Civil CONTRACTORS New Zealand

2026

Annual Report

Cover image
Central Interceptor confluence chamber - Seipp Construction

Inside front cover
Upper Nihitopu Headworks - Cassidy Construction

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Waimea Dam Construction - Taylors Contracting Fulton Hogan Joint Venture

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Presidents Report

It's been a mixed year across the country.

As I sit down to write my second and final President's Report, it's hard to believe how quickly the past two years have gone.

When I first stepped into the role, there was certainly a bit of a learning curve. Like most things, it took me a while to get my feet under the table and gain a full appreciation of everything that goes into leading an organisation like Civil Contractors New Zealand.

Looking back, if you'd told me years ago that a humble contractor from Lower Hutt would one day become President of CCNZ, I wouldn't have believed you.

My journey started simply, in the same way many others do. I got involved in my local branch, spent time on branch committees, became Branch Chair, joined the Executive Council and eventually found myself being entrusted with the role of President.

What that journey has taught me is that CCNZ creates opportunities for those prepared to put their hand up and get involved. The support, encouragement and confidence I have received from members, fellow Executive Councillors, Alan and the National Office team has been incredible.

One of the greatest privileges of serving as President has been the opportunity to travel around the country and spend time with our members.

Over the past two years I've attended awards evenings, AGMs, Conferences, excavator competitions, branch events and countless industry functions. I've met contractors, associates, apprentices, emerging leaders and long-serving industry veterans.

What stands out every time is the quality of the people in our industry. I've seen businesses supporting their communities, contractors helping each other through difficult times, apprentices building rewarding careers, and project teams delivering outstanding outcomes under challenging conditions.

While we often focus on the infrastructure we build, our industry has always been about people. The roads, water networks, rail, power and communications infrastructure we deliver are critical to New Zealand's success, but it's the people behind those projects that make everything possible. That has never been more evident than over the last few years.

Through it all, contractors have continued to do what contractors do best. We've adapted, found solutions and continued delivering the infrastructure our communities rely on every day.

Facing those challenges has reinforced just how important it is for our industry to have a strong and credible voice. One of the things that has impressed me most is the growing influence and credibility of our organisation.

I've been involved in CCNZ for a long time, and I can honestly say this is the strongest engagement with politicians and decision-makers that I have seen during my time with the organisation.

Over the past year we have continued to advocate on behalf of members across a wide range of issues, including infrastructure investment, procurement practices, vocational education, water reform, soil and cleanfill management, health and safety legislation, workload visibility and the future capability needs of our industry. Our Election Manifesto has provided a strong platform to communicate directly with political parties and ensure the contractor perspective is being heard.

The attendance of the Prime Minister and senior Ministers at Conference, along with increasing engagement across both central and local government, demonstrates that our industry's voice is being heard. While Awhi has played an important role in supporting that engagement, the real credit belongs to Alan, Fraser and the wider National Office team, who continue to put in an enormous amount of work behind the scenes on behalf of members.

Advocacy is often difficult to measure because success frequently looks like a problem that never eventuates or a better outcome that comes from being involved early. What I do know is that your organisation has been active, visible and consistently fighting to ensure contractors have a seat at the table.

Looking ahead, one of the biggest challenges facing our industry remains attracting, training and retaining good people.

Conference continues to be one of the highlights of the CCNZ calendar because it helps bring our industry together. It provides an opportunity for members to learn, challenge ideas, hear directly from decision-makers, reconnect with industry colleagues and celebrate success. More importantly, it reminds us that while we might compete during the week, we're all part of the same industry and face many of the same challenges.

That same focus on strengthening our industry extends to workforce development. Our industry cannot grow without skilled people, and CCNZ has continued to play an active role in vocational education discussions throughout a period of significant reform and change.

At the same time, it has been encouraging to see growing recognition of the value of Civil Trades certification. More clients, employers and industry participants are recognising the benefits of independently verified skills and capability, and we are continuing to see increased uptake across the sector.

We've also continued promoting civil construction as a career of choice through engagement with schools, careers advisors and future industry entrants. Attracting the next generation remains critical to the long-term success of our industry.

Supporting members remains at the heart of everything we do. One area we've spent time on this year is helping members better understand the value they receive from their CCNZ membership.

Having been involved with CCNZ for many years, I've seen first-hand the value membership provides. Advocacy, technical support, networking opportunities, training, professional development, industry recognition and having a strong collective voice are all things many members rely on every day. Like any organisation, we can always do a better job communicating that value. Helping members better understand what they receive from their membership, while continuing to improve what we offer, will remain an important focus moving forward.

None of this happens without the commitment of our members.

I'd particularly like to acknowledge our branch chairs, secretaries, committee members, life members, judges, Executive Councillors and the many volunteers who continue to give their time and expertise for the benefit of our industry.

Most already have demanding day jobs, yet they continue to contribute their knowledge and energy to make our industry stronger. While CCNZ is often judged by what National Office does, the organisation is built on members throughout the country who continue to get involved and contribute.

I'd also like to thank Alan Pollard and the entire CCNZ team. Members see the events, the submissions, the advocacy, the communications and the training opportunities, but there is an enormous amount of work happening behind the scenes every day that often goes unnoticed.

This year also saw National Office move into new premises. While there is still more work to do and some improvements underway, the move represents an investment in our people. The previous premises had served us well for many years, but creating a healthier, more collaborative and more functional workplace for the team was important. Like many projects, it's still a work in progress, but the benefits are already becoming apparent.

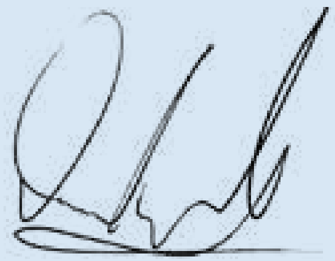
If there is one thing I've learned during my time as President, it's that CCNZ is far more than an industry association. It is a community of people willing to share their knowledge, contribute their time and help to leave the industry better than they found it.

My journey is proof that opportunities exist within CCNZ for anyone willing to put their hand up and get involved.

Despite the challenges our industry continues to face, I remain optimistic about the future. We have good businesses, good people and an organisation that continues to advocate strongly on behalf of its members. Serving as President has been one of the highlights of my career. It has been an honour to represent our members and our industry.

Thank you for the support, guidance, encouragement and friendship you have shown me over the past two years.

I am proud of what we have achieved together and excited about what comes next.



David Howard
President
Civil Contractors New Zealand

Chief Executive's Report

There is no doubt the civil construction sector has faced its share of challenges over the past two years. While a lot of attention is on the infrastructure pipeline, the lack of conversion of planned projects to funded projects coming to market has placed huge strain on members.

The latter part of 2025 and the earlier part of 2026, presented signs the expected recovery was starting to materialise. However, that changed when the United States and Israel bombed Iran late in February 2026, significantly disrupting global supply chains by sending fuel cost and other input prices soaring. As I write this, hostilities have flared again, leaving little hope for a quick return to pre-conflict conditions.

We are here to support members through such challenges. CCNZ's work programme is driven by our Strategic Plan and focussed on outcomes that will most benefit our members or have the most impact. There are four pillars to our Strategic Plan.

Pillar one is focussed on a cross-party approach to long term infrastructure investment. This is where much of our advocacy work is done. During the year we have invested considerable time and effort in building our profile and reputation in Parliament. CCNZ is now seen as a trusted, reliable, and credible partner. Why is this important? Because our collective voice has impact. What does that mean for our members? It means their individual voices count.

We have influenced government and opposition policy settings, and decisions on matters of most concern to members, through 18 submissions to government and five in-person appearances before select committees. We interact regularly with agencies. Feedback from members directly informs our messaging, and this is a strong position to be in with an election looming.

Pillar two is focussed on building a reliable and capable workforce. CCNZ has been front and centre of vocational education reforms, ensuring employers and learners can have confidence in continuing access to high quality vocational education options without the disruption major reforms can bring. Our preference is to develop a strong domestic workforce, yet we regularly inform immigration policy as we know the workforce must be supplemented by skilled migrants.

Pillar three is building capability and competency within the industry. Following member feedback via a needs assessment, we have restructured our technical work programme to be overseen by three key committees – roading, earthworks and underground, and member support. Those committees are developing work programmes to deliver on key priorities identified by members.

Pillar four is a connected and engaged membership, with a consistent member experience across our twelve branches, and focussed on ensuring members feel they are receiving value from their membership fees. We will soon commence a significant project defining and articulating our value proposition.

CCNZ remains in good health and good heart. Our balance sheet is strong, boosted by a surplus on the sale of Margan House in Wellington, our headquarters since the mid-1960s. Although we purchased a new home during January of 2026, we achieved a net cash surplus from the two transactions. I continue to work with our Executive Council to identify opportunities to reinvest reserves into programmes that benefit members.

Despite economic challenges, contractor membership showed only a modest decrease during the year, while associate membership continued to increase. Our social media channels and mailing lists continue to grow, ensuring the right information reaches the right people at the right time, so they can make the right decisions.

I am fortunate to have a strong and committed team at CCNZ, without exception focussed on the best outcomes for members. I acknowledge the significant contribution my team makes to CCNZ's success and am immensely proud of the work they do.

I want to express sincerest thanks and gratitude to our supporters and sponsors for their support during the year. Special thanks to our Principal Business Partner, Hirepool, for continued generous financial and in-kind support; our regional and national excavator competition platinum sponsor, CablePrice; our other core associates Dentons and Z Energy; and all of our major and branch associates. Your support enables CCNZ to deliver high quality and valuable services for our members.

Under CCNZ President David Howard's leadership, our Executive Council is extremely effective, fully focussed on governance and risk management, and on holding my team and I accountable for delivering on our strategic plan.

Finally, I acknowledge our branch chairs, secretaries, committees and sub-committees – over 100 people nationally. I am mindful they are, in the main, volunteers with busy day jobs. Their work is vital to ensuring a fully connected and engaged membership and I appreciate their efforts for CCNZ and our members.

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

Alan Pollard
Chief Executive
Civil Contractors New Zealand

Strategic Plan

2025 - 2028

CIVIL CONTRACTORS NEW ZEALAND

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

Infrastructure pipeline goal

By December 2026 there will be a cross-party unified infrastructure plan in place for New Zealand

Objective

Secure Government commitment to a unified infrastructure plan

Key tactical areas

- Lobbying and influence
- Industry perception management
- Member representation
- Policy and regulation
- Key relationships (MOUs)

Civil workforce goal

By December 2027 there will be enough suitably skilled people to fill member vacancies

Objective

Develop a robust talent pipeline for member companies

Key tactical areas

- Influence education policy
- School engagement
- Immigration
- Industry agreed and consistent training
- Recruitment and retention
- Emerging technologies

Industry capability goal

By December 2028, 90% of our members will acknowledge that we are making a positive change in their capability

Objective

Enhance member capability and value through services, resources, and support

Key tactical areas

- Member needs assessment
- Members surveys
- Best practice and industry standards
- Technical resources
- Health and safety
- Sustainability
- Business support

Connected and engaged membership goal

By March 2026 we will have better attended events, conferences, branch meetings, and members are seeing benefits from those

Objective

Increase engagement and attendance at events

Key tactical areas

- Event marketing and promotion
- Incentives for members to engage
- Branch consistency and efficacy
- Meetings and events
- Feedback mechanisms

Government commitment to infrastructure

Much of CCNZ's advocacy and lobbying work sits under this pillar. Over the past 12 to 18 months, CCNZ has worked to lift its profile amongst parliamentarians, government agencies and across the regions, so the organisation is seen as a credible, trusted and reliable partner. This matters because CCNZ acts as the collective voice for civil construction and provides a central point of contact for decision makers on behalf of members.

This pillar focuses on two priorities: building cross-party consensus on long-term infrastructure investment, and removing barriers that prevent efficient project delivery. These priorities align with CCNZ's focus on forward work pipelines, procurement, regional capacity and capability, and resource management reform.

Examples of impact include support for long-term infrastructure planning, including the National Infrastructure Plan. We have provided input into resource management reforms, advocacy on procurement and contracts, and continued engagement with central and local government on the urgent need for construction work to come to market.

Lobbying and Influence

This is the area where much of our advocacy work happens. 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.

CCNZ regularly engages with members to understand the challenges and opportunities they face, and this takes place through surveys (including the annual Construction Industry Survey), meetings, and targeted consultations.

In 2025, CCNZ produced a Government Relations Strategy and templates to support increased branch engagement with local authorities, and in early 2026, hosted 12 Election Workshops across the country, to produce the 2026 CCNZ Election Manifesto.

These interactions with members on significant issues underpin the messages we take to Ministers and parliamentarians across the political spectrum. Over the past 12 to 18 months, we have engaged an advocacy partner, Awhi Group, to raise our profile in Parliament and across the regions. This approach has met with great success, including multiple meetings with Prime Minister Rt. Hon Christopher Luxon and Infrastructure Minister Hon Chris Bishop.

CCNZ has raised the profile of the civil construction industry in parliament, and we are seeing results in response to advocacy, including endorsement of the New Zealand Infrastructure Commission 30-year strategy by the Government, Labour and the Greens.

Fuel has been a significant consideration for members, following disruption to supply chains caused by strife in the Middle East. After balance date, CCNZ worked to develop a series of economic indicators and a 'Cost of Stopping' tool, developed in response to local government decisions around whether to defer or cancel projects as fuel prices escalate. This report has since been quoted at the highest levels of government, and we have been informed by some local authorities that it has changed their mind about cancelling projects.

Industry Perception Management

How the public sees the industry is important. This influences everything from client actions and project funding to how construction is regulated. The industry needs to prove it is capable and trustworthy to carry out the vital construction works that provide infrastructure for communities.

CCNZ plays a significant role in raising the profile of the industry and articulating the needs of the country's contractors, representing members on diverse issues ranging from water reform to raising the profile of excavator operators through the National Excavator Operator Competition.

CCNZ issued 39 media releases throughout the year and featured in more than 100 mainstream media stories. As well as interviews with mainstream media, scheduled media columns and presence in industry publications like Contractor and LG Magazines ensure 'deep dives' into critical industry issues, and influence 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 to raise awareness of the issues industry faces and their solutions amongst decision makers and public audiences. This has raised awareness of issues ranging from mental health and immigration to the current work situation, through dozens of significant media engagements.

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

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, a third Manawatu charity Ambrose golf tournament and auction, 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.

Case Study: 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 conversations about mental health and 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 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 2025-2026, connecting members with direct training and events and enabling thousands of civil construction workers to benefit from awareness training and first responder training to support colleagues impacted by mental health issues. The latest fundraising collaboration is CCNZ's Mates in Motors event, a new event created for car enthusiasts.

Member Representation

CCNZ represents members to agencies, regulators, local authorities and industry groups. Over the 2025-26 year, CCNZ has connected regularly with agencies including on the roll-out of the new Integrated Delivery Model contracts from the New Zealand Transport Agency, which will be used to manage road maintenance in coming years. CCNZ has endeavoured to make sure members are connected with opportunities from these contracts, organising Forward Works Briefings and notifying members of opportunities to participate in the new Supplier Directory.

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 that deliver value for the taxpayer, and CCNZ has prioritised communicating the urgent need for construction work to come to market, to support a healthy civil construction industry.

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.

Submissions

This has been a year of significant policy reform in health and safety, resource management and environmental policy, emergency management, vocational education and more. And CCNZ has made an impact.

CCNZ made comprehensive submissions throughout the year. Eighteen written submissions were composed and sent to parliament and government agencies in the 2025-26 year, and CCNZ appeared before Parliamentary Select Committee in person five times throughout the year to interact directly with policymakers

Resource management reform was seen as critical, representing an opportunity to achieve better outcomes in land uses such as soil management. Vocational education reform required significant commitment, as did resource management reform. Increased correspondence with ministers has been a feature of the year.

Policy and Regulation

In March 2026, CCNZ provided support for members during the fuel cost escalation, including achieving the recognition of critical civil works as high priority (top priority band) in the event of some form of rationing being required.

CCNZ entered dialog with Finance Minister Nicola Willis and Associate Energy and Resources Minister Shane Jones, followed by participating on the government Major Fuel Users reference group. Following legislation comes regulations, national direction and standards, and CCNZ has anticipated these in appearances before the select committee on RMA reforms and health and safety reforms.

Key Relationships

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.

Our extensive network of industry, government and official contacts is vital. It provides 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 Energy and Infrastructure Industry Skills Board 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 and Engineering New Zealand. 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.

Building a Capable & Reliable Workforce

This pillar covers three main areas – developing a domestic workforce, a welcoming and supportive immigration pathway, and new technology and innovation focused on improving productivity and efficiency

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, and has been put into action in the 2025-26 year.

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.

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 at the decision making level within government agencies, so raising awareness has taken considerable time and effort.

Development of skills and bringing talented new workers into civil construction creates a healthy 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.


CCNZ Chief Executive Alan Pollard and Workforce Development Manager Rebecca Fox present on the Education and Training Amendment Bill

Influence education policy

CCNZ had led the charge for civil construction industry input into the reform of vocational education. As mentioned above, input into the ***Education and Training (Vocational Education and Training System) Amendment Bill*** was a feature, and CCNZ had significant engagement with the Minister and through Select Committee in this space.

Through input, CCNZ sought to make sure work-based learning was properly taken into account, as this was largely absent from the consultation. CCNZ provided a strong voice for members throughout this consultation.

Another key focus was ensuring continuity of training/positive learner and employer experiences during the transition process, as Workforce Development Councils shifted to Industry Skills Boards.

Following the introduction of the new legislation, Alan Pollard was appointed a Director of the Energy and Infrastructure Industry Skills Board (EIISB), and Workforce Development Manager Rebecca Fox appointed to the EIISB Civil Industry Advisory Group.

CCNZ has continued to lead the charge for industry-approved, consistent training and better working models to support people to enter the civil construction industry and succeed in their work.

Labour has announced its apprenticeship policy, bringing the civil industry back into funded Apprenticeship Boost programmes, extending this to be a two-year programme, and adding a $1,000 tool allowance. This is a direct result of feedback provided by members at our 2025 annual conference in Tauranga.

The CCNZ team continues to work to secure these pathways for skilled civil tradespeople to enter and reside in New Zealand.

Immigration

While the primary focus is on skills development and career pathways within New Zealand, immigration plays a key role in supporting the industry, where key skills are not trained in the country. Also, in providing additional capacity through boom and bust cycles. CCNZ has been working more closely with Immigration New Zealand, and made a key submission around the creation of a new Trades and Technician pathway.

School engagement

A key focus from the Workforce Development Strategy is on promoting the sector through education, growing mentoring and supervisory capacity and developing relationships through partnerships and procurement. CCNZ has had significant engagement with school career programmes to promote careers in the industry. This has included scaled-up attendance at regional careers events, and continued interaction with schools, including through the Careers and Transition Education Association (CATE) conference, where CCNZ showcased civil construction careers.

Careers Roadmap

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 in the industry through storytelling.

The Roadmap is open source and has been shared widely through the Ministry of Education, Tertiary Education Commission, Energy and Infrastructure Industry Skills Board and secondary school networks as well as through CCNZ membership. Plans are underway to develop additional resources to go alongside this.

The work that has gone into the roadmap has also resulted in an expanded selection of career promotion tools for members to use at careers events and workshops.

Recruitment and retention

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

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.

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.

The EPIC campaign continues to function, producing high-quality stories about people who have achieved success in civil construction. However, EPIC has recently been in a holding pattern with a focus on career pathways rather than direct recruitment, during the market downturn that has so far lasted from late 2023 until mid-2026, as companies have less need of staff. However EPIC can be ramped up again to support recruitment when needed, and plans are in play to reassess the campaign to create ‘EPIC 2.0’.

Future Workforce

CCNZ recieved a grant from the Construction and infrastructure Charitable trust to develop a tool that enables member businesses to forecast future workforce needs.

Phase one: Discovery has been completed, and Phase two: Development is now underway.

Emerging Technologies

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CCNZ has been working more closely with Immigration New Zealand, and made a key submission around the creation of a new Trades and Technician pathway.

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 1174 certifications.

To become Civil Trades certified, people must hold an appropriate Infrastructure 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.

The Civil Trades Board has continued to promote the importance of nationally recognising qualified people building quality infrastructure, and during 2025-2026, the Civil Trades Certification Scheme achieved significant growth. During the year a significant review of the Civil Trades website and promotional material was undertaken, and with increased promotion has come improved results.

This included a doubling of new certifications (compared with the previous year), expansion of eligibility pathways for experienced workers, increased industry participation from contractors of all sizes, and growing recognition of certification as a benchmark for workforce competence across New Zealand's infrastructure sector.

Growth in certifications & applications

Civil Trades reported that in the first quarter of 2026, the number of new certifications was double that achieved during the same period in 2025, indicating significant uptake of the scheme across the civil construction industry. The scheme also reported strong growth in new applications throughout the second quarter of 2026.

Expanded eligibility criteria

The Civil Trades Board approved an expansion of eligibility requirements, allowing experienced workers holding legacy National Certificates obtained under previous NZQA frameworks to apply for certification.

Growing industry adoption

Civil Trades highlighted that an increasing number of small and medium sized contractors are incorporating certification into workforce development programmes, rather than it being used primarily by large national contractors.

Recognition in the water sector

Civil Trades certification was proposed for inclusion in the future Water Networks authorisation framework, supporting recognition of certified tradespeople as suitably qualified and competent for critical water infrastructure work.

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 2027. It is important the Civil Trades certification scheme is valued by the industry. Certification schemes demonstrate expertise and are one of 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. Connexis staff continue to support the certification scheme. through promotion and conversations with recently qualified trainees about applying for certification. Thank you to our evaluators, Connexis and to our Civil Trades Board for their continued hard work and time on this industry certification scheme.

Building Industry Capability, Knowledge & Skill

This pillar is founded on the establishment and reinforcement of best practice development, founded on the industry's technical capability. Through CCNZ, the industry can shape appropriate standards and technical specifications to ensure responsible self-governance, as opposed to external regulation. CCNZ supports practical technical excellence, and consistency across our membership network.

Member surveys

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.

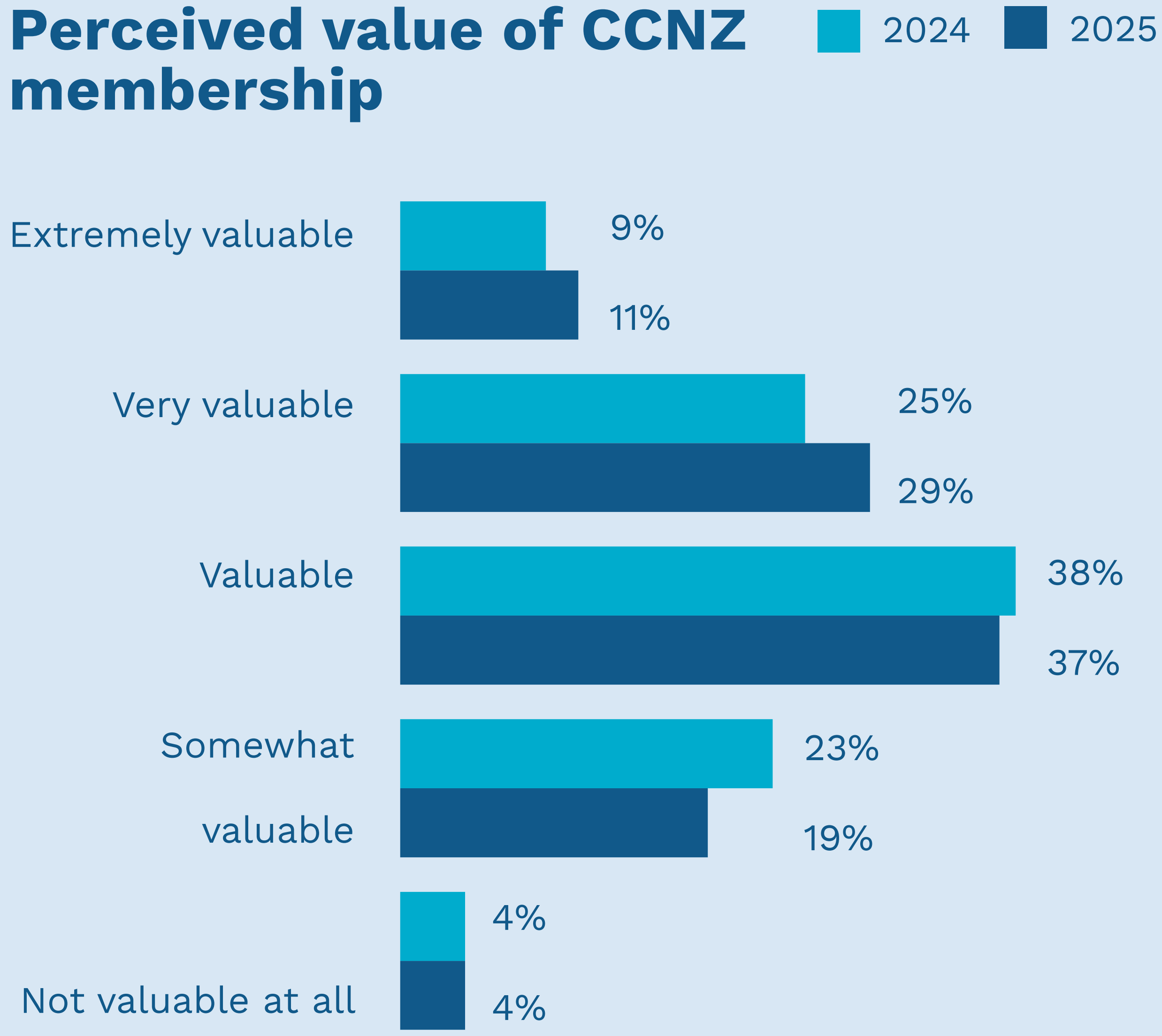
This survey captures member perspectives on the current state of the civil construction industry, enabling CCNZ to carry out detailed analysis on the big issues and bringing reports on the state of the industry to decision makers and the public. It provides solid data to make sure the CCNZ advocacy programme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

Of members surveyed in the annual survey, 77 per cent reported rated the association as 'extremely valuable', 'very valuable' or 'valuable', up from 72 per cent the previous year. Those rating the association as 'extremely valuable' or 'very valuable' rose from 34 per cent to 40 per cent.

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, 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 support for small to medium businesses, best practice guidelines, central and local government advocacy and training and education opportunities.

Perceived value of CCNZ membership

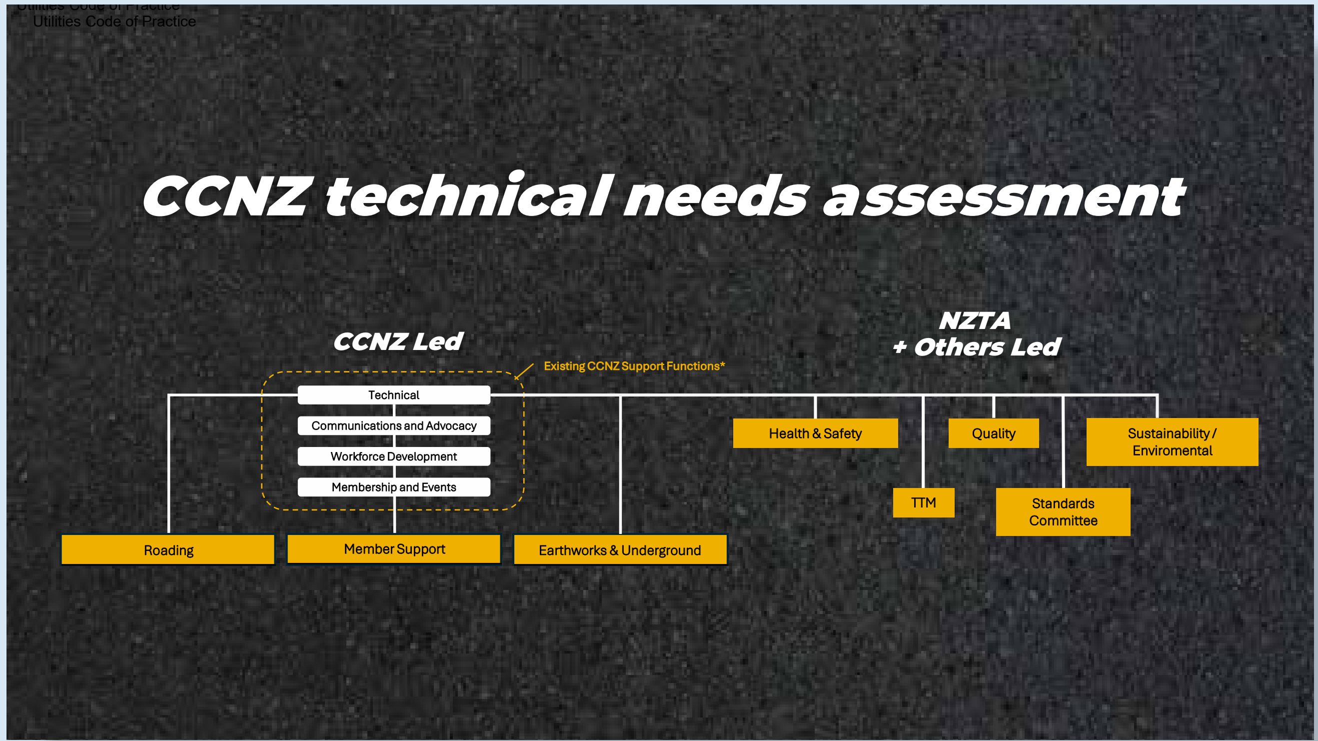


Member needs assessment

In late 2025, CCNZ undertook a needs assessment exercise to understand what our members considered were our technical priorities. Through member feedback, we have restructured the CCNZ technical committees, creating three new groups:

- Roading
- Earthworks and Underground
- Member Support

All three groups are now established, each with a clear work programme to address and support the areas identified as priorities.



Best practice and industry standards

CCNZ mapped and formalised its external representation across 25 plus technical and industry groups, from the National Pavements and National Surfacing Technical Groups and the Temporary Traffic Management Industry Steering Group through to NZTA standards work and the Energy and Infrastructure Industry Skills Board, which replaces Waihanga Ara Rau Construction and Infrastructure Workforce Development Council.

This matters to members because it means contractors views are heard before standards and specifications are locked in, so what members Best practice and industry standards are eventually asked to build to is practical and affordable, not imposed and costly. The CCNZ Technical Strategy and Engagement Manager actively engaged as a member of key client groups i.e. the NZTA Standards group.

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. This guide and others will need review following new legislation that will replace the Resource Management Act 1991.

Soil management

A major project through the year was addressing poor outcomes in soil management, which are arising from regulations that aren't fit for purpose. This is leading to large-scale transport of soil around the country, causing excessive emissions and reducing project efficiency.

CCNZ members 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.

Resource management reform is a key opportunity to address this issue, and CCNZ has escalated this situation to decision makers in government and since met with Minister for RMA Reform Hon. Chris Bishop. CCNZ is collaborating with partner organisations including WasteMINZ and the Aggregate and Quarry Association to address the issue.

Connected and Engaged Membership

This pillar focuses on consistent member experience across the branch network and ensuring members receive value for their membership fees. CCNZ acknowledges that membership is a significant investment and that members expect value in return.

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.

Regular engagement through branches, regional managers, events, digital communications and member feedback will remain central to ensuring CCNZ continues to meet member expectations.

The CEO meets regularly with branch chairs to discuss CCNZ priorities, projects, and as an opportunity to provide guidance, training and support. CCNZ Regional Managers meet regularly to share experiences, learn from what is working well, and address matters that aren't working so well

The CCNZ Executive Council identified a project to see if there was gap between what members perceive the value of membership is, and what CCNZ believes it is delivering. After balance date, a project has been initiated to measure and address any "value gap".

Communications and marketing

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.

Email news and updates

Use of the email communications platform built into the CCNZ CRM system held steady, and the CCNZ mailing list experienced minor growth, rising to 6827, up from 6,855 in the previous year. CCNZ produced 21 editions of the fortnightly Civil Talk e-newsletter in the year, with an average readership of 2,533 per edition.

Overall, 653 email campaigns were sent in the year (including branch emails), with emails sent by CCNZ opened 301,223 times.

Social media

All CCNZ communications channels grew significantly during the year, with CCNZ national LinkedIn growing to more than 15,000 followers, and Facebook to more than 5,000 followers.

Branch social media presence grew considerably, and the overall CCNZ social media presence (including branches, EPIC and Civil Trades) now exceeds 35,000 followers.

A total of 82,242 people visited the visited the CCNZ website across the year (up 25 per cent from 61,767 people in the previous year), with a 19 per cent increase in website visit numbers to visits, up to 130,125 visits from the previous year's 105,065 visits.

The Civil Trades website had 7,877 visits from 3,558 visitors, and the EPIC website had 9,420 visits from 9,190 visitors. The CCNZ Careers Roadmap had 2,301 visits from 1,218 visitors. Total website visit numbers across CCNZ, EPIC, Civil Trades and the Career Roadmap were 149,543 visits from 96,208 users during the year.

Providing member discounts & opportunities

CCNZ member trade discount savings with trade discount partner, n3, fell $0.2m to $6.2m. This should be viewed alongside spend. With spend falling from $14.4m to $13.1m, and an increased average saving of 32 per cent, this demonstrates the savings have benefited members significantly in another year where have been under cost pressure.

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 now has more than 650 policies

Members have advised CCNZ this scheme has saved lives. Over the past 12 months the Advice Financial Group Health plan through nib has also paid out over $3.4 million in claims.

Z fuel discount savings included $209,566.55. 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.

CCNZ has put considerable effort into revamping its member value platforms. 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.

Although not all members utilise these discount and savings programmes, this amount in savings and discounts represents roughly triple CCNZ's annual member subscriptions income (which totalled $2,670,755 in the 2025-26 year) clearly illustrating return on investment, and that CCNZ membership is a saving rather than a cost.

Member savings with n3 TRADE

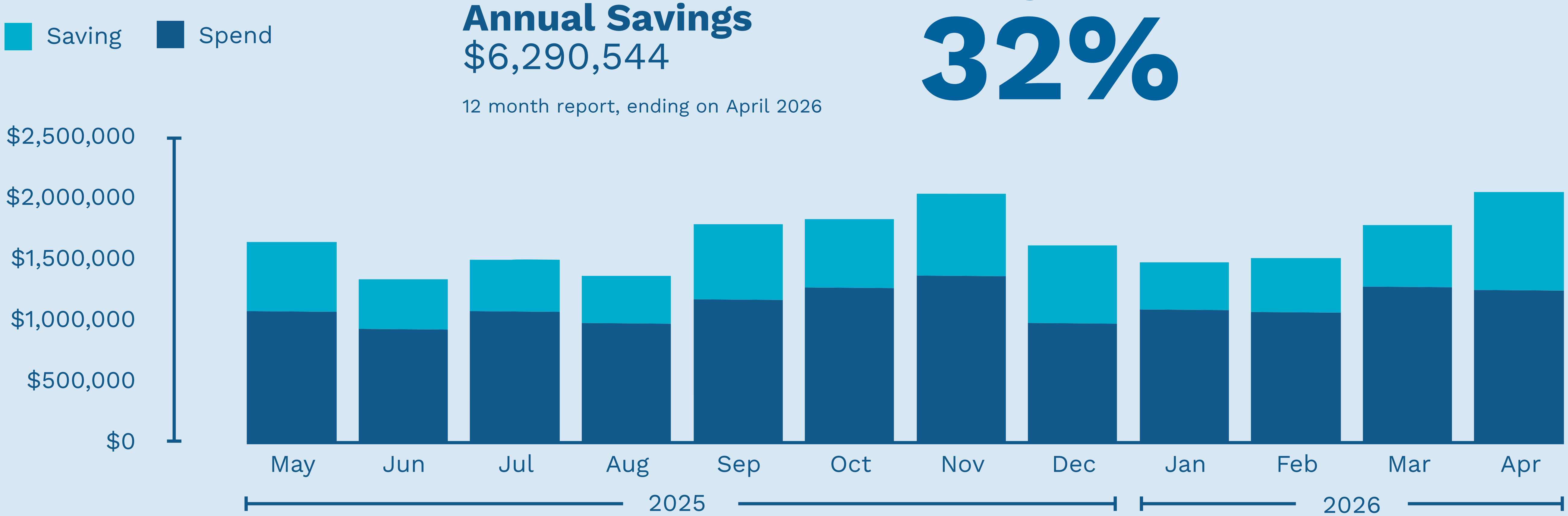
n3 TRADE

Annual Spend
$13,141,099
Annual Savings
$6,290,544

12 month report, ending on April 2026

Increased average saving of

32%



Branch consistency and efficacy

Ensuring that members receive a consistently positive experience across our branch network is a priority. The CCNZ Regional Managers alongside the Membership and Events Manager ensure members can access value for their membership fees.

Over the year, templates have been developed to support branches in interacting with key central and local government decision makers. Social media and design support for branches has also increased, resulting in improved brand consistency.

Meetings and events

CCNZ hosted 150 events through the year, ranging from National Conference and the National Excavator operator competition to regional awards, branch meetings and social events.

Event marketing and promotion is carried out through the CCNZ CRM system (for email marketing), through social media, through Contractor Magazine, and through other channels, such as information sharing with partner organisations.

CCNZ Conference

The 2025 Conference was held in Tauranga and was attended by 730 delegates.

This was a great event, kicking off with a field trip to Takitimu North Link. Highlights included a massive conference expo, more than two hours of attendance from Prime Minister Hon. Christopher Luxon, a political panel including infrastructure spokespeople from across the country's major parties, intriguing presentations and masterclasses, the Brian Perry Civil Themed Party, and the CCNZ Hirepool Construction Excellence Awards.

Forward Works Briefings

CCNZ worked with NZTA to deliver a series of 12 forward works briefings for members across the country. These were well-received by members, and form a starting point for future engagement.

The Black Art

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.

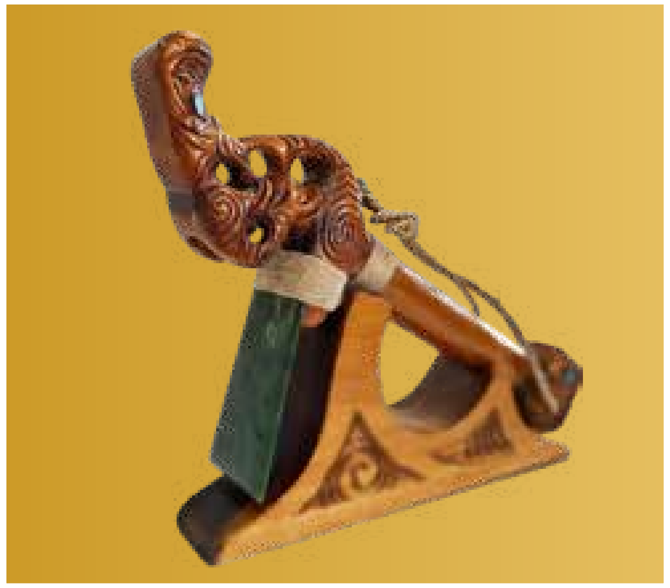
Originally founded as the Auckland Asphalt Forum more than two decades ago, it is now a national event.

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 2025 CCNZ Hirepool Construction Excellence Awards were held at The Civil Contractors Conference in Tauranga. This year saw 37 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 Josh Wilkinson of Fulton Hogan winning the Emerging Leader Award and the Personal Improvement Award going to Linda Lapwood of Downer.



Branch awards stronger than ever

CCNZ has also seen the massive growth in its regional branch awards increase, which recognise and reward pinnacle regional projects and people. Hundreds attend these regional awards evenings, which typically attract between 200 and 800 people. With the rekindling of CCNZ Manawatū Whanganui and Bay of Plenty branch awards, all branches but 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 & National Excavator Operator Competitions

The 2026 CCNZ CablePrice National Excavator Operator Competition

The 2026 CCNZ CablePrice National Excavator Operator Competition was won by Steven George of Steven George Contractors, his second national title in a row, following a second placing in 2023 and coming in third place in 2024.

The runner-up this year was Hawke's Bay East Coast champion Marcus Ingram of Galbraith Earthmovers, with Taranaki champion Ryan Prankerd, of King Road Contracting taking third place and the Hunes MVP Award. The Z One Day Job Trophy went to Dean Cave of McIntyre Construction, while the Geoff Duff Memorial Trophy went to Daniel Bruning of Diggs in Nelson Marlborough.

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. 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.


POLICE

I AM HOPE
HITACHI


HITACHI


Tip Top
Tip Top


NATIONAL
EXCAVATOR
OPERATOR

I AM HOPE


Feedback mechanisms

CCNZ receives and acts on member feedback as issues are raised. This could be through the branch network, regional manager network or at a national level. While surveys play a part in collecting member consensus on key issues, members are encouraged to contact the association directly.

CCNZ rebooted its Branch Tech Rep network as a two-way channel between the technical program and the regions. The reset gives reps a lighter, clearer role, quarterly sessions, and a bulletin that CCNZ writes and reps simply pass on, so local technical issues from the branch reach CCNZ and shape its work, while technical intelligence flows back to members through their reps.

The result is a technical program that members shape, that represents them where the decisions are made, and that turns technical work into practical value they can see and use.

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

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 and preliminary development of a national standard for water infrastructure delivery.

Input to decision-making

After extensive CCNZ input into the revised 3910:2023 contract published in November 2023, the work of the representatives continued as the review was extended to 3916 (design and build) and 3917 (maintenance) contracts over the 2025-26 year. Reviewed 3916 and 3917 contract were published in November 2025.

Procurement and tenders

CCNZ considers a significant review of procurement is needed to reduce complexity and improve consistency.

CCNZ has since provided verbal feedback, and submitted on the review of the Ministry of Business, Innovation and Employment's Government Procurement Rules, which guide government procurement, resulting in adding a representative to the Ministry's Business Reference Group.

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 increasingly see 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.

Presentations

CCNZ presented at many different events and forums. Presentations included the Road Controlling Authorities Forum, NZTA and Council industry briefings, the Future Roads Conference, the Careers and Transition Association conference, and numerous other forums.

Operations

Technical

CCNZ's technical work programme is facilitated by the Technical Strategy and Engagement Manager - a significant role, co-ordinating industry technical feedback and supporting members with high-quality technical advice. Arne Corrie-Johnston took on this role early in the year.

CCNZ used that transition to rebuild how it delivers technical work for members.

The aim was simple, put members' technical priorities at the centre and make sure the work translates into something they can use on the job.

Where the programme once rested largely on legacy groups and the shoulders of an individual, it now runs through new committee structure made up of member experts, with CCNZ facilitating and connecting the work.

Membership

Contractor membership dipped due to market downturn, down-sizing and company liquidations, dropping contractor member numbers from 540 to 517, a 4.3 per cent decrease on previous year). General membership including associates dropped by 1.2 per cent to 878 member companies.

The decrease in membership is largely due to harsh market conditions, liquidations and price shocks. Growth in membership will may be likely if market conditions improve as anticipated.

CCNZ also awarded Life Membership to Richard Claydon at the CCNZ Hirepool Construction Excellence Awards 2025.

CCNZ Members March 2021 – March 2026

CCNZ MEMBERS MAR 2021 – MAR 2026	2021	2022	2023	2024	2025	2026
TOTAL CONTRACTOR MEMBERS:	407	449	482	544	540	517
MAJOR ASSOCIATES, CORE ASSOCIATES & PRINCIPAL BUSINESS PARTNER	47	62	66	85	96	95
BRANCH ASSOCIATES	167	176	189	206	229	243
MEMBER SUBSIDIARY	17	20	23	23	23	23
TOTAL MEMBERS (INCLUDING SUBSIDIARIES)	638	707	760	858	888	878

Needs assessment drives member-led committee structure

CCNZ stood up three new technical steering committees, Roading, Earthworks and Underground, and Member Support, each driven by member subject matter experts, with working groups on priority topics reporting through a Technical Advisory Group that keeps the program aligned to the CCNZ strategic plan.
The benefit for members is direct, they now set the technical agenda, so CCNZ's effort goes where members actually need it. The Earthworks and Underground committee, a first for CCNZ, gives earthworks, trenching, trenchless and tunnelling contractors a national technical voice for the first time. The Roading committee carries the pavements and surfacing work, and the Member Support committee exists squarely to lift the value members get from CCNZ, beginning with research into the members who report the least.

Accreditation, guides and tools members can rely on

The Asphalt Plant Accreditation Scheme (APAS) continued to give clients confidence in the quality of members' asphalt, covering five producers and the large majority of accredited plants nationwide.

CCNZ overhauled and automated the quarterly process during the year, which cut the admin and removed the errors that had crept into earlier reporting, so members now get faster, more reliable results and a scheme clients can trust.

Running alongside APAS, CCNZ also administers E2, its certification scheme for the bitumen sprayers used in sprayed sealing. Under E2 a sprayer is tested against CCNZ methods covering spray bar distribution and uniformity, temperature gauge accuracy, binder measurement and speed control, and only those that pass carry a Bitumen Sprayer Performance Certificate, backed by annual and triennial inspection.

Because uniform, correctly metered binder is the single biggest driver of how long a seal lasts, E2 gives clients real assurance that an accredited member's sprayer will put the right amount of binder in the right place, and gives members an independent mark that sets competent operators apart. And when members struck specification or non-conformance problems on live projects, CCNZ stepped in with direct technical support.

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.

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 Industry Guidance for Basecourse Preparation, 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.

CCNZ thanks those who have provided their time and expertise into these industry best practice guidelines.

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 dividend during the year.

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. Increased support for regional news stories bore fruit, with improved media recognition of regional awards and excavator operator competitions.

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 on the following page.

Our Regions

Branches

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 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 on the following pages.

Branches are supported by:

CCNZ Southern
Regional Manager
Eve Cooper

CCNZ Central
Regional Manager
Grant Radovanovich

CCNZ Northern
Regional Manager
Calum Twist

Northland Branch

Chair: Kylie Bourke

The past year has seen steady branch activity set against a challenging and uncertain local infrastructure pipeline.

While the volume and value of major projects in Northland remain limited, our members have continued to show strong commitment to the branch through regular attendance at meetings and events, and ongoing engagement with our executive and there is a steady flow of smaller projects.

Most members have managed to keep their heads above water. Building on the solid foundations from the previous year, we have maintained close working relationships with Whangārei District Council and other key stakeholders and continued to advocate for fair procurement practices and greater clarity around future work opportunities. We have continued to strengthen interactions with Whangārei District Council and WDC councillors at branch meetings, with the Kaipara District Council Chief Executive also joining several meetings.

Although Whangarei District Council remains engaged, Far North District Council and especially Kaipara District Council remains a challenge in terms of engagement and forward works. Having said that, FNDC attended the last branch meeting and presented a list of 3-waters forward works.

This is a positive sign and hopefully it continues in this fashion. All three councils attempted a panel system post the Northland Transport Alliance (NTA) disbandment, with varying success rates. The new water CCO is moving ahead, creating uncertainty for some contractors, especially the smaller, specialised contractors tied to one council. There are questions around specifications, systems and prequalification, and how these will be merged within the CCO.

The weather by way of extreme weather events has certainly proved challenging, causing havoc to projects. Attendance at branch meetings has remained steady, with a strong level of engagement, even though the January 2026 meeting was cancelled due to weather. The 2025 regional awards saw a record number of entries, as well as a record attendance on the night.

We've had a great time at local CCNZ events. Our Regional Excavator Operator Competition was a strong success, with good turnout from both competitors and spectators. Feedback on the course setup and overall day was really positive, and it continues to be a great platform for showcasing operator skill and promoting the industry locally.

Entry numbers were on par with last year, with a solid mix of experienced operators and younger up-and-comers getting involved. Notably, defending national champion Steven George narrowly pipped Kiel Brown and Riki Lum, who placed 2nd and 3rd, to qualify for the national event and earn the chance to defend his title. He then achieved back-to-back national titles, a fantastic result that showcases the strength of talent within the Northland Branch and builds on the success of our regional competition led by Ryan Haywood.

We ran our second annual fundraiser golf day at The Pines Golf Course, Whangārei Heads, with MC and golf organiser David Mullan from Northland Golf. 31 teams were hosted with over 100 people attending on the day, including 14 major sponsors, a range of minor sponsors, volunteers and players. The event raised $10,350 for Mates in Construction NZ.

Ongoing skills shortages and a weak or uncertain work pipeline continue to make staff retention difficult, with many members reporting challenges in keeping good people when future workloads are unclear. Recruiting and retaining quality staff has been a challenge over the last year or so. Specialist operators such as bitumen sprayer drivers and grader operators are prime examples. Some staff are lured away by the big city lights, while others move across the ditch for higher wage rates.

I'd like to congratulate CCNZ Northland Branch life member Brad Flower, who has been elected as

Councillor for the Whangarei District Council and subsequently appointed as Chair of the Infrastructure committee. Brad was a member of the executive committee at the time and resigned after 20 years on the CCNZ Branch Committee, following his election as Councillor.

I've been at the helm of the Northland Branch for the last four years. It's been great, but it's time to pass the torch to the next in line. Christo Jansen van Vuuren is well prepared to step into the role of CCNZ Northland Branch Chair, and I'll be there to support him as Past Chair.

Auckland Branch

Auckland Branch has had a very active year supporting our members through slow market conditions. Members have had the difficult task of balancing resources and costs with restricted workloads coming to market.

Chair: Matt Findlay

In this environment the value the branch provides through advocacy, advice, network building and visibility to work has been well evident. We have seen well supported subcommittee events and strong feedback from clients that work programmes are approaching. The branch Executive Committee has maintained a healthy 35 members across its 12 subcommittees, all of which have functioned well in support of the member base.

Our branch membership remains strong, though there has been impacts from the challenging economic conditions. Our member numbers have reduced slightly from last year's highs back to 2024 levels. However, our online communication channels have grown significantly with over 4,180 followers on our LinkedIn page and strong growth in our newsletter distribution.

We have seen strong participation in our regular Branch meeting at Ellerslie. These have regularly seen turnout of 300+ attendees with strong support from clients and sponsors. Client participation has included NZTA, Transpower, Auckland Transport and Watercare and Healthy Waters. Subcommittee events this year have equally been well attended. These have been designed to covering specialist topics and received very good feedback from attendees.

Auckland market conditions have remained challenging with a lack of consistent work volumes. While major clients have significant works programme approaching, navigating regional planning and funding continues to prevent suitable volumes of work coming to market. Both residential building and infrastructure sectors remain affected and this continues to create a highly competitive tender market for the available work.

The outlook going forward remains optimistic though immediate impacts from global conflicts and rising costs are a concern. It has been good to see the first Fast Track projects commence in the region. Our client relationships have been a key priority and advocacy for releasing work has been driven by our Major Clients subcommittee.

Financially the branch remains in a strong position. For the coming year we have forecast a slight loss in recognition of cost pressure on members. Our Finance committee retains a close oversight of our subcommittee activities ensuring investment in initiatives shows clear value.

The CCNZ Auckland Hynds Construction Awards were again a significant and successful event. The November event again hosted significant attendance and showcased excellence and innovation across all categories. Our Award Subcommittee team has built a slick template for success for these events and I'd thank Rosey and Kimiora for their effort and leadership here.

Our regional Cableprice Excavator Operator Competition showcased a great range of talent. It was hosted again at the Franklin A&P show and attracted significant public interest over the two days.

Our Training subcommittee have been navigating the many changes in the vocational training space. We have been pleased to launch a pilot grant scheme this year to support members undertaking Civil Trades qualifications. Alongside this there has strong attendance and support to regional job fair and school industry events to promote the industry.

Our SME and Young Contractors groups have continued to host high quality and well attended events. These have been supported by innovation partner Icehouse and through members hosting visits to showcase local projects.

The Sustainability subcommittee hosted their first in-person event with a well-attended discussion focussed on broader outcomes in procurement. Alongside work volumes, a major challenge for the region continues to be poor public perception of TTM and road work areas. The ongoing narrative that TTM and safe work areas are an unnecessary hindrance to commuters continues to contribute to a poor attitude towards site workers. We have continued to align with clients in this area to influence change, and our TTM Subcommittee has been sharing best practice guidance out to members.

It has been pleasing that advocacy work for members has received positive feedback from clients and local leaders. This has continued to stress the importance of the construction sector to our regional health, and we have seen good ongoing client engagement through supporting National Office efforts, and the focus of our committees.

I'd like to specially thank Joyce and Kimiora for their ongoing significant contributions to the branch. Through these efforts the branch has run smoothly, and we have been able to direct our large committee of volunteers into member value and industry health.

Thanks also to the volunteers on our Exec Committee and Calum, Hirepool and the national office team for their ongoing proactive support for the region.

Bay of Plenty Branch

The health of the Bay of Plenty Branch is in reasonable shape – in line with recent years. Attendance at site visits and events is on par with previous years.

Chair: Mike Speed

The contracting market across the region unfortunately remains extremely tight, with long term companies Page Earthworks and Hamilton Asphalts both falling victim to the ever-tightening market. They were not the only companies to close doors either.

One of our goals it to reconnect with Councils as a meaningful industry group – noting that while we haven't been as forthcoming with meet and greet opportunities to them, neither have they to us - as many Councils have also had challenging times themselves with enforced restructuring and budget cuts.

The involvement of Calum Twist, CCNZ Northern Region Manager within the Branch is appreciated, and we will lean on him further to facilitate many of the meetings with councils. Tauranga City Council appears more driven around the revitalisation of the inner-city centre rather than significant upgrades of infrastructure around the city. The mayor and his proxies talk about the volume of the spend, but the reality is much of it is that cost cutting is prominent and much of the work programme is committed to vertical development, not civil. Saying this, there are some work streams coming through on an ad hoc basis – with contractors with the best relationships having best chance to secure work.

Western Bay of Plenty appears interested in enabling urban growth with areas such as Te Puke and Ōmokoroa starting to become the backbone of any land developers' aspirations. They have a few infrastructure projects coming online, linked to future growth in the before mentioned areas, as well as in Waihi Beach.

Rotorua is challenging, with little known of workload that is actually being undertaken. Much appears to be given directly, rather than openly tendered. What work does reach the open market sees a battlefield of smaller contractors driving each other lower and lower. Inevitably this competition spills over from Rotorua Lakes Council into other regions, and also through private sector work also. Whakatāne continue to invest in core infrastructure, with the local incumbents (not surprisingly) very hard to beat.

NZTA has several large projects in progress, including Tauranga Northern Link, Tauriko West SH 29 Improvements, and the Onamawa Bridge Replacement are all in progress and are significantly propping up the local contracting scene. Many companies from the Waikato have also been drawn over to work on some parts of these. Encouragingly it appears phase 2 of the TNL has received funding to continue that project all the way up to Ōmokoroa.

Residential development has continued to flat line – although several large projects are thought to be close to coming on line. Tauriko West is forecast to start this coming season, while the long talked about project of Te Tumu remains very much in the crystal ball. Subdivision work inside TCC boundaries is non existent Commercial work is fairly strong, with customers of the new development at the Rangiuru Business Park about to commence their first build, and the ongoing commercial work in Tauriko continues to be the backbone of the commercial "civil" industry.

The branch finances at year end are static (healthy). The BOP Branch held its fourth Hynds Construction Awards evening at Classic Flyers in Tauranga. Again, the night was a huge success, although attendance numbers were noticeably down on the heights of previous years. Project entries were also down - but be assured it was a great night!

Hirepool CCNZ BOP Fishing Competition was held on the 28 April. This was an event for the kids - with so many prizes being taken away by the u15's. Such a fun, family friendly environment was generated despite poor weather and low entry numbers.

With some better weather this event will bounce back.

Our Waikato / BOP excavator competition was again well supported by entrants from the region. There is always a buzz around this site at the National Agricultural Fieldays (Mystery Creek, Hamilton), with families and friends of competitors, as well as members of the public enjoying the spectacle.

Our committee remains enthusiastic, although one key issue we have is the sporadic involvement of large contractors. We are also facing a challenging labour market, and as growth returns, you've got to wonder, who is going to be there to fill the gaps in the workforce.

Market confidence has been hindered by the current Middle East crisis, and we have seen a repetitive year of low margins, negative growth, and projects very slow to get started. Following a few conversations with smaller contractors, it appears the recent traffic management reform has created some confusion and inconsistencies in its adoption by contractors and local bodies alike.

More work by the Industry Steering Group (or CCNZ themselves) to enhance the consistency of the interpretation of the new guidelines is required to avoid smaller companies giving up on undertaking TTM – which would be a massive failure, should it happen.

As a branch we are looking to reconnect with all members and restore the networking opportunities CCNZ members thrive on – and should expect access to. Watch this space!

Waikato Branch

The branch remains in good shape, with an increase over last year in both members and associates. We have put in place a very deliberate schedule of events for the year, with more effort on areas that have seen good feedback from our members - for instance our Pipeline Forum and developing a small to medium enterprise working group.

Chair: Adam Plimmer

I write this report for the last time, have been proud to have served as chair for six years. I appreciate the support of the committee, and I feel I've given the branch a reasonable nudge in my time. I am heading up to the touchline and have Sam Hooper-Smith racing up behind me to pass the ball to. The executive committee remains stable, engaged and supportive of each other, with James Lux joining this year. Branch Secretary Vikkey Gonano continues to kick goals without stumbling.

Overall, the market in Waikato has been tough but we see work coming our way. Local councils' pipelines of work are uncertain and are not very visible, we are still trying to understand what the water re-term means. The two new water CCOs are taking shape and IAWAI are pushing work into the market. Waikato Water are still in their formative stages, and we eagerly await their plans.

Private clients and developers provide few opportunities out there at the moment. Light commercial is very quiet; housing development remains slow with the current market forces.

Major works underway in the region include the Ruakura inland port, which is now established and continues to grow. The arterial roads and development of the Peacockes area are near completion, while Te Awa Lakes continues and rhe Coromandel recovery panel – is now active again around Karangaheke Gorge and Kuaotunu. We also have a proposed Road of National Significance, with Cambridge to Pairere expected to commence late 2026.

Financially, the Branch remains in the black, and funds remain parked in a few 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 again at Fieldays in June. Our annual awards and REOC run at a small surplus and allow us to bankroll some of the other events we organise around the region.

Over the last year we have chosen to invest funds in sponsoring young leaders to attend CCNZ National Conference and in Pipeline Forum events. With three now complete, we have the understanding that these require some investment in both time and money to reach critical mass.

Hamilton City Council and Waipa District Council remain associate members and are keen to support the industry. We are currently working on others.

Our 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 Regional Excavator Operator Competition remains a roaring success at Fieldays. It now spans three days, and witnesses approximately 30 operators show us their skills. It remains a joint venture with the Bay of Plenty Branch, and this year will see us hold our first 'Battle of the Bosses".

Our annual golf day is well supported by the industry and hailed as a great event by all who attended. We now also have an annual quiz night. Thanks to the loyal executive committee members, sub-committee members and branch secretary/treasurer who continue to do the mahi behind the scenes.

Taranaki Branch

The 2025 financial year has been one of growth and focused direction for our branch. During the year, we welcomed three new committee members, all bringing the energy and enthusiasm to explore how we can add value for our existing members while continuing to grow our membership base.

Chair: Kimberly de Vries

We are pleased to report a 45 per cent increase in our branch membership, with seven new members and one new associate member coming on board. This growth reflects the strength of our local industry connections and the relevance of the branch.

Our branch is in a strong and healthy position, supported by the renewed energy and commitment of the committee. At the beginning of the last financial year, we set a clear strategy to grow our membership base.

The key pillars of this strategy were consistency of events, delivering tangible value to our members, and actively sharing industry information and opportunities. So, throughout the year, we have delivered a range of events that have been well attended. These events have helped grow connection within the branch and allowed us to share the work being carried out by the National Office on behalf of the industry.

Market conditions over the financial year have been mixed between the public and private sectors. The public sector began relatively quiet, with reduced levels of activity challenges around procurement and the time between contract award and project start dates. In second quarter we saw a flurry of tenders coming to market and subsequently being awarded.

This created a lift in confidence with workloads increasing. However, as we moved into 2026, tendering activity experienced another drop-off. This slowdown has been more sustained, and while contractors remain occupied with existing work, the forward pipeline is less certain. The private sector has experienced a steady and stable year, with consistent levels of activity and a reliable pipeline of work.

The branch has several achievements to celebrate over the past year. As mentioned,
our most significant achievement has been the strong growth in our membership. This growth reflects the work of the committee and the level of engagement our committee has with our local industry as well as the value proportion CCNZ has to offer.

We held our REOC at the local A&P show for the first time in many years. This provided a fantastic platform to showcase our industry to the wider community and engage with potential members. We are especially proud that our local winner, Ryan Prankerd of King Road Contracting, went on to secure third place and the MVP award at the NEOC.

This year we have established engagement with Council and local government. Meetings have been held across Taranaki councils to discuss pipeline of work, workforce development and regulatory settings. A timely conversation was also held in relation to the challenges surrounding the conflict in the Middle East and the need to work together and have open conversations.

Looking ahead, the key challenge for our branch is to increase and diversify our revenue. With phase one of our strategy—membership growth—tracking well, our next focus is to target local suppliers and grow our associate member numbers. With our membership growing, we also plan to organise revenue generating social events.

Currently the biggest challenge for is uncertainty, which is becoming a more common setting for our industry. The conflict in the Middle East is yet another distraction for the industry to navigate. We thank Alan and his team for their proactive communications and guidance documents. Like everything time with be the indicator on how this plays out, but have communicated to our members to start the conversation with clients and been as transparent as possible.

I would like to acknowledge and thank the Taranaki Committee for their dedication and willingness to help whenever needed. There is always a hand available when requested, and your commitment to growing and strengthening our branch has been behind its success.

Thank you also to our outgoing secretary, Lesley, for her ongoing support and organisation, and to Grant and the National Office. Whenever we have requested assistance, it has been provided promptly. That backing has made a real difference to what we have been able to achieve locally.

We look forward to the 2026/27 year with optimism as we continue to grow our membership, strengthen our financial base, and provide relevant information, networking, and support to our members.

Manawatū Whanganui Branch

Chair: Jason Cryer

The past 12 months have been a mixed bag within the Manawatū-Whanganui Region.

We've had a bit of a fresh start, with a majority of new committee members as we head into 2025/2026. Branch meetings have been productive, featuring guest speakers with relevant topics and attracting strong participation, which I believe has contributed, even though minor growth in membership this past year.

The Branch has had a busy year, marked by significant events and changes. We've successfully organised events such as the Regional Excavator Operator Competition and the National Excavator Operator Competition, introducing new challenges like cutting pizzas with a 14T Excavator, which was well-received.

I'd like to congratulate Greg Lumsden, his competition team, and the Manawatū Whanganui Branch for hosting another successful event. Also, congratulations to Steven George from Northland on going back-to-back and being named the CCNZ Cable Price National Excavator Operator Champion for 2026.

The Branch hosted its first Contractor of the Year Awards in over a decade and was a huge success with over 240 people in attendance. It is vitally important that we celebrate the success of our people within the industry and whilst times have been challenging, it was a great night to recognise the amazing achievements within our region.

The Branch held its first Young Contractor meeting, with good attendance. This was a great way of engaging with the next generation of leaders within our industry and we structured the meeting around the challenges they face currently and how CCNZ can support them and what the future holds. It was a very positive and productive meeting with quarterly meetings to be held in the future.

Additionally, we hosted the third annual charitable golf tournament, raising $14,000.00, which was presented to Mates in Construction for the second year in a row, and we are looking forward to the next Charity Golf Event is scheduled for August 2026.

The major challenge has been the fuel crisis that is currently affecting us all. We are all hopeful that this will be resolved soon. Contractors continue to face tough conditions due to low tender rates, and inconsistent client pipeline visibility. The smaller contractors are facing challenges in this area, and I am not sure if the next twelve months will see much change as we are seeing large contractors entering the SME space.

Despite a slowdown in the local work pipeline due to council cutbacks, the branch remains optimistic about future road investments, such as the O2NL bypass, which has a completion date set for late 2029.

The branch sub-committee has engaged with councils to discuss the future works programme with mixed success, but with newly elected mayors and councillors in office, we will be utilising the Branch advocacy guide to build those relationships. Branch members continue to face challenges in attracting and retaining skilled staff and engaging with larger companies in the region. However, the branch is committed to supporting its members and fostering industry growth in the coming years.

Financially, the branch is in good health, with a surplus on the balance sheet, but the biggest challenge to date is attracting sponsors for our Branch Meetings as we all feel the pinch with increased costs across the board.

On behalf of the Branch, I would like to extend our gratitude to Greg Lumsden for his leadership and dedication as Branch Chair over the past ten years. Under Greg's guidance, the Branch has achieved remarkable milestones, including the successful organisation of the Regional and National Excavator Operator Competitions, and engaging branch meetings with guest speakers that have fostered member participation and growth.

Greg's commitment to the branch has been instrumental in navigating challenges such as a slowing local market and workforce shortages, while ensuring the branch remains financially sound and active. His efforts have laid a strong foundation for future growth and collaboration within the region. Thank you, Greg, for your unwavering dedication and service to the Manawatū Whanganui Branch.

I would also like to take this time to thank our outgoing Secretary, Lesley Lumsden, for her support in my first year as Branch Chair and as this has also been her first year as branch secretary, it has been a year of firsts and I would like to commend her on her professional approach.

I would also like to thank the committee for their contribution and giving up their time over the past twelve months. With most committee members being in their first year, it has been a year of finding their place and how they can deliver value and benefits to our members. I look forward to working with them all again over the next 12 months.

Hawke's Bay East Coast Branch

The hits keep coming for us up and down the East Coast. The end of 2025 was difficult with work being scarce and out of region contractors coming in with low to no margins.

Chair: Mike Wilson

The 2026 year has started off better with most reporting work picking up and having a reasonable forward workload. However, the latest hit has been the fuel prices and the crazy increase we are trying to navigate.

It constantly feels like we are living in unprecedented times with storm after storm, funding restrictions, increased competition and inconsistent procurement processes and now the fuel crisis, it's really important we have a strong united voice and thankfully CCNZ are here to provide that for our members.

We have unfortunately lost a couple of members. We have had a few new members over the last 12 months however this has slowed from last year.

Most companies that have left want to rejoin when the financial situation improves. The branch remains in a stable cash position despite a year-end deficit.

Members still see value in belonging, and events are well attended. We held our end of year Gala dinner in November and again showcased some extraordinary jobs. We also held many successful events such as a quiz night, fishing competition, and golf day.

We held our Regional Excavator Operator Competition in conjunction with the Gisborne A&P show. This was a fantastic event, and it was great to see a good turnout and hold the event in Gisborne for the first time.

This is my first year as chairman after many as vice and I want to thank past Chair Bart Mulder and our Central Regional Manager, Grant Radovanovich, for all the support they have given me this year.

Be safe and have fun, Hawke's Bay East Coast.


CATEGORY 1
HAWKE'S BAY EAST COAST CONSTRUCTION AWARDS


Judged by
HAWKE'S BAY EAST COAST CONSTRUCTION AWARDS

Wellington Wairarapa Branch

There is more opportunity in the marketplace, but contractors remain cautious. The current conflict in the Middle East is creating growing uncertainty and lowering confidence.

Chair: Dave Philipson

Developments here are likely to overshadow a recovery and set the tone for the coming year. This is an emerging issue that may help us to re address the way we apportion risk in our construction contracts.

This is a time for contractors to lead and to think about how we do the basics well as a market. Encourage discussions about how we can reset procurement rules, fight for fairness in contracts and to look at our own behaviours in relation to the Construction Contracts Act.

Our branch is lucky to have a strong committee to support members. Despite the issues causing the region to have problems we have cause to celebrate this year with awards for new life members, excellent people, skilful excavator operators and great projects.

Wellington-Wairarapa Branch remains in good health, while there has been some movement in numbers, our membership has remained strong through the period. We have had great attendance figures for bi-monthly meetings and one-off events have all been well attended and supported.

After a challenging year in 2025 most contractors now have work to do, and some are describing they are now "busy" with more opportunities available in the market. Signs are positive but the market doesn't quite have the confidence to grow.

The pipeline of work slowed to almost a dead stop in 2025 and contractors had to make some really difficult decisions about their businesses to survive. Those decisions "loom large" in the market's memory and as a result contractors are moving slowly and cautiously as they face the new workload.

Finance companies are describing an uplift in contractors replacing "old equipment" but are yet to see any real investment in new assets. Large businesses are subcontracting less work and focussing on self-delivery where possible. This is a worrying sign that would have an impact in the supply chain if it continued. Earthworks businesses are growing in confidence that new "winter working" rules are being applied pragmatically, but still describe a move to seasonal contracting that causes staff retention issues.

Contractors who are looking to grow are describing difficulty in the recruitment market. There is a feeling that people have chosen to leave the construction industry and/or country to protect themselves and their families from an uncertain pipeline of work. Seasonal contracting for some parts of the market only exacerbates these issues.

Despite clients scrambling to address an underspend earlier in the financial year, they are still talking about 'value' – and increasingly they are equating that with lowest cost.

Government procurement rules are a good starting point to turn this around. Encouraging customer organisations to get back to basics and take these rules seriously would serve to level the playing field for the whole supply chain.

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, and we hosted a Customer Pipeline event for the first time.

The Annual Awards Evening was another sell out with 17 projects entered across the categories. This year, the value of projects was exceptionally high, prompting the introduction of a new "Over $10M" category to better recognise and differentiate these larger-scale projects.

The branch REOC was held in February 2024 at Brewtown, Upper Hutt. Ten entrants competed across a range of events and showed some great skills for the crowd. Corey Olsen of Sierra Delta came in first place at the event, for the second year in a row, and went to the national competition. A team from Daniel Renshaw Drainage won the barrel filling contest – it was a close race but the crowd was pleased to see Daniel come out on top on his birthday.

The branch Young Contractors Group has continued to run excellent events under the leadership of Noel Sulzberger and Cody Pepere. The highlight of their calendar was a site visit to the Moa Point Sludge Minimisation project – thanks to the McConnell Dowell and HEB Construction Joint Venture for hosting.

The work needs to be done, and our members have the skills to do it. Money has always been the problem and that is difficult to control because NZ is so heavily exposed to global markets. But by tidying up our processes we can give ourselves the best chance to thrive.

Now is the time for Contractors to lead.

Nelson Marlborough Branch

In the latter part of 2025, our region wasn't setting any records—activity was steady rather than spectacular.

Chair: Luke Donaldson

Work continued to tick over, driven by the occasional council job coming to market, a handful of residential developments progressing through approvals and early delivery phases, and some commercial opportunities emerging for contractors positioned to move quickly.

As we moved into the back end of the year, councils started releasing a higher volume of tenders and kicking off several major projects. At the same time, private developments accelerated- particularly as teams pushed to take advantage of the summer construction window, so the market shifted from isolated opportunities to a more consistent run of work across multiple sectors.

That combination has clearly turned the tide. The consensus on the ground is more positive, and the forward indicators (including enquiry levels, procurement activity, and projects moving from planning into delivery) support the view that the region is trending upward.

A few of us recently attended the Election Manifesto Workshop in Nelson, and many of the challenges raised there felt very familiar. The themes were consistent with what we're hearing across the country.

From a contractor perspective, the key change is pipeline visibility: most players are now seeing enough forward work to plan resourcing with more confidence, rather than simply reacting job-to-job. While costs, lead times, and uncertainty with what is happening overseas can still influence programme risk, the current mix of public and private work suggests a healthier, more sustainable run-rate for the foreseeable future.

Councils are generally proactive at signalling what's in the near-term pipeline, which helps with planning, but experience tells us that programmes can move quickly when priorities shift. Changes in funding settings, political direction, or internal reallocations can all result in projects being deferred, descoped, or redirected into other areas with little notice.

The June/July 2025 floods placed significant strain on communities, disrupting daily life and damaging critical infrastructure. In response, contractors mobilised quickly, working tirelessly to restore essential services and infrastructure. In times like these, we see the true strength of our regional relationships, with everyone pitching in and helping each other.

While the local market is tracking well at present, I still see a degree of uncertainty around how long the current upcycle will hold. We're focused on making sure members are getting real value from their membership, mainly by bringing people together through events and guest speakers. We also made a point of better connecting with the Marlborough contingent this year, with a committee meeting followed by a dinner in Havelock.

Our awards night last year was a big success—packed room, great atmosphere, and some very worthy winners. It's still a decent undertaking to pull off, but we've already got a strong subcommittee in place for the 2027 awards, and the workload is being shared well across the team.

We've also added a fishing competition and a golf day to the annual calendar, and both got awesome feedback in year one—so Jack has his hands full making them bigger and better next time.

Member numbers for our Nelson Marlborough Branch have remained fairly steady over the past year. One challenge we're working through is the cost of putting events on for the branch, so we're taking a look at what feels fair and reasonable to charge for some of them going forward.


I AM HOPE

Canterbury Westland Branch

The past year has continued to test our industry, with ongoing economic pressure and constrained project pipelines across the region.

Chair: Harley Haywood

Despite this, our branch has remained resilient and focused on supporting members through a challenging and highly competitive environment. While there are early signs of cautious optimism heading into the next period, the reality on the ground remains tough, particularly for small to medium contractors. Our focus continues to be on advocacy, engagement, and ensuring the branch delivers real value to members during this period.

CCNZ Canterbury Westland Branch remains in a strong position overall. We continue to benefit from an engaged and committed committee, with solid participation across meetings and events. The branch has a healthy balance sheet and stable cash position.

We have continued to invest in initiatives that support the industry and our members, which may impact short-term profitability but are important for long-term value. These include events, engagement activities, and industry-focused programmes. From a membership perspective, numbers have remained stable, which is a positive outcome given the current market conditions. Retention has been strong, reflecting the value members see in being connected during a difficult cycle.

Our committee continues to perform well, with strong leadership and a number of great initiatives delivered throughout the year. This includes well-attended social events and networking evenings featuring keynote speakers, which have added real value to our membership and strengthened industry connections.

Market conditions across Canterbury/Westland remain highly competitive, and we're in a challenging time. The local contracting environment continues to experience significant pressure, with a large number of businesses competing for a limited pool of work. The broader market environment remains a challenge for all members.

We are still seeing ongoing saturation in the market, particularly at the SME level, aggressive pricing and margin compression across tenders, larger contractors continuing to move into smaller project spaces, and an inconsistent pipeline of work, with no clear long-term certainty.

This has created a challenging environment, with heightened competition and increasing strain on businesses. While there is some expectation of improvement, confidence remains cautious, and the market has yet to show any meaningful recovery.

Our achievements include continued strong attendance and engagement across branch events, maintenance of a stable and active membership base despite market pressures.

Encouragingly, our increased engagement with key stakeholders such as ECan and Christchurch City Council is starting to deliver more constructive conversations and practical outcomes for the industry. These relationships will remain a key focus moving forward.

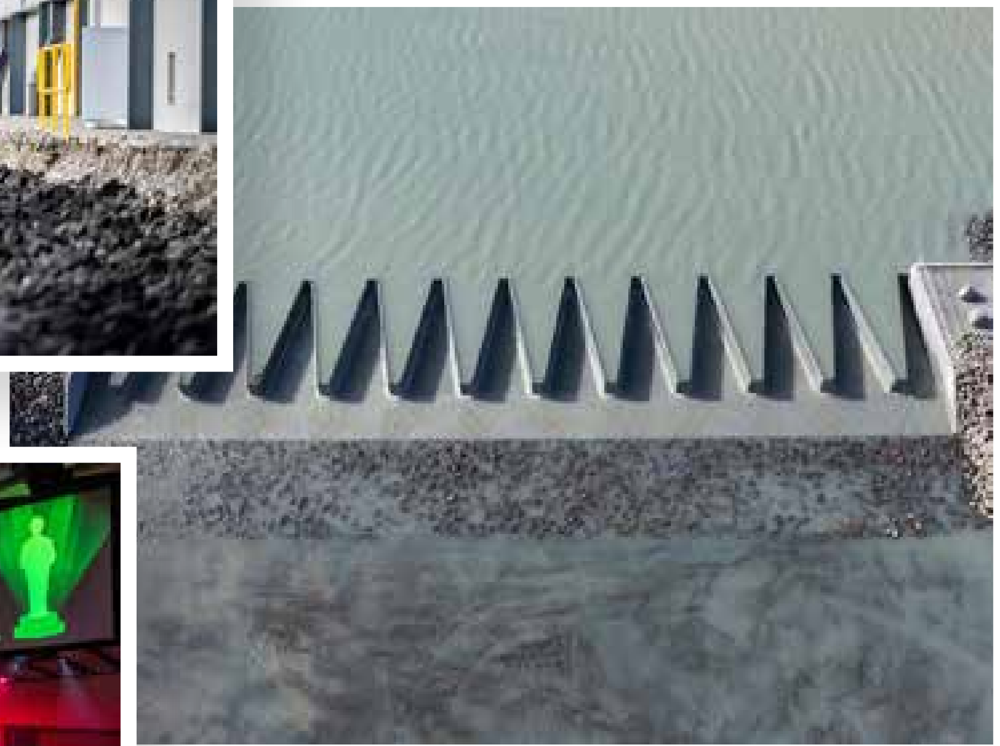
We have worked hard to strengthen engagement with Environment Canterbury (ECan), including positive discussions around hydro-vac dumping solutions and opportunities for the reuse of uncontaminated materials.

Improved and more consistent engagement with Christchurch City Council is another focus, and we have established regular monthly meetings to collaboratively address key industry issues. We're making progress on key technical advocacy, including discussions around the requirement for batch testing of PE pipe and fittings, with the aim of reducing unnecessary cost burdens.

And for members, we are delivering high-quality networking events and speaker sessions, adding value to members and fostering stronger industry connections.

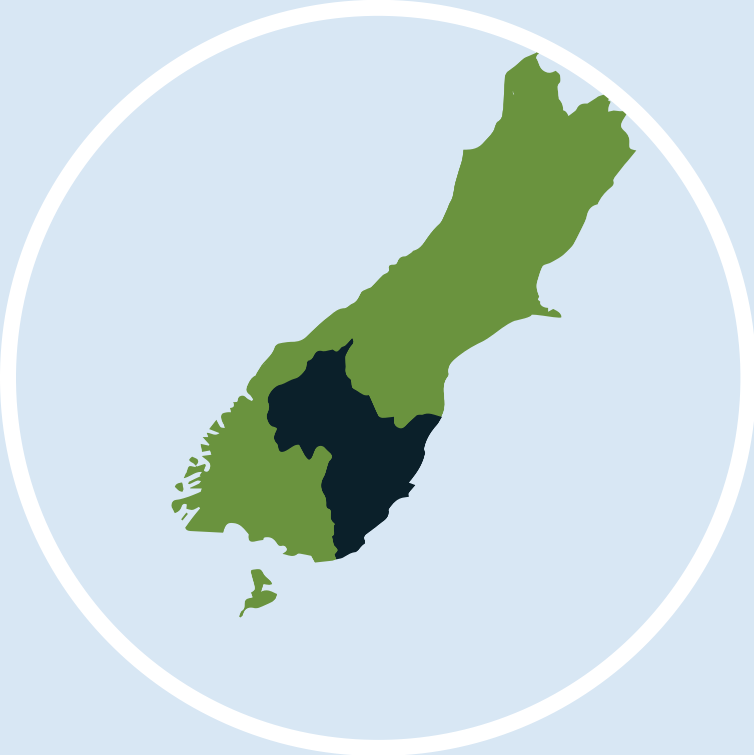
Our priority continues to be supporting members through this period, advocating for improved project visibility and pipeline certainty, and maintaining strong engagement across the sector.

While the current environment is difficult, the resilience of our branch and its members gives confidence that we are well positioned for when conditions begin to improve.



Otago Branch

CCNZ Otago has been through some changes since the last branch report. I have been appointed for an interim term, until the Branch AGM in July 2026.



Chair: Anna Pawsey

With the resignation of Otago Branch Secretary, Nicola Darling, I have picked up this role also. Yes, I will be busy, but the current intention is to bring another committee member up to speed in order to take over the Chairperson's role from our 2027 AGM. We will see what that looks like in the coming months, and I would like to thank Nicola for her time in the committee.

There has been a lot of contact with the committee via email and phone calls and a good calendar of events and 'Contractor Catch Ups' has been scheduled. The committee is in a good space and I believe we are all engaged with the new direction. Members can look forward to some direction and focus in the coming months.

The Otago Committee have also been reaching out to all our members who are contractors to ask them how they're doing. What do they need from CCNZ, feedback, and issues they have or support that they might need. The committee will be coming back to the next meeting with a summary of the contractors they contacted. I'm hoping this will give us a good scope for next steps and to continue close engagement with our members. This approach has already helped with the attendance of members at our first Contractors Catch Up in April.

Dunedin's civil construction pipeline remains strong, underpinned by major long term investment in the city's core infrastructure. A significant portion of upcoming and ongoing work is driven by the Dunedin City Council's extensive Three Waters renewals programme, upgrade initiatives that includes modernising six water treatment plants, three wastewater treatment plants, and thousands of metres of new or renewed water, stormwater, and wastewater pipelines across the city.

These local upgrades sit within a broader national construction outlook that forecasts a lift in civil and infrastructure activity from 2026 onward, as New Zealand's construction sector trends upwards following a period of contraction. The National Construction Pipeline Report highlights growing infrastructure intentions across local and central government over the next six years, reinforcing a positive market environment for civil contractors operating in Dunedin and the wider Otago region.

Together, these long term water network upgrades and the improving national infrastructure forecast indicate a stable and sustained pipeline of civil construction work in Dunedin—supporting city growth, modern service delivery, and resilience of essential public assets.

Central Otago's civil construction pipeline continues to grow steadily, driven by essential infrastructure upgrades and long term regional planning. Recent projects led by the Central Otago District Council include major water main renewals in Alexandra—such as the Bridge Hill rising main and Enterprise Street upgrades—which replace ageing assets to improve network reliability and future proof the town's water supply.

There are also some very exciting projects that are coming up across the region, by private developers. One of them has just been fast tracked at Government level, which is the Cable Car from Kingston to Queenstown. This will see a number of contractors being able to pick up work from these areas of construction also.

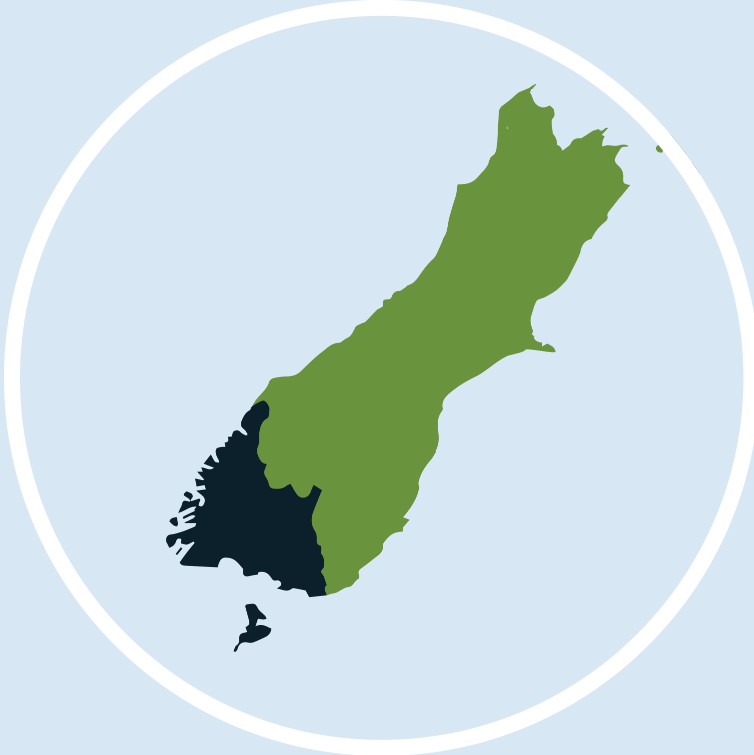
Financially we are stable. We are very fortunate to have many members and associates that are happy to support us financially when we reach out to them.

We are facing some challenges as an industry at present, with the fuel crisis impacting supply and demand and how we manage escalating costs. This is also impacting supply of materials such as pipes, and perhaps contributing to an inconsistent pipeline of work coming to tender.

At the moment I feel like we are in a settling period with a renewed Otago focus on our members and their engagement. We are looking forward to our annual awards evening being held at the Dunedin Town Hall in July. This is always a wonderful showcase and celebration of the civil construction industry throughout our region.

Thank you to the committee for giving up their time to be a part of this committee. I feel we have a dynamic team now that are ready to get the branch back on track.

Southland Branch



Chair: Chris Gibbs

It has been a year of cautious optimism for civil contractors in the south – right up until the last month, when Donald Trump managed to rattle global markets again and remind us how exposed we are to offshore shocks.

Despite that late wobble, most of 2025/26 has felt more balanced than the last few years: not a boom, but a steady flow of work, clearer national infrastructure signals, and some genuinely exciting long term projects lining up in Southland.

The branch remains in solid health for a small, contractor-focused region, with good engagement from members and associates across Southland. We are not a big branch in numbers, but we punch above our weight in terms of participation and the breadth of contractors represented – from small family operators through to larger outfits covering roading, drainage, structures and aggregates.

We also continued our careers and schools' outreach through events like SBHS trades and Girls in Trade, making sure local young people can see civil contracting as a real, long-term career path here in Southland. That work is not glamorous, but it is critical if we want operators, supervisors and project leaders five to ten years from now instead of another round of "we can't find people."

For most of 2025/26, the local market has felt like a careful climb out of the downturn: enough work around to keep contractors going, but not enough to let anyone get complacent. Councils are still focused on core roading and three-waters maintenance and renewals, trying to keep ageing assets functioning while dealing with rising construction costs and ratepayer pressure. That means a lot of meat-and-potatoes work for our members – pavement rehab, resurfacing, minor safety, drainage, small renewals – and fewer "big shiny" projects in the public eye.

Nationally, the new 30 year infrastructure planning and pipeline work gives more certainty about where government intends to spend on roads, water and resilience, but there is still a gap between those glossy diagrams and a smooth, predictable tender stream in Southland. Contractors are still seeing lumpy release of work, short tender windows and bunching of projects, which makes it harder to manage plant, people and pricing in a sensible way.

On the private side, development remains cautious, reflecting a patchy national property market, higher finance costs and uncertainty around timing of infrastructure upgrades. There are still minor subdivision and industrial jobs coming through, but they tend to be tightly priced and sensitive to interest-rate headlines, so contractors are watching their margins carefully.

A big positive shift for Southland this year has been the progress on the Datagrid AI focused data centre campus near Invercargill, with associated plans for a trans Tasman subsea cable linking us directly to Australia. It's early days, but a project of that scale will drive enabling works, roads, drainage, platforms and utility upgrades. It signals our region is 'on the map' as a serious digital and energy hub, rather than just the end of the line.

Fonterra's $150 million expansion at the Edendale dairy factory has been a major feature, as has the proposed Southland Wind Farm near Wyndham. We had a useful NZTA visit during the year to talk about the evolving delivery chain (IDC type thinking) and how future programmes might be structured. The key message is simple: make sure regional contractors are part of the conversation and the solution, not just spectators to national delivery models decided somewhere else.

Branch finances remain sound. Subsidising social events, info nights and careers activities does cost, but it is this sort of investment that keeps the branch active and relevant for contractors. In 2025/26 we ran a full programme of committee meetings, social events and information nights, including bowls, ten-pin bowling, and a mid-year AGM.

Off the back of our very successful bi-annual awards night in August 2025, there has been a noticeable lift in pride and profile around the local civil contracting industry. These gatherings give members a chance to step out of the cab, catch up and talk honestly about workload, staff and where the opportunities and pain points are.

Overall, 2025/26 has felt like the year where Southland civil contracting moved from hanging on to starting to look ahead again. Between national infrastructure planning, local industrial and energy projects, and our own efforts on events and careers, there is enough on the horizon to be cautiously optimistic – provided central and local government follow through and global turbulence does not knock us off course again.

As a branch we will keep doing what we do best: bringing contractors together, building practical relationships with clients and partners, and making sure Southland is at the table when decisions are made about where and how the country invests in its roads and infrastructure

At the moment I feel like we are in a settling period with a renewed Otago focus on our members and their engagement. We are looking forward to our annual awards evening being held at the Dunedin Town Hall in July. This is always a wonderful showcase and celebration of the civil construction industry throughout our region.

Thank you to the committee for giving up their time to be a part of this committee. I feel we have a dynamic team now that are ready to get the branch back on track.

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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.

Contractor membership list

CCNZ contractor members by turnover

$0 - $1 million

AA Contracting
Alex Field
Southern Lakes Tactiles
Allens United Waikato 1986
Anchor Tech
Aoraki Civil
AreaTech 2025
Artisan Paving
ATD Services
Digger Up
B Pull & Sons
BC Drainage & Excavation
Beeby Contracting
BH Water Solutions
Billington Transport
Black Axe Contracting
Blenkiron Bros
BTB Group
BOP Civil
Bowe Brothers Excavating
Brian Hoffmann
Broomhall Drainage + Civil
Brough Earthworks
Brownell Earthmoving
BT Earthworks
BTR Drainage & Earthworks
Cape Mowing
Carran Scott Contracting Co
Cathodic Protection
CCA Earthmoving
Central Demolition
Chris Gommans Contracting
Civil Works Taranaki
Coreflow Plumbing & Civil
Crooks Contracting
CSH Contracting
D A McNeil
Dempseys Contractors
Diggs
Dign4u
DITRAC
Done Rite Contracting
Doug Hood Mining
Doug Symons Contracting
Drapers Earthmoving
DSH Contracting
Duncan Earthworks
Dynamic Pipeworks
Earth Stability
Edge Civil
Erix Contracting
Excav8
Fox Earthmovers
Frontline Civil
Gallagher Civil
Garden City Drainage & Civil
Baywide Dingos
Gecko Hire
Geoff Jukes Contracting
G-Force Pools & Contracting
Graffiti Doctor
Greenstone Concrete & Asphalt
Greg Inch Earthmoving
Ground Pro
Hatuma Lime Contracts
Headstart Pavements & Excavations
Hirst Civil & Cartage
Hodder Contracting
Hollands Excavation
HR Civil
HCG Construction & HCG Concrete
Cutters
Hydroweld
Independent Contractors
James Lux Developments
Jared Bing Contracting
JKay Civil
John Fletcher Contracting
Kaisar Construction
Kawarau Construction
Kedzlie Contracting
Keene Krib 2000
Kerepehi Transport
King Road Contracting
KLW Earthworks
Kodesign Building Services
Kreisel Contracting (1988)
L C Earthworks
Lambe Construction
Lanco Ex
L& & Construction Contractors
Leslie Bros Contracting
Levelling Solutions
M W Lissette
MAG Civil Construction
McDonald Contracting & Construction
McEwan Haulage
Megaworx
Mora Earthmoving
Mt Lyford Contracting
Muirhead Contracting
Nelson Civil Construction
Newman Excavations
NextGen Infrastructure
Dropulich Contracting
Noonan Contracting
Northland Mobile Crushing
Octo Group
P & N Siteworks
Paul White
Pavement Treatments
PCC Civil & Cartage
PE Welders
Persson Earthworks
Petco Contracts
Project One Construction
Ranui Construction
Redline Earthworks
RM Fissenden Contracting
Robb & Taylor Contracting
Robert J Mitchell Contractors
RPM Civil
SAL Civil Works
Santo Drainage & Contracting
SBA Civil
Semtex Plumbing & Civil
Shark Contracting HB
SJH Pipelines
SM Civil
Southwater
CCL Construction Contracting
Steep Works
S George Contracting
StrongVac
Swale Earthmovers
T J Contracting
Te Kahuikaha
Test It
Thompson Engineering (2002)
Tough Terrain
Trass Civil
Trident Earthmoving
Troon Civil
Turbo Traffic
United Tunneling
Victory Civil
Wagstaff Piling
Wells Contracting
West Coast Civil & Earthmoving
Heine's Cartage & Contractors
Wulfpack Civil

$1 - $2 million

A G Hoffman Civil
Able Trucking
Ace Earthmoving
Agile Infrastructure Services
Angus McMillan Concrete
Bay Traffic Management
BDX Group
Bearsley Contracting
BM Contracting
Buckeridge Surfacing & Engineering
Byfords Construction 2014
C W Drilling & Investigation
CS Civil Works
Cameron Contracting 2002
Canterbury Demolition & Earthmoving
Colquhoun Construction
Complete Site Solutions
Compton Civil
Darroch Contracting 2014
Davis Civil
Deverni
Donovan Drainage & Earthmoving
Drum Ex Earthmoving & Cartage
Elevate Civil
Elite Excavations Marlborough
Fahey Contracting
Fissenden Bros
Flo-well Civil
Fraser Hyde Contracting
Gallivan Group
Graham Contractors
HGM Construction
Hi-Viz Traffic Management
HT Contracting
Ian Dick Concrete Contractors
InLine Drainage
Jamieson Earthworks
JC ONeill Contracting
Leathwick Earthmoving
John Roy Contracting
K2 Kontracting
Kaweka Contractors Hawke's Bay
Kernohan Contractors
Kuru Contracting
Landwork Solutions
Maintex
Mana Civil Contracting
Mansfield Group
Marais Laying
McGuire Drainage & Contracting
McIntyre Construction
MRG Civil
MRT Construction
Next Level Civil
Northern Pipe & Civil
Northland Underground Drilling
Piling & Cranage
Orsborn Road Markers (2024)
P E L Contracting
Professional Excavation
Pryde Contracting
PTL Group
R A Shearing Contractors
Rocka Excavation
Roughan Holdings
RS Cabling
Rutter Civil
Ryal Bush
Rycroft
Sao Contractors
Scott Excavation & Contracting
Shane Gribbon
Shaw Asphalters (2024)
Sierra Delta Civil
Splice Construction
Storm Waters Contracting
TG Civil
Thelin Construction
Three Sixty Civil
Total Siteworks
TPP Contracting
Traffic Management Services
Tuck Civil Services
Whiting Contractors
Williams Drainage & Civil
Wilson & Keen Contracting

Contractor membership list

$2 - $4 million

Acon Industries 2015
Advanced Excavating (2025)
Aidan Kelly Contracting
JR Civil
Allens United Drainage & Earthworks
Alpine Civil
Super Mario Drainage Service
Apes Contracting
APS Civil & Construction 2021
ARC Asbestos Removal & Demolition
ARC Projects
Atlas Infrastructure & Services
B Bullock (2009)
B Christiansen Contracting
Baldwin Asphalts
Bartlett Concrete Placing
Blueskies Civil
Burnside Contractors
C & A Cox
Cassidy Construction
Central Machine Hire
Chambers & Jackett
CHB Earthmovers
Chinnery Construction
Civil Construction Services
Civil Pipelayers
Civil Projects
Clarke Underground
Clements Contractors
Collins & Sons
Contrax (Central)
CT Civil
Darlington Drilling & Piling
Direct Drains
Earthworks Taranaki
EDR Contracting
Egypt
EPL Construction
Evolve Roading
Findlater Construction
Freeflow Drain Specialist
Fuel Installations
Galbraith Earth Movers
Giles Civil
GoodRich Environmental Solutions
Greg Donaldson Contracting
Groundworks Civil Contractors
H & H Contractors
HBRC - Works Group
Henry Adams Contracting
Hubbard Contracting
I & D George Contracting
Independent Kerb & Concrete 2024
iTraffic
J & J Walters
J W Neill Contractors
Jesmond Construction
Johnson Bros
Jones Contracting Queenstown
Kerbco
King Drilling Company
Linton Contracting
Manawatu Traffic Solutions
McCormack Group
Menard Oceania
MWN Civil
Nicholls & Uttinger Civil
Northwater
Not Just Concrete (Nelson)
Oneshot Earthworks
Opie Contractors
PTD Civil
Pidgeon Contracting
Pro Magma Co
ProTraffic
Puna Wai Civil
Red Dell
Roading & Building Cartage
Austin Contracting
Sen Ventures
Siteworks
Skevingtons
Slick Civil
Sollys Contractors
STMSNZ
Sub Surface Detection
Supreme Site Works
Tairawhiti Contractors
Tascon Civil Construction
Te Aratika Infrastructure
TPM Civil
Tree Trim & Earthworks
Truman Earthworks
Universal Underground
SCL Civil Works
Veza Drainage & Civil
Vortex Contracting
Waikato Post Ramming
Waitohu
Wanaka Civil
Williamson Earthmoving
Wilson Contracting

$4 - $6 million

Action Civil
Advanced Siteworks
Almond Contractors
Blackley Construction
Bond Earth Works
Cargill Contracting
CDS New Zealand
Civil & Landfill Construction
C J Industries
Cloutman Brothers Mining & Dredging
CSL Tauranga
Daniel Renshaw Drainage
Dodge Contracting
Duyvestyn Drainage
E & J Contractors
Emmetts Civil Construction
Goodrick Contracting
Graham Civil Contractors
Graham Harris
Hoult Contractors
Juno Civil
JWI Earthmoving
KB Contractors
Kenai
Letton Kerb & Channel
Loveridge
Maungatua Contracting (Wanaka)
McDonough Contracting
Morepork Trenching
Parata
Pro Civil Construction
Proarbore
RB Civil
Ritchie Civil
Ryan Contractors
Siteworx Northland
Smythe Contractors
Southeys Group
Stopforth Contracting
Tasman Civil
Te Anau Earthworks
The Excavation Company
Tuffnell Drainage
Warren Fowler Earthmovers
XTREME Contracting

$6 - $10 million

Abseil Access
Andrew Haulage 2011
Asphalt & Construction
Avada Group
Bassett Plumbing & Drainage
Blake Civil Construction
Bob Hick Earthmoving
Bridge It
Ching Contracting
Coastal Digger Services
Construction Contracts
Cranswick Enterprises
Currie Construction
Delta Contracting
Donaldson Civil
E N Ramsbottom
Earthworx 2012
Exaro Contracting
Feary Group
Grant Hood Contracting
Griffiths Drilling
Halverson Civil
HydroVac
JCL Asphalt
Johnston Civil
Central TTM
Kerry Drainage & Civil
Legacy Contracting
Libbet
Maugers Contracting
McKenzie & Parma
Men at Work
Moore Construction
North Drill
Petrotec Services
PipeTech
Pipeline & Infrastructure (North)
Pritchard Civil
Robinson Asphalts
Rock Control
Rosco Contractors
Smith Crane & Construction
Stewart Civil
Tarbotton Land & Civil
T C Nicholls
Tirau Earthmovers
Toa Civil Construction
Topline Contracting
Tracks

Contractor membership list

$10 - $25 million

ACM (2022)
Ashburton Contracting
B G Contracting
Bay Civil
Maxion Civil
Bryce O'Sullivan Contracting
Ceres New Zealand
Clearwater Civil
Colas
Contech
Glasgow Contractors
Dormer Construction
E Carson & Sons
Earthwork Solutions
Evergreen Landcare
Faulks Investments
G P Friel
Geovert
Groundfix
Ground Services
GT Civil
H Blackbee Contractors
HES Earthmoving
Hibiscus Contractors
Hopper Construction
Hunter Civil
Loaders Civil
Inframax Construction
J & R Contracting
J Swap Contractors
Kumanu
MAP Projects
March Construction
MBD Contracting
Mike Edridge Contracting
Multi Civil Contractors
Offshore Plumbing Services
PCL Contracting
Seay Earthmovers
Steve Bowling Contracting
T8 Traffic Control
Taggart Earthmoving
TDM Construction
Tūpore Infrastructure
Utilities Infrastructure
Vac U Digga 2022
Veolia New Zealand
Wellington Pipelines
Westroads
Whitestone Contracting
Wilson Contractors (2003)

$25 - $50 million

Apex Water
Connell Contractors
Contrax
Hiway
ICB Civil Construction
KB Contracting & Quarries
MS Civil Construction
Pipeline & Civil
Quality Roading & Services (Wairoa)
Ross Reid Contractors
Schick Civil Construction
Seipp Construction
Taylors Contracting Co
Traffica Roading Services
TW & Civil Infrastructure
Waiotahi Contractors

$50 - $100 million

Abergeldie Complex Infrastructure
Acciona Construction New Zealand
CB Civil & Drainage
Goodman Contractors
SouthRoads
Spartan Construction
United Civil Construction

$100 million +

CORDE
CPB Contractors
Downer
Fletcher Construction Company
Fulton Hogan
Ghella
HEB Construction
Isaac Construction
McConnell Dowell Constructors
Ventia Operations

Staff

The National Office team has been through a significant transition throughout the year. We have built a strong and experienced team that works together well for the benefit of members.

Staff as of 31 Mar 2026:

National Office

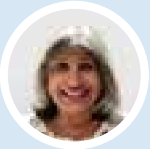
Alan Pollard
Chief Executive

Fraser May
Communications and Advocacy Manager

Arne Corrie-Johnston
Technical Strategy & Engagement Manager

Nicola Hakes
Membership and Events Manager

Rebecca Fox
Workforce Development Manager



Geeta Unka
Accounts

Calum Twist
Northern Regional Manager

Grant Radovanovich
Central Regional Manager

Eve Cooper
Southern Regional Manager

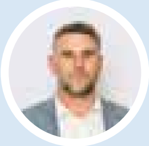
Heather Clayton
Office and Civil Trades Administrator

Kallum Best
Marketing and Design Executive

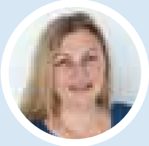
Shreyas Gandhi
Accounts

Executive Council

David Howard
President



Jeremy Dixon
Vice President



Bailey Gair
Past President

Paul Bisset
Executive Councillor

Mark Evans
Executive Councillor

Paul Buetow
Legal Advisor (Ex officio)

Greg Lumsden
Executive Councillor

Bart Mulder
Executive Councillor

Adam Plimmer
Executive Councillor

Kerry Watkins
Executive Councillor

Gary Richardson
Associate Executive Councillor

Financials $

CCNZ remains in a strong financial position. The Group after tax surplus for the year ended 31 March 2026 was $1,033,117.

However, this result is primarily due to a gain on the disposal of Margan House during the year of $1,154,721. Without this gain on sale, the Group result would have been a deficit of $121,604.

An increase in trading, or exchange, revenue over 2025 was largely driven by increases in conference and events income, while membership subscriptions were relatively static despite challenging market conditions. Conference and function expenses, along with industry projects and salaries, largely drove the increase in expenses.

Collectively our branch network made a loss of $1,376 for the year, with four branches recording surpluses and eight recording losses. However, branch balance sheets report a satisfactory level of equity.

Contrafed Publishing Ltd, which owns and publishes Contractor, Local Government, and Quarrying and Mining magazines, made a pre-tax surplus of $73,000, a very pleasing result despite the very real difficulties that the media sector is facing. CCNZ owns 83.27% of Contrafed, which is proving to be a solid investment.

The Group balance sheet is strong, with a working capital ratio (current assets/ current liabilities) of 5.7. This ratio reflects liquidity, and a range of 2.0 to 2.5 is considered prudent.

Group equity of $5,349,055 represents an increase of $1,023,397 over the same period last year, again primarily due to the sale of Margan House.

The move from Margan House

Margan House has been the home of the Contractors Federation and subsequently Civil Contractors New Zealand since the late 1960s.

Named in honour of Noel “Baldy” Margan, located next to the American Embassy in Thorndon, Wellington, and uniquely art deco in design, Margan House has hosted members, politicians and officials during industry highs and lows. Unfortunately, the building no longer met the needs of the association, and at a Special General Meeting in November 2021, members approved the Executive Council selling Margan House on the condition that the funds were used to purchase alternative premises to be CCNZs long-term home.

Margan House was subject to a Sale and Purchase Agreement in September 2022, with initial settlement due 5 May 2023. After several settlement extensions were granted, 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. CCNZ entered into a new Sale and Purchase Agreement early in 2025, with settlement occurring in July 2025. The sale price was $2.1m. CCNZ subsequently remained a tenant until new premises were found.

As there was a shortfall between the sale price included in the cancelled agreement, and the agreement completed in 2025, CCNZ has been pursuing the defaulting purchaser for that shortfall. After balance date, we learned that the defaulting purchaser has since been the subject of bankruptcy proceedings. We have lodged a claim with the official assignee to protect our interests.

CCNZ purchased new premises at 33 Kaiwharawhara Road, Wellington in January 2026 for $1.5m (GST inclusive). These modern offices provide a long term safe and healthy home for the CCNZ team as our new national headquarters.

Civil Contractors New Zealand Incorporated
Financial statements
for the year ended 31 March 2026

Contents

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 2026, 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 2026, and (of) its financial performance,
- and its cash flows for the year then ended; and
- the service performance for the year ended 31 March 2026 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
23 July 2026

CCNZ Statement of Service Performance 2025-26

Key measurement metrics

• **Measure**: By December 2025, have conducted consultations with all 6 political parties in parliament.
  ○ Partially achieved. CCNZ hosted ten formal meetings with five of the political parties in parliament. No response received from one party. (*2024-25: Seven formal meetings across two political parties*)
 	
• **Measure**: By July 2025 have published an agreed advocacy and influence policy.
  ○ Achieved. The CCNZ Government Relations Strategy was published and shared with CCNZ Branches in July 2025 (*2024-25: Communications and Advocacy Strategy developed*)
 	
• Measure: By August 2025, provide all branches with a toolkit of templates and
	• **Measure**: By June 2026 have achieved the changes we seek in the immigration pathway
	  ○ Partially achieved. CCNZ has increased influence in immigration policy supported establishment of a Construction Forum with Immigration NZ, and contributed to changes in trades and technician pathways, but this is a highly detailed space. (*2024-25: Met with Immigration Minister and officials to provide input)*
	
	• **Measure**: By December 2026 have implemented the outcome of the government's vocational education reforms
	  ○ In progress. CCNZ contributed heavily, engaged with the Minister, made several submissions and secured key relationships in the
		• **Measure**: By June 2025, conduct a member needs assessment to identify priority areas for technical support and improvement
		  ○ The member needs assessment was initiated in June 2025, conducted from July to September 2025, and presented to members in November 2025. The new structure was implemented in early 2026. (*2024-25: new measure from 25-26 Strategic Plan, no 24-25 baseline for comparison*)
		
		• **Measure**: Deliver up to date technical resources to support the outcomes from the needs assessment
		  ○ Ongoing. This work is being carried out by committees created through outcomes of the needs assessment, and the work of the CCNZ Technical Strategy
			• **Measure**: By November 2025, implement a marketing and promotion strategy for events
			  ○ Ongoing. Any strategies should be reviewed and implemented annually.
			  ○ CCNZ National Conference and National Excavator Operator Competition strategies are reviewed and implemented annually.
			  ○ No overarching marketing and promotion strategy for branch events.
			  ○ (*2024-25: Conference and National Excavator Operator Competition reviewed annually*)
			
			• **Measure**: By December 2025 introduce consistency across branches for meetings and events
			  ○ Ongoing
			  ○ CCNZ Marketing and Design Executive is providing support to

resources to support local advocacy and engagement
  o Achieved. CCNZ Government Relations Strategy published and shared with CCNZ Branches in July 2025, with an instructional session on its use in November 2025 (*2024-25: Communications and Advocacy Strategy developed*)
 	
• **Measure**: Achieve at least 10 engagements annually with politicians and officials
  o Achieved. CCNZ has had at least 10 interactions with politicians and officials. (*2024-25: new measure from 25-26 Strategic Plan, no 24-25 baseline for comparison*)
 	
• Measure: At least six submissions made annually on matters deemed strategically important to the industry
  o Achieved. CCNZ made at least 18 written submissions to
	new structures created through vocational education reform. (*2024-25: new measure from 25-26 Strategic Plan, no 24-25 baseline established*)
	
	• **Measure**: By March 2026 implement an industry promotion campaign to attract workers to the industry
	  o EPIC Careers in Infrastructure continues as the industry's campaign to attract workers to the industry. A downturn through 2024/25 has meant fewer roles to fill with many companies downsizing, so work is in progress to prepare for when more roles are available. Website visits: 9,420 visits from 9,190 users. (*2024-25: 9,839 website visits from 9,714 users*)
	
	• **Measure**: By end June 2025 the Civil Trades Board will set targets for new graduates and new enrolments
		and Engagement Manager
		
		• **Measure**: By March 2026 package a suite of business support resources for members on our website
		  o Revised page added to site 15 August 2025. Two new member benefits have been added since page creation. (*2024-25: new measure from 25-26 Strategic Plan, no 24-25 baseline for comparison*)
		
		• **Measure**: Achieve a response rate of 30% from the 2025 annual survey of members; 40% for 2026; 50% for 2027
		  o 172 responses from CCNZ members, which is 26.95 per cent of contractor members or 16.24 per cent of overall membership. (*2024-25: 159 responses from CCNZ members, 29 per cent of contractor members, 18 per cent of total 24-25 membership*)
			branch secretaries to improve brand consistency across branch meetings and events.
			  o Draft CCNZ Brand Guidelines have been developed
			
			• **Measure**: By December 2026, increase event attendance by 30%
			  o 730 delegates at CCNZ National Conference 2025
			  o 196 delegates at The Black Art
			  o Data not available for CCNZ branch events.
			  o (*2024-25: 653 in 2024 (15% increase), 194 delegates at Black Art (1% increase)*)
			
			• **Measure**: At least 8 CEO blogs published annually
			  o 23 CEO blogs published in CCNZ's Civil Talk e-newsletter
			  o Twelve CEO editorial columns published in Contractor Magazine
			  o Two CEO editorial columns published in Local Government Magazine

parliament and government agencies and made five verbal submissions to parliamentary select committee. (*2024-25: at least 15 written submissions*)
 	
• **Measure**: Have at least 5 MOUs in place with strategically useful like-minded organisations
    ○ Partially achieved. Reciprocal membership agreements in place with AQA, MinEx, and MATES in Construction in place of MoUs.
    MoU in place with ACE NZ, and MoU proposed with WasteMINZ. (*2024-25: no change)*
 	
• **Measure**: Achieve at least 2 media mentions (press releases and interviews) each month
    ○ Achieved. CCNZ issued 39 media releases, and was mentioned in more than 100 mainstream media articles through
	○ Targets set 17 February 2026. (*2024-25: new measure from 25-26 Strategic Plan, no 24-25 baseline for comparison*)	• **Measure**: Achieve an 80% positive satisfaction rate in the 2025 member survey; 85% in 2026; 90% in 2027
		    ○ 77 per cent (members rating CCNZ membership value as 'extremely valuable', 'very valuable' or 'valuable') (*2024-25: 72 per cent*)
			○ (*2024-25: 23 CEO blogs in Civil Talk, 12 editorial columns in Contractor Magazine, one column in Local Government Magazine*)
			
			• Measure: By July 2026, introduce a member app to bring real time member engagement
			    ○ In progress. CCNZ has now initiated an IT Roadmap to explore how all systems (CRM, website, proposed app) can be integrated to deliver and support a successful and user friendly outcome.
			    ○ (*2024-25: new measure from 25-26 Strategic Plan, no 24-25 baseline for comparison*)
			
			• **Measure**: Branches to host at least 4 high profile events annually (i.e., awards, REOC, client meeting)
			    ○ CCNZ branches ran 143 events throughout the year, of varying profile, ranging from

the year (*2024-25: 44 media releases, more than 100 mainstream media articles*)			high-profile awards and regional excavator operator competitions to social events. ○ Each branch ran a minimum of four events ○ (*2024-25: 126 branch events, not all branches ran four events*)

Civil Contractors New Zealand Incorporated
Statement of comprehensive income
For the year ended 31 March 2026

	Notes	Group 2026 $	Group 2025 $	Parent 2026 $	Parent 2025 $
Revenue	4	**6,076,836**	5,742,497	**4,864,185**	4,533,623
Other gains - net	10	**1,154,721**	185,792	**1,154,721**	185,792
Publishing related expenses		**(681,262)**	(666,203)	**-**	-
Depreciation & amortisation	5	**(24,182)**	(19,876)	**(20,948)**	(14,812)
Other expenses	5	**(5,644,293)**	(5,002,139)	**(5,123,235)**	(4,473,292)
Finance income (costs) - net	6	**170,856**	210,309	**152,930**	182,106
Surplus before income tax		**1,052,676**	450,380	**1,027,653**	413,417
Income tax expense	7	**(19,559)**	(33,089)	**-**	-
Surplus from continuing operations		**1,033,117**	417,291	**1,027,653**	413,417
Surplus is attributable to:					
Equity holders of Civil Contractors New Zealand Incorporated	16	**1,024,109**	403,153		
Surplus attributable to non-controlling interest		**9,008**	14,138		
		1,033,117	417,291		
Total comprehensive revenue and expenses for the year is attributable to:					
Equity holders of Civil Contractors New Zealand Incorporated	16	**1,024,109**	403,153		
Surplus attributable to non-controlling interest		**9,008**	14,138		
		1,033,117	417,291		

For and on behalf of the Board.

President

Date: 23/7/26

Chief Executive Officer

Date: 23/7/2026

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

Group	Reserves	Retained earnings	Non-controlling interest	Total equity
	$	$	$	$
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
Balance as at 1 April 2025	417,584	3,797,163	110,911	4,325,658
Surplus for the year	-	1,024,109	9,008	1,033,117
Transfer of revaluation reserve	(417,584)	417,584	-	-
Dividends paid	-	-	(9,720)	(9,720)
Balance as at 31 March 2026	-	5,238,856	110,199	5,349,055

Parent	Reserves	Retained earnings	Total equity
	$	$	$
Balance 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
Balance as at 1 April 2025	417,584	3,275,801	3,693,385
Surplus for the year	-	1,027,653	1,027,653
Transfer of revaluation reserve	(417,584)	417,584	-
Balance as at 31 March 2026	-	4,721,038	4,721,038

	Notes	Group 2026	Group 2025	Parent 2026	Parent 2025
		$	$	$	$
Total recognised income and expense for the year is attributable to:					
Members of Civil Contractors New Zealand Incorporated	16	**1,024,109**	403,153	**1,027,653**	413,417
Non-controlling interest		**9,008**	14,138	**-**	-
		1,033,117	417,291	**1,027,653**	413,417

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

	Notes	Group 2026 $	Group 2025 $	Parent 2026 $	Parent 2025 $
ASSETS					
Current assets					
Cash and cash equivalents	8	**1,252,169**	1,178,430	**1,081,124**	981,677
Trade and other receivables from exchange transactions	9	**462,830**	393,703	**267,206**	231,116
Inventories		**15,394**	20,737	**15,394**	20,737
Current tax receivables		**48,949**	35,981	**8,326**	5,600
Term deposits		**2,901,486**	2,261,113	**2,501,486**	1,861,113
		4,680,828	3,889,964	**3,873,536**	3,100,243
Non-current assets classified as held for sale	10	**-**	888,415	**-**	888,415
Total current assets		**4,680,828**	4,778,379	**3,873,536**	3,988,658
Non-current assets					
Property, plant and equipment	11	**1,383,389**	31,650	**1,377,580**	24,771
Intangible assets	12	**95,162**	59,901	**75,162**	39,901
Shares in Contrafed		**-**	-	**22,400**	22,400
Deferred tax assets	13	**10,388**	11,448	**-**	-
Total non-current assets		**1,488,939**	102,999	**1,475,142**	87,072
Total assets		**6,169,767**	4,881,378	**5,348,678**	4,075,730
LIABILITIES					
Current liabilities					
Trade and other payables	14	**721,265**	529,139	**538,622**	363,481
Income in advance		**99,447**	26,581	**89,018**	18,864
Total current liabilities		**820,712**	555,720	**627,640**	382,345
Total liabilities		**820,712**	555,720	**627,640**	382,345
Net assets		**5,349,055**	4,325,658	**4,721,038**	3,693,385
EQUITY					
Reserves	15	**-**	417,584	**-**	417,584
Retained earnings		**5,238,856**	3,797,163	**4,721,038**	3,275,801
		5,238,856	4,214,747	**4,721,038**	3,693,385
Non-controlling interest		**110,199**	110,911	**-**	-
Total equity		**5,349,055**	4,325,658	**4,721,038**	3,693,385

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

	Notes	Group 2026 $	Group 2025 $	Parent 2026 $	Parent 2025 $
Cash flows from operating activities					
Receipts from customers		**6,104,597**	5,814,770	**4,870,554**	4,510,336
Payments to suppliers and employees		**(6,157,319)**	(5,667,175)	**(4,961,098)**	(4,489,001)
Interest received		**170,856**	210,309	**152,930**	182,106
Net income taxes paid (received)		**(31,467)**	(71,189)	**(2,726)**	-
Net GST received (paid)		**4,696**	(32,542)	**(2,342)**	(16,265)
Net cash inflow from operating activities		**91,363**	254,173	**57,318**	187,176
Cash flows from investing activities					
Payments for property, plant and equipment	11	**(1,367,619)**	(11,711)	**(1,365,455)**	(4,132)
Payments for purchase of investments		**(640,373)**	(168,481)	**(640,373)**	(68,481)
Proceeds from sale of non-current assets classified as held for sale		**2,043,136**	-	**2,043,136**	-
Payments for intangible assets	12	**(43,563)**	(21,647)	**(43,563)**	(21,647)
Dividends received		**515**	490	**48,384**	80,640
Net cash inflow / (outflow) from investing activities		**(7,904)**	(201,349)	**42,129**	(13,620)
Cash flows from financing activities					
Dividends paid		**(9,720)**	(16,200)	**-**	-
Net cash outflow from financing activities		**(9,720)**	(16,200)	**-**	-
Net increase in cash and cash equivalents		**73,739**	36,624	**99,447**	173,556
Cash and cash equivalents at the beginning of the financial year		**1,178,430**	1,141,806	**981,677**	808,121
Cash and cash equivalents at end of year	8	**1,252,169**	1,178,430	**1,081,124**	981,677

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

1 Summary of material 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 on 15 August 1944 and reregistered under the Incorporated Societies Act 2022 on 10 October 2024.

The financial statements have been prepared in accordance with the requirements of the Incorporated Societies Act 2022.

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 material 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 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 material 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 and 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 material 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:

Land and buildings	2.0%
Furniture, fittings and office equipment	10.0 - 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.

(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 $726,839 (2025: $574,061). 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 $203,515 (2025: $160,737) in relation to unused tax losses, see notes 7 and 13.

3 Financial instruments

(a) Financial instruments by category

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
Financial assets at amortised cost				
Cash and cash equivalents	**1,252,169**	1,178,430	**1,081,124**	981,677
Trade and other receivables	**305,630**	258,392	**121,269**	103,220
Term deposits	**2,901,486**	2,261,113	**2,501,486**	1,861,113
	4,459,285	3,697,935	**3,703,879**	2,946,010
Financial liabilities at amortised cost				
Trade and other payables	**541,247**	369,839	**413,185**	253,316

4 Revenue

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
Exchange revenue				
Services	**457,565**	482,368	**151,671**	159,882
NEOC/REOC income	**133,899**	119,627	**133,899**	119,627
Sponsorship	**226,575**	250,110	**226,575**	250,110
Subscriptions income	**2,670,755**	2,696,971	**2,670,755**	2,696,971
Functions income	**854,927**	688,064	**854,927**	688,064
Awards income	**12,524**	20,405	**12,524**	20,405
Advertising income	**954,607**	965,638	**-**	-
Trade certification income	**62,475**	30,500	**62,475**	30,500
Conference income	**666,185**	476,091	**666,185**	476,091
Sundry income	**11,809**	12,233	**11,790**	11,333
Dividends	**515**	490	**48,384**	80,640
	6,051,836	5,742,497	**4,839,185**	4,533,623
Non-exchange revenue				
Industry project income	**25,000**	-	**25,000**	-
	25,000	-	**25,000**	-
Total revenue	**6,076,836**	5,742,497	**4,864,185**	4,533,623

5 Expenses

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
Depreciation (note 11)				
Land and buildings	**4,261**	-	**4,261**	-
Fixtures and fittings and office equipment	**9,550**	11,088	**6,316**	6,024
Computer equipment	**2,069**	2,292	**2,069**	2,292
Total depreciation	**15,880**	13,380	**12,646**	8,316
Amortisation (note 12)				
Website & software	**8,302**	6,496	**8,302**	6,496
Total depreciation and amortisation	**24,182**	19,876	**20,948**	14,812
Accident compensation levy	**3,862**	3,550	**2,950**	2,057
Accounting fees	**162,426**	154,760	**144,100**	134,025
Advertising & promotion	**63,550**	63,975	**60,397**	44,128
Audit fees	**39,879**	38,474	**30,815**	29,466
Award costs	**12,524**	20,405	**12,524**	20,405
Bad debts	**68,630**	50,564	**64,630**	50,564
Bank fees & interest	**7,436**	7,274	**6,245**	6,343
Branch meeting expenses	**124,586**	141,517	**124,586**	141,517
Careers promotion	**52,074**	57,774	**52,074**	57,578
CEO expenses	**16,902**	14,784	**16,902**	14,784
Conference expenses	**646,500**	563,325	**646,500**	563,325
Contrafed subscriptions	**-**	-	**64,634**	49,214
Council costs	**56,019**	52,629	**56,019**	52,629
Entertainment	**1,245**	1,107	**-**	-
Fringe benefit tax	**44,907**	42,537	**44,907**	42,537
Functions	**842,199**	677,836	**842,199**	677,836
General expenses	**73,799**	57,153	**50,472**	33,306
Hire of plant & equipment	**4,297**	4,451	**-**	-
Industry liaison	**79,103**	71,180	**79,103**	71,180
Industry projects	**165,893**	55,868	**165,893**	55,868
Insurance	**45,608**	45,118	**35,198**	36,878
IT costs	**61,821**	46,391	**44,569**	25,683
Kiwisaver employer contributions	**39,978**	42,030	**39,978**	42,030
Legal & consulting fees	**26,456**	30,073	**26,456**	30,073
N3 Benefits purchases	**27,500**	27,500	**27,500**	27,500
NEOC/REOC expenses	**201,528**	175,344	**201,528**	179,789
Office equipment & maintenance	**67,356**	50,157	**66,770**	49,695
Postage & couriers	**14,518**	18,901	**14,518**	16,459
Power & utilities	**48,685**	60,933	**45,312**	57,810
Printing & stationery	**2,175**	1,954	**-**	-
Publication costs	**17,000**	19,878	**17,000**	19,878
Regional and technical manager expenses	**157,256**	146,038	**157,256**	146,038
Rent	**49,904**	44,848	**-**	-
Roadshow expenses	**40,415**	38,439	**40,415**	38,439
Salaries	**1,955,247**	1,843,141	**1,569,423**	1,475,682
Sponsorship	**87,793**	58,242	**87,793**	58,242
Staff training & recruitment	**81,096**	63,007	**78,462**	60,793
Subscriptions	**67,532**	54,593	**50,488**	39,287
Telephone & internet	**11,499**	10,676	**6,543**	4,232
Trade certification expenses	**44,114**	32,217	**44,114**	32,217
Travel & accommodation	**62,503**	51,525	**51,162**	41,424
Website maintenance	**27,748**	23,705	**13,070**	6,115
Workforce development	**40,730**	38,266	**40,730**	38,266
	5,644,293	5,002,139	**5,123,235**	4,473,292

Travel and accommodation expenses of $41,124 in 2025 have been reclassified from Salaries to Travel & accommodation for both the Group and Parent. This reclassification was made to more accurately present the expense allocations.

6 Finance (income) costs - net

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
Finance income				
Interest income	**(170,856)**	(210,309)	**(152,930)**	(182,106)
Net finance (income) costs	**(170,856)**	(210,309)	**(152,930)**	(182,106)

7 Income tax expense

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
(a) Income tax expense				
Current tax	**18,499**	25,559	**-**	-
Deferred tax (note 13)	**1,060**	7,530	**-**	-
Income tax expense	**19,559**	33,089	**-**	-
(b) Numerical reconciliation of income tax expense to prima facie tax payable				
Surplus before income tax expense	**1,052,676**	450,380	**1,027,653**	413,417
Income tax at 28%	**294,749**	126,106	**287,743**	115,757
Less tax effect of permanent differences				
Non assessable income and expenses	**(275,190)**	(93,017)	**(287,743)**	(115,757)
Income tax expense	**19,559**	33,089	**-**	-
(c) Unrecognised deferred tax balances				
Unused tax losses for which no deferred tax asset has been recognised	**203,515**	160,737	**203,515**	160,737
Unrecognised deferred tax balances	**203,515**	160,737	**203,515**	160,737

8 Cash and cash equivalents

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
Bank balances	**1,252,169**	1,178,430	**1,081,124**	981,677
	1,252,169	1,178,430	**1,081,124**	981,677

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.

The Group and Parent have access to undrawn credit card facilities of $126,000.

9 Trade and other receivables from exchange transactions

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
Trade receivables				
Trade receivables	**264,907**	197,967	**80,546**	42,795
Provision for expected credit losses	**-**	(2,695)	**-**	(2,695)
	264,907	195,272	**80,546**	40,100
Prepayments	**85,169**	68,317	**73,906**	60,902
Accrued income	**40,723**	60,425	**40,723**	60,425
GST receivable	**72,031**	69,689	**72,031**	69,689
	462,830	393,703	**267,206**	231,116

Receivables are non-interest bearing and are generally on terms from 30 to 90 days. As at 31 March 2026, no provision for expected credit losses has been recognised (2025: $2,695). No other receivables were impaired (2025: $nil).

10 Non-current assets classified as held for sale

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
Land and buildings	**-**	888,415	**-**	888,415
	-	888,415	**-**	888,415

The Margan House property was sold during the 2026 year, resulting in a gain on disposal of $1,154,721.

(2025: 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.)

11 Property, plant and equipment

Group	Land and buildings $	Fixtures and fittings and office equipment $	Computer equipment $	Total $
At 1 April 2024				
Cost	-	138,171	40,602	178,773
Accumulated depreciation	-	(109,365)	(36,089)	(145,454)
Net book amount	-	28,806	4,513	33,319
At 31 March 2025				
Cost	-	149,882	40,602	190,484
Accumulated depreciation	-	(120,453)	(38,381)	(158,834)
Net book amount	-	29,429	2,221	31,650
Year ended 31 March 2026				
Opening net book amount	-	29,429	2,221	31,650
Additions	1,323,656	39,818	4,145	1,367,619
Depreciation charge (note 5)	(4,261)	(9,550)	(2,069)	(15,880)
Closing net book amount	1,319,395	59,697	4,297	1,383,389
At 31 March 2026				
Cost	1,323,656	189,701	44,747	1,558,104
Accumulated depreciation	(4,261)	(130,004)	(40,450)	(174,715)
Net book amount	1,319,395	59,697	4,297	1,383,389

Parent	Land and buildings $	Fixtures and fittings and office equipment $	Computer equipment $	Total $
At 1 April 2024				
Cost	-	73,939	40,602	114,541
Accumulated depreciation	-	(49,497)	(36,089)	(85,586)
Net book amount	-	24,442	4,513	28,955
At 31 March 2025				
Cost	-	78,071	40,602	118,673
Accumulated depreciation	-	(55,521)	(38,381)	(93,902)
Net book amount	-	22,550	2,221	24,771
Year ended 31 March 2026				
Opening net book amount	-	22,550	2,221	24,771
Additions	1,323,656	37,654	4,145	1,365,455
Depreciation charge (note 5)	(4,261)	(6,316)	(2,069)	(12,646)
Closing net book amount	1,319,395	53,888	4,297	1,377,580
At 31 March 2026				
Cost	1,323,656	115,725	44,747	1,484,128
Accumulated depreciation	(4,261)	(61,837)	(40,450)	(106,548)
Net book amount	1,319,395	53,888	4,297	1,377,580

12 Intangible assets

Group	Patents and other rights $	Trademark $	Website & Software $	Total $
At 1 April 2024				
Cost	22,892	16,580	71,068	110,540
Accumulated amortisation and impairment	(2,892)	-	(62,898)	(65,790)
Net book amount	20,000	16,580	8,170	44,750
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	20,000	16,580	23,321	59,901
Year ended 31 March 2026				
Opening net book amount	20,000	16,580	23,321	59,901
Additions	-	-	43,563	43,563
Amortisation charge (note 5)	-	-	(8,302)	(8,302)
Closing net book amount	20,000	16,580	58,582	95,162
At 31 March 2026				
Cost	22,892	16,580	136,278	175,750
Accumulated amortisation and impairment	(2,892)	-	(77,696)	(80,588)
Net book amount	20,000	16,580	58,582	95,162

Parent	Trademark $	Website & Software $	Total $
At 1 April 2024			
Cost	16,580	71,068	87,648
Accumulated amortisation and impairment	-	(62,898)	(62,898)
Net book amount	16,580	8,170	24,750
At 31 March 2025			
Cost	16,580	92,716	109,296
Accumulated amortisation and impairment	-	(69,395)	(69,395)
Net book amount	16,580	23,321	39,901
Year ended 31 March 2026			
Opening net book amount	16,580	23,321	39,901
Additions	-	43,563	43,563
Amortisation charge (note 5)	-	(8,302)	(8,302)
Closing net book amount	16,580	58,582	75,162
At 31 March 2026			
Cost	16,580	136,278	152,858
Accumulated amortisation and impairment	-	(77,696)	(77,696)
Net book amount	16,580	58,582	75,162

13 Deferred tax assets

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
The balance comprises temporary differences attributable to:				
Non-current assets classified as held for sale	**-**	(6,666)	**-**	(6,666)
Provisions	**10,388**	18,114	**-**	6,666
Net deferred tax assets	**10,388**	11,448	**-**	-

Movements - Group	**Non-current assets classified as held for sale $**	**Provisions $**	**Other $**	**Total $**
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	(6,666)	18,114	-	11,448
At 1 April 2025	(6,666)	18,114	-	11,448
(Charged)/credited to the statement of comprehensive income	6,666	(7,726)	-	(1,060)
At 31 March 2026	-	10,388	-	10,388

Movements - Parent	**Non-current assets classified as held for sale $**	**Provisions $**	**Other $**	**Total $**
At 1 April 2024	(6,396)	6,396	-	-
(Charged)/credited to the statement of comprehensive income	(270)	270	-	-
At 31 March 2025	(6,666)	6,666	-	-
At 1 April 2025	(6,666)	6,666	-	-
(Charged)/credited to the statement of comprehensive income	6,666	(6,666)	-	-
At 31 March 2026	-	-	-	-

14 Trade and other payables

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
Trade payables	**402,599**	222,703	**307,537**	139,480
Employee entitlements	**155,127**	141,447	**125,437**	110,165
Accrued expenses	**138,648**	147,136	**105,648**	113,836
GST payable	**24,891**	17,853	**-**	-
	721,265	529,139	**538,622**	363,481

15 Reserves

	Group		Parent	
	2026	2025	**2026**	2025
	$	$	**$**	$
(a) Reserves				
Property, plant and equipment revaluation reserve	**-**	417,584	**-**	417,584
Total reserves	**-**	417,584	**-**	417,584

16 Members surplus for the year

	2026 $	2025 $
National Office		
Surplus before branch levies	**858,516**	537,537
Branch levies	**201,643**	(222,368)
National office surplus for the year	**1,060,159**	315,169
Branches		
Northland	**(5,334)**	11,057
Auckland	**39,289**	48,365
Waikato	**(3,054)**	4,563
Bay of Plenty	**(10,969)**	5,268
Hawkes Bay	**(6,895)**	8,219
Taranaki	**(13,269)**	(664)
Manawatu	**(23,058)**	(4,165)
Wellington/Wairarapa	**(4,864)**	7,960
Nelson/Marlborough	**(7,609)**	1,955
Canterbury	**15,705**	(830)
Otago	**17,636**	21,869
Southland	**1,045**	5,037
Total branches surplus for the year	**(1,376)**	108,634
Net effect of parent consolidation entries	**(31,130)**	(10,386)
Parent surplus before tax for the year	**1,027,653**	413,417
Subsidiaries		
Contrafed Publishing Co Limited	**73,406**	117,604
Total subsidiaries surplus before tax	**73,406**	117,604
Income tax expense	**(19,559)**	(33,089)
Surplus attributable to non-controlling interest	**(9,008)**	(14,138)
Net effect of group consolidation entries	**(48,383)**	(80,641)
Group members surplus for the year	**1,024,109**	403,153

17 Contingencies

As at 31 March 2026 the parent entity and Group had no contingent liabilities or assets (2025: $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**	
	2026 $	2025 $	**2026 $**	2025 $
Within one year	**59,814**	45,281	**59,814**	45,281
After one year but not more than five years	**83,209**	56,697	**83,209**	56,697
Total	**143,023**	101,978	**143,023**	101,978

19 Investments in subsidiaries

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

Name of entity	Principal activities	Interest held by the Parent	
		2026	2025
		%	%
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:

	2026	2025
Total remuneration	**$568,681**	$594,409
Number of FTE	**3**	3

During the year, Civil Contractors New Zealand Incorporated have used Denton's for legal work. Paul Buetow, a legal advisor to the Executive Council of Civil Contractors New Zealand Incorporated is also a partner at Dentons (an associate member of Civil Contractors New Zealand Incorporated). Total legal fees paid to Dentons during the year ended 31 March 2026 were $36,829 (2025: $14,996).

Directors of Civil Contractors New Zealand Incorporated are also members of the society, and Civil Contractors New Zealand Incorporated has received income for the directors firms in the form of subscriptions, sponsorship and other income. All income has been received on an arms 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 (2025: 22,400 shares, 83.27% ownership).

During the 2026 financial year Civil Contractors New Zealand Incorporated received dividends of $48,384 (2025: $80,640) from Contrafed Publishing Co Limited.

During the 2026 financial year Civil Contractors New Zealand Incorporated purchased subscriptions of $64,634 (2025: $49,214), advertising services of $16,020 (2025:$18,778) from Contrafed Publishing Co Ltd.

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

There were no events occurring subsequent to balance date which require adjustment to or disclosure in the financial statements.

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