>	<u>4,947,409</u>	<u>4,473,292</u>	<u>4,453,327</u>

6 Finance (income) costs - net

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Finance costs				
Interest expenses	-	158	-	-
Total finance costs	-	158	-	-
Finance income				
Interest income	(210,309)	(177,797)	(182,106)	(154,840)
Total finance income	(210,309)	(177,797)	(182,106)	(154,840)
Net finance (income) costs	(210,309)	(177,639)	(182,106)	(154,840)

7 Income tax expense

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
(a) Income tax expense				
Current tax	25,559	73,878	-	-
Deferred tax (note 13)	7,530	(702)	-	-
Income tax expense	33,089	73,176	-	-
(b) Numerical reconciliation of income tax expense to prima facie tax payable				
Surplus before income tax expense	450,380	496,606	413,417	322,613
Income tax at 28%	126,106	139,050	115,757	90,332
Less tax effect of permanent differences				
Non assessable income and expenses	(93,017)	(65,874)	(115,757)	(90,332)
Income tax expense	33,089	73,176	-	-
(c) Unrecognised deferred tax balances				
Unused tax losses for which no deferred tax asset has been recognised	160,737	90,210	160,737	90,210
Unrecognised deferred tax balances	160,737	90,210	160,737	90,210

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8 Cash and cash equivalents

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Bank balances	1,178,430	1,141,806	981,677	808,121
	1,178,430	1,141,806	981,677	808,121

Cash at banks earns interest at floating rates based on daily bank deposit rates. Short-term deposits are made for varying periods, depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates.

9 Trade and other receivables from exchange transactions

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Trade receivables				
Trade receivables	197,967	332,430	42,795	128,290
Provision for expected credit losses	(2,695)	(28,155)	(2,695)	(28,155)
	195,272	304,275	40,100	100,135
Prepayments				
Prepayments	68,317	49,916	60,902	43,020
Accrued income	60,425	98,032	60,425	98,032
GST receivable	69,689	32,998	69,689	32,998
	393,703	485,221	231,116	274,185

Receivables are non-interest bearing and are generally on terms from 30 to 90 days. As at 31 March 2025, a provision for expected credit losses of \$2,695 (2024: \$28,155) was recognised. No other receivables were impaired (2024: \$nil).

See note 20 for further details on the related party receivables.

10 Non-current assets classified as held for sale

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Land and buildings	888,415	888,415	888,415	888,415
	888,415	888,415	888,415	888,415

Margan House was subject to a Sale and Purchase Agreement dated 27 September 2022, with initial settlement due 5 May 2023. On 3 April 2024, CCNZ gave the purchaser notice that settlement was required by 17 April 2024. As settlement did not occur by that due date, a Property Law Act notice was issued. On 13 May 2024, CCNZ advised the purchaser that, as they had failed to settle in accordance with the notice, CCNZ now cancelled the agreement without prejudice to all its rights and remedies and the purchaser forfeited the deposit.

The deposit, net of commission and other sale-related costs, has been recognised in other gains.

At 31 March 2025, the property was still held for sale, as the Board has reaffirmed its intention to sell the property and agents have been instructed as such.

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11 Property, plant and equipment

Group	Fixtures and fittings and office equipment \$	Computer equipment \$	Total \$
At 1 April 2023			
Cost	161,264	203,708	364,972
Accumulated depreciation	(144,129)	(194,502)	(338,631)
Net book amount	<u>17,135</u>	<u>9,206</u>	<u>26,341</u>
At 31 March 2024			
Cost	138,171	40,602	178,773
Accumulated depreciation	(109,365)	(36,089)	(145,454)
Net book amount	<u>28,806</u>	<u>4,513</u>	<u>33,319</u>
Year ended 31 March 2025			
Opening net book amount	28,806	4,513	33,319
Additions	11,711	-	11,711
Depreciation charge (note 5)	(11,088)	(2,292)	(13,380)
Closing net book amount	<u>29,429</u>	<u>2,221</u>	<u>31,650</u>
At 31 March 2025			
Cost	149,882	40,602	190,484
Accumulated depreciation	(120,453)	(38,381)	(158,834)
Net book amount	<u>29,429</u>	<u>2,221</u>	<u>31,650</u>
Parent	Fixtures and fittings and office equipment \$	Computer equipment \$	Total \$
At 1 April 2023			
Cost	57,168	203,708	260,876
Accumulated depreciation	(47,393)	(194,502)	(241,895)
Net book amount	<u>9,775</u>	<u>9,206</u>	<u>18,981</u>
At 31 March 2024			
Cost	73,939	40,602	114,541
Accumulated depreciation	(49,497)	(36,089)	(85,586)
Net book amount	<u>24,442</u>	<u>4,513</u>	<u>28,955</u>
Year ended 31 March 2025			
Opening net book amount	24,442	4,513	28,955
Additions	4,132	-	4,132
Depreciation charge (note 5)	(6,024)	(2,292)	(8,316)
Closing net book amount	<u>22,550</u>	<u>2,221</u>	<u>24,771</u>
At 31 March 2025			
Cost	78,071	40,602	118,673
Accumulated depreciation	(55,521)	(38,381)	(93,902)
Net book amount	<u>22,550</u>	<u>2,221</u>	<u>24,771</u>

12 Intangible assets

Group	Patents and other rights \$	Trademark \$	Website & Software \$	Total \$
At 1 April 2023				
Cost	22,892	16,580	65,002	104,474
Accumulated amortisation and impairment	(2,892)	-	(50,319)	(53,211)
Net book amount	<u>20,000</u>	<u>16,580</u>	<u>14,683</u>	<u>51,263</u>
At 31 March 2024				
Cost	22,892	16,580	71,068	110,540
Accumulated amortisation and impairment	(2,892)	-	(62,898)	(65,790)
Net book amount	<u>20,000</u>	<u>16,580</u>	<u>8,170</u>	<u>44,750</u>
Year ended 31 March 2025				
Opening net book amount	20,000	16,580	8,170	44,750
Additions	-	-	21,647	21,647
Amortisation charge (note 5)	-	-	(6,496)	(6,496)
Closing net book amount	<u>20,000</u>	<u>16,580</u>	<u>23,321</u>	<u>59,901</u>
At 31 March 2025				
Cost	22,892	16,580	92,716	132,188
Accumulated amortisation and impairment	(2,892)	-	(69,395)	(72,287)
Net book amount	<u>20,000</u>	<u>16,580</u>	<u>23,321</u>	<u>59,901</u>
Parent	Trademark \$	Website & Software \$	Total \$	
At 1 April 2023				
Cost	16,580	65,002	81,582	
Accumulated amortisation and impairment	-	(50,319)	(50,319)	
Net book amount	<u>16,580</u>	<u>14,683</u>	<u>31,263</u>	
At 31 March 2024				
Cost	16,580	71,068	87,648	
Accumulated amortisation and impairment	-	(62,898)	(62,898)	
Net book amount	<u>16,580</u>	<u>8,170</u>	<u>24,750</u>	
Year ended 31 March 2025				
Opening net book amount	16,580	8,170	24,750	
Additions	-	21,647	21,647	
Amortisation charge (note 5)	-	(6,496)	(6,496)	
Closing net book amount	<u>16,580</u>	<u>23,321</u>	<u>39,901</u>	
At 31 March 2025				
Cost	16,580	92,716	109,296	
Accumulated amortisation and impairment	-	(69,395)	(69,395)	
Net book amount	<u>16,580</u>	<u>23,321</u>	<u>39,901</u>	

13 Deferred tax assets

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
The balance comprises temporary differences attributable to:				
Non-current assets classified as held for sale	(6,666)	(6,396)	(6,666)	(6,396)
Provisions	18,114	25,374	6,666	6,396
Net deferred tax assets	<u>11,448</u>	<u>18,978</u>	<u>-</u>	<u>-</u>
Movements - Group				
	Non-current assets classified as held for sale	Provisions	Other	Total
	\$	\$	\$	\$
At 1 April 2023	(5,305)	23,552	29	18,276
(Charged)/credited to the statement of comprehensive income	(1,091)	1,822	(29)	702
At 31 March 2024	<u>(6,396)</u>	<u>25,374</u>	<u>-</u>	<u>18,978</u>
At 1 April 2024	(6,396)	25,374	-	18,978
(Charged)/credited to the statement of comprehensive income	(270)	(7,260)	-	(7,530)
At 31 March 2025	<u>(6,666)</u>	<u>18,114</u>	<u>-</u>	<u>11,448</u>
Movements - Parent				
	Non-current assets classified as held for sale	Provisions	Other	Total
	\$	\$	\$	\$
At 1 April 2023	(5,305)	5,276	29	-
(Charged)/credited to the statement of comprehensive income	(1,091)	1,120	(29)	-
At 31 March 2024	<u>(6,396)</u>	<u>6,396</u>	<u>-</u>	<u>-</u>
At 1 April 2024	(6,396)	6,396	-	-
(Charged)/credited to the statement of comprehensive income	(270)	270	-	-
At 31 March 2025	<u>(6,666)</u>	<u>6,666</u>	<u>-</u>	<u>-</u>

14 Trade and other payables

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Trade payables	222,703	185,396	139,480	127,519
Employee entitlements	141,447	140,679	110,165	113,446
Accrued expenses	147,136	144,622	113,836	99,322
GST payable	17,853	34,130	-	-
	<u>529,139</u>	<u>504,827</u>	<u>363,481</u>	<u>340,287</u>

15 Reserves and retained earnings

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
(a) Reserves				
Property, plant and equipment revaluation reserve	417,584	417,584	417,584	417,584
Total reserves	<u>417,584</u>	<u>417,584</u>	<u>417,584</u>	<u>417,584</u>
(b) Retained earnings				

Movements in retained earnings were as follows:

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Balance at 1 April	3,394,010	3,001,102	2,862,384	2,539,771
Net surplus for the year	403,153	392,908	413,417	322,613
Balance at 31 March	<u>3,797,163</u>	<u>3,394,010</u>	<u>3,275,801</u>	<u>2,862,384</u>

16 Members surplus for the year

	2025 \$	2024 \$
National Office		
Surplus before branch levies	537,537	396,127
Branch levies	(222,368)	(193,474)
National office surplus for the year	<u>315,169</u>	<u>202,653</u>
Branches		
Northland	11,057	(5,322)
Auckland	48,365	24,754
Waikato	4,563	21,013
Bay of Plenty	5,268	(8,876)
Hawkes Bay	8,219	17,371
Taranaki	(664)	4,774
Manawatu	(4,165)	(7,912)
Wellington/Wairarapa	7,960	17,844
Nelson/Marlborough	1,955	(5,549)
Canterbury	(830)	53,042
Otago	21,869	(7,111)
Southland	5,037	(12,646)
Total branches surplus for the year	<u>108,634</u>	<u>91,382</u>
Net effect of parent consolidation entries	(10,386)	28,577
Parent surplus before tax for the year	<u>413,417</u>	<u>322,612</u>
Subsidiaries		
Contrafed Publishing Co Limited	117,604	255,631
Total subsidiaries surplus before tax	<u>117,604</u>	<u>255,631</u>
Income tax expense	(33,089)	(73,176)
Surplus attributable to non-controlling interest	(14,138)	(30,522)
Net effect of group consolidation entries	(80,641)	(81,638)
Group members surplus for the year	<u>403,153</u>	<u>392,907</u>

17 Contingencies

As at 31 March 2025 the parent entity and Group had no contingent liabilities or assets (2024: \$nil).

18 Commitments

Operating lease commitments

The Group leases equipment and vehicles. There is no option for renewal or purchase in respect of plant and equipment held by the Parent. Contrafed Publishing Co Limited leases its premises with a right of renewal at the end of the lease term.

	Group		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Within one year	45,281	49,044	45,281	36,653
After one year but not more than five years	56,697	19,198	56,697	30,939
Total	<u>101,978</u>	<u>68,242</u>	<u>101,978</u>	<u>67,592</u>

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19 Investments

The Parent's investment in subsidiaries comprises shares at cost. Significant subsidiaries comprise:

Name of entity	Principal activities	Interest held by the Parent	
		2025 %	2024 %
Contrafed Publishing Co Limited	Publishing company	83.27	83.27

The reporting date of the Parent and Group is 31 March.

20 Related parties

Key management personnel of the Group consist of the CEO and senior management. The total remuneration of key management personnel is set out below:

	2025	2024
Total remuneration	\$594,409	\$423,596
Number of FTE	3	2

During the year, Civil Contractors New Zealand Incorporated have used Dentons Kensington Swan for legal work. Paul Buetow, a legal advisor to the Executive Council of Civil Contractors New Zealand Incorporated is also a partner at Dentons Kensington Swan (an associate member of Civil Contractors New Zealand Incorporated). Total legal fees paid to Dentons Kensington Swan during the year ended 31 March 2025 \$14,996 (2024: \$23,050).

Directors of Civil Contractors New Zealand Incorporated are also members of the society, and Civil Contractors New Zealand Incorporated has received income for the director's firms in the form of subscriptions, sponsorship and other income. All income has been received on an arm's length basis.

Contrafed Publishing Co Limited (related party of the Parent)

Civil Contractors New Zealand Incorporated owns 22,400 shares (83.27% ownership) in Contrafed Publishing Co Limited (2024: 22,400, 83.27% ownership).

During the 2025 financial year Civil Contractors New Zealand Incorporated received dividends of \$80,640 (2024: \$80,640) from Contrafed Publishing Co Limited.

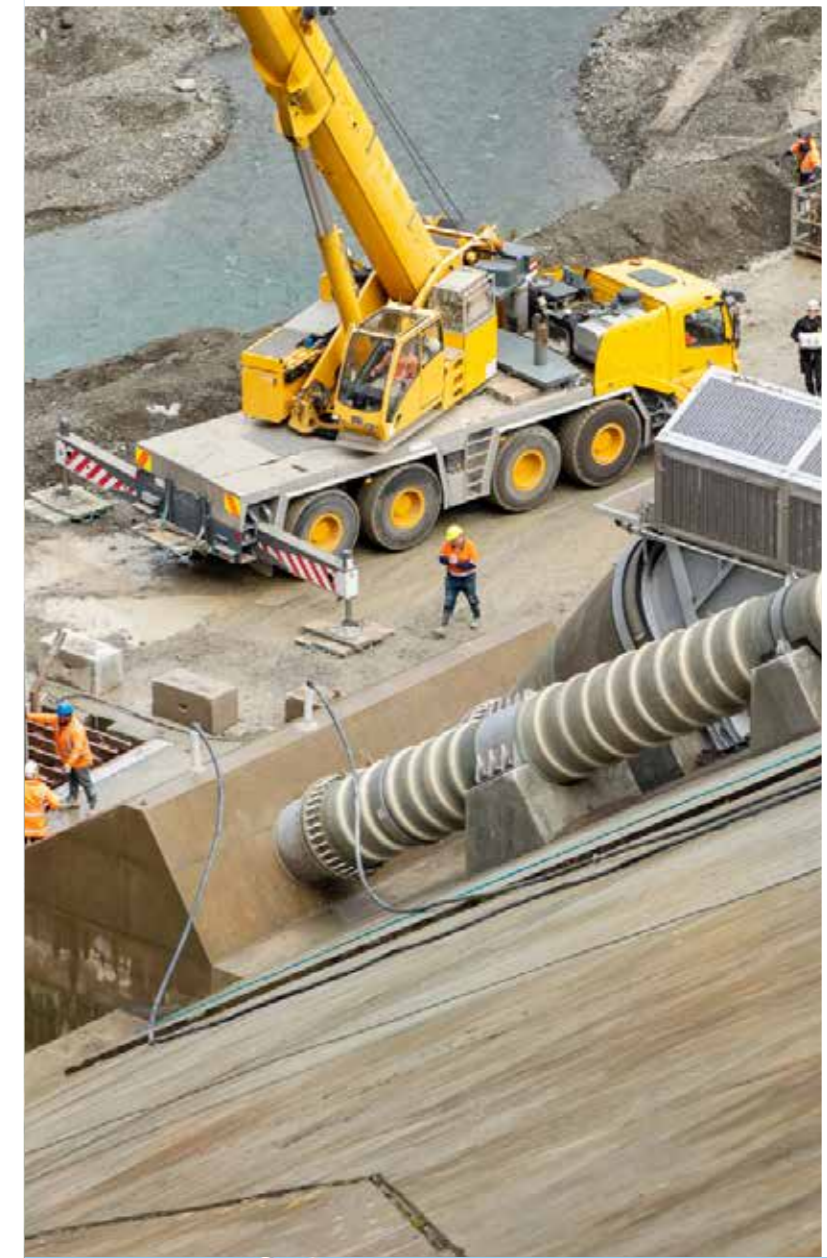
During the 2025 financial year Civil Contractors New Zealand Incorporated purchased subscriptions of \$49,213 (2024: \$48,705) and advertising services of \$18,778 (2024: \$39,190) from Contrafed Publishing Co Limited.

Civil Contractors New Zealand Incorporated has a facility agreement with Contrafed Publishing Co Limited dated 7 September 2009 and is secured by a first ranking General Security Deed of the same date. The term of the loan is that when the subsidiary bank account credit balance exceeds \$250,000, any excess above this amount is repayable to the lender. No interest is payable unless demanded by the lender at twelve months' notice.

21 Events occurring after the reporting period

Margan House was re-advertised for sale in March 2025 and a Sale and Purchase Agreement was signed on 4 June 2025 and with settlement taking place on 10 July 2025.

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