



Te Pūrongo ā-tau

Annual Report 2025

Auditors

Crowe New Zealand

Solicitors

Quigg Partners

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Each governance Board in the WorkBridge Group maintains an Interest Register that records the Board members roles, potential conflicts of interest and how these might be managed. These registers are reviewed at each Board meeting and updated as required.

During 2024/5, there were no disclosures of direct conflicts of interest made relating to specific Board agenda items by the Foundation Board of Trustees or company boards in the commercial arm of the WorkBridge Group.

Foundation Board Members

Name	Commenced	Completed
Derek Gill (Chair)	27 March 2023	
Mark Bogle	27 March 2023	
Raewyne Lovich	27 March 2023	30 June 2025
Fraser Alexander	29 January 2024	
Michael Bealing	1 August 2024	
Sonia Thursby	1 July 2025	

Commercial Arm Non-Executive Board Members

Name	Commenced	Completed
Peter Allen	24 April 2023	30 June 2025
Mark Bogle	24 April 2023	
Derek Gill	24 April 2023	
Sonia Thursby	1 July 2023	30 June 2025
Ryan McLean	27 October 2023	
Ron Scott	27 October 2023	
Peter Dixon	27 October 2023	
Paul Barclay	27 October 2023	
Vivienne Holm	1 July 2025	

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Our Board



Derek Gill

I have a long-term interest in disability issues and have lived experience of disability. My interest in the WorkBridge Group arises out of the group's role in improving employment opportunities. Being employed can shift the dial on the life chances and wellbeing of people who experience disabilities.

Looking at the WorkBridge Foundation, the public good programme provides an opportunity to raise the bar on the disability policy debates by providing robust evidence on what works to improve employment opportunities for disabled people.



Mark Bogle

Workbridge has been helping people with disabilities find work for nearly one hundred years and I believe there is an opportunity for the organisation to now have a broader role.

I am concerned that New Zealand is lagging behind similar countries in terms of progress within the disability employment sector and I am optimistic that the Foundation's work will make a difference in this regard.



Fraser Alexander

I want to ensure that people with disabilities are empowered to fully realise their potential by creating equitable opportunities and helping shape a more inclusive future where abilities are recognised over assumptions.

I want to see the Foundation build partnerships that provide jobs whilst transforming recruitment practices across industries, making inclusion the norm.



Michael Bealing

My desire to be involved is the incredible difference employment makes for people with disabilities. Employment expands people's choices and empowers them to have greater freedom.

My aspiration for the Foundation is for it to be recognised as a leading champion in increasing the accessibility of the labour market and unlocking potential for employees and employers.



Sonia Thursby

I'm passionate about disabled people having meaningful work opportunities, using their skills to make decisions and forge their own path. I previously served on the Workbridge Incorporated Board and was part of the transition to the new structure which better serves our community.

As a Foundation Board member, I work with people with lived disability experience to help shape our direction, identify funding gaps, and direct our efforts accordingly. Workbridge has a strong history of impact and with donor support, the Foundation will continue building on this vision. I'm proud to contribute to this initiative

Te Whakakitenga

Our Vision

The purpose of WorkBridge is “to enable Disabled People to participate and experience equal opportunities in the labour market.”

**Kei te hia whakamana mātou i ngā ao
o te hunga whaikaha i te māketē tōhaunui.**

Improve the lives of disabled people by enabling meaningful participation in the labour market.

Tauākī Whāinga

Our Mission

**Ki te aro ki te tōhore o te hunga
whaikaha i te māketē tōhaunui**

To address the labour market disadvantage of disabled people

Whanonga Pono Our Values

Kairangi / Excellence

He tohunga ngaio, he tohunga ki ā tātou mahi, ā, ka ū ki taumata kē noa atu.

We are professional, expert at what we do, and go the extra mile.

Te Auaha / Innovation

Ko tā mātou he whai i te taki o te wā, he whakairo hoki i te ara rerekē. He iwi auaha, he iwi kaingākau.

We keep pace with and lead change. We're creative and passionate.

Motuhaketanga / Authenticity

Ka kauanuanutia te kanorautanga, ā, ka whakatinanahia tā mātou i kī ai. E wātea ana 100% o te wā. E ū ana mātou ki te mana motuhake (mana āhua ake), me te whakaute i te kawenga a te whānau i ngā ahurea whānui me ngā hapori.

We embrace diversity and walk our talk. We are 100% accessible. We are committed to mana motuhake (self-determination), while respecting the role of the whānau in many cultures and communities.

Whakapono / Belief

Ka whakapau kaha mātou ki te angitu, he iwi whakatenatena, arokoa, arotangata anō hoki mātou. Ka mahi tahi mātou ki ngā kairapu mahi ki te whakapiki i ō rātou pūkenga. Ka mahi tahi hoki mātou ki ngā rangatira o ngā wāhi mahi ki te whakapiki i ō rātou āheinga.

We're invested in success, we're encouraging, optimistic and put people first. We work with jobseekers to maximise their strengths, and with employers to maximise their opportunities.

Hiranga / Resilience

He iwi manawatitī, manawa whakatete, manawa urutau.

We're determined, irrepressible and adaptable.

Statement from Board Chair

Tēnā koutou katoa,

As we approach our centenary, the mission that has guided WorkBridge Group for nearly 100 years remains as critical as ever: how do we create meaningful employment opportunities for disabled people in New Zealand?

This year marked a significant milestone for the group and our mission: our second year operating under our new structure. The WorkBridge Group consists of three tiers: the WorkBridge Foundation (charitable entity and ultimate parent), Workbridge Holdings (holding company and owner of investment portfolio) and at tier 3 Workbridge Employment Services (operating subsidiary and manager of major contracts) and Propel People NZ (a new subsidiary). What began as a structural vision has become a living, working reality, and I'm pleased to report the design has proved robust.

The deliberate separation between our commercial arm and charitable foundation is proving its worth, enabling each to pursue its distinct purpose with clarity and impact, while ensuring the commercial sustainability that will see us serve disabled people for the next 100 years.

The WorkBridge Foundation offers a Hand Up

A positive example of this is the WorkBridge Foundation's Hand Up programme, which launched in May 2025. It embodies the sector's core principle: nothing about us, without us. Rather than prescribing solutions, we invited disabled people to tell us what would make a real difference to them where current programmes fall short. The response has been encouraging, and we're continuing to learn our way forward as we grow the programme.

The Foundation's Public Good programme launched focused on research using data and evidence

Labour markets are like scissors – where one blade reflects supply, the other reflects demand, and the hinge works to match supply and demand.

Looking at the supply side, our work with the Integrated Data Infrastructure represents a step change in how we understand labour market participation by disabled people. By tracking real people through the labour market over their lifetimes using unit record data, we're moving beyond averages to identify distinct clusters and dynamic patterns.

This will reveal where different types of targeted assistance can and will make the greatest difference for disabled people, from those thriving in employment to those

who've never had the opportunity to join the workforce, and the crucial groups in between.

Looking at the demand side, we're also publishing research on attitudinal barriers amongst employers to employing people with disabilities and what is required to shift the dial to labour force engagement by people with disabilities.

Future research will look at what is needed to better match supply and demand. This will help understand why unemployment and underemployment for disabled people remains so stubbornly high here in New Zealand. This evidence base will drive the policy conversations and workplace changes needed to create genuine opportunity.

With our major donor programme ready for launch, we're positioned to grow this work and deepen our impact over the course of next year and beyond.

Workbridge Holdings – the corporate office

During the year the commercial arm of the business moved from operating as a single entity under WB Employment Services, to a shared services group, operating under the WB Holdings umbrella. The past year has seen several milestones in cementing in the new structure:

- Corporate and support services have been centralised in the tier 2 Holdings company providing back-office functions on a shared services basis to the rest of the group.
- The entire suite of organisational policies and procedures have been updated to support the new structure going forward.
- The Board committee structure has been reviewed with a new Investment Committee established as we take a less conservative more commercial approach to managing our financial assets.

Propel gains momentum

Our new tier 3 business-to-business arm, Propel, represents the next phase of diversification – reducing our reliance on any single funder and creating the financial resilience to pursue our charitable purpose over the long term.

Propel has recently been awarded a contract from Whaikaha to support their internship programme by providing disability confidence training. It's a great opportunity to partner with Whaikaha by focusing on upskilling employers taking on the interns.

Workbridge Employment Services continual improvement

We have completed the organisational re-design by right sizing the Employment Services to deliver to the new MSD contract, while streamlining the back office and support functions. The staff at Workbridge Employment Services have responded to the challenge of doing more with less. Performance has increased with the number of placements per employee increasing significantly.

We've since secured new regional contracts and are developing opportunities with other government agencies and private organisations, building on this reputation for reliable delivery and commercial competence.

When we were recently approached to take over a programme from an existing provider, it confirmed our standing as a trusted, high-performing operator in the disability employment sector. Being selected as the provider of choice, demonstrated the confidence government agencies and our peers have in our capability and track record.

Taking an agile approach in a time of change

We occupy an interesting space in the market, neither a small local provider nor having overwhelming national scale. This requires strategic thinking about where we can add most value. The structure we've built gives us the agility to scale up or down as opportunities arise, while maintaining the separation that allows our Foundation to focus purely on improving life chances and our commercial businesses to operate with commercial rigour.

The broader policy environment creates space for us to strengthen our capability and demonstrate our value. We're building from a position of stability rather than chasing rapid change.

Celebrations and changes in governance and leadership

Phil Hendry has successfully stepped into the Chief Executive role, building his profile across the sector and establishing the commercial arm of Workbridge as an organisation that delivers professionally and sustainably. Under Phil's leadership, Workbridge has become more agile and commercially focused, while staying true to our mission.

I want to express my sincere thanks to Raewyne Lovich, who stood down from the Foundation Board at the end of her first term as part of our planned governance rotation.

Raewyne's dedication and insights were invaluable during this critical transition period. We are delighted to welcome back Vivienne Holm who has rejoined the WorkBridge board.

I'd also like to thank our former GM People and Capability, Jude King, who moved on as we restructured to create a leaner operation better suited to our current needs. Jude's contribution in helping us navigate organisational change and supporting our people through this transformation has been much appreciated. We're grateful for the part both Raewyne and Jude played in bringing us to this stronger position.

I'm optimistic about what lies ahead. We have the structure, the team, and the clarity of purpose to make a meaningful difference.

We can look at business opportunities realistically while staying anchored to the mission that has defined us since our founding: working for and with the disability community to open doors to employment and independence.

It's an honour to continue this journey alongside the Board, our staff, and the people we serve.

Ngā mihi mahana,



A handwritten signature in black ink that reads "Derek Gill".

Derek Gill
GROUP BOARD CHAIR



Statement from Foundation Managing Director

A Year of Breaking Barriers

2025 has been a year of transformation – one where we've moved from asking "what if?" to proving "why not?" when it comes to employment for disabled people in New Zealand.

Innovation in Action: Hand Up not Hand Out

In May, we launched something different. Our Hand Up not Hand Out grant programme targets the gaps that traditional funding misses – the specific needs, the bold ideas, the individual journeys toward employment that deserve support. We're not just writing cheques; we're backing potential. Three grants approved, more in assessment, and every story shared on our website represents someone stepping closer to economic participation on their terms.

Evidence That Changes Minds

Working with the New Zealand Institute of Economic Research (NZIER), we've quantified what many have felt instinctively: employment transforms lives. Our research captures the lifelong benefits for disabled people – not just in dollars, but in dignity, connection, and contribution. We've translated these findings into personas that make the data human and the opportunities real.

But we didn't stop there. Our second research project tackles the elephant in the room: employer attitudes. The findings are revelatory yet frustrating – many hiring barriers stem from misconceptions and ignorance, not reality. When employers understand that accommodating disabilities is often simpler than assumed, and that capability has nothing to do with disability, doors open. This research is live on our website and changing conversations across the country.

Looking ahead, our partnership with NZIER continues with an ambitious deep dive into Statistics New Zealand's Integrated Data Infrastructure (IDI). Phase one is underway; phase two launches early 2026. This isn't an academic exercise – it's about understanding employment trajectories to design interventions that work.

The Road Ahead: Where Your Support Matters

We're about to launch our fundraising programme, and we're not apologising for ambition. Our case for support identifies three critical gaps:

Early intervention in schools: because career possibilities should be shaped by potential, not prejudice.

Shifting employer mindsets: because attitude barriers are the easiest to eliminate and the most damaging to maintain.

Enhanced in-work support: because getting the job is just the beginning; thriving in it requires ongoing guidance and assistance.

These aren't nice-to-haves. They're the difference between systemic change and incremental progress.

Join Us

If you believe that employment isn't a privilege but a right and that disability should never determine a person's economic future, we'd welcome your support. Together, we can build a New Zealand where talent, not limitation, defines opportunity.

Let's make employment the expectation, not the exception.



A stylized, handwritten signature in black ink, appearing to read 'Paul Chapman'.

Paul Chapman
MANAGING DIRECTOR

Statement from Chief Executive of Commercial Arm

Whāia te iti kahurangi ki te tūohu koe me he maunga teitei

Seek the treasure you value most dearly: if you bow your head, let it be to a lofty mountain

Tēnā koutou katoa,

Building Tomorrow's Inclusive Workforce, Today

2024–25 wasn't just another year – it was a proving ground. While market headwinds tested the entire employment sector, we saw an opportunity to reimagine how disability employment services could work smarter, reach further, and deliver deeper impact.

Redefining Success in a Tough Market

When the labour market contracts, disabled jobseekers shouldn't be the first left behind. Yet that's exactly what traditional hiring patterns would predict. We refused to accept that outcome.

Instead, our team delivered 1,184 employment placements – each one representing creativity, persistence, and a fundamental belief that talent exists everywhere. But here's what really matters: 588 people were still thriving in their roles at six months, and 432 at twelve months. These aren't just statistics. They're careers launching, financial independence growing, and potential being realised.

We're proving that sustainable employment outcomes are possible, even when conditions are far from ideal. That's the future we're building.

Technology Meets Human Connection

This year, we fundamentally transformed how our teams work. By deploying AI and streamlining administration into dedicated support functions, we've liberated our employment consultants to do what technology never will: build authentic relationships that change lives.

Picture this: someone who's never held paid employment stepping into their first permanent role within weeks, not because of an algorithm, but because a skilled consultant invested time to build their confidence, identify their unique capabilities, and connect them with an employer ready to see their potential.

That's the sweet spot where innovation meets impact and it's only possible when we design systems that amplify human expertise rather than replace it.

Expanding What's Possible

The market is telling us something important: Workbridge's delivery model works beyond traditional boundaries.

This year brought validation through action:

- MSD's Mainstream Internship Programme partnership
- Selection for Canterbury regional employment services
- Whaikaha's internship programme delivery through Propel
- Launch of MSD Community Job Coaching in Waikato and Canterbury

But the standout? Delivering MBIE's Refugee Employment Programme pilot in Palmerston North. Over 18 months, we enrolled 121 former refugees and placed 58 into meaningful, career-aligned employment.

Among them was a qualified Syrian lawyer who'd arrived in New Zealand in 2016 but couldn't break through into work that recognised her expertise. Through strategic employer partnerships and a deep understanding of how to translate international experience for the NZ market, we helped create a cultural advisor role that honoured her professional background. She's still employed, still contributing, still building her new life here in New Zealand.

MBIE's independent evaluation highlighted our culturally sensitive approach and the power of co-locating within community hubs. More importantly, it demonstrated that complex employment challenges require sophisticated solutions – and we're increasingly the partner that government agencies and employers choose when outcomes matter.

The Power of Proven Partnerships

233 employers returned to work with us again this year. That's not marketing – that's trust earned through delivering consistent results.

Take Kowhai Kids: 16 Workbridge placements since 2017. Or T8 in traffic management: 28 placements since 2019. They don't come back because they're being charitable. They return because we've become a reliable talent pipeline that understands their business, anticipates their needs, and delivers work-ready candidates.

When employers stop advertising externally and make Workbridge their first call, we know we've fundamentally shifted the conversation from "diversity hiring" to "smart hiring."

We're seeing the evidence in career progression too – people moving from entry-level roles to supervisory positions, building genuine careers rather than just filling jobs. When employers invest in development, mentoring, and advancement pathways for their Workbridge hires, everyone wins.

Where Data Meets Delivery

Here's what sets Workbridge apart in the New Zealand market: we hold decades of operational intelligence on what actually drives sustainable disability employment outcomes.

This isn't theory. It's data insights from thousands of placements, tracked at six months, twelve months, and beyond. We know which employer partnerships endure, which interventions work, what predicts long term success.

Now, through our Foundation's emerging research programme, we're taking this operational intelligence and building a longitudinal evidence base that will inform both policy and practice. This combination – frontline delivery meeting rigorous research – positions us to prove what works, not just critique what doesn't.

For government agencies, this means partnering with the organisation holding New Zealand's most comprehensive disability employment dataset. For employers, it's accessing proven practices refined across thousands of placements. For donors, it's investing in research grounded in operational reality.

This is why we're winning contracts beyond traditional disability employment services. We bring evidence-based innovation to every engagement.

Commercial Innovation for Social Impact

Through Propel, our B2B arm, we're actively building commercial partnerships with both private sector and government clients. This isn't mission drift – it's strategic diversification that creates resilience.

The logic is compelling: diversified revenue lets us weather political shifts and economic cycles. Under our social enterprise model, commercial profits fund the Foundation's public good work, creating a virtuous cycle where business success directly enables greater social impact.

We're not just adapting to the market, we're actively shaping it.

The People Behind the Progress

None of this innovation happens without our employment consultants, support staff, and leadership team. This year demanded more: deliver better outcomes with constrained resources, master new technologies, maintain quality under pressure. They've responded with professionalism and unwavering commitment.

I also want to acknowledge our employer partners MSD, MBIE, and Whaikaha, whose confidence in our delivery model opens doors for more New Zealanders.

Most importantly, to the disabled jobseekers and former refugees who trust us with their employment journeys: your determination and resilience inspires everything we do.

What's Next

I won't pretend the future is predictable. Labour markets shift. Policy settings evolve. Economic conditions fluctuate.

But here's what I know with certainty: Workbridge is positioned to lead, not just respond.

We're financially sound. Operationally efficient. Armed with data, evidence, and decades of expertise. We have the team, the structure, and the track record to deliver.

Most importantly, we're crystal clear about our purpose: creating employment opportunities for disabled people while demonstrating to employers that inclusive hiring isn't just the right thing to do – it's the smart thing to do.

The labour market of the future will be more inclusive, more evidence-based, and more focused on sustainable outcomes. We're not waiting for that future, we're building it now.

The work continues. The mission endures. And we're ready for what comes next.

Ngā mihi mahana,



Phil Hendry
CHIEF EXECUTIVE

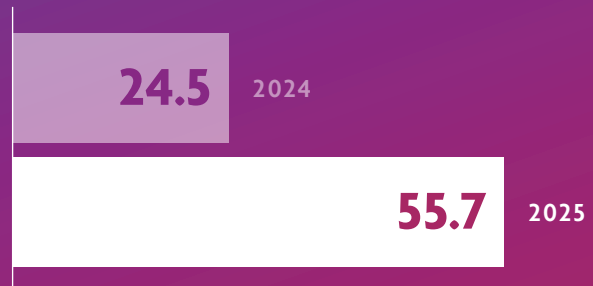


Highlights

FY25 marked a turning point in our effectiveness and impact. With client satisfaction more than doubling, placement rates improving by nearly 53%, and consultant productivity up 28%, the data tells a clear story: our strategic investments in people, processes, and partnerships are working. We're not just placing more people – we're doing it better, and our clients notice.

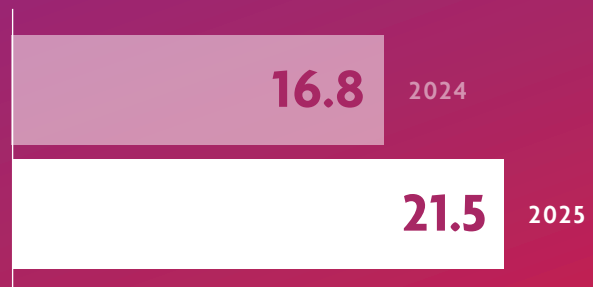
Net Promoter Score

Our Net Promoter Score surged to just over 55 in FY25, more than doubling from 24.5 the previous year, clear evidence that our enhanced service delivery and client-first approach is resonating strongly with those we serve.



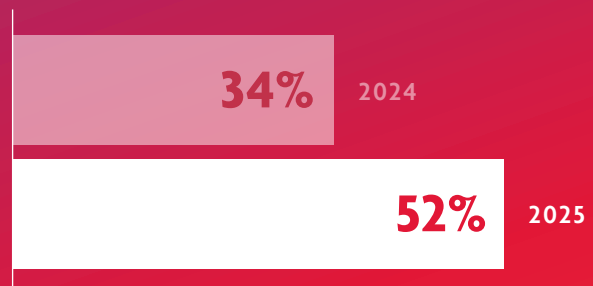
Placements per Employment Consultant

Productivity gains were substantial in FY25, with each Employment Consultant successfully placing 21.5 individuals into meaningful work, up from 16.8 – evidence that our investment in systems, staff, tools, and relationship-building is delivering measurable results.



Clients Placed into employment

More than half of our clients secured employment in FY25, a remarkable improvement from 34% the previous year. This 18 percentage point gain represents hundreds of lives changed and validates our refined matching process and service model.



SUCCESS STORY

A Decade of Trust: Leading with Inspiration

When Glenn first connected with Vinita White in 2014, it marked the beginning of a partnership that would transform lives in the before and after school sector. As the owner of Kowhai Kids (formerly Carpe Diem), Vinita has welcomed 16 Workbridge placements over the years, but the relationship goes far deeper than numbers. Glenn took the time to truly listen to the needs of her business, building a foundation of honesty, feedback, and trust that allows both parties to work proactively rather than reactively. When Vinita needs staff, Workbridge is her first call. Equally, when Glenn identifies a job seeker whose values align with Kowhai Kids' culture, Vinita is open to meeting the – even when she isn't actively hiring. Often, she'll create opportunities or adjust plans because she values Workbridge's understanding of her business and appreciates being thought of first.

What distinguishes Vinita as an employer is her ability to see beyond qualifications and work history. She looks deeper, identifying strengths and potential in people who may have faced barriers to employment. Glenn has brought job seekers onsite to meet Vinita and experience the environment firsthand, allowing them to visualise what working in OSCAR programmes would truly be like. This thoughtful approach to job matching means candidates arrive ready to contribute, and many of those placed over the years remain with Kowhai Kids today. Currently, three Workbridge job seekers are employed across her multiple sites, building stable careers in an industry that values care, patience, and dedication.

Vinita's commitment extends well beyond the workplace. She actively supports her staff's personal development, encouraging them to build confidence, expand their skills, and work towards long-term career goals. Deeply embedded in the local community, she supports initiatives, attends events, and never hesitates to help when someone is in need. Her care, flexibility, and fairness have made her not just a valued employer partner, but a true community leader.



For Workbridge, this ten-year collaboration represents exactly what's possible when employers lead with compassion and recruitment is built on genuine partnership. Many job seekers have gone on to build stable, fulfilling lives thanks to the guidance and opportunities Vinita has provided, and we look forward to many more years of shared success.

SUCCESS STORY

From New Start to Leadership: Career Progression Through Inclusive Employment

When Maddie relocated to Greymouth with limited support and uncertainty about her employment options, a referral to Workbridge West Coast opened a door she hadn't expected. Within weeks of connecting with Workbridge, she secured a part-time cleaning role with OCS West Coast – a position that would become the foundation for remarkable career growth. "I recently moved to Greymouth with limited support and was unsure of what options for employment were available," Maddie recalls. Through regular communication and strong community connections, Workbridge helped her navigate the challenges of a new town without public transport, secure a vehicle, and build the confidence needed to succeed. What began as an entry-level cleaning role quickly evolved into something far more significant.

Maddie's progression at OCS West Coast has been nothing short of exceptional. Her attention to detail, reliability, and positive attitude made an immediate impact – not just on the quality of her work, but on client relationships. "The clients who have had Maddie working on their sites speak so highly of her to the point that we have had requests to quote new works from existing clients because of the excellent work Maddie is doing," explains Natalie Riddell, OCS West Coast manager. Within months, when a maternity leave created an opening for an Acting Contract Supervisor, Workbridge encouraged Maddie to apply based on the glowing feedback she'd already received. She was successful, marking a significant step from cleaner to supervisor – a role where she now oversees shifts, coordinates teams, and ensures work meets OCS standards. "I see great potential in Maddie, which is why I have chosen to mentor her through other aspects of our business as one day I see her being a frontline manager," Natalie adds. OCS supported this transition with additional training in health and safety, site management, and leadership fundamentals, investing in Maddie's long-term success.

This individual success story sits within a broader commitment to inclusive employment. OCS West Coast has welcomed 14 Workbridge clients over the past 24 months, adapting their recruitment approach to meet diverse needs – running mock interviews to build confidence, adjusting interview settings for first-time visitors, and providing work experience opportunities. "I am grateful for the strong relationship OCS West Coast & Workbridge West Coast maintain – Workbridge is OCS West Coast's preferred supplier," says Natalie. "In a small place like the West Coast, I strive to show other employers that it is possible to be an equal opportunity employer with the support of places like Workbridge.



Everyone deserves the opportunity to work." Maddie's journey from uncertain newcomer to emerging leader demonstrates what's achievable when employers invest in people and provide genuine pathways for growth – regardless of where someone starts. It's a partnership built on shared values, mutual respect, and a commitment to proving that inclusive employment strengthens businesses and transforms lives.

SUCCESS STORY

Building a Workforce Pipeline: Innovation in Traffic Management Recruitment

Since 2019, T8 Traffic Management has welcomed 28 Workbridge placements into their workforce – a testament to a partnership built on consistency, innovation, and mutual support. In an industry where qualified workers are essential and demand fluctuates seasonally, T8 has found in Workbridge a reliable partner who understands their business cycle and proactively prepares candidates ahead of busy periods. Rather than scrambling to advertise when roles become available, T8 benefits from a streamlined system where Workbridge provides candidate profiles, screens applicants, and consolidates referrals in one place. This approach has made recruitment significantly easier for T8.

What distinguishes this partnership is Workbridge's willingness to go beyond standard placement services. Recognising that qualifications are essential for the industry, Workbridge ensures jobseekers receive the necessary training before they even apply to T8 – removing barriers and ensuring candidates arrive work-ready. Perhaps most innovative has been the employer seminar model: Workbridge organised recruitment events specifically designed for T8, inviting both Workbridge jobseekers and MSD clients to attend. These hiring seminars allowed T8 to meet multiple qualified candidates in one efficient setting, resulting in multiple placements from single events. By bringing employers, jobseekers, and MSD case managers together, Workbridge created a collaborative recruitment solution that benefits everyone involved – employers get access to pre-screened talent, jobseekers gain direct access to opportunities, and case managers can support their clients' employment outcomes.

The results speak to the strength of this approach. Recent months have seen continued momentum, with multiple new starters successfully transitioning into roles and additional candidates progressing through the interview process. The consistency of placements over six years demonstrates that this isn't just about filling positions – it's about building a sustainable workforce pipeline.



T8 has come to rely on Workbridge as their first point of contact for staffing, even during slower seasons, because the relationship is built on year-round communication and genuine partnership. For an industry where safety, reliability, and proper training are paramount, this collaboration has proven that inclusive recruitment practices can deliver exactly the calibre of workers employers need while creating meaningful career pathways in traffic management.

SUCCESS STORY

Building Trust: A Partnership That Delivers

For Jody, owner of Cedar Lodge and Coastal Ridge Accommodation, finding reliable staff for motel cleaning roles used to mean sifting through applications and taking chances on unknown candidates. Now, Workbridge is her first call. Over the past few years, this locally owned business has welcomed multiple Workbridge clients into their team, including one placement at Jody's other venture, Milford Park Free Range Eggs. The reason is simple: Workbridge makes recruitment easy while delivering candidates who are eager to learn and committed to growing with the business.

What sets this partnership apart is the quality of support that extends well beyond placement. Workbridge takes the time to bring potential candidates onsite before they even apply, allowing them to meet Jody, tour the facilities, and understand exactly what the role entails. This thoughtful approach means better job matching and fewer surprises for everyone involved. Jody values the flexibility to trial candidates before making permanent commitments, giving both parties the chance to assess fit, reliability, and motivation. When challenges arise, she knows Workbridge will work collaboratively to find solutions, not simply move on to the next placement.

The results speak for themselves. Three team members continue to thrive in their roles, demonstrating the reliability and work ethic that keeps the business running smoothly. One staff member's journey is particularly noteworthy – after returning to work following a difficult period and extended time out of employment, she has become one of Jody's most trusted employees, taking on additional responsibilities and earning high praise for her dedication.



These aren't just placements; they're sustainable employment relationships built on a foundation of proper support, honest communication, and mutual respect. For employers seeking dependable staff and candidates seeking genuine opportunities, this partnership demonstrates what's possible when recruitment is done right.

WorkBridge Group Summary Consolidated Financial Statements

For the year ended
30 June 2025



Consolidated Statement of Comprehensive Revenue and Expenditure

FOR THE YEAR ENDED 30 JUNE 2025

	2025 (\$)	2024 (\$)
Revenue from Exchange Transactions		
Placement Contract Management Fee	10,744,238	11,326,411
Consultancy Income	333,748	271,176
Total Revenue from Transactions	11,077,986	11,597,587
Total Revenue	11,077,986	11,597,587
Expenditure (Note 4)		
People	7,903,882	9,042,350
Communication	171,416	262,968
Information Management	509,811	579,882
Customer Service	25,843	10,432
Distribution	843,579	889,373
Asset/Lease Management	462,276	644,762
Corporate	382,874	229,630
Total Expenditure	10,299,681	11,659,397
Financing Activities		
Interest Income	117,167	35,189
Income from Investment Funds	119,630	110,339
Net Surplus from Finance Activities	236,797	145,528
Operating Surplus	1,015,102	83,718
Non-Operating Activities		
Gain/(Loss) on Value of Investment Fund	72,270	(1,630)
Gain/(Loss) on Sale of Assets	17,923	8,193
Total Non-Operating Activities	90,193	6,563
Total Comprehensive Revenue and Expenditure	1,105,295	90,281

The accompanying notes form part of, and should be read in conjunction with, these financial statements.



Consolidated Statement of Changes in Net Assets

FOR THE YEAR ENDED 30 JUNE 2025

	2025 (\$)	2024 (\$)
Equity Brought forward	4,624,751	4,534,470
Surplus for the Year	1,105,295	90,281
Total Equity	5,730,046	4,624,751



Consolidated Statement of Financial Position

FOR THE YEAR ENDED 30 JUNE 2025

	2025 (\$)	2024 (\$)
Current Assets		
Cash and Cash Equivalents	2,452,394	1,759,244
Other Financial Assets	2,738,254	2,546,354
Receivables	876	738,218
GST	66,015	–
Prepayments	117,018	118,620
Term Investments	1,000,000	16,005
Total Current Assets	6,374,557	5,178,441
Non-Current Assets		
Property, Plant and Equipment	248,456	495,574
Intangible Assets	107,635	149,966
Investments	20,000	–
Total Assets	6,750,648	5,823,981
Current Liabilities		
Payables	404,781	410,322
GST	–	158,577
Employee Entitlements	585,821	630,331
Fund in Advance	30,000	–
Total Current Liabilities	1,020,602	1,199,230
Total Liabilities	1,020,602	1,199,230
NET ASSETS	5,730,046	4,624,751
Represented by:		
Equity	5,730,046	4,624,751

For and on Behalf of the Board



Derek Gill
Date: 28 October 2025



Mark Bogle
Date: 28 October 2025

The accompanying notes form part of, and should be read in conjunction with, these financial statements.



Consolidated Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2025

	2025 (\$)	2024 (\$)
Cash Flows from Operating Activities		
Cash was Provided from:		
Revenue from Exchange Transactions		
Placement Contract Management Fee	11,482,456	11,587,019
Other Income	333,748	271,176
Fee Received Interest Income	30,000	–
Total Revenue from Transactions	11,963,371	11,893,384
Total Operating Revenue	11,963,371	11,893,384
Cash was disbursed to:		
Payments to Suppliers	712,460	765,538
GST	1,574,726	1,367,154
Payments to Employees	7,948,392	9,042,350
Total Operating Disbursements	10,235,578	11,175,042
Net Cash Flows from (to) Operating Activities	1,727,793	781,342
Cash Flows from Investing Activities		
Cash was provided from:		
Sale of Fixed Assets	56,137	17,400
Redemption of Fund Investment	–	850,000
Cash was applied to:		
Purchase of Fixed and Intangible Assets	70,780	143,020
Deposit in Investment Fund	–	850,000
Deposit in Term Investments	1,000,000	–
Deposit in Equity Investment	20,000	–
Net Cash Flows from (to) Investing Activities	(1,034,643)	(125,620)
Net Increase/(Decrease) in Cash Held 2	693,150	592,72
Opening Cash Brought Forward	1,759,244	1,166,522
Ending Cash Carried Forward	2,452,394	1,759,244



Reconciliation of Operating Cash Flows

FOR THE YEAR ENDED 30 JUNE 2025

	2025 (\$)	2024 (\$)
Net Surplus for the Year	1,105,295	90,281
Add/(Deduct) Non-Cash Items		
Depreciation	322,015	469,937
Income from Investment Fund Reinvested	(119,630)	(110,339)
Unrealised (Gain)/Loss in value of Investment Fund	(72,270)	1,630
Gain on Sale of Assets	(17,923)	(8,193)
	112,192	353,035
Net Change in Working Capital		
Debtors	753,347	276,613
GST	(224,592)	(158,485)
Prepayments	1,602	21,363
Creditors and Provisions	(5,541)	(27,162)
(Decrease)/increase in Fund in Advance	30,000	–
Employee Entitlements	(44,510)	162,697
	510,306	275,026
Movement in Working Capital	510,306	275,026
Net Cash Flows from (to) Operating Activities	1,727,793	718,342

Notes to the Consolidated Financial Statements

1. REPORTING ENTITY

The information set out in these Summary Financial Statements has been prepared in compliance with PBE FRS 43: Summary Financial Statements and extracted from the Annual audited Financial Statements of WorkBridge Group for the year ended 30 June 2025 which were authorised for issue by the Board of Trustees on 28 October 2025. The Annual Financial Statements for the year ended 30 June 2025 have been prepared in accordance with Tier 2 Public Benefit Entity (PBE) Financial Reporting Standards as issued by the New Zealand Reporting Board (XRB) which comply with New Zealand Equivalents to International Public Sector Accounting Standards Reduced Disclosure Regime (NZ IPSAS with RDR) and other applicable Financial Reporting Standards as appropriate to Public Benefit Entities and are presented in New Zealand Dollars and rounded to the nearest Dollar.

2. SUMMARY FINANCIAL STATEMENTS

These summary financial statements do not include all the disclosures included in the full financial statements and therefore the summary financial statements do not provide a full understanding as provided by the full financial statements. Such understanding can only be obtained by reference to the full Annual Financial Statements. The full financial statements are available upon request of the Trustees, and also on the Charities Register.

3. GOING CONCERN

One of the Groups subsidiaries, Workbridge Employment Services Limited, is party to an Employment Service contract with MSD. The current Employment Service contract commenced on 1 April 2019 and has a current expiry date of 30 June 2026. While the Group has other contracts with MSD, the Employment Service contract provided 97% of our revenue from transactions in the year to 30 June 2025.

The Trustees acknowledge that it is dependent on the Employment Service contract being renewed if it is to continue to operate in its current form. If the Employment Service contract is not renewed, the Group would be forced to restructure its operations and significantly reduce staff levels. The Group has significant cash reserves and in the event that the Employment Service contract is not renewed, those reserves could be used to fund future operations, in whatever form the Trustees decided. Accordingly, the Trustees have adopted going concern as the basis for preparing these financial statements.

While the Trustees are confident in the Group's ability to continue as a going concern, the reliance on these factors give rise to a material uncertainty that may cast significant doubt on the Group's ability to continue as a going concern. As a result of these material uncertainties, the Group may be unable to realise its assets and discharge its liabilities in the normal course of business.



Notes to the Consolidated Financial Statements (cont.)

4. OPERATING LEASES

Workbridge Group leases office premises on a variety of terms from 1 month to 3 years. The operating lease expense incurred can be summarised as follows:

	2025 (\$)	2024 (\$)
Premises	534,184	559,007
Motor Vehicles	5,298	4,017
Equipment	3,390	–
Total	542,872	563,024

The lease commitments are:

	Premises (\$)	Equipment (\$)	Total 2025 (\$)	Total 2024 (\$)
Year 1	379,458	5,811	385,269	374,974
Year 2	248,755	5,811	254,566	252,726
Year 3	12,929	5,811	18,740	191,580
Year 4	–	5,811	5,811	12,743
Year 5	–	1,453	1,453	–
Total	641,142	24,697	665,839	832,023



Notes to the Consolidated Financial Statements (cont.)

5. RELATED PARTIES

The reporting entity is controlled by the Board of Trustees of WorkBridge Foundation. The Group includes the following entities:

- WorkBridge Foundation (Parent Entity)
- Workbridge Holdings Limited (Holding Company)
- Workbridge Employment Services Limited (Subsidiary of the Holding Company)
- Propel People NZ Limited (Subsidiary of the Holding Company)

The entity has a related party relationship with its key management personnel. Key management personnel include the Board of Management and Senior Management.

	2025 (\$)	2024 (\$)
Board Fees	126,410	97,758
Consultancy Fee	–	3,200
Senior Management Salaries and Other Employee Benefits	1,040,887	1,040,819
Total Remuneration	1,167,297	1,141,777
Number of key management personnel	5	5
Number of Board members	13	11

6. SUBSEQUENT EVENTS

The Employment Service contract with MSD expires on 30 June 2026. At the time of signing this report MSD has not issued a tender for employment services for the period 1 July 2026 thereafter. We understand that a tender is imminent and based on our performance to date, anticipate that we will be awarded a new contract commencing 1 July 2026 in due course.

In July 2025, an amount of \$11.335m (\$9.857m net of GST) was received from MSD representing funding in advance for the Employment Service contract for the period 1 July 2025 to 30 June 2026.

In October 2025, subsidiary company Workbridge Employment Services Limited signed a contract with the Ministry of Social Development to provide employment services in the Canterbury region. The outcomes-based contract has a maximum value of \$700,000 and runs for 21 months.



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INDEPENDENT AUDITOR'S REPORT**To the Members of WorkBridge Group****Report on the Summary Consolidated Financial Statements****Opinion**

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at 30 June 2025, the summary consolidated statement of comprehensive revenue and expenditure, summary consolidated statement of changes in net assets and summary consolidated statement of cash flows for the year then ended, and related notes, are derived from the audited consolidated general purpose financial report of WorkBridge Group for the year ended 30 June 2025.

In our opinion, the accompanying summary consolidated financial statements are consistent, in all material respects, with the audited consolidated general purpose financial report, in accordance with FRS-43: *Summary Financial statements* issued by the New Zealand Accounting Standards Board.

Summary Consolidated Financial Statements

The summary consolidated financial statements do not contain all the disclosures required by New Zealand equivalents to International Public Sector Accounting Standards Reduced Disclosure Regime (NZ IPSAS with RDR). Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated general purpose financial report and the auditor's report thereon. The summary consolidated financial statements and the audited consolidated general purpose financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited consolidated general purpose financial report.

The Audited Consolidated Financial statements and Our Report Thereon

We expressed an unmodified audit opinion with material uncertainty related to going concern on the audited consolidated general purpose financial report in our report dated 21 November 2025.

Information Other Than the Summary Consolidated Financial Statements and Auditor's Report

The Board of Trustees are responsible for the other information. Our opinion on the consolidated general purpose financial report does not cover the other information included in the annual report and we do not and will not express any form of assurance conclusion on the other information. At the time of our audit, there was no other information available to us.

In connection with our audit of the consolidated general purpose financial report, if other information is included in the annual report, our responsibility is to read the other information and, in doing so,



consider whether the other information is materially inconsistent with the consolidated general purpose financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of our auditors' report, we concluded that there is a material misstatement of this other information, we are required to report that fact.

Board of Trustees' Responsibility for the Summary Consolidated Financial Statements

The Board of Trustees are responsible on behalf of the entity for the preparation of the summary consolidated financial statements in accordance with FRS-43: *Summary Financial statements*.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary consolidated financial statements are consistent, in all material respects, with the audited consolidated general purpose financial report based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised), *Engagements to Report on Summary Financial statements*.

Other than in our capacity as auditor we have no relationship with, or interests in, WorkBridge Group.

Restriction on Use

This report is made solely to the Group's Members, as a body. Our audit has been undertaken so that we might state to the Group's Members those matters we are required to state to them in an auditor's 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 Group and the Group's Members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in blue ink that reads "Crowe".

Crowe New Zealand Audit Partnership

21 November 2025

Ngā mihi mahana





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