



**TE  
MAHI  
AKO**

# **ANNUAL REPORT**

# **20 25**

**Reset. Rebuild. Deliver.**

# Kaupapa

## Why we exist

We are passionate about reducing disparities and championing a vibrant and equitable future for Aotearoa.

We believe that embracing Te Tiriti o Waitangi and ngā mahi a te rēhia is not just integral to the identity of Aotearoa, it also enables transformative change.

They guide us to empower individuals with the capabilities to thrive and impact the world around them.

## Our grounding

Our purpose is to enliven our Te Tiriti identity through ngā mahi a te rēhia.

## What we provide

We provide leadership, training, advice, and connection in Aotearoa – New Zealand’s cultural context.

## Our vision

Everyone in our sectors are empowered with the skills to thrive.

## Our mission

Weaving together work, learning, and skills to support learner and workforce success.

## Our ambition

Be the preferred partner and provider of high-quality work-based learning.

# TABLE OF CONTENTS

Who we are	4
Report from the chair	6
The year in review	8
Our partners	16
Stories of impact	18
Director’s information	46
Auditor’s report	48
Financial statements	50
Directory	70

# WHO WE ARE

At the heart of Te Mahi Ako is a shared commitment to excellence, integrity, and respect. Our values guide everything we do, shaping how we support ākonga, collaborate with workplaces, work alongside our assessors, and engage with communities.

These values reflect who we are and how we work—ensuring that Te Mahi Ako remains a trusted partner in learning and development.



## Tika

**We do what is right.**

We act with fairness and accountability, always striving for the best outcomes.

## Pono

**We are true to ourselves and others.**

Honesty and authenticity are at the core of our relationships and decision-making.

## Aroha

**We demonstrate care and respect.**

We foster a culture of inclusivity, support, and kindness in all that we do.



# REPORT FROM THE CHAIR

Ko te Amorangi ki mua, ko te hapai o ki muri.

Te tuturutanga mahi pono o te Māori mana motuhake. Kia hora te marino, kia papa pounamu te moana, kia tere te kārohirohi.

Whāia te iti kahurangi ki te tūohu koe me he maunga teitei. Ko tēnei te taumata, ko tēnei te tima hou mō tātau ko, “Te Mahi Ako” kai mua I a tātau nāiane!

Kia mau ki te whakaaro nui o te kōrero nei,

“Ka kaha ake mā te tū ngātahi”

Nā tātou ngā kainga, nā tātou ngā tangata, nā tātou te pūrongo ā-tau.

No reira rau rangatira mā, e mihi kau ana ki a koutou, ki a tātau hoki.



## In 2025,

Te Mahi Ako continued its recovery and made a clear statement that the strength of vocational learning, which is grounded in our identity, purpose, and place, is firmly and soundly stable. Our focus remained steady: we continued to support the growth of individuals and industries by continually offering and affirming high-quality work-based learning.

It was indeed a challenging year, one where our commitment to continue to offer high-quality work-based learning was tested, and upheld. In the midst of a changing education system, Te Mahi Ako continue to stand firm, ensuring its values remained intact; we maintained quality delivery, we expanded access to learning, and we continued to lift achievement for Māori, Pacific, disabled, and priority learners.

We arrived at these outcomes not by chance, but as a result of hard work undertaken by kaimahi, assessors, partners, and employers who all firmly believe in the potential of every learner.

As a Board, we've seen the weight of this work and we acknowledge those who have carried the load and continue to hold a genuine belief in the kaupapa of Te Mahi Ako.

At the end of 2025, after a formal review of our future governance requirements, our parent company, Skills Active Aotearoa, appointed all its board to Te Mahi Ako Board, this now ensures that both organisations are aligned with the vision and direction of the organisation for the future.

Our governance responsibilities have remained clear: to hold steady to the values that define Te Mahi Ako, to ensure continuity of leadership, and to protect the integrity of our delivery.

The executive team provides us with confidence through their delivery of training services and qualifications, we in turn have a strong belief and confidence that the learners and the communities that we serve will continue to place their trust in us.

Te Mahi Ako has weathered the storm and has come through to work more effectively on the purpose it was established, which is for the delivery of more than qualifications; it exists to enhance and to grow its connectivity, capability and the confidence in its performance.

This is the legacy we continue to build and the responsibility we are proud to carry forward.

**Naku i runga i te manawanui,  
Butch Bradley  
Chair, Te Mahi Ako Board**

# THE YEAR IN REVIEW

At Te Mahi Ako, our purpose remains clear: to grow and support the capability of Aotearoa's active recreation, sport, and leisure workforce through meaningful, work-based learning.

As we reflect on 2025, we remain grounded in what this work represents. Te Tiriti o Waitangi continues to guide our role as a private training establishment. We are here not only to educate, but to uplift. Not only to assess, but to empower. And not only to deliver qualifications, but to build pathways that honour every ākonga, every partner, and every community we serve.

Ko te ākonga te pūtake o te kaupapa — the learner is at the heart of everything we do.

2025 was a year of recovery and discipline. It was a year where the organisation worked to stabilise, refocus, and follow through on the changes made previously.

Our approach was clear and deliberate:

Reset. Rebuild. Deliver.

This was not an abstract

theme. It was reflected in how the business operated across the year.

## Reset — creating a sustainable base

The reset undertaken in 2024 carried into 2025 as a move from structural change to operational clarity and stability.

Delivery was refocused onto a sustainable portfolio of programmes. This ensured alignment with sector demand, funding settings, and the realities of operating within a constrained vocational education environment.

This was a necessary step to support recovery. It allowed the organisation to operate with greater discipline and clarity about where effort and resource should be applied.

Programme changes and approvals through the year reflected refinement rather than expansion. A clear example of this was the refresh and relaunch of the New Zealand Certificate in Tikanga (Mātauranga Māori) (Level 2), repositioned as a

practical, work-based and fully funded programme that helps workplaces across Aotearoa build cultural capability in ways that are relevant to everyday practice. Grounded in the NZQA qualification purpose and relaunched by Te Mahi Ako in 2025, the programme created a stronger pathway for learners, teams, and organisations seeking to deepen their understanding of tikanga Māori and apply it with confidence in their work and communities.

This matters because it strengthens the foundation from which we operate. It ensures that learning pathways remain viable, that delivery can be sustained, and that the organisation is positioned to respond effectively to future change.

The reset created a base that supports both stability and continued delivery.

## Rebuild — strengthening capability, systems, and trust

With that base established, 2025 focused on rebuilding capability across the organisation.

This centred on people, systems, and trust.

### People

Our assessor network continues to be central to how Te Mahi Ako delivers. Investment in onboarding, training, and support throughout the year reflects a deliberate effort to strengthen capability and consistency across this network.

This work supports learner outcomes directly. Capable and well-supported assessors provide clearer guidance, stronger engagement, and a more consistent learning experience.

It also strengthens resilience within the organisation, reducing reliance on key individuals and supporting a model that can adapt over time.

### Systems

A key part of rebuilding has been strengthening quality assurance and operational systems.

The development and implementation of an enhanced assurance approach, alongside ongoing moderation and review activity, reflects a shift toward greater consistency and visibility of performance.

This supports better decision-making, earlier identification of risks, and clearer alignment between programme design and delivery.

The consolidation of learner voice into a single system further strengthens how feedback is gathered and used. This supports continuous improvement, ensuring that delivery remains responsive to the needs of learners and workplaces.

### Trust

Trust is built through consistent performance.

Maintaining strong quality outcomes and meeting external expectations reinforces confidence in Te Mahi Ako. This confidence extends across learners, employers, partners, and the wider system.

As reflected in governance and stakeholder confidence, this rebuilding of trust is critical. It supports the organisation's ability to deliver effectively and to continue to serve its sectors with credibility.

### **Deliver — sustaining performance in a constrained system**

Delivery in 2025 reflects a year where the organisation remained active and responsive, despite ongoing external pressures.

Across the sector, demand has remained uneven and funding settings continue to influence participation. Within this context, Te Mahi Ako continued to deliver work-based learning across the motu, supporting learners and workplaces in practical and meaningful ways.

Participation across priority learner groups remained embedded in delivery. This reflects an ongoing commitment to equitable access and opportunity.

At the same time, performance outcomes highlight the realities of the current environment.

Completion levels reflect the pressures faced by learners balancing employment, economic conditions, and study. They also indicate where the organisation must continue to improve.

This provides a clear direction for the next phase of delivery:

- strengthening learner engagement and support
- improving programme-level accountability
- ensuring that participation more consistently leads to achievement.

Delivery is not only about volume. It is about ensuring that every learner who enters a programme is supported to succeed.

This focus aligns directly with our kaupapa. Supporting completion is an expression of our commitment to the learner, and to the communities we serve.

### **Holding the line — quality, integrity, and responsibility**

Throughout 2025, there were no compromises on quality or compliance.

Maintaining strong assessment practice, meeting moderation expectations, and sustaining alignment with NZQA requirements remains fundamental to our role.

This consistency ensures that qualifications retain their value and that outcomes can be trusted by learners, employers, and the wider system.

It also reflects a broader responsibility. Te Mahi Ako does not exist solely to deliver qualifications. It exists to support capability, connection, and confidence across the sectors it serves.

Holding the line on quality is central to that responsibility.

### **A year of recovery and discipline**

2025 was a year where Te Mahi Ako continued its recovery and reinforced its position as a stable and capable provider of work-based learning.

We reset the organisation to a sustainable base.

We rebuilt capability across people and systems.

And we continued to deliver, with discipline and consistency.

The result is an organisation that is clearer in its focus, stronger in its systems, and more confident in its delivery.







Te Mahi Ako has moved through a period of significant change and emerged with a renewed ability to deliver on its purpose.

That purpose has not changed. It remains centred on supporting learners, strengthening industries, and contributing to a system that enables people to thrive.

What has changed is the level of discipline, clarity, and resilience with which that purpose is now delivered.



## QUALITY ASSURANCE

-  **EER to IQAF migration** — IQAF strategy designed and launched.
-  **NZQA consistency reviews** — Sufficient across all 9 events.
-  **Internal post moderation programmes** — 355 assessor events completed over 38.
-  **Assessment quality** — 98% acceptable or with changes.
-  **ISB pre moderation** — 15 pre moderation events sent to Toi Mai.
-  **Ākonga voice** — Successful migration of all surveys to Kairangi.





## ASSESSOR STATS

<b>39</b> SAMs	<b>437</b> Assessors	<b>New registered assessors</b> 2025: <b>51</b> 2026: <b>11</b>
<b>79</b> Contract assessors	<b>10</b> Assesor training courses	

# 6208

Total enrolments in 2025 including **funded** and **unfunded**.

Included in this 6208 are enrolments from these learner groups:

-  **Māori 1138**
-  **Pasifika 365**
-  **Disabled 466**
-  **Lower prior achievement 1588**

New enrolments:

# 3985

NZ Certificate completions:

 **1951**

Micro-credential completions:

 **157**

Credits for all enrolments including funded and unfunded enrolments in 2025:

# 97,017




Equivalent Full Time Students (EFTS): **1177**

### Credit Completion (CC)

This is an educational performance metric that TEC measures us on. It only includes funded learners/enrolments and is a percentage of achieved credit divided by expected credit.

Overall CC:

# 61.6%

		
<b>Māori CC: 58.2%</b>	<b>PasifikaCC: 54.4%</b>	<b>Disabled CC: 54.2%</b>

### NZQA programme approvals

Type 1 change: <b>4</b>	MC approval: <b>1</b>
Type 2 change: <b>1</b>	Consent to assess: <b>1</b>
PoS approval: <b>3</b>	

# THE YEAR IN REVIEW

Financial snapshot

## TOTAL INCOME

**\$7,286,708**

## TOTAL EXPENDITURE

**\$6,029,792**

Operating surplus

**\$741,890**

Group equity

**\$6,237,905**

Te Mahi Ako equity

**\$2,871,679**

## MONEY IN



Exchange transactions

**\$87,559**



Tertiary Education Commission (TEC) funding

**\$6,827,591**



Workplace and registration fees

**\$371,559**



Interest revenue

**\$81,658**

## MONEY OUT



Cost of sales

**\$596,684**



Employee expenses

**\$4,956,589**



Other operating costs

**\$857,643**



Client servicing & training resources

**\$215,560**

# OUR PARTNERS

Our partnerships mean that we can provide the best business and learning outcomes for the people we work with. We have strong relationships with government bodies, national organisations, communities and employers.



Exercise New Zealand is the national peak body for exercise, and works closely with its partner organisation, the Register of Exercise professionals. Its mission is to proactively support a sustainable exercise and fitness industry in New Zealand by growing participation in structured exercise through advocacy, information, and industry standards.



ETNZ is the national body representing technicians, craftspeople and designers in the entertainment, theatre and event industry. ETNZ serves as a central point where members can access information and resources on entertainment technology, health and safety issues, service providers and personnel. It also identifies industry training needs and supports interested parties with targeted professional development.



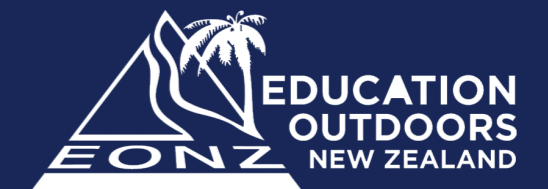
Sport New Zealand's purpose is to contribute to the wellbeing of everybody in Aotearoa New Zealand by leading an enriching and inspiring play, active recreation and sport system. Its vision is simple: Every Body Active.



Swimming NZ is the national sports organisation for competitive pool and open water swimming in New Zealand. Its mission is to grow and strengthen swimming by providing services to the members of Swimming New Zealand, supporters and the general public.



Recreation Aotearoa is the voice of recreation in Aotearoa New Zealand, representing professionals working in the parks and open spaces, community recreation, outdoors, aquatics, and facility-based recreation sectors.



EONZ is the national professional organisation supporting education outside the classroom and education outdoors. EONZ believes all young people in Aotearoa New Zealand should have quality EOTC and outdoor learning experiences, facilitated by competent and capable educators.



The Event Venues Association New Zealand is the professional industry association representing venues throughout New Zealand. Its mission is to add value to the entertainment venues industry through sustainability, development and engagement.



# STORIES OF IMPACT

## Te Hono o Ngā Waka – Small Business Award winners 2025

**Their investment in upskilling has strengthened the entire organisation.**

Te Hono o Ngā Waka was created in response to a need felt deeply within their community – whānau who were disconnected, isolated, or falling through the gaps of existing systems. From that need grew a kaupapa grounded firmly in tikanga, manaakitanga, and aroha: a place where whānau could reconnect to culture, identity, and opportunity. Their name, Te Hono o Ngā Waka, represents the binding together of many waka and many journeys into one collective pathway. It speaks to unity, shared strength, and the belief that no one should move forward alone.

Winning this award so early in their journey is more than just an achievement – it is an affirmation. For the team, it recognises the resilience of their

people, the dedication of their kaimahi, and the power of Māori-led, culturally grounded solutions. It validates their approach and confirms that their mahi is creating meaningful, lasting impact within their community.

Embedding Te Mahi Ako's tikanga programme into their workplace was never optional; it was essential. Tikanga shapes every interaction, every decision, and every act of service. It ensures their environment is culturally safe, affirming, and mana-enhancing for both kaimahi and whānau, while keeping the team anchored in values rather than simply tasks.

Their investment in upskilling has strengthened the entire organisation. Kaimahi have gained confidence, clarity, and the tools to support whānau

with professionalism and integrity. Their practice is safer, their service delivery stronger, and continuous learning has become part of their identity as a team. One defining moment stands out for them: watching staff confidently facilitate wānanga using tikanga-based tools – opening with karakia, grounding the space with mana, and guiding whānau with compassion. Seeing their team step fully into their power remains one of the greatest rewards of this mahi.

What makes Te Hono o Ngā Waka truly unique is that kaupapa Māori sits at the heart of everything they do, never as an add-on. Their approach is whānau-centred, trauma-informed, relational, and strengths-based. They walk alongside whānau at their pace, honouring every story and celebrating every strength.

Their community knows they are committed for the long haul.

As a new organisation, capacity has been one of their biggest challenges – balancing immense community need with a small team and limited resources. They have navigated this through collaboration, strong relationships, and a willingness to be flexible and innovative. Even under pressure, holding fast to their kaupapa has kept them steady, grounded, and connected.

Their proactive approach to building capability is not just about professional development; it is about shaping safer, stronger outcomes for whānau. A skilled, culturally grounded workforce leads to better advocacy, deeper trust, and workforce leads to better advocacy, deeper trust, and truly transformational support. When their kaimahi grow, their community grows alongside them.

**“A kaupapa grounded firmly in tikanga, manaakitanga, and aroha: a place where whānau could reconnect to culture, identity, and opportunity.”**

Their advice to other small businesses is simple yet powerful: make learning an everyday practice, build an environment where reflection, honesty, and curiosity are valued, allow people the space to grow at their own pace, and most importantly, ensure leaders walk the talk. When leadership embraces learning, the whole team follows.

Looking ahead, Te Hono o Ngā Waka is focused on expanding capability, strengthening

trauma-informed and cultural services, and growing pathways that help whānau thrive. Sustainability, deeper partnerships, and the expansion of safe cultural spaces are central to their next phase. Their momentum will continue as long as they remain aligned with their kaupapa and guided by the needs of their people.



## James McDiarmid – Exercise Manukura Award winner

### Something had to change.

James McDiarmid's journey into the exercise and wellbeing sector didn't begin with a career plan, it began with a fight for his life.

After finding himself back in hospital, weighing over 280kgs and facing the very real possibility of not making it, James knew something had to change. What started as a personal health journey soon became a powerful transformation — not just physically, but mentally and emotionally as well.

"I began with swimming," James says. "Then I came across BBM on social media, and that changed everything."

#### **A journey of transformation**

Losing more than 130kgs was a defining achievement, but for James, the real turning point came with a desire to give back.

As he became more involved with BBM, he stepped into a role where he could support and train others on their own health journeys — showing, through lived experience, that change is truly possible.

The road was far from easy. James openly shares the challenges he overcame: learning to walk again, struggling with everyday tasks many take for granted, and battling exhaustion that once limited him to being awake for just minutes at a time.

"I'm a completely different person now — physically and mentally," he reflects. "My motivation has always been my why. And my why is my family."

That motivation, combined with a strong "no excuses" mindset, continues to drive James to work on his health every single day.

### Impact through empathy and connection

What makes James such a powerful force in his community is his deep compassion and understanding. He's walked the same path as those he now supports, giving him a unique ability to connect with people at every stage of their journey.

"I've shown my community that change is possible," he says. "I'm there consistently — forming real connections and supporting people through the hard moments."

His impact goes beyond physical training. James understands that mental headspace is just as important as physical effort, and he brings this holistic perspective into everything he does.

### The meaning of the Exercise Manukura Award

Winning the **Exercise Manukura Award** is deeply personal for James. It stands as proof that the impossible can become possible, even when you start from a place of immense struggle.

"I never could've imagined being in this position," he says. "Now I get to help others achieve goals I once thought were completely out of reach."

Professionally, the recognition has only strengthened his belief in perseverance and consistency. "If I put in the hard work and keep going, change is always possible. I can do hard things. No goal is unachievable."

### Words of wisdom

For those aspiring to make a difference in the exercise and wellbeing space, James offers grounded, heartfelt advice:

"Don't judge others. Have a kind heart. And remember, it's not always about the physical. Mental wellbeing is just as important when you're trying to make change."

If there's one lesson his journey has taught him, it's this:

**“Surround yourself with people who are walking the same path and never underestimate what’s possible.”**

### The people behind the journey

Outside of his professional life, James draws strength from his family and friends. "Who you choose to surround yourself with matters," he says.

His biggest supporters throughout the journey have been his wife, his son, and his brother, Dave Letele — pillars of encouragement who have stood beside him every step of the way.



# BBM Motivation – Exercise Te Iti Kahurangi Organisational Award winner

## Transforming lives.

BBM Motivation is a community-led organisation dedicated to transforming lives through support, education, and accessible health and fitness. At its core, BBM exists to remove barriers and create a safe, judgement-free environment where people, regardless of circumstance can begin their journey toward better health and wellbeing. With a strong focus on supporting those who are morbidly obese, living with chronic conditions, or facing social challenges, BBM's kaupapa is grounded in uplifting its community and empowering individuals with the tools to live happier, healthier lives.

A defining feature of BBM Motivation is its commitment to investing in people. Many of its trainers first came through

BBM as members themselves, and the organisation recognised both their potential and the importance of supporting them properly. Re-engaging with Te Mahi Ako was a deliberate decision to formalise the skills staff were already using daily, build their confidence, and raise the overall standard of service across the organisation. Ensuring trainers held recognised qualifications was about valuing their mahi and strengthening BBM's impact.

As BBM's programmes continued to grow, so too did the need for knowledgeable, qualified trainers who could support members safely and effectively. This led to the enrolment of 12 staff and volunteers in the New Zealand Certificate in Exercise

Foundations (Level 3). The decision was both strategic and values-driven – strengthening the foundation of BBM's delivery, creating consistency across sites, and opening professional pathways for people who were deeply connected to the community they serve.

What makes this journey especially powerful is that many of these learners were once BBM community members themselves. They understand the challenges faced by participants because they have lived them – overcoming obesity, health conditions, and personal hardship. Their transition from members to mentors and trainers embodies the heart of BBM Motivation. They are living examples of what's possible when people are supported with belief, opportunity, and care.

Weekly in-house training and study sessions have played a key role in the success of this learning journey. These sessions have created accountability, consistency, and a strong support network across BBM sites. Studying together has built confidence, deepened exercise knowledge, and strengthened

relationships, while also lifting the professionalism of the entire team. The learning environment has become more than training – it's a space where people grow as leaders.

The most significant transformation seen in staff has been confidence. Many learners never viewed themselves as "academic" or capable of formal study. Today, they are completing assessments, applying new knowledge in their classes, and stepping into leadership roles with pride. Improvements in communication, planning, and coaching skills are evident, along with a strong sense of empowerment that comes from working toward recognised qualifications.

BBM's commitment to education directly supports its broader goals for community wellbeing. By developing strong, capable leaders, BBM ensures its programmes are safe, effective, and impactful. At the same time, it creates employment and education pathways for people who may have previously struggled to access training or meaningful work – reinforcing BBM's role as a catalyst for positive, long-term change.

Winning the **Exercise Te Iti Kahurangi Organisational Award** is both an honour and a powerful acknowledgement of the mahi happening every day at BBM Motivation. The award recognises not just the organisation, but the individual journeys of its people — many of whom never imagined they would work in the fitness industry. It validates BBM’s commitment to workplace learning and demonstrates that community-led organisations can achieve excellence through genuine care and investment in people.

This recognition has strengthened BBM’s resolve to continue building pathways for staff and the wider community. It provides momentum when seeking partnerships, funding, and further educational opportunities, while reinforcing that the organisation is on the

right path. Most importantly, it inspires BBM to keep creating life-changing opportunities for those it serves.

Looking ahead, BBM Motivation is focused on supporting many of its staff to progress into Level 4 qualifications in 2026, with strong mentorship and practical experience alongside their study. Beyond this, BBM aims to explore specialised training in areas such as obesity support, rehabilitation, and youth exercise. A long-term vision is to formalise an internal pathway — from member, to volunteer, to Level 3 trainer, to Level 4 coach — creating sustainable careers within BBM.

For other organisations considering workplace learning, BBM’s message is simple: start where you are and trust the process. Staff don’t need to be perfect — they need support.



Creating space for learning, celebrating small wins, and checking in often builds loyalty, capability, and organisational strength. The growth that follows is worth every bit of effort.

At the heart of BBM’s commitment to continuous learning is its people. Staff, volunteers, and community

members are the driving force. Leaders like Dave have long encouraged growth and self-belief, embedding a culture where education is seen as a powerful tool for change. BBM is driven by a desire to uplift others, break cycles, and create real opportunity — particularly for Pasifika and Māori communities.

“Staff don’t need to be perfect — they need support.”

## Te Mahi Ako 2025 Volunteer Award – Alexia Marr

“Volunteers are the backbone of the club...” - Alexia

This year, we proudly recognised Alexia with the Volunteer Award, celebrating 14 years of quiet dedication and unwavering support for her swim club community.

Her journey began with a chance poolside conversation that changed everything. Brian, the club patron, struck up a chat with Alexia’s grandad at a public pool. That conversation led Alexia to join the club to improve her butterfly technique. What started as a simple visit turned into a lifelong connection. After two years as a swimmer herself, Alexia stepped into volunteering, a role that would become part of the rhythm of her life.

Alexia was nominated by Te Mahi Ako Kaitohutohu Hononga ā-Motu Ngāwai Johnston, and the award was personally presented by Ngāwai, making the recognition even more special. Brian, whose encouragement first opened the door, remains a key figure in the club’s story and a reminder of how one conversation can spark a lifetime of contribution.

Winning this award is a heartfelt acknowledgement of the time,

energy, and consistency Alexia has given. Often behind the scenes for more than a decade. And it was one particular piece of her story that made our team select Alexia as the overall winner: her unwavering commitment to volunteering even when life got busy. After long shifts in the pool, heading to another pool was the last thing she felt like doing, but she showed up. She even arranged work shifts around volunteering and made it clear in job interviews that volunteering was a priority. That level of dedication truly embodies the spirit of this award.

Volunteering has shaped Alexia’s career and perspective. It helped her gain her swim teacher qualification, which led to her first job, and taught her the value of patience, adaptability, and community. She’s developed problem-solving skills, mastered stroke correction, and strengthened her communication, all while fostering a positive, family-focused environment. For Alexia, the reward isn’t a single big moment; it’s seeing swimmers grow in confidence and skill, session by session.

Her advice to aspiring volunteers is simple:

**“Just start. Show up consistently, be willing to learn, and don’t worry about being perfect.”**

She believes volunteers are the backbone of the club, bringing stability, passion, and culture that programmes alone cannot buy. They create a welcoming space where caregivers are engaged, swimmers thrive, and everyone feels part of something bigger.

We celebrate Alexia not only for her service but for reminding us that volunteering doesn’t just help others — it shapes who we are. Her journey, sparked by Brian’s conversation and sustained by her commitment, is proof that small, consistent acts can create a lasting impact.



# Skills Active Aotearoa Māori Sports Awards Scholarship

Celebrating excellence – Epiha Ricky Muru-Kete, Māori Sports Awards Scholarship recipient

At the 35th annual Māori Sports Awards, held at Tūrangawaewae Marae, Skills Active Aotearoa proudly presented the Māori Sports Awards Scholarship to Epiha Ricky Muru-Kete (Waikato Tainui), a rising star in rugby league officiating.

The award was presented by Hinemaui Rikirangi, Skills Active Aotearoa Board member, who delivered the presentation entirely in te reo Māori with grace and professionalism. This moment reflects our deep and enduring relationship with the Māori Sports Awards — a partnership that spans decades, celebrating Māori excellence and leadership in sport.

Epiha's journey is inspiring. From becoming the youngest referee at Aotearoa Māori Rugby League at just 13 years old, he has progressed to officiating at senior tournaments and now, in 2025, is taking on

appointments across Aotearoa, Australian NSWRL, and interstate competitions at elite development and state-level pathways. His commitment to professional development with the NSWRL Referees Association shows his determination to reach elite-level officiating.

The evening also honoured Dr Karlina Tongotea (Ngāpuhi, Ngāi Tahu, Tonga), world champion powerlifter, who claimed the supreme award: Rongomaraeroa – Albie Pryor Memorial Māori Sports Person of the Year. Her record-breaking 620kg total secured gold at the World Games in Chengdu, China — a testament to Māori strength and global achievement.

Skills Active Aotearoa is proud to support Epiha's aspirations and to stand alongside Māori Sports Awards in celebrating 35 years of excellence, leadership, and mana Māori in sport.



“A testament to Māori strength and global achievement.”

# Game on for our latest graduate

## Minneline Carey

A big congratulations to Minneline Carey from REVL Gym in Porirua, who has just completed the NZ Certificate in Exercise (Level 4) with the support of her REVL “cheer crew”.

Minneline’s journey into fitness started with a personal discovery.

“I discovered in my thirties that I love fitness,” she says. “I decided to start a business helping people who work in sedentary jobs add more activity into their work day, and doing the Certificate in Exercise helped me towards that goal.”

When choosing where to study, Minneline was looking for flexibility that would fit around her existing commitments.

“You can start the course Te Mahi Ako offers at any time and do it in your own time. The flexibility really appealed to me and fitted in well with my other commitments. I also really appreciated the prompt and clear communications from Ang — she went above and beyond to help me get started quickly.”

Throughout the qualification, Minneline says one of her biggest learnings was understanding the bigger picture of wellbeing and fitness.

“Fitness is about a person holistically and everyone has their own goals and challenges. I also learned the importance of continuing to learn and grow and to keep upskilling.”



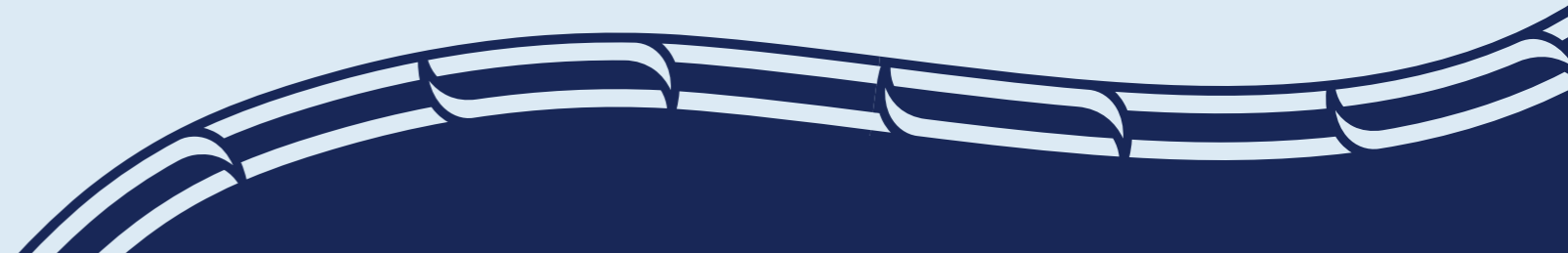
Now that she has completed the qualification, Minneline is already putting her knowledge into action.

Her next step is launching a business focused on supporting women who work in sedentary roles to move more throughout their work day. Her goal is to help women manage the pain and posture issues that often

come with long hours at a desk, while encouraging them to build healthier and more active routines.

Minneline credits her support network at REVL Gym for helping her along the way, including Karin (REVL Owner) and Marie (REVL Group Training Manager).

# “Everyone has their own goals and challenges.”



# Western Tahuri has made history

Western is the first ākonga to complete a Te Mahi Ako qualification entirely in te reo Māori.

Western achieved his New Zealand Certificate in Cycle Skills Instruction (L4) qualification in te reo Māori through his mahi with Harbour Sport and local kura Te Kura Kaupapa Māori o Hoani Waititi Marae, showing what's possible when cultural identity and professional development come together.

Te Mahi Ako is proud to support learning that reflects the identity, language, and aspirations of Māori learners. This milestone marks not only a personal achievement for Western but a powerful moment for our wider kaupapa – building capability in our industries through education that is inclusive, relevant, and empowering.

"It's about giving our tamariki the skills and confidence to be

safe on bikes, while also giving them the gift of te reo Māori in everyday experiences," says Western.

Through his work, Western teaches cycle skills to tamariki across Tāmaki Makaurau, bringing energy and care into every session. Now, thanks to the support of his workplace and the flexibility of Te Mahi Ako's on-job assessment model, he's been able to earn his qualification entirely in te reo Māori – a first for our organisation.

We acknowledge the important role of Harbour Sport and Te Kura Kaupapa Maori o Hoani Waititi Marae in supporting this journey. It is through strong partnerships like these that we're able to tailor learning to the needs of both learners and communities.

**“Ngā mihi nui ki a Western, Harbour Sport, me Te Kura Kaupapa Māori o Hoani Waititi Marae for working with us to make this happen. Mā te ū ki te reo, mā te arotahi, mā te whakarirā, eke ai ki te pae o angitu!”**



# Te Ara Kauhoe: Growing local swimming instructors in Te Tairāwhiti

## A community-led shift in swim education

In Te Tairāwhiti, where the moana meets the hearts of its people, a quiet revolution in swim education is underway. Te Ara Kauhoe is more than a training initiative, it is a reclamation of knowledge, identity, and community leadership. And Te Mahi Ako is proud to be part of it.

### From the coast, for the coast

For years, whānau along the East Coast have faced barriers to accessing swim education, relying on instructors from outside the region or going without. Te Ara Kauhoe flips that model. Fourteen taura from across Te Tairāwhiti came together in August to complete a dual qualification: the NZ Certificate in Aquatics (Swim & Water Safety Teacher) Level 3 and the NZ Certificate in Tikanga Level 2.

Delivered through Te Mahi Ako's Piki Ake and Kake Ake modules, the training wove together technical skills with te ao Māori, creating a learning environment that was safe, empowering, and deeply connected to whakapapa.

### Ngāwai Johnston – Kaitohutohu Hononga ā-Motu: "There's nothing like it"

Reflecting on the wānanga, Ngāwai Johnston described the experience as transformative:

"It was beautiful. It was uplifting. It was grounding. The sense of connection. There's nothing like it. The whanaungatanga and wāhi haumarū meant even those who felt vulnerable were able to share their whakaaro."

Ngāwai's words speak to the heart of the kaupapa: building capability from within, in ways that honour the lived experiences of our communities.

### Tracey Hickman – National partnership lead

Kairuruku: Tautoko Akonga: "Brilliant and embedded in community"

Tracey has been instrumental in shaping the delivery of this kaupapa. Her reflections highlight the power of bringing people together:

"The wānanga was absolutely brilliant. Having everyone come together from all along the East Coast to talk about tikanga, how

it matters as a swim teacher, and how to embed that into their own communities was awesome."

Tracey's leadership ensured that the training was not just accessible, but meaningful. Removing financial barriers and embedding cultural relevance at every step.



**Maren Frerichs – Chief executive**

Te Tumu Whakarae: “We navigate this journey together”

From a systems perspective, Te Ara Kahoe represents a shift in how vocational education can be delivered. Maren Frerichs, CEO of Skills Active Aotearoa Group, sees this as part of a broader movement:

“We are committed to navigating this journey together and emerging stronger, with a renewed focus on our shared mission at Te Mahi Ako.”

Her words reflect the organisation’s commitment to backing community leadership and unlocking transformation through education that is grounded, inclusive, and empowering.

**Te Mahi Ako congratulates Te Ara Kahoe**

Te Mahi Ako extends congratulations to everyone involved in Te Ara Kahoe – taura, facilitators, community leaders, and partners. We especially acknowledge the

collaborative efforts of Comet Swimming Club, Healthy Families East Cape, Midway Surf Rescue Community Hub, and Kiwa Pools. This kaupapa is a shining example of what happens when we trust in local leadership and invest in culturally grounded education. The ripple effects are already being felt, and we look forward to supporting the next stages of this journey.

**A ripple effect already in motion**

Taura shared reflections that show the impact is already being felt:

“Living by the beach, we already have that relationship with wai, and now we’ve got the training to match.”

“We’ve been isolated for years and having to bring our kids to town to learn. Now I can take this home to the Coast and eliminate those barriers.”

This kaupapa proves that when we invest in the leadership already present in our communities, we don’t just deliver qualifications, we deliver transformation.

“The ripple effects are already being felt...”

# Joe Keepa

Personal trainer | Community coach | Boxing enthusiast

Joe Keepa is a driven and passionate fitness professional based in Methven, where he combines his love for health and wellness with a deep commitment to his community. From a young age, Joe knew he wanted to work in the fitness industry. When the opportunity came to join the team at Garage

Gym Methven and pursue an apprenticeship through Te Mahi Ako, he didn’t hesitate—he jumped at it.

Joe’s training journey was hands-on from the start. The apprenticeship model allowed him to gain practical, real-world experience while studying.



Being mentored by industry experts Anna Johnson and assessor Jean Scott gave Joe a strong foundation of knowledge and the confidence to thrive. He credits their support, guidance, and open-door approach for helping him grow professionally and personally.

His time at Garage Gym Methven has been nothing short of transformational. Joe loves being able to work, learn, and make an impact in the community he calls home. The biggest lessons he's taken away include the importance of patience, taking time to absorb new knowledge, and never being afraid to ask for help.

Completing his Te Mahi Ako qualification has given Joe the

confidence and competence to support clients more effectively. He feels grounded in his role and is motivated by seeing the real-world impact of his skills on the people he trains.

Joe's next chapter includes earning his Level 1 Boxing Coaching License and growing his personal training business. His goal is simple: reach more people, build stronger connections, and help others become the best version of themselves.

His advice for anyone thinking about getting into fitness?

Back yourself. Be patient. Stay curious. And build a solid support network—you don't have to do it alone.

## AJ - from strategy games to strength gains

### Known online as UndercoverR6

AJ is a passionate gamer and Twitch streamer who has built a loyal following through his engaging content and commitment to personal growth. While his streams have traditionally focused on general gaming and tactical shooters like Rainbow Six Siege, AJ is now expanding into IRL content—bringing his community along for the ride as he shares gym sessions, cooking, and his ongoing fitness journey.

AJ's love for gaming began with classics like Crash Bandicoot and Tekken 3, and over time, his dedication to gaming evolved into a broader passion for performance—both mental and physical. After reaching 140kg, AJ realised he needed to reset his lifestyle. Through gradual, disciplined changes, he found a new balance between gaming, health, and work. His transformation sparked curiosity from his online community, who began asking for advice on how to get started with fitness.

Rather than simply share what worked for him, AJ made the decision to study formally—completing the New Zealand Certificate in Exercise Level 4 (NZC Exercise L4) through Te Mahi Ako. He was supported throughout by Devin Glover, Owner, Personal Trainer, and Technical Mentor at The Fitness Portal Tawa, where AJ gained hands-on experience and real-world insight.

The connection between gaming and fitness became even clearer as AJ progressed. Whether it's breaking down match strategies in Siege or analysing training blocks in the gym, both worlds require discipline, analysis, and consistency. AJ approached his own health transformation the same way he plays his games—with focus, reflection, and a hunger to improve.

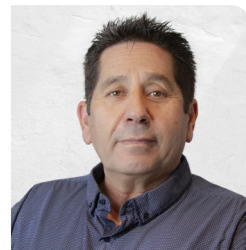
Now sitting at 119kg with 32% body fat and aiming for 95kg and 20% body fat, AJ continues to apply what he's learned to his own journey. His favourite training? Mobility—an essential focus for his physically demanding work as a tradie. He's also started helping friends and family with their fitness, building a base of experience and

motivation to eventually do more coaching and content creation.

For AJ, the future is a mix of gaming, fitness, and motivating others. Whether it's on Twitch, Instagram, or in real life—he's showing that no matter where you start, change is always possible with the right mindset and support.



# DIRECTORS INFORMATION



**Butch Bradley**  
Chair

Director – Skills Active Aotearoa  
 Director – Te Ara a Maui Inc. (Māori Development)  
 Director – EPA Māori Advisory Komiti  
 Director – CSE Company Ltd  
 Governance Lead – ESR Crown Research Institute  
 Independent Chair – Te Tautoko Ora Foundation Charitable Trust

MEETING ATTENDANCE				
Skills Active group board	Te Mahi Ako board	Audit & Risk	People and Culture	Kaupapa Māori
9/9	4/4	4/6	4/4	1/1



**Andrew Gunn**  
Director

Director – Skills Active Aotearoa  
 Director – Skills Active Te Mahi Ako

MEETING ATTENDANCE	
Skills Active group board	Audit & Risk
8/9	6/6



**Sam Napia**  
Director

Director – Skills Active Aotearoa  
 Director – Freedom Excel Limited

MEETING ATTENDANCE	
Skills Active group board	Audit & Risk
8/9	3/6



**Stephen Gascal**  
Director

Director – Skills Active Aotearoa

MEETING ATTENDANCE		
Skills Active group board	Te Mahi Ako board	Audit & Risk
9/9	4/4	6/6



**Jordan Pomana**  
Director

Director – Skills Active Aotearoa  
 Chair – HB Lead Kahungunu Poitukohu Inc.  
 Director – Takitimu Māori District Council Whakatu

MEETING ATTENDANCE		
Skills Active group board	People and Culture	Kaupapa Māori
6/9	2/4	1/1



**Hinemaua Rikirangi**  
Director

Director – Skills Active Aotearoa  
 Director – Skills Active Te Mahi Ako  
 Director – Tumu Kaupapapa Māori, Internet NZ

MEETING ATTENDANCE		
Skills Active group board	Te Mahi Ako board	Kaupapa Māori
6/9	3/4	1/1



**Kirsty Knowles**  
Director

Director – Skills Active Aotearoa  
 Director – Skills Active Te Mahi Ako  
 Director/shareholder – Community Leisure Management  
 Board member – Recreation Aotearoa  
 Board member – Community Leisure Charitable Trust  
 General Manager of Operations – Community Leisure Management

MEETING ATTENDANCE		
Skills Active group board	Te Mahi Ako board	People and Culture
8/9	4/4	4/4

# AUDITOR'S REPORT

## Independent Auditor's Report To the New Zealand Qualifications Authority, the Trustee and Skills Active Te Mahi Ako Limited

We have audited compliance of Skills Active Te Mahi Ako Limited with NZQA Student Fee Protection Rules, and the terms of the Clause 4 of the Skills Active Te Mahi Ako Limited Student Fee Protection Trust Deed dated 25 August 2022 for the period 1 January 2025 to 31 December 2025.

### Skills Active Te Mahi Ako Limited's Responsibilities

Skills Active Te Mahi Ako Limited is responsible under the terms of the Trust Deed for compliance with the Trust Deed and under the Education and Training Act 2020 and compliance with NZQA Student Fee Protection Rules.

Our responsibility is to express an opinion on Skills Active Te Mahi Ako Limited's compliance with Clause 4 of the Trust Deed and Student Fee Protection Rules, in all material respects. Our engagement has been conducted in accordance with SAE 3100, "Compliance Engagements" to provide reasonable assurance that Skills Active Te Mahi Ako Limited has complied with the terms Clause 4 of the Trust Deed and NZQA Student Fee Protection Rules.

Our procedures included

- Obtaining an understanding of the Skills Active Te Mahi Ako Limited procedures for managing student fees to ensure compliance with Clause 4 of the Trust Deed and NZQA Student Fee Protection Rules.
- Testing the effectiveness of these procedures and performing such other procedures as we considered necessary in the circumstances.
- Examining the PTE's compliance with its reporting requirements.

These procedures have been undertaken to form an opinion as to whether Skills Active Te Mahi Ako Limited has complied, in all material respects, with the terms of the Trust Deed and NZQA Student Fee Protection Rules for the period from 1 January 2025 to 31 December 2025.

Other than in our capacity as auditor we have no relationship with, or interests in, Skills Active Te Mahi Ako Limited.

### Use of report

This report has been prepared for the New Zealand Qualifications Authority in accordance with the terms of the Trust Deed and NZQA Student Fee Protection Rules. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the New Zealand Qualifications Authority or for any purpose other than that for which it was prepared.

### Opinion

Based on the evidence obtained from the procedures we have performed, in our opinion Skills Active Te Mahi Ako Limited has complied, in all material respects, with the terms of Clause 4 of the Trust Deed and NZQA Student Fee Protection Rules during the year ended 31 December 2025.

*BDO Wellington Audit Limited*

**BDO WELLINGTON AUDIT LIMITED**  
Wellington  
New Zealand  
29 May 2025

# FINANCIAL STATEMENTS

Financial Statements for the Year Ended 31 December 2025

## Skills Active Te Mahi Ako Limited

### Company Directory For the Year Ended 31 December 2025

**Date of Incorporation:** 2 Nov

**Incorporation Number:** 8256202

**IRD Number:** 135-002-410

**Registered Office:** 14 Sages Lane, Te Aro, Wellington, 6011, New Zealand

**Business Address:** 14 Sages Lane, Te Aro, Wellington, 6011, New Zealand

**Nature of Business:** Private Training Establishment (PTE)

DIRECTORS	APPOINTED	CEASED
Morris Peter MacDonald Bradley	12 Dec 2024	
Stephen Gacsal	12 Dec 2024	
Andrew Michael Gunn	11 Mar 2026	
Kirsty Joanne Knowles	24 Jan 2025	
Samuel Wake Scott Napia	11 Mar 2026	
Jordan Renata Pomana	11 Mar 2026	
Hinemaua Rikirangi	24 Jan 2025	
Robyn Louise Cockburn	20 Apr 2022	14 Jan 2025
Stephanie Marianne Hadley	25 Jan 2023	13 Jan 2025
Brandi Hudson	25 Jan 2023	13 Jan 2025

Shareholders	Share Allocation
Skills Active Aotearoa Limited	1,000,000

**Bankers:** Westpac

**Solicitors:** Dentons Kensington Swan, Duncan Cotterill, Wotton Kearney

## Skills Active Te Mahi Ako Limited

### Statement of Service Performance For the Year Ended 31 December 2025

#### Who are we and why do we exist?

##### Our Vision

**Everyone in our sectors is empowered with the skills to thrive.**

We are working towards a future where every person and organisation in te ahumahi ā-rēhia has the opportunity to unlock their potential and gain the skills and knowledge they need to realise the ambitions they have for themselves, their whānau, their customers and communities.

##### Our Purpose

**Weaving together work, learning and skills to support learner and workforce success.**

Our goal is to provide work-based learning to grow confident, capable, connected people and organisations across our sectors. We will deliver vocational education that upholds the mana of Te Tiriti o Waitangi, fuels a passion for lifelong learning, and supports ākonga and workforce success through flexible and tailored provision – where, when and how they need it.

##### Ambition

**Be the preferred partner and provider of high-quality work-based learning.**

We will be the preferred provider of quality, personalised work-based learning to ākonga and organisations across the motu, increasing skills and employability for those working in or aspiring to our sectors. We will deliver access and equity for those who have previously been underserved or hard to reach.

#### What are our strategic focus areas?

The key outcomes for the Company are centred around learner outcomes, therefore the measures that demonstrate our progress in helping our learners to achieve are considered to be the following:

- Maintain and grow the number of enrolments in our programs in order to grow the skill and knowledge base in te ahumahi ā-rēhia.
- To provide accessible education and contribute to equitable outcomes for previously underserved or hard to reach learners.
- Ensuring that our learners are successful in completing their courses of study.

#### Key Judgements

Since 1 October 2022, Te Mahi Ako has been operating as a PTE. The 2025 year represents the third full year of operations for which TEC provided funding for the delivery against agreed targets. Learner enrolment and course progress is recorded in our internal learner management system with data transferred to the TEC system. There is a matching process in place to ensure that the data in the two systems is aligned.

In addition to the number of learners enrolled, equivalent full-time students (EFTS) offsets are useful because these reflect the active enrolment of our learners during the period and enable comparability of our programs with

varying duration. At the beginning of each year we set agreed EFTS targets with the TEC, therefore our achievement can be compared with this target.

#### How did we perform?

Performance for the year ended 31 December 2025 reflects a challenging operating environment, with learner volumes below target in key sectors like aquatics and exercise and activity weighted toward the second half of the year allowing the organisation to achieve its funding target. Participation outcomes for priority learner groups remained strong. Māori and Pasifika learner participation exceeded target levels and improved year on year, while participation by disabled learners increased compared with 2024, but remained below target.

Total EFTS achieved, while slightly below target was an increase on the previous year and achieved TEC funding target due to the funding category differences. This uplift was driven by renewed enrolment momentum in the second half of the year, particularly across programmes grounded in Mātauranga Māori, which continued to demonstrate strong relevance and uptake across our sectors.

Māori, Pasifika and disabled ākonga credit achievement dropped below the broader level for the year. The learner engagement initiatives introduced in late 2023 continue to support learner progression and retention however the outcome of the effort did not reflect in this result.

**The following measures reflect the performance of Te Mahi Ako during the 12 months to 31 December 2025.**

MEASURE	2025 ACTUAL	2025 TARGET	2024 ACTUAL
<b>Participation (out of total learners enrolled)<sup>1</sup></b>			
- Māori learners	21.6%	15.0%	20.0%
- Pasifikalearners	6.8%	5.0%	6.0%
- Disabled learners <sup>2</sup>	7.8%	10.0%	5.0%
<b>Number of EFTS</b>			
- Total EFTS	1,177	1,200	1,006
<b>Credit Completion Educational Performance Indicator (EPI)</b>			
- Total credit completion EPI	61.6%	75.0%	74.0%
- Māori credit completion EPI	58.2%	75.0%	74.0%
- Pasifikacredit completion EPI	54.4%	75.0%	75.0%
- Disabled learner completion EPI	54.2%	75.0%	78.0%
<b>Number of credits reported</b>			
- Total learner credits reported	86,925	108,000	87,161
- Māori learner credits reported	17,504	16,200	16,455
- Pasifikalearner credits reported	5,271	6,480	5,288
- Disabled learner credits reported	5,899	10,800	5,162

<sup>1</sup> The number of learners who identify under each category, divided by the number of learners with a minimum of one funded month.

<sup>2</sup> For definition of this category, refer to the Office for Disability Issues.

**What do these metrics tell us?**

To help to understand the results presented in the table, the following explanations are provided.

**1. Economic Influences**

Economic conditions throughout 2025 remained subdued. Employers across te ahumahi ā-rēhia continued to exercise caution, reducing discretionary investment in training and delaying recruitment while awaiting clearer signals of recovery. This contributed to lower enrolment volumes in the first half of the year, with more stable demand emerging in the second half.

**2. Credit Completion EPI**

Outcomes were below target in 2025 and declined compared with the prior year. This reflects the timing of learner commencements, with a higher proportion of learners enrolling later in the year and therefore not reaching completion within the reporting period. While this constrained full-year completion performance, learners who commenced earlier in the year continued to progress broadly as expected, indicating that learner support and engagement settings remain sound.

**3. Credit Reporting**

Credit reporting outcomes were primarily impacted by the timing of enrolments rather than programme delivery. Learners who enrolled later in the year had limited opportunity to progress to credit completion by 31 December 2025. Operational improvements are underway to better align enrolment timing and credit recognition, with a focus on strengthening reported outcomes in 2026.

**Skills Active Te Mahi Ako Limited****Statement of Comprehensive Revenue & Expenses  
For the Year Ended 31 December 2025**

REVENUE	NOTE	2025 \$	2024 \$
<b>Revenue from Exchange Transactions</b>			
Other Revenue		87,559	36,183
<b>Total Revenue from Exchange Transactions</b>		<b>87,559</b>	<b>36,183</b>
<b>Revenue from Non-Exchange Transactions</b>			
Tertiary Education Commission (TEC)	4	6,827,591	6,441,910
Workplace fees and registration fees		371,559	370,775
<b>Total Revenue from Non-exchange Transactions</b>		<b>7,199,149</b>	<b>6,812,685</b>
<b>Total revenue</b>		<b>7,286,708</b>	<b>6,848,868</b>
Less Cost of Sales	5	596,684	727,846
<b>Gross Surplus</b>		<b>6,690,025</b>	<b>6,121,022</b>
<b>Expenses</b>			
Employee benefits expense	6	4,956,589	3,810,913
Other operating costs	7	857,643	2,605,937
Client servicing and training resources	8	215,560	250,333
<b>Total expenses</b>		<b>6,029,792</b>	<b>6,667,183</b>
<b>Surplus/(Deficit) before financing revenue</b>		<b>660,233</b>	<b>(546,161)</b>
Interest revenue		81,658	173,337
<b>Surplus/(Deficit) for the year</b>		<b>741,890</b>	<b>(372,824)</b>
<b>Total Comprehensive Revenue/(Loss) for the Year</b>		<b>741,890</b>	<b>(372,824)</b>

## Skills Active Te Mahi Ako Limited

### Statement of Changes in Equity For the Year Ended 31 December 2025

	NOTE	2025 \$	2024 \$
<b>Contributed Capital</b>			
Share Capital Issued		1,000,000	1,000,000
Retained Earnings at the beginning of the year		1,129,789	1,502,613
Surplus/(Deficit) for the year		741,890	(372,824)
<b>Retained Earnings at the end of the year</b>		<b>1,871,679</b>	<b>1,129,789</b>
<b>Equity at the end of the year</b>	9	<b>2,871,679</b>	<b>2,129,789</b>

## Skills Active Te Mahi Ako Limited

### Statement of Financial Position For the Year Ended 31 December 2025

	NOTE	2025 \$	2024 \$
<b>Current Assets</b>			
Cash and cash equivalents	10	720,719	1,300,544
Short term deposits	11	2,108,377	1,000,000
Receivables – Exchange	12	86,412	265,478
Receivables – Non-Exchange	12	214,725	355,463
Goods & services tax receivable		-	23,907
Prepayments		81,638	68,333
<b>Total Current Assets</b>		<b>3,211,871</b>	<b>3,013,725</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	15	28,780	30,099
Intangible assets	16	418,220	217,159
<b>Total Non-Current Assets</b>		<b>447,000</b>	<b>247,258</b>
<b>Total Assets</b>		<b>3,658,871</b>	<b>3,260,983</b>
<b>Current Liabilities</b>			
Trade payables	13	173,004	129,029
Employee benefits payable		420,868	270,977
Goods & services tax payable		193,319	-
Provision for TEC repayment	14	-	731,188
<b>Total Current Liabilities</b>		<b>787,192</b>	<b>1,131,194</b>
<b>Net Assets</b>		<b>2,871,679</b>	<b>2,129,789</b>
<b>Equity</b>			
Share capital		1,000,000	1,000,000
Retained earnings	9	1,871,679	1,129,789
<b>Total Equity</b>		<b>2,871,679</b>	<b>2,129,789</b>

For and on behalf of the Board



Butch Bradley  
Chair – Board  
Date: 29 May 2026



Stephen Gacsal  
Director  
Date: 29 May 2026

## Skills Active Te Mahi Ako Limited

### Statement of Cash Flows For the Year Ended 31 December 2025

	NOTE	2025 \$	2024 \$
<b>Cash Flows from Operating Activities</b>			
Receipts from TEC funding		6,382,660	5,065,032
Receipts from charges for goods and services		466,732	423,072
Payments to suppliers and employees		(6,171,429)	(7,670,463)
<b>Total Cash Flows from Operating Activities</b>		<b>677,964</b>	<b>(2,182,359)</b>
<b>Cash Flows from Investing Activities</b>			
Proceeds from sale of property, plant and equipment		17,512	-
Payment for property, plant and equipment		(12,781)	(6,450)
Payment for intangible assets		(231,602)	(213,256)
Payments to Term deposits		(3,008,377)	(844,075)
Proceeds from Term deposits		1,900,000	1,344,075
Interest paid		(2,931)	(1,622)
Proceeds from Interest received		80,390	191,754
<b>Total Cash Flows from Investing Activities</b>		<b>(1,257,789)</b>	<b>470,426</b>
<b>Net Cash Flows</b>		<b>(579,825)</b>	<b>(1,711,933)</b>
<b>Cash Balances</b>			
Cash and cash equivalents at beginning of period		1,300,544	3,012,477
Cash and cash equivalents at end of period		720,719	1,300,544
<b>Net change in cash for period</b>		<b>(579,825)</b>	<b>(1,711,933)</b>

## Skills Active Te Mahi Ako Limited

### Notes to and forming part of the financial statements For the Year Ended 31 December 2025

#### 1. Reporting Entity

These financial statements comprise the financial statements of Skills Active Te Mahi Ako Limited ("Te Mahi Ako") for the period beginning 1 January 2025 and ending on 31 December 2025. Te Mahi Ako is a Company incorporated in New Zealand, registered under the Companies Act 1993. The Company is a private training establishment supporting te ahumahi ā-rēhia, the Sport, Exercise, Recreation and Performing Arts sectors of New Zealand. The registered office of the Company is 14 Sages Lane, Te Aro, Wellington. The financial statements of the Company are for the year ended 31 December 2025. The financial statements were authorised for issue by the Directors on 29 May 2026.

#### 2. Statement of compliance and basis of presentation

The Company is a reporting entity for the purposes of the Companies Act 1993, the Financial Reporting Act 1993 and the Charities Act 2005.

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). They comply with the Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR") as appropriate for Tier 2 not-for-profit public benefit entities, and disclosure concessions have been applied. The company qualifies as a Tier 2 reporting entity as for the two most recent reporting periods they are not publicly accountable and not large (operating expenditure has been between \$5 million and \$33 million in the current year for Te Mahi Ako).

The financial statements are presented in New Zealand Dollars (NZD). All financial information presented has been rounded to the nearest dollar.

The financial statements are prepared on the historical cost basis.

The Directors have approved these financial statements on a going concern basis. The Directors have concluded the going concern basis is appropriate as Te Mahi Ako obtained funding from the Tertiary Education Commission (TEC) for the 2025 calendar year and confirmed funding for the 2026 calendar year.

#### 3. Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

**a. Revenue**

Revenue is identified as either exchange or non-exchange. A transaction is classified as an exchange transaction if it has all of the following three components otherwise it is classified as non-exchange:

- There are two parties that have agreed to enter into the transaction
- There is a direct exchange of economic benefits or service potential between the parties
- The exchange is of approximately equal value

**i. Revenue from non-exchange transactions**

i. Tertiary Education Commission (TEC)  
Te Mahi Ako received funding from the Tertiary Education Commission (TEC) based on Equivalent Full-time students (EFTS). From 2023, TEC’s new Unified Funding System (UFS) is the basis for providing funding on a per EFTS basis. Revenue is recognised when received in accordance with contracted delivery and when conditions of the agreement are met. Any potential repayment of funding is an end of year clawback adjustment due to over-funding by TEC and is recognised as a liability in the Balance Sheet. This revenue is considered non-exchange on the basis that TEC does not receive a direct benefit from the funding.

ii. Workplace and registration fees  
Workplace and registration fees are recognised in the year which the related programme commences. This revenue is considered non-exchange on the basis that the fees are significantly subsidised by TEC, so the transaction is not of approximately equal value.

**ii. Revenue from exchange transactions**

i. Interest Revenue  
Interest revenue is recognised as it accrues, using the effective interest method.

**b. Property, plant and equipment**

Property, plant and equipment are recognised at cost, less depreciation. All assets are depreciated using the straight-line or diminishing value methods and with the following useful life parameters:

ASSET	EXPECTED USEFUL LIFE
Computer Hardware	2 – 5 years
Leasehold Improvements	20 – 25 years
Motor Vehicles	3 – 5 years

Subsequent costs are added to the carrying amount of an item of property, plant and equipment, when that cost is incurred, if it is probable that the future economic benefits embodied within the item will flow to the Company and the cost of the item can be measured reliably. All other costs are recognised in the Statement of Comprehensive Revenue and Expenses when incurred. The residual value of assets is reassessed annually.

**c. Intangible assets**

An intangible asset is recognised only if all of the following conditions are met:

- An asset is controlled by the Company as a result of past events;
- It is probable that the asset created will generate future economic benefits; and
- The cost of the asset can be measured reliably.

**d. Trade and other receivables**

Trade and other receivables are stated at cost less impairment losses.

A provision for impairment of trade receivables is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original receivable terms. Subsequent recoveries of amounts previously written off are credited against other income.

**e. Employee benefits**

The Company’s net obligation in respect of annual leave is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using current pay rates and actual leave accrued. The Company has no obligation in respect to defined contribution pension plans, long service leave, or share-based payment transactions.

**f. Income tax**

The Company is registered with the Charities Commission under the Charities Act 2005 and is therefore exempt from income tax under section CW 42.

**g. Goods and services tax**

All items are stated exclusive of GST except for trade receivables and trade creditors that are stated inclusive of GST.

**h. Cash and cash equivalents**

These include 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. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

**i. Short term deposits**

Short term deposits are bank held term deposits with maturities of 3 months or greater from inception. Short term deposits are recognised at the face value of the deposit.

**j. Trade and other payables**

These amounts represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

**k. Provisions**

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the

amount has been reliably estimated. Provisions are not recognised for future operating losses.

#### I. Financial Instruments

Financial instruments are recognised in the Balance Sheet when the Company becomes party to a financial contract. They include cash balances, deposits, bank overdraft, receivables, and payables. The business invests funds only with entities with satisfactory credit ratings. Exposure to any one financial institution is restricted in accordance with the business' policy.

##### a. Recognition and initial measurement

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value plus transaction costs that are directly attributable to its acquisition or issue. At initial recognition, an entity may measure short-term receivables and payables at the original invoice amount if the effect of discounting is immaterial.

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

##### b. Classification and subsequent measurement

###### Financial assets

On initial recognition, all Company financial assets are classified and measured at amortised cost.

A financial asset is measured at amortised cost if it meets both of the following conditions:

- it is held within a management model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in surplus or deficit. Any gain or loss on derecognition is recognised in surplus or deficit.

###### Financial liabilities

All of the Company's financial liabilities are classified and measured at amortised cost.

Financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in surplus or deficit. Any gain or loss on derecognition is also recognised in surplus or deficit.

##### c. Impairment of financial assets

The Company recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Company measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- bank balances for which credit risk (i.e., the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables are always measured at an amount equal to lifetime ECLs. When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward-looking information.

The Company assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due. The Company considers a financial asset to be in default when the financial asset is more than 90 days past due.

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e., the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Company expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

#### 4. Tertiary Education Commission (TEC) Revenue

Te Mahi Ako is an NZQA accredited private training establishment (PTE) and receives funding from TEC which is provided to deliver against the targets set out in the investment plan as agreed between the TEC and Te Mahi Ako. In addition to core funding comprising delivery and learner components, discretionary strategic component funding is granted by TEC on the proviso certain milestones are met.

<b>TERTIARY EDUCATION COMMISSION (TEC)</b>	<b>2025 \$</b>	<b>2024 \$</b>
TEC Funding	6,827,591	5,647,878
Other TEC Funding	-	794,032
<b>Total TEC Revenue</b>	<b>6,827,591</b>	<b>6,441,910</b>

## 5. Cost of Sales

	2025 \$	2024 \$
Assessment Fee	248,311	193,081
NZQA Credit Reporting	147,865	169,586
NZQA Managing Consistency	25,523	18,224
NZQA Programme Consultation	40,699	53,803
NZRA Pool Lifeguard Practising Certificate Fees	16,955	23,270
Resource Printing	113,332	94,702
Workshop Costs	3,999	147,804
Targeted Training Apprentice Fund costs	-	27,376
<b>Total Cost of Sales</b>	<b>596,684</b>	<b>727,846</b>

## 6. Employee Benefit Expenses

	2025 \$	2024 \$
Wages and Salaries	4,607,175	3,655,945
Contract Staff	181,156	38,902
Training	14,663	4,837
Other Costs	153,595	111,229
<b>Total Employee Benefit Expenses</b>	<b>4,956,589</b>	<b>3,810,913</b>

## 7. Other Operating Costs

	2025 \$	2024 \$
Advertising	3,523	1,400
ACC Levies	7,655	8,346
Audit Fees	28,897	19,273
Depreciation and Amortisation	42,235	13,810
Directors' Fees	60,000	75,000
IT Expenses	174,618	74,150
Insurance	94,535	-
Interest expense	2,931	-
Legal Fees	18,957	1,950
Office Expenses	45,007	-
Other	21,134	24,867
Postage, Printing and Stationary Expenses	18,297	13,145
Phone and Internet Expenses	25,707	8,598
Professional Fees	40,110	43,938

Rental Expenses	194,020	15,462
Repairs and Maintenance Expenses	4,838	-
Shared Services Charges	-	2,259,447
Subscriptions and Membership Expenses	15,911	2,861
Staff Expenses	24,062	5,436
Travel Expenses	35,207	38,254
<b>Total Other Operating Costs</b>	<b>857,643</b>	<b>2,605,937</b>

## 8. Client Servicing and Training Resources

	2025 \$	2024 \$
Client Servicing	192,560	227,333
Partnership Agreements	23,000	23,000
<b>Total Client Servicing and Training Resources</b>	<b>215,560</b>	<b>250,333</b>

## 9. Equity and Reserves

At 31 December 2025, share capital comprised 1,000,000 ordinary shares (2024: 1,000,000 called and fully paid) all of which were called and fully paid at the balance date. Skills Active Aotearoa is the sole holder of the ordinary shares and therefore has sole voting rights. Ordinary shares have no par value.

## 10. Cash and Cash Equivalents

	2025 \$	2024 \$
Westpac	720,719	1,300,544
<b>Total Cash and Cash Equivalents</b>	<b>720,719</b>	<b>1,300,544</b>

## 11. Short Term Deposits

	2025 \$	2024 \$
Westpac	2,108,377	1,000,000
<b>Total Short Term Deposits</b>	<b>2,108,377</b>	<b>1,000,000</b>

## 12. Receivables

	2025 \$	2024 \$
Accrued Revenue - Exchange	22,315	21,048
Accrued Revenue - Non-Exchange	180,000	339,350
Trade Receivables - Exchange	64,097	244,430
Trade Receivables - Non-Exchange	34,725	16,113
<b>Total Receivables</b>	<b>301,137</b>	<b>620,942</b>

## 13. Trade Payables

	2025 \$	2024 \$
Trade Payables	173,004	129,029
<b>Total Trade Payables</b>	<b>173,004</b>	<b>129,029</b>

## 14. Provision for TEC Payback

	2025 \$	2024 \$
TEC Funding Repayment	-	731,188
<b>Total Provision for TEC Payback</b>	<b>-</b>	<b>731,188</b>

The TEC letter dated 25 May 2026 confirms the wash up position for 2025 funding. There is no claw-back required as a result of delivering 1,177 STM compared to the target of 1,128 STM.

## 15. Property, Plant and Equipment

	COMPUTER EQUIPMENT	LEASEHOLD IMPROVMENTS	MOTOR VEHICLES	TOTAL
<b>Cost</b>				
Opening	-	-	56,318	56,318
Additions	10,529	2,252	-	12,781
Disposals	-	-	(2,407)	(2,407)
<b>Closing Cost</b>	<b>10,529</b>	<b>2,252</b>	<b>53,911</b>	<b>66,692</b>
<b>Accumulated Depreciation</b>				
Opening	-	-	26,219	26,219
Depreciation	1,053	75	10,565	11,693
<b>Closing Accumulated Depreciation</b>	<b>1,053</b>	<b>75</b>	<b>36,784</b>	<b>37,912</b>
<b>Net Book Value 2025</b>	<b>9,476</b>	<b>2,177</b>	<b>17,127</b>	<b>28,780</b>
<b>Net Book Value 2024</b>	<b>-</b>	<b>-</b>	<b>30,099</b>	<b>30,099</b>

## 16. Intangible Assets

	COMPUTER SOFTWARE	WORK IN PROGRESS	CAPITALISED PROGRAMMES	TOTAL
<b>Cost</b>				
Opening	6,450	213,256	-	219,706
Additions	-	242,936	11,311	254,247
Transfer from WIP	-	(212,366)	212,366	-
Disposals	-	(22,645)	-	(22,645)
<b>Closing Cost</b>	<b>6,450</b>	<b>221,181</b>	<b>223,677</b>	<b>451,308</b>
<b>Accumulated Amortisation</b>				
Opening	2,547	-	-	2,547
Depreciation	2,580	-	27,961	30,541
<b>Closing Accumulated Amortisation</b>	<b>5,127</b>	<b>-</b>	<b>27,961</b>	<b>33,088</b>
<b>Net Book Value 2025</b>	<b>1,323</b>	<b>221,181</b>	<b>195,716</b>	<b>418,220</b>
<b>Net Book Value 2024</b>	<b>3,903</b>	<b>213,256</b>	<b>-</b>	<b>217,159</b>

## 17. Related Parties

The Company has related party relationships through the connection of its Directors with associated industry organisations with whom it transacts in the normal course of its business. The transactions between Directors and the organisation in which they hold an interest are:

DIRECTORS & ORGANISATION	PAID TO TE MAHI AKO (\$)	PAID BY TE MAHI AKO (\$)
<b>2025</b>		
Kirsty Knowles – Community Leisure Management Limited	40,235	-
<b>2024</b>		
Kirsty Knowles – Community Leisure Management Limited	23,390	1,535
Stephanie Hadley – Exercise Association of New Zealand	-	10,000

Kirsty Knowles is the General Manager of Operations at Community Leisure Management Ltd (CLM) who own and operate community facilities such as swimming pools. Te Mahi Ako learner fees will be invoiced to CLM, either directly, or to entities owned by CLM that operate the pools.

Stephanie Hadley is the Chairperson of Pilates Aotearoa which is a subsidiary of Exercise Association of New Zealand.

## 18. Remuneration paid to employees

	2025 \$	2024 \$
\$100,000 – \$110,000	4	7
\$110,000 – \$120,000	8	6
\$120,000 – \$130,000	1	-
\$130,000 – \$140,000	1	1
\$140,000 – \$150,000	-	1
\$150,000 – \$160,000	2	-
\$160,000 – \$170,000	1	-
\$170,000 – \$180,000	1	-
\$180,000 – \$190,000	1	-
\$190,000 – \$200,000	-	1
\$200,000 – \$210,000	-	-
\$240,000 – \$250,000	1	-

## Key Management Personnel

Total Full Time Employees (FTE)	7	2
Total Remuneration paid (\$)	1,178,765	295,438

## 19. Directors Remuneration paid

	2025 \$	2024 \$
Butch Bradley	15,000	-
Stephen Gacsal	15,000	-
Hinemaia Rikirangi	15,000	-
Kirsty Knowles	15,000	-
Steve Ruru	-	30,000
Robyn Cockburn	-	15,000
Brandi Hudson	-	15,000
Stephanie Hadley	-	15,000
<b>Total Directors remuneration paid</b>	<b>60,000</b>	<b>75,000</b>

## 20. Financial Assets and Liabilities

All financial assets are classified at amortised cost for financial measurement purposes. These are:

FINANCIAL ASSETS AT AMORTISED COSTS	2025 \$	2024 \$
Cash and cash equivalents	720,719	1,300,544
Short term deposits	2,108,377	1,000,000
Receivables	301,137	620,942
<b>Total Financial Assets at amortised costs</b>	<b>3,130,234</b>	<b>2,921,486</b>

Financial liabilities are reported at amortised cost and comprise trade payables and provisions of \$173,004 (2024: \$860,217). There are no financial liabilities at fair value through profit and loss.

## 21. Commitments and Contingencies

There are no commitments or contingent liabilities as at 31 December 2025 (2024: Nil)

## 22. Subsequent Events

There are no events subsequent to balance date that require disclosure in these financial statements.

## 23. Going Concern

These financial statements have been prepared based on management's and the Board's assessment that Te Mahi Ako is a going concern. Te Mahi Ako has been operating as a private training establishment (PTE) since being granted registration by NZQA in 2022, and TEC has been providing funding to Te Mahi Ako as a PTE. It is therefore expected that Te Mahi Ako will continue to operate as a going concern for the foreseeable future.

TEC have confirmed funding of Te Mahi Ako for the 2026 calendar year.

# DIRECTORY

## Te Mahi Ako Board

Butch Bradley – Chair  
Hinemaui Rikirangi  
Kirsty Knowles  
Stephen Gacsal

## Registered Office

14 Sages Lane  
Te Aro Wellington 6011

**Solicitor** – Dentons  
Kensington Swan

**Bankers** – Westpac

**Auditors** – BDO New Zealand

## Directory

Contact

Te Mahi Ako  
14 Sages Lane  
Te Aro

Wellington 6011

PO Box 2183

Wellington 6140

[info@temahiako.org.nz](mailto:info@temahiako.org.nz)

[www.temahiako.org.nz](http://www.temahiako.org.nz)

0508 4SKILLS (0508 475 4557)

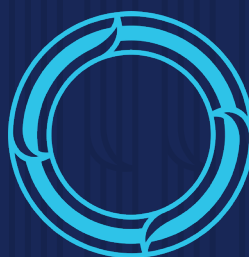


[temahiako.org.nz](http://temahiako.org.nz)

[info@temahiako.org.nz](mailto:info@temahiako.org.nz)

0508 475 455

14 Sages Lane, Te Aro, Wellington



**TE  
MAHI  
AKO**