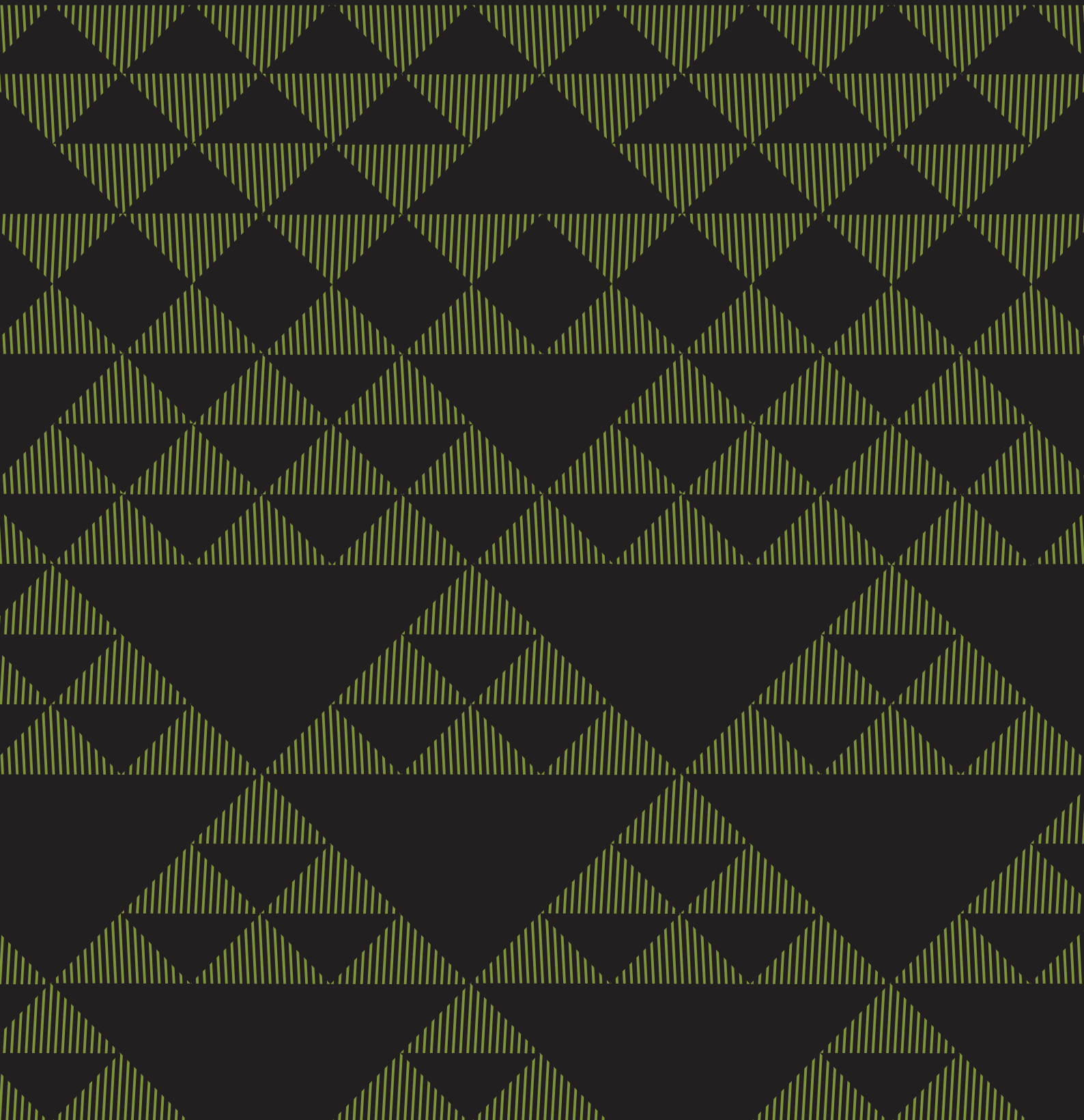




Annual Report

Pūrongo ā-tau

1 July 2024 to 30 June 2025



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**Tuia i runga
Tuia i raro
Tuia i roto
Tuia i waho
Tuia te here tāngata
Ka rongō te pō
Ka rongō te ao
Tuia te muka tāngata
Tihei mauri ora**

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Section 1: Introduction

Kupu whakataki

Message from the Chair and the Chief Executive

**E ngā mana, e ngā reo, e ngā karangatanga
maha, tēnā koutou katoa.**

**Kei ngā mate nui o te wā, whakangaro atu rā
ki te huinga o te kāhui wairua. Haere atu rā.**

The Sport Integrity Commission Te Kahu Raunui (the Commission) is proud to present our inaugural annual report for the period 1 July 2024 to 30 June 2025.

The Commission was established as an independent Crown entity on 1 July 2024 under the Integrity Sport and Recreation Act 2023. We were set up to support everyone to trust and be confident that sport and recreation in New Zealand is safer and fairer.

We do this by providing guidance and services that support the sport and recreation sector to build a culture of integrity. Our approach is informed by the lessons of the past and the needs and aspirations of participants, many of whom shared their lived experience of harm with us during our establishment.

Our focus on preventing harm and protecting the fairness of sport and recreation is reflected in our name, our values, and our tohu (logo). Our strategic framework uses the metaphor of a kākahu (cloak). The kākahu weaves people and organisations together to create safe, fair, and positive environments so that everyone can enjoy the benefits of sport and recreation. Our ingoa Māori, Te Kahu Raunui, refers to the kākahu that symbolises the interconnectedness of the sport and recreation community and its shared values, and the Commission's commitment to fulfilling our responsibilities with openness and honesty.

This past year has been focused on our establishment, of both our internal structure and capabilities and of meaningful relationships with the sport and recreation sector. We are grateful for the sector's support during this period and look forward to further strengthening our connections with them in the years ahead.

The most significant achievement has been making the Code of Integrity for Sport and Recreation (the Integrity Code). We consulted widely and carefully considered the feedback before finalising the Integrity Code. It sets minimum standards for organisations to have in place to prevent and respond to abuse, harm and corruption in sport and recreation. Through these minimum standards, the Integrity Code provides a foundation on which organisations can build a positive culture of integrity that protects everyone including children, young people and adults at risk. We have been delighted with the enthusiasm the sector has shown for the introduction of the Integrity Code and supporting resources.

To support the work of the Integrity Code, we developed and published a range of resources, learning materials and tools for the sector. This demonstrates our focus on building integrity capability and responding to the needs of the sector.

We also established our complaints, resolution and investigation functions, transitioning to an in-house delivery model in February 2025. This allows us to provide participant-centred and independent services in a timely and cost-effective way.

Alongside these new functions and challenges, we have continued to deliver New Zealand's anti-doping programme and advocate for a harmonised and transparent global anti-doping system.

Good progress has been made against our strategic priorities and the performance measures set out in our Statement of Performance Expectations. We narrowly failed to meet the target in relation to anti-doping education, and progress towards our insights-led and transparent strategic priority has been less than expected. This can be attributed to the work required to establish a new Crown entity and the transition to a broad integrity mandate.

We have been established in a fiscally constrained environment. This has meant that from our inception we have been mindful of designing and delivering services that are efficient and effective, and of ensuring we are delivering value for New Zealanders. We are in a good financial position, but cost pressures and growing demand for our services mean sound financial management will be an ongoing focus for the Commission.

We would like to acknowledge the Board and senior leadership team who have helped the Commission navigate this period of growth and change. We also extend our gratitude to all Commission staff. Their expertise, resilience and enthusiasm for this kaupapa have shaped the Commission and ensured we were able to support the sector from day one. Kei ngā ringa e whatu ana i te kākahu o Te Kahu Raunui, tēnā koutou katoa.

From here, we will build on the strengths of our first year to keep growing our impact. We are excited about the opportunities that lie ahead including the adoption of the Integrity Code by sector organisations, taking a stronger insights and intelligence-led approach to our operations and scaling our dispute resolution services to meet demand. We look forward to continuing the journey to embed a culture of integrity in which everyone in sport and recreation are doing the right thing, together, mā te tika, mā te pono, me te aroha – with truth, honesty, and compassion.



A handwritten signature in black ink, appearing to be 'D Mackinnon', written in a cursive style. Below the signature is a thin horizontal line.

Don Mackinnon
Chair



A handwritten signature in black ink, appearing to be 'Rebecca Rolls', written in a cursive style. Below the signature is a thin horizontal line.

Rebecca Rolls
Chief Executive

Our Matariki

Our guiding statement, our Matariki, is:

**Doing the right thing, together
mā te tika, mā te pono, me te aroha**
with truth, honesty and compassion.

Who we are and what we do

The Commission was established on 1 July 2024 as an independent Crown entity under the Integrity Sport and Recreation Act 2023.

We're here to make sure that sport and recreation in Aotearoa New Zealand is safer and fairer at all levels. Our statutory purpose is to:

- ▼ enhance integrity within sport and physical recreation to protect and promote the safety and wellbeing of participants and the fairness of competition
- ▼ implement the World Anti-Doping Code in New Zealand.

We are New Zealand's national anti-doping organisation. We are a signatory to the World Anti-Doping Code which provides a common set of rules, requirements and sanctions that all anti-doping organisations must apply.

We provide a singular, effective and cohesive focus on integrity in sport and recreation. We work with the sport and recreation sector to collectively strengthen our integrity system so all New Zealanders can have safer and fairer sport and recreation experiences.

We do this by:

- ▼ providing education, guidance and policies for participants and sport and recreation organisations
- ▼ providing timely, independent and accessible dispute resolution services
- ▼ taking a participant-centred approach to service delivery
- ▼ operating a robust anti-doping programme
- ▼ investigating serious integrity issues
- ▼ engaging with the sport and recreation sector at all levels
- ▼ supporting the sport and recreation sector to lift its integrity capability
- ▼ advocating for sport integrity and engaging with the international sport integrity community
- ▼ working closely with stakeholders and partners, both in New Zealand and overseas.

Responsible Minister

We are responsible to the Minister for Sport and Recreation. The Minister's annual Letter of Expectations for 2024/25 set out the specific outputs on which the Commission should focus. These were to:

- ▼ publish the Commission's inaugural Statement of Intent 2024-2028
- ▼ focus on our statutory purpose to:
 - enhance integrity within sport and recreation to protect and promote the safety and wellbeing of participants and the fairness of competition
 - give effect to the World Anti-Doping Code in New Zealand
- ▼ focus on ensuring there is a clear process for the raising of complaints to support the integrity of sport that ensures information is verified and acted on to protect and promote the safety and wellbeing of participants
- ▼ develop the Code of Integrity for Sport and Recreation to achieve its purpose to enhance integrity within sport and recreation and to further the collective aspiration of sport and recreation communities to create safe environments for all participants
- ▼ report on our performance in a manner that is clear on the extent to which the Commission is achieving its objective, delivers on its function and represents value for money.

Governance



Our board has eight members appointed by the Minister for Sport and Recreation.¹ All were appointed in May 2024.

Chair:

Don Mackinnon, CNZM

Members:

Traci Houpapa, MNZM JP

Tim Castle

Adine Wilson, MNZM

Bobbi-Jo Clark-Heu

Dr Lesley Nicol ONZM

Lyndon Bray

Rebecca McDonald PLY

The Board has a sub-committee, the Finance and Audit Committee, which comprises of three Board members. The Chair is Tim Castle. Traci Houpapa and Lyndon Bray are members.

¹ Keven Mealamu was appointed to the Board in May 2024 and resigned in January 2025.

Te Kore

In te ao Māori, Te Kore is the realm of creation – the space of limitless potential where all things begin.

This kākahu marks the beginning of our journey and symbolises our role in supporting integrity across the sport and recreation sector. It was created by weaver Amanda Milner.

Te Ope Tāmiro

Kotahi te kōhao o te ngira e kuhuna ai te miro mā, te miro pango, te miro whero.

There is but one eye of the needle, through which white, black and red threads must pass.

The Board is supported by a Māori partnership rōpū, Te Ope Tāmiro. The members are:

Bobbi-Jo Clark-Heu

Nicole Dryden

Mita Graham

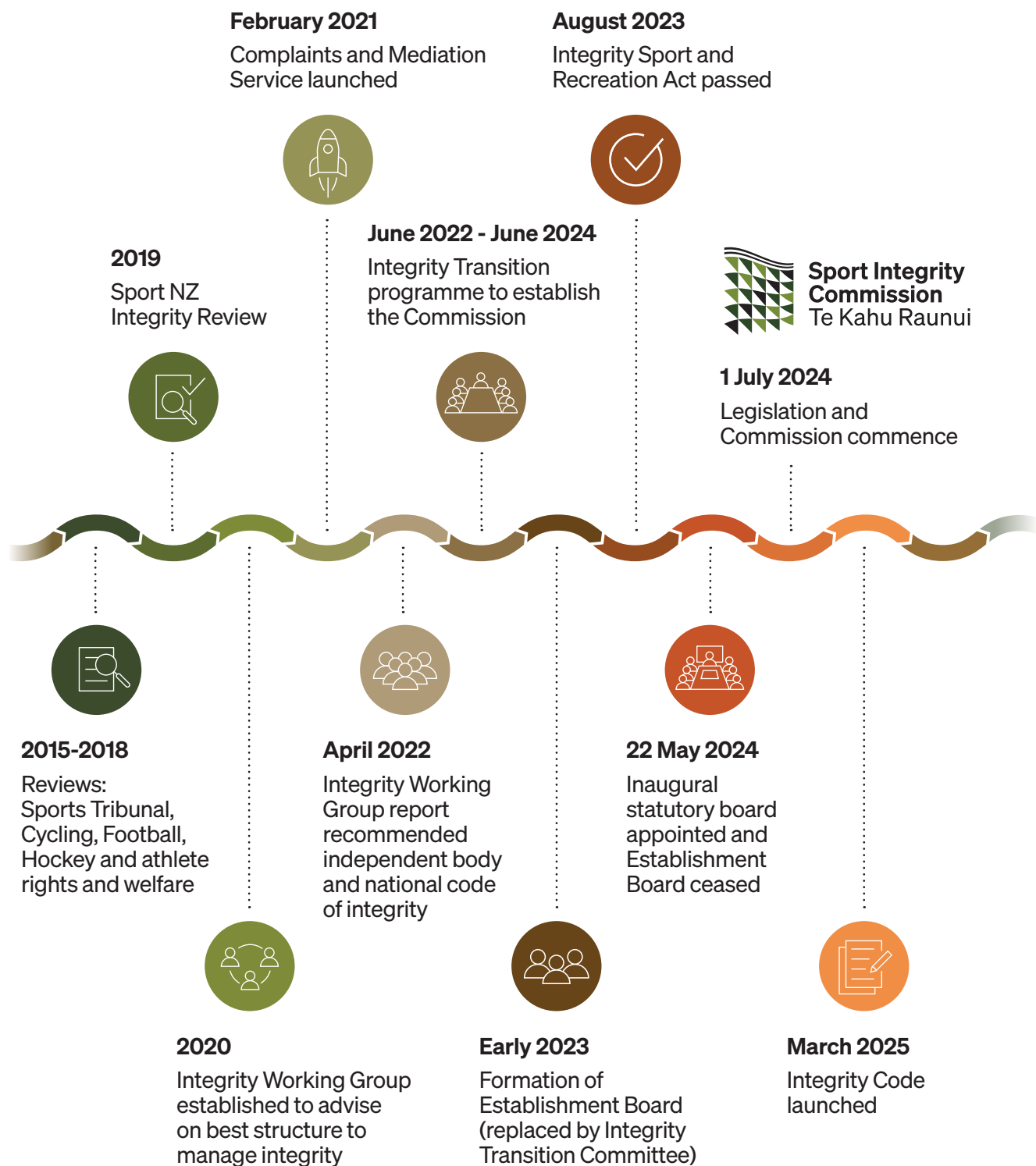
Donna McCaskill

Joe Royal

Kuruho Wereta

Te Ope provides expert advice to the Board and the wider Commission on embedding tikanga and mātauranga Māori and Māori interests in relation to sport integrity. They have been instrumental in shaping the development of our Tikanga and Te Tiriti Framework, providing cultural oversight for major initiatives, and ensuring integrity approaches reflect Māori perspectives and values. Through regular wānanga, Te Ope Tāmiro has strengthened partnerships, offered advice on kaupapa Māori engagement, and supported the Commission to build authentic, mana-enhancing relationships with Māori communities.

Our journey



Following events spanning several years there have been independent reviews and public consultation to get an understanding of integrity in sport and recreation: the gaps that allow harmful behaviour to happen and the opportunities for change. Based on these reviews, an independent working group² set up by the Government recommended:

- ▼ establishing an independent organisation to manage integrity in sport and recreation, including anti-doping
- ▼ establishing a complaints and dispute resolution service within the new organisation
- ▼ introducing an integrity code setting out minimum standards for the sector.

Based on these recommendations, the Government passed the Integrity Sport and Recreation Act 2023. The Act established the Commission and set out our functions, powers and responsibilities.

The Act also disestablished Drug Free Sport New Zealand (DFSNZ) on 1 July 2024 and moved its anti-doping functions to the Commission. DFSNZ people, systems and processes became part of the Commission. This helped to ensure that New Zealand's anti-doping programme continued uninterrupted and athletes could continue to access anti-doping education, resources and services.

² [final-iwg-report-april-2022-to-be-released.pdf](#)

Our strategic framework

Te Kahu Raunui

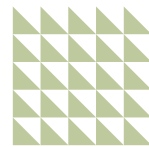
Our Matariki

Doing what's right, together

Outcomes



Participants are safer, treated equitably and their rights are respected



Sport and recreation organisations have strong integrity cultures

Our Strategic Priorities

Lead a strengthened integrity system



Work together to lift integrity capability

Ngā aho

The aho are the horizontal wefts of the kākahu. The aho represent our values.



Our strategic framework shows how our work, our values and our relationships are woven together to create and protect safe, fair and clean sport and recreation.

Mā te tika, mā te pono me te aroha With truth, honesty and compassion



Competitions and activities are clean, fair and inclusive



We are a trusted source of integrity leadership and support

Deliver trusted and participant-centred services



Insights-led and transparent

Ngā whenu

The whenu are the vertical warps of the kākahu. The whenu represent our focus areas:

Tikanga – the right way of doing things

Tāngata – people

Pūkenga – skills and capability

Mātauranga – knowledge systems, science, research and evidence

Our values

Our organisational values were developed through wānanga with kaimahi, the Board, and our Māori Advisory Group, Te Ope Tāmiro. This collaborative process ensured the values reflect both who we are and how we aspire to work: by weaving together integrity, leadership, and authenticity in all that we do.



Tukatuku

We value relationships and work collaboratively to build a culture of integrity.

Mā te tukutuku e pakari ai te whanaungatanga.
Through tukutuku, relationships are strengthened.

Tukatuku represents the exchange of individual strengths woven toward a shared purpose. Like the tukutuku panels within a whareniui, it reminds us that integrity grows through continual connection and collaboration, building a culture we can only create together.

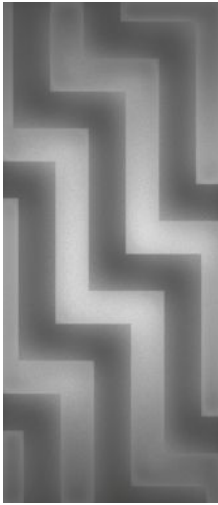


Kōtui

We demonstrate care and respect for one another and in our mahi with the sector.

Kōtui te aroha mō te tāngata me te kaupapa.
Let our compassion for people and purpose be intertwined.

Kōtui is a weaving technique that strengthens through interconnection. It reflects how we engage, weaving together care, respect, and shared purpose. When we intentionally connect our threads, we lay the foundation for integrity to flourish.



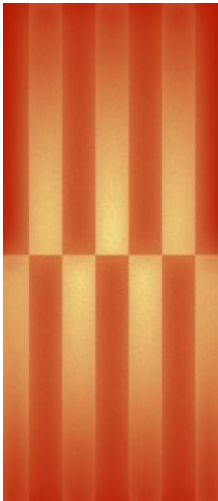
Paihere

We lead with integrity and purpose, taking responsibility for our mahi and actions.

Paihere ki te tika, paihere ki te pono.

Unite in what is right and true.

Paihere means to bind and unite. It speaks to leadership that is grounded, courageous, and committed to doing what is tika and pono – standing for what is right, even when it's hard.



Tauwhiri

We offer guidance and support so people feel safe, valued, and cared for.

Tauwhiri te manaakitanga.

A call to action to provide support and care.

A kupu shaped by Te Kahu Raunui, Tauwhiri combines tau (to fasten or help someone feel at ease) and whiri (to weave or bind). Together, they express the act of weaving care, connection and safety into our mahi.

Section 2: Progress against our strategic intentions

**Te ahunga whakamua
o tā mātou anga rautaki**

Our first year has set the foundation for our long-term outcomes which we committed to in our inaugural Statement of Intent 2024-2028.

In 2024/25 we:

- ▼ established our statutory functions
- ▼ developed in-house dispute resolution capability to receive and address complaints about integrity issues in the sport and recreation sector
- ▼ built awareness of our role and our services, and cultivated relationships across the sport and recreation sector
- ▼ finalised and released the Integrity Code and developed a pilot programme to support organisations to adopt it
- ▼ finalised and released the 2025 Sports Anti-Doping Rules
- ▼ developed guidance, education and policies to support participants and the sport and recreation sector to lift integrity capability.

A key focus in our first year was to raise awareness of the Commission among sport and recreation organisations and participants. It's important that the sector knows us, understands our role, and can be confident in the guidance, resources and services we provide. It's also important that the sector has trust and confidence in the Commission and that we are, and are seen to be, independent.

Our performance framework

Our purpose is to enhance integrity within sport and physical recreation to protect and promote the safety and wellbeing of participants and the fairness of competition.

Our four long-term outcomes will demonstrate that we are achieving our purpose:

- ▼ Participants are safer, treated equitably, and their rights are respected.
- ▼ Sport and recreation organisations have strong integrity cultures.
- ▼ Competitions and activities are clean, fair and inclusive.
- ▼ We are a trusted source of integrity leadership and support.

We know we are on track to achieving our long-term outcomes when we see more of the following behaviours and actions:

- ▼ Participants recognise threats to integrity.
- ▼ Participants can easily access education and resources that meet their needs and support their understanding of integrity.
- ▼ Sport participants can easily access education and resources that support their understanding of the Sports Anti-Doping Rules.
- ▼ Participants are confident to raise integrity issues with the relevant sport or recreation organisation or the Commission.
- ▼ Participants are confident that threats to integrity are dealt with consistently and fairly across sport and recreation.
- ▼ Sport and recreation organisations have processes in place to identify and address issues and are using them confidently.
- ▼ Sport and recreation organisations have a clear understanding of their own performance in preventing and addressing integrity issues, know what to do to improve, and are implementing those improvements.
- ▼ Doping in sport is detected and deterred.

We have four strategic priorities for 2024 to 2028. They are:

Strategic Priority 1

Lead a strengthened integrity system

Strategic Priority 2

Work together to lift integrity capability

Strategic Priority 3

Deliver trusted and participant-centred services

Strategic Priority 4

Insights led and transparent

The [Statement of Intent 2024-2028](#) describes our strategic priorities and our strategic framework in more detail. The Commission will issue a new Statement of Intent by 30 June 2026 for the period 2026 to 2030. We anticipate that this will reflect a stronger understanding of our strategic context, informed by two years of operation and insights.

Section 3: Assessment of operations and performance

**Te aromatawai i ngā
whakahaere me te
whakatutukitanga**

Anti-doping

Government-funded samples
(across 50 sports)

1,136



In-competition

560

Out-of-competition

576

User pays samples

467

Top five most-tested sports

Excluding user pays

1. Cycling	148
2. Rugby Union	140
3. Rowing	93
4. Football	91
5. Athletics	82

Including user pays

1. Rugby Union	308
2. Cycling	189
3. Football	128
4. Triathlon	126
5. Athletics	96

Resolution services

Number of complaints

283

Resolved

165

Active (as at 30 June 2025)

73

Out of scope

45

Responded within
three working days
(Government KPI)

Number of
enquiries

69

Number of organisations
involved in complaints

70

100%

Complaints
by level

Grassroots
(club/regional)

189

Elite (national/
high performance)

94

Education

Number of people completing education (performance measure)

9,657

96%

of people agree or strongly agree that the learning outcomes have been achieved on education modules they have completed (performance measure) excluding AD

Number of education completions

14,110

Anti-doping (online)

5,550

Anti-doping (face-to-face or webinar)

4,107

Other integrity topics

4,440

Unique people completing education

10,659

Anti-doping (online)

4,656

Anti-doping (face-to-face or webinar)

3,940

Other integrity topics

2,063

Number of anti-doping workshops and webinars

166



Top five

online learning modules (by completions)

Anti-Doping Level 1	3,051
Child Safeguarding	1,694
Clean Sport 101	1,388
Child Protection	1,282
Anti-Doping Level 2	746

Integrity Relationship team

68

Integrity Code
consultation
submissions



137 posters
(banners, billboards and digital screens)
at **100** sport and recreation locations

Over **80** sector attendees
at Integrity Code launch

Website

Note: our Google Analytics was down from 8 August to 12 September

Users/visitors

139,897

Page views

335,264

Files downloaded

6,770



Most popular webpages

- | | |
|---------------------------|--------|
| 1. Anti-doping | 10,357 |
| 2. Medications | 9,423 |
| 3. Contact us | 8,085 |
| 4. Clean sport e-learning | 6,523 |
| 5. Consequences of doping | 6,303 |

Most popular news

1. Steroids
2. Prohibited List 2024 announcement
3. Rugby player sanctioned for importing banned substances
4. These substances can get you sanctioned
5. The truth about SARMs

Strategic Priority 1

Lead a strengthened integrity system

To achieve Strategic Priority 1, we:

- ▼ issued the Code of Integrity for Sport and Recreation (the Integrity Code)
- ▼ issued the Sports Anti-Doping Rules 2025
- ▼ collaborated with international anti-doping and integrity partners.

The Integrity Code

In February 2025, the Board made the Code of Integrity for Sport and Recreation (Integrity Code) under section 19 of the Integrity Sport and Recreation Act. The Integrity Code is secondary legislation and came into force on 12 March 2025. This aligns to Strategic Priority 1 (leading a strengthened integrity system) and Strategic Priority 2 (working together to lift integrity capability). It also complements the work we are doing to support clubs and organisations build a culture of integrity across the motu.

The Integrity Code is a tool to help organisations raise their capability to address and help prevent integrity issues like bullying, discrimination, abuse and harm to children and young people, and corruption and fraud. It does this by:

- ▼ setting minimum standards for organisations to prevent and address threats to integrity in sport and recreation
- ▼ helping to lift the integrity capability of sport and recreation organisations
- ▼ explaining our role, including when there are serious integrity issues.

Integrity Code adoption is voluntary. The Integrity Code does not cover anti-doping services, which sit under the Sports Anti-Doping Rules.

Read more about the Integrity Code: sportintegrity.nz/the-integrity-code

Building consistency through minimum standards

The minimum standards provide consistency across all levels of sport and recreation. They are the key elements of the Integrity Code. They help create safer, fairer experiences that protect all participants. Organisations that adopt the Integrity Code must meet or exceed the minimum standards.



Standard 1

Prohibit behaviours that are a threat to integrity.



Standard 2

Proactively safeguard children, young people and adults at risk.



Standard 3

Implement an effective and fair dispute resolution process in relation to threats to integrity.



Standard 4

Notify the Commission of issues of serious concern.



Standard 5

Cooperate with the Commission in relation to dispute resolution, investigations, and monitoring activity.



Standard 6

Provide information to your members about the Integrity Code.

Consulting across communities

Developing the Integrity Code involved a large section of the community. We consulted widely with sport and recreation sector organisations, the public, and priority populations including Māori, Pacific peoples, disabled people, rainbow people, women and rangatahi.

In multiple fono, hui, sector webinars, research projects, online discussions and surveys, people from across the sector shared with us what is most important to them when it comes to developing a code of integrity.

Launching the Integrity Code

In April 2025 over 100 stakeholders attended the launch of the Integrity Code in a small celebration on our premises. It was an important opportunity to bring sector representatives together to acknowledge the milestone, build our relationships and reinforce the value of the Integrity Code as a tool to lift integrity standards across the sector.

Board Chair Don Mackinnon and Sport NZ Chief Executive Raelene Castle spoke at the event, followed by an engaging panel discussion with Recreation Aotearoa Chief Executive Sarah Murray, Olympian and NZ Olympic Committee Athlete Engagement Lead Alexis Pritchard, and Commission Board member Lyndon Bray.



Developing insights from our pilot programme

We are running a pilot programme with a small number of national organisations to help test and improve the Integrity Code adoption process.

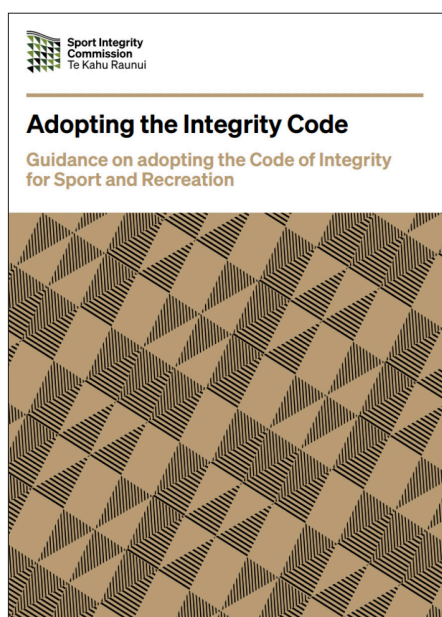
The pilot is made up of six national organisations identified as being a typical cross-section of the sport and recreation sector. They are a mix of organisations with different membership sizes, covering different sport and recreation activities, priority populations and high performance sport. They are:

- ▼ Basketball NZ
- ▼ Baseball NZ
- ▼ Scouts Aotearoa
- ▼ Special Olympics NZ
- ▼ Touch NZ
- ▼ World Off-road Riding Department (WORD) – a national recreation organisation.

In addition to supporting these organisations to adopt the Integrity Code, the pilot is an important vehicle for developing insights during the adoption process. This information will be used to inform future iterations of the Integrity Code and accompanying resources.

Engaging and supporting the sector

Given the capacity and capability constraints inherent in the sector, we developed a comprehensive suite of digestible guidance, tools and resources to help organisations adopt and implement the Integrity Code. These resources include policy templates and learning modules.



Sport Integrity Commission Catalogue

	Safeguarding and protecting children and young people Unlimited English (GB) Online Learning path
	Child safeguarding Module – detailed coverage of specific topics. Includes information, practical scenarios, and assessment. Available for an unlimited time Unlimited English (GB) Free of charge Online
	Child protection Module – detailed coverage of specific topics. Includes information, practical scenarios, and assessment. Available for an unlimited time Unlimited English (GB) Free of charge Online
	Travelling with children and young people Module – detailed coverage of specific topics. Includes information, practical scenarios, and assessment. Available for 12 Months Unlimited English (GB) Free of charge Online

We have also engaged widely across the sector to help organisations understand the Integrity Code and what it means for their members. We did this through direct contact with over 100 national organisations, in-person meetings with all 18 regional sports trusts, leading hui with Sport NZ and regional partners, and attendance at national events such as the AIMS Games and NZ Secondary Schools Conference.

A specialist team of integrity relationship managers provides advice and guidance to organisations interested in adoption. Where adoption is not feasible (for example, an organisation is not legally able to adopt), we encourage them to implement and align with the minimum standards as much as possible. We are also working with other organisations, such as peak bodies in the sector, to support them in advocating for Integrity Code adoption.

Sports Anti-Doping Rules

We are New Zealand's anti-doping agency, taking over from Drug Free Sport NZ on 1 July 2024. We're responsible for testing athletes, providing anti-doping education, and ensuring New Zealand complies with the World Anti-Doping Code.

The Sports Anti-Doping Rules (the Rules) give effect to the World Anti-Doping Code in New Zealand. Most national sports organisations have adopted the Rules, which they apply to all their members irrespective of age, level of competition and role in sport.

We consult on and update the Rules every year to incorporate changes and updates to the World Anti-Doping Agency (WADA) International Standards. In 2024/25 we consulted with national sport organisations, Māori national sport organisations, athletes, disability sport organisations, the Sports Tribunal and the Privacy Commissioner on minor changes to the Rules. The updated Rules came into effect on 1 January 2025.

We also worked with key stakeholders across the sector to develop and submit feedback to improve and advance the 2027 World Anti-Doping Code.

International advocacy and collaboration

We advocate for safe and fair sport at home and abroad, representing a unique Aotearoa and Pacific perspective and advocating for a harmonised anti-doping system. In March, we attended the annual WADA symposium and Institute of National Anti-Doping Organisations (iNADO) workshop in Switzerland. These events brought together integrity leaders from around the world. It's an important time as we work together to inform and implement the 2027 World Anti-Doping Code.

We are an active member of the Global Network of National Sport Integrity Agency (GNNSIA), a forum for exchanging ideas and lessons with other organisations who have a broad sport integrity mandate. We attended the second annual GNNSIA workshop, discussing key issues across competition manipulation, safeguarding, governance and collaboration with law enforcement.

We represented the Oceania National Anti-Doping Organisations (NADOs) as one of 10 elected representatives³ on the WADA National Anti-Doping Organization Expert Advisory Group (NADO EAG). Its purpose is to review anti-doping issues and provide guidance and recommendations to WADA to enhance collaboration and development of NADOs globally. We hope to be elected again for the term beginning in January 2026.

We continued to play a role on the Oceania Regional Anti-Doping Organisation (ORADO) Education Working Group developing a culturally aligned education programme that fosters a clean sport culture in the Pacific.

We also collaborated with our integrity partners in Australia and the Pacific. In January, we hosted members of the Sport Integrity Australia senior leadership team to further build our close relationship, share lessons and ideas about our respective integrity programmes and identify opportunities to advance shared priorities on issues of importance to our region. Our respective science, testing and intelligence teams continue to share insights to enhance our testing strategy.

Operationally, we are involved and have leadership roles in a number of capacity building initiatives across Anti-doping. These relate to investigation, data analytics, science and education.

³ The NADO EAG is comprised of 10 elected representatives, with two from each of the five regions (Africa, the Americas, Asia, Europe and Oceania). The other representative for Oceania was Drug Free Sport Fiji.

Strategic Priority 2

Work together to lift integrity capability

To achieve Strategic Priority 2, we:

- ▼ developed guidance and learning resources for sport and recreation participants and organisations to identify and respond to threats to integrity
- ▼ actively engaged with the sport and recreation sector to understand what organisations need, how we can support them, and build ongoing relationships with them.

Resources to identify and respond to threats to integrity

The sport and recreation sector is large and varied, ranging from small volunteer-led clubs through to national organisations with many staff and large memberships. Their resources and capability to address integrity issues also significantly vary. That's why one of our core focuses is to provide evidence-based resources and tools to help the sector lift its collective integrity capability.

In our first year of operation, we've concentrated on creating guidance and education to raise integrity awareness and knowledge within the sector. We published a suite of evidence-based resources and online learning modules to support people and organisations to identify and respond to threats to integrity, and for sport and recreation clubs and organisations to uplift their integrity capability.

Resources published in 2024/25 included:

- ▼ an introduction to integrity alongside resources to help organisations build a culture of integrity and raise integrity capability
- ▼ comprehensive guidance and online learning about child safeguarding and child protection
- ▼ guidance and learning aimed at protecting participants from bullying, violence, sexually harmful behaviour and discrimination
- ▼ guidance and learning to protect against corruption, fraud and competition manipulation.

Over 2,000 people accessed this new learning and there were over 4,400 module completions.

We've been gathering insights from people taking online courses and using our resources to make sure they are fit for purpose, appropriate and accessible for everyone. The organisations we partnered with for the Integrity Code pilot programme, along with targeted community groups, also provide feedback on our resources.



I enjoyed this module and thought that it would be really beneficial for our committee members and parents to also complete.”

Learner feedback

Child safeguarding and protection

We've developed detailed, evidence-based resources and learning for clubs and organisations to raise their capability in child safeguarding and protection. Most people want to do the right thing, and we heard from the sector they wanted guidance and practical tools to help keep children and young people safe from harm and abuse. The resources we developed included web content, checklists and guides for:

- ▼ safeguarding and child protection policies
- ▼ identifying and responding to abuse and harm
- ▼ safety checking staff and volunteers
- ▼ safe coaching and one-on-one coaching
- ▼ travelling and overnight stays
- ▼ taking and sharing images
- ▼ safer online communication.

An online learning course was developed to support learners to keep children and young people in sport and recreation safe. It covers child safeguarding practices, how to identify and respond to abuse and harm, and how to keep children and young people safe in different situations. It was designed for anyone involved in the sport and recreation sector who provides activities for or interacts with children and young people.



Overall, it was a useful resource that I feel more confident applying in real-life situations.”

Learner feedback

Sector partnerships

This year we focused on raising awareness of the Commission and supporting the sport and recreation sector to adopt the Integrity Code and generally raise integrity capability.

Our integrity relationship managers have met with a wide range of organisations, developing an understanding about what they need to build a culture of integrity in their organisations. We've had positive feedback from community groups, recreation providers and national sport organisations.

Sport NZ administers the Integrity Sport and Recreation Act 2023 and maintains the policy function for sport and recreation, including anti-doping. In July 2024, we signed a Memorandum of Understanding with Sport NZ to help ensure clarity of our organisations' respective roles in the sector.

Our work also intersects with other government agencies including the New Zealand Police, Serious Fraud Office, Oranga Tamariki, Department of Internal Affairs, the TAB and the Human Rights Commission. Part of our work programme is building these relationships across government and identify opportunities for formal partnerships or memorandums of understanding.

Strategic Priority 3

Deliver trusted and participant-centred services

To achieve Strategic Priority 3, we:

- ▼ developed an independent complaints and resolution service that is accessible, timely and supports better outcomes for all involved
- ▼ managed our investigations to achieve timely resolution and appropriate outcomes, protecting participants from further harm and abuse
- ▼ ensured our process for managing doping results complied with the World Anti-Doping Code and standards
- ▼ ensured our anti-doping programme is effective at detecting and deterring doping.

Complaints and dispute resolution service

We provide a complaints and dispute resolution service, including investigations, that address threats to integrity. Our services are trauma-informed, age-appropriate and culturally responsive.

The complaints we receive involve sensitive and complex issues that affect participants including athletes, families and whānau, children and young people. We play a critical role in resolving these matters independently and confidentially, in line with the Integrity Sport and Recreation Act 2023 and the Integrity Code.

Establishing the service

In our first year of operation, we transitioned from an external service provider to an in-house complaints and dispute resolution service. This included:

- ▼ appointing in-house resolution practitioners and investigators
- ▼ establishing a confidential and anonymous reporting platform
- ▼ implementing a case management system.

We established a triage and case categorisation model to support efficiency and scalability of our service. We also contracted counselling and tikanga-based dispute resolution service providers. This helps to ensure our in-house processes are responsive to the needs of parties involved in a complaint or investigation.

Complaints in 2024/25

We received 283 complaints between 1 July 2024 and 30 June 2025. Of these:

- ▼ 165 were resolved
- ▼ 45 were out of scope
- ▼ 73 were active as at 30 June 2025.

We anticipate the number of complaints we receive will increase over time as our role becomes more well known across the sector and as the Integrity Code is adopted.

The complaints received related to 70 different sport and recreation organisations, and most (67%) related to community sport and recreation (such as at club and regional level). The other 33% related to national level or high performance sport. This is consistent with our expectations and understanding of the need within community sport and recreation.

Complaints by topic, 1 July 2024 to 30 June 2025



This graph shows the percentage of issues raised by theme, in the period from 1 July 2024 to 30 June 2025. A complaint may involve more than one issue. The themes raised most often in complaints this year were:

- ▼ bullying, violence, abuse, sexual misconduct (37%)
- ▼ discrimination (13%)
- ▼ corruption, fraud and deception and breach of trust (13%)
- ▼ child safeguarding (9%).

We have a strong focus on helping people to resolve issues at the earliest opportunity. This is to minimise the harm to the people involved, reduce time and cost, and reduce the likelihood of issues escalating into more serious issues.

Complaints may be resolved through one or more resolution pathway. In 2024/25:

- ▼ 25 reminder of obligation letters were sent – this is an educative and early intervention response that reminds the recipient of its obligations to members or participants, and directs them to relevant information and resources about integrity
- ▼ 59 matters were resolved through early facilitation – this is where our resolution practitioners help people to resolve complaints using timely, informal, and flexible processes
- ▼ 15 matters were resolved through mediation – our resolution practitioners provide fair and impartial support to help parties restore communication, discuss the issues, and create solutions.

We refer complaints to other agencies when appropriate, for example, if the complaint is outside our jurisdiction or is better dealt with by another agency. In 2024/25 we made 44 referrals to other agencies including the New Zealand Police, Serious Fraud Office and Oranga Tamariki.

Investigations

We have powers to investigate threats to integrity under the Integrity in Sport and Recreation Act 2023 (the Act). We can investigate:

- ▼ alleged threats to integrity if the Commission considers that it is in the public interest to investigate
- ▼ breaches of an integrity code by an organisation or person bound by the integrity code
- ▼ doping in sport, for example, taking a banned or illegal substance.

In 2024/25 we expanded our in-house investigation capability and established processes for investigations under section 32 of the Act. We have an active investigation caseload and expect this to increase over time as our complaint volumes increase and the Integrity Code is adopted, engaging section 31⁴ of the Act.

We continued to investigate anti-doping rule violations from intelligence gathering and information from our Speak Out programme and working with other government and law enforcement agencies (for example New Zealand Police, New Zealand Customs Service and Medsafe).

Section 8 of this annual report reports on our use of information gathering powers as required under section 52 of the Act.

4 Section 31 gives the Commission power to investigate anything that is or appears to the Commission to be a breach of an integrity code by an organisation, participant, or other person who is bound by it.

Athlete-centred anti-doping programme

We deliver New Zealand's anti-doping programme to:

- ▼ educate athletes about clean sport values and their anti-doping rights and obligations
- ▼ deliver a targeted, trusted and risk-based testing programme
- ▼ investigate and hold to account athletes who violate the Sports Anti-Doping Rules, in accordance with the World Anti-Doping Code.

Learning

We continued to deliver our clean-sport education programme that includes the impact of doping on health, competition and the spirit of sport, understanding the Sports Anti-Doping Rules, how samples are collected and what happens when the results indicate the use of banned substances.

Anti-doping learning was the most accessed type of learning module in 2024/25 with the Anti-Doping Level 1 module being completed over 3,000 times.

Top learning modules (by completions)

1. Anti-Doping Level 1	2. Child Safeguarding	3. Clean Sport 101	4. Child Protection	5. Anti-Doping Level 2
3,051	1,694	1,388	1,282	746

The Athlete Educator Conference in 2025 brought together the educators who deliver anti-doping education to athletes and their support personnel. The conference allowed us to connect with educators from across the motu, promote learning and development opportunities, communicate key organisational information and discuss issues and experiences faced in the field.

Testing athletes

Our testing programme is designed to deter and detect doping in New Zealand sport. Our current testing strategy targets athletes competing at a national level and focuses on our priority sports.

While we can't test every athlete, we aim to test with enough depth and breadth to ensure there is visibility of our programme among all national level athletes, resulting in all national level athletes believing that they might be tested at any time. Our drug testing programme includes in-competition⁵ and out-of-competition⁶ testing and prioritising the sports that we identify as most at-risk of doping threats.

Our testing programme comprises of both Commission-funded tests and user-pays testing. We collected 1,136 Commission-funded samples (urine and blood) from athletes across 50 different sports. Of these, 560 were in-competition tests and 576 were out of competition tests.

Top five most tested sports (Commission-funded)

1. Cycling	2. Rugby union	3. Rowing	4. Football	5. Athletics
148	140	93	91	82

⁵ In-competition testing takes place either immediately after the athlete has competed or at any time during an event, tournament, regatta or games.

⁶ Out-of-competition testing can be done at any time of the year and at any location, including at the athlete's home, training venue, or hotel, whether in New Zealand or overseas.

User pays testing

In addition to Commission-funded testing, we provide professional sample collection services on a user pays basis for national sports organisations, international federations, major event organisations and other anti-doping organisations.

In 2024/25 we collected 467 user-pays samples across 21 sports.

Top five most tested sports (including user pays)

1. Rugby union	2. Cycling	3. Football	4. Triathlon	5. Athletics
308	189	128	126	96

User Pays Fund

Our User Pays Fund helps national sport organisations manage the costs of hosting international competitions, ensures athletes meet global testing standards and reinforces New Zealand's commitment to clean sport.

In 2024/25, we supported five events. They were:

- ▼ 2025 Oceania Mountain Biking Championships – Cycling New Zealand
- ▼ 2025 Oceania BMX Championships – Cycling New Zealand
- ▼ 2025 IWWF University Champs – Auckland Waterski
- ▼ 2025 World Triathlon Cup – Triathlon New Zealand
- ▼ 2025 Sir Graham Douglas International – Athletics New Zealand.

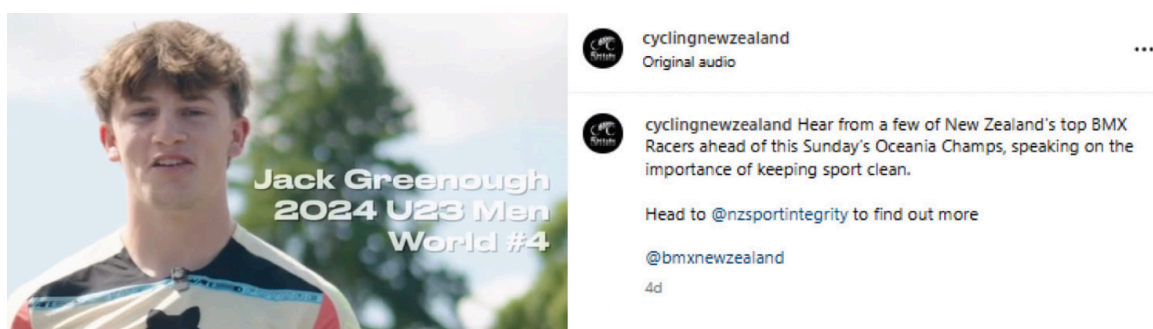
Case study

2025 Oceania BMX Championships

In February 2025, Cycling New Zealand hosted the 2025 Oceania BMX Championships. At the request of Cycling NZ, we collected eight urine samples at the event and 50% of the cost was covered by our User Pays Fund.

As part of the criteria to access funding, sports create clean sport content with their athletes and promote it across their channels – raising awareness of clean sport among their membership.

Cycling New Zealand created a video of some of New Zealand’s top BMX racers speaking about the importance of keeping sport clean. This, and other clean sport content, was shared and promoted across its social channels.



“ Our bodies aren’t just designed for sport. They are designed to look after us for the rest of our lives and clean sport ensures that we know what we’re putting into our body is safe.”

Dan Franks, BMX athlete

Samples collected in 2024/25

Commission-funded tests

Sport	Urine	Venous Blood	Dried Blood Spot	Total
Aquatics	34	1	3	38
Athletics	67	13	2	82
Badminton	4			4
Baseball	2			2
Basketball	41		6	47
Bowls	4		2	6
Boxing	6		4	10
Canoe	42	6	2	50
Cricket	22		8	30
Curling	7			7
Cycling	93	44	11	148
Equestrian	7			7
Fencing	6			6
Field Hockey	37		8	45
Football	80		11	91
Golf	6		3	9
Gymnastics	4			4
Ice Figure Skating			1	1
Ice Hockey	10		2	12
Judo			3	3
Karate	4			4
Lacrosse	2		2	4
Life Saving	3			3
Motorcycle Racing	4			4
Netball	34		5	39
Orienteering	4			4
Para-Alpine Skiing	3			3

Sport	Urine	Venous Blood	Dried Blood Spot	Total
Para-Athletics	18		1	19
Para-Swimming	9		3	12
Powerlifting	22	2	1	25
Rowing	60	25	8	93
Rugby League	27		3	30
Rugby Union	127	7	6	140
Sailing	2			2
Shooting	4			4
Shooting Para-Sport	1			1
Skating			1	1
Skiing	17			17
Softball	6		2	8
Sport Climbing	4			4
Squash	7			7
Synchronized Swimming			2	2
Table Tennis			5	5
Taekwondo	3			3
Touch Football			4	4
Triathlon	33	9		42
Volleyball	13			13
Waka Ama	4			4
Weightlifting	28	6	1	35
Wrestling	2			2
Total	913	113	110	1,136

User-pays tests

Sport	Urine	Venous Blood	Total
Aquatics	17	11	28
Athletics	10	4	14
Automobile Sports	1		1
Basketball	4		4
Bowls	4		4
Cricket	33		33
Cycling	34	7	41
Field Hockey	4		4
Football	37		37
Lacrosse	3		3
Life Saving	1	1	2
Netball	7		7
Para-Athletics	2		2
Powerlifting	3		3
Rowing	1	1	2
Rugby League	14	2	16
Rugby Union	135	33	168
Sailing	2		2
Softball	4		4
Triathlon	46	38	84
Waterskiing	8		8
Total	370	97	467

Anti-doping rule violations

When an athlete breaches the Sports Anti-Doping Rules (for example by returning a positive test for a prohibited substance), we undertake the results management process including proceedings in the Sports Tribunal of New Zealand to sanction the athlete.

In 2024/25, six athletes were sanctioned for anti-doping rule violations.

Strategic Priority 4

Insights-led and transparent

To achieve Strategic Priority 4, we:

- ▼ engaged with the Athlete Commission on a range of integrity matters
- ▼ established a Pacific Strategic Advisory Group to advise on Pacific values and worldviews
- ▼ partnered with Auckland University of Technology to gather integrity insights from clubs
- ▼ sought feedback from athletes and learners.

Participant voice

One of our central design principles was that we would be participant-centred – this means having the needs and aspirations of participants at the centre of everything we do. We engage with participants and priority populations set out in our legislation to inform the design and delivery of our services and to get feedback on whether our work is meeting their needs.

In 2024/25, we continued to meet regularly with the Athlete Commission established by DFSNZ. It is an advisory group of athlete representatives that was initially set up to provide athletes' views on all aspects of our anti-doping work. In 2024/25 this was broadened to cover all areas of integrity at the high performance level.

We consulted the Athlete Commission on the 2027 World Anti-Doping Code and International Standards review, the Integrity Code and mental health support for athletes. Additionally, we worked with them to devise changes to the high performance athlete voice model, which will be implemented in 2025/26.

We established a Pacific Strategic Advisory Group to represent Pacific peoples involved in sport and recreation across Aotearoa New Zealand, advising on and promoting Pacific worldviews and values, and ensuring our engagement and communications are culturally responsive and accessible.

We developed the foundations of a national engagement plan in a collaborative talanoa/wānanga with Te Ope Tāmiro and the Pacific Strategic Advisory Group. This joint approach ensures that both Māori and Pacific perspectives are woven into how the Commission connects with communities.

Participant voice will continue to be focus for the Commission in 2025/26 as we look to strengthen how we engage with priority populations and across a more diverse range of participants.

National Sport Club Survey

We partnered with Auckland University of Technology (AUT) to gather insights into how threats to integrity are perceived and dealt with in New Zealand's sporting communities.

The National Sport Club Survey (NSCS) is run through a partnership between AUT's Sport Performance Research Institute New Zealand and the New Zealand Amateur Sport Association.

We revised the survey questions about integrity for the 2024 NSCS, including to gain information about awareness of the Commission. Overall, 8% of respondents were aware of the Commission at September 2024 – just a few months after our commencement date.

Information clubs had received from their national sport organisation about the Commission included:

“**Comms about the Commission and offer of assistance in setting up protocols if RSO's don't already have them”**

“**Email advising of launch with link to website and inclusion of 0800 number”**

Insights from resolution services

We are currently gathering anonymised data and information that will be used to generate integrity insights for the sector. It is too early to draw meaningful insights from the data collected to date, though we are putting in place the systems and processes to enable this.

Anti-doping surveys

We survey athletes to measure their views as to whether their sporting contests in New Zealand are influenced by doping. Our target is to keep this indicator below 10%.

In 2024/25, we surveyed athletes from our two testing pools (registered testing pool and national testing pool). Of the 39 athletes that responded, only 5.12% consider that, domestically, doping influenced the outcome of one or more of their sporting contests in the past 12 months.

Drug Free Sport NZ measured the same target and reported in June 2024 that only 3.3% of the 30 athletes surveyed were concerned that their sporting contests in New Zealand are impacted by doping. This result is in line with those from previous years (2.5% in 2022/23, and 5.7% in 2021/22).

Survey responses: Domestically, doping influenced the outcome of one or more of my sporting contests in the past 12 months (<10%)

Response	Number of athletes	%
Strongly Disagree	29	74.36%
Disagree	4	10.26%
Neutral	4	10.26%
Agree	1	2.56%
Strongly Agree	1	2.56%
Total	39	100%

Learning feedback

We ask for feedback from users that complete our learning modules. We have started reviewing that feedback, including about our new child safeguarding and participant protection learning released in Q1. This will be used to make improvements and inform our approach for other learning.

Implementing the Government's priorities

In our first year of operation, we made good progress towards meeting Government priorities relevant to the Commission and meeting expectations set by the Government and the specific expectations set by the Minister for Sport and Recreation.

Throughout our establishment we have been cognisant of the need to deliver improved performance, identify efficiencies and ensure value for money. In 2024/25 we contributed to this by:

- ▼ shifting our complaints, dispute resolution and investigations function to an in-house delivery model. This increased both the capacity and quality of the service while also reducing costs compared to the external service provider model that was initially used when the Commission was established.
- ▼ reducing contractor and consultant spend over the course of 2024/25, particularly in relation to establishment activities
- ▼ developing and publishing guidance and learning for the sector soon after establishment, ensuring that there was little to no delay between the Commission being established and being able to deliver value to the sector.

Achieving cost savings has been impacted by increasing costs and inflationary pressures across our activities. For example, the costs of testing, courier and laboratory fees related to our anti-doping programme are rising year on year. We will continue to have a strong focus on cost-savings and sound financial management in 2025/26 and outyears.

Additionally, we made strong progress towards the Minister's specific expectations for the Commission, including:

- ▼ delivering the Commission's first Statement of Intent 2024-2028 in November 2024
- ▼ giving effect to the World Anti-Doping Code in New Zealand through our anti-doping operations
- ▼ developing and making the Integrity Code
- ▼ building and strengthening relationships with key partners in New Zealand and internationally, including implementing a memorandum of understanding with Sport NZ.

As a newly established Crown entity, we have placed a strong focus on establishing good governance practices. This includes agreeing a Board manual and Delegations Authority manual. The Board engaged an independent governance expert to undertake an evaluation of the Board in February 2025, which found that the Board is generally operating well given its newness. Lessons from the evaluation have been implemented to support the continuous improvement of the Board, collectively and individually.

Child protection at the Commission

We are committed to keeping children and young people safe from harm and abuse. We expect our kaimahi, Board and independent contractors to know what to do if they see signs of harm or abuse and that they adhere to our high standards of integrity.

Any kaimahi or contractors who have direct contact with children or young people, or have access to their personal information, must be safety checked. This is reflected in our recruitment policy.

We launched a series of role-based online child safeguarding and protection learning modules for all kaimahi and field team contractors. The learning modules ensure everyone can identify and report suspected or actual cases of child harm and abuse, as required by our child protection policy.

More than 60 field team contractors – educators, doping collection officers and chaperones who deliver anti-doping education and testing to athletes – have completed online learning modules and workshops. Kaimahi and Board members have also completed the online modules relevant to their roles. All new kaimahi and field team members will be required to complete training as part of their induction or accreditation.

Section 4: Statement of Performance

**Te tauākī
whakatutukitanga**

Output class

We have a single reportable class of output which is: Services from the Integrity Sport and Recreation Commission. The appropriation for 2024/25 is \$10.628 million. This appropriation is intended to achieve improved integrity outcomes in New Zealand's sport and active recreation sector, including through a Code of Integrity for Sport and Recreation.

Cost of services from the Sport Integrity Commission	Actual 2024/25 \$000	Budget 2024/25 \$000
Balance as at 1 July 2024		
Crown funding	10,628	10,628
Funding transferred from Sport NZ	5,895	5,895
Other revenue	724	482
Total revenue	17,247	17,005
Total expenditure	12,435	13,985
Net surplus	4,812	3,020

Statement of performance for the year ended 30 June 2025

The performance indicators for 2024/25 were selected prior to commencement of the Commission and include aspects of the anti-doping function that were measured by Drug Free Sport NZ. Quantitative targets measure the reach of education and testing programmes, and timeliness in responding to people who contact our complaints and dispute resolution service. Qualitative measures are used to assess the effectiveness of the work.

Judgements and assumptions

Learners are asked for feedback at the end of education modules. The number of responses of agree and strongly agree, as a proportion of all responses received, are used to determine the percentage of people who agree that learning outcomes have been achieved.

The percentage of complaints responded to within three working days is measured from the date a complaint is received (via phone, website, or email channels) to when an initial response is provided. The response does not indicate the full resolution of the complaint but rather includes introduction of the Commission's services, the provision of terms of participation and an offering of counselling support. If a complaint is received outside of business hours, it will be treated as being received on the following business day. Complaints that arise through active investigations are included in the complaints measure but may be responded to directly by an investigator upon the complaint being raised directly to them, with the usual response email subsequently provided.

The number of urine and blood samples collected from athletes includes a small number of samples that may not be able to be analysed (e.g. due to them not having the required concentration for analysis at the laboratory).

A survey is used to measure athletes' views on whether sporting contest in New Zealand are influenced by doping. This is an annual survey of athletes who have been in the Commission's registered testing pool or national testing pool within the relevant financial year⁷. The survey was sent to the 138 athletes in these two testing pools and 39 athletes completed the survey⁸. Only 5.12% (two athletes) responded that they agree or strongly agree that their sporting contests in New Zealand are influenced by doping.

No significant judgements were made on aggregation of performance data.

7 Criteria for including an athlete in the Commission's Registered Testing Pool (RTP) or National Testing Pool (NTP) include a higher risk of doping, potential to place at the Olympic Games, Commonwealth Games, or a sport's World Championships, or there is a need for information about the athlete's whereabouts to facilitate testing. Athletes in the RTP and NTP are prioritised for testing and are in a good position to be surveyed for this performance measure.

8 The survey was conducted using Survey Monkey. Access to results is restricted to staff who analyse the results, and management procedural controls are in place to ensure the integrity of raw survey data is maintained through to its presentation. However, all electronic surveys are influenced by how the survey administrator sets up survey parameters such as number of responses per user, when and to whom the survey link is sent, and the collation of the outcome. With the design of this survey, there are no electronic controls to ensure that participants can complete the survey only once, and that all responses received have been included in the final results calculation. Using Survey Monkey's calculator, there is a 13% margin of error.

Performance indicator	2024/25 Target	2024/25 Result
<p>1. Percentage of people who agree or strongly agree that the learning outcomes have been achieved on education modules they have completed.</p> <p>Note: This measure excludes anti-doping education.</p> <p>We are very pleased with this result and the level of engagement with our online modules and microlearning. This content was introduced during the year and saw 4,570 completions. The result for this measure is from 3,845 people who provided feedback.</p>	80%	Achieved 96%
<p>2. Total number of people receiving sports anti-doping education through workshops and/or online learning at all ages.</p> <p>We did not achieve the target of 10,000 people for this measure, with a gap of just 343 people (3.4% of the target). There are three reasons for this shortfall:</p> <p>The schedule of face-to-face workshops was developed prior to the commencement of the Commission, revising the planned number from 240 in 2023/24 (with an average of 20 attendees each) to 160 for 2024/25. We prioritised face-to-face workshops for international and national level athletes in our top 15 priority sports to align with the testing approach set up prior to the Commission's establishment. The uptake of online learning was lower than we expected. We have reflected on this and how to better promote online modules for anti-doping education.</p>	10,000	Not achieved 9,657
<p>3. Percentage of complaints responded to within three working days.</p> <p>We provide a free, confidential, and impartial service to help resolve complaints about integrity in sport and recreation. We received 283 complaints between 1 July 2024 and 30 June 2025, responding to all within three working days. Achieving resolution of the complaints takes longer, but we are focused on helping people to resolve issues at the earliest opportunity.</p>	90%	Achieved 100%
<p>4. Number of samples (urine and blood) collected from athletes.</p> <p>Note: The Integrity Sport and Recreation Commission also undertakes user-pays testing – these numbers are not included in this performance indicator.</p> <p>We collected 1,136 Commission-funded samples from athletes across 50 different sports, slightly higher than target. Just over 80% of these were urine samples, 10% were venous blood and 10% were dried blood spot samples.</p>	1,100	Achieved 1,136
<p>5. Elite athletes believe their sporting contests in NZ are influenced by doping.</p> <p>Note: Elite athletes for this indicator are those in the two sports anti-doping testing pools.</p> <p>We surveyed athletes in the Commission's registered testing pool and national testing pool. This result is from 39 athletes who responded.</p>	< 10%	Achieved 5.12%

Section 5: Organisational health and capability

**Te hauora me te āheitanga
o te rōpū**

Setting up for success

We need to ensure we can deliver our mahi, meet our statutory obligations and provide long-term support to everyone involved in sport and recreation, from national sport organisations to community groups.

In our first year we have welcomed new kaimahi and established an in-house complaints and resolution service. We've continued to provide anti-doping testing and services while realigning our structure to better meet our broader integrity responsibilities.

Our kaimahi

To help meet our statutory functions we created new roles to ensure we have the specialist expertise needed to oversee complaints and resolutions, and to establish relationships with the sector.

As part of our establishment, we formed two new teams:

- ▼ a resolution team, comprised of skilled resolution practitioners to provide frontline support to participants and organisations who have an integrity-related complaint. They provide timely, accessible and independent dispute resolution services including triage, early facilitation and mediation.
- ▼ a relationship management team, who are the first point of contact for sport and recreation organisations including organisations needing advice, support, or considering adopting the Integrity Code. This additional resource also increases our ability to support sector organisations lift their integrity capability.

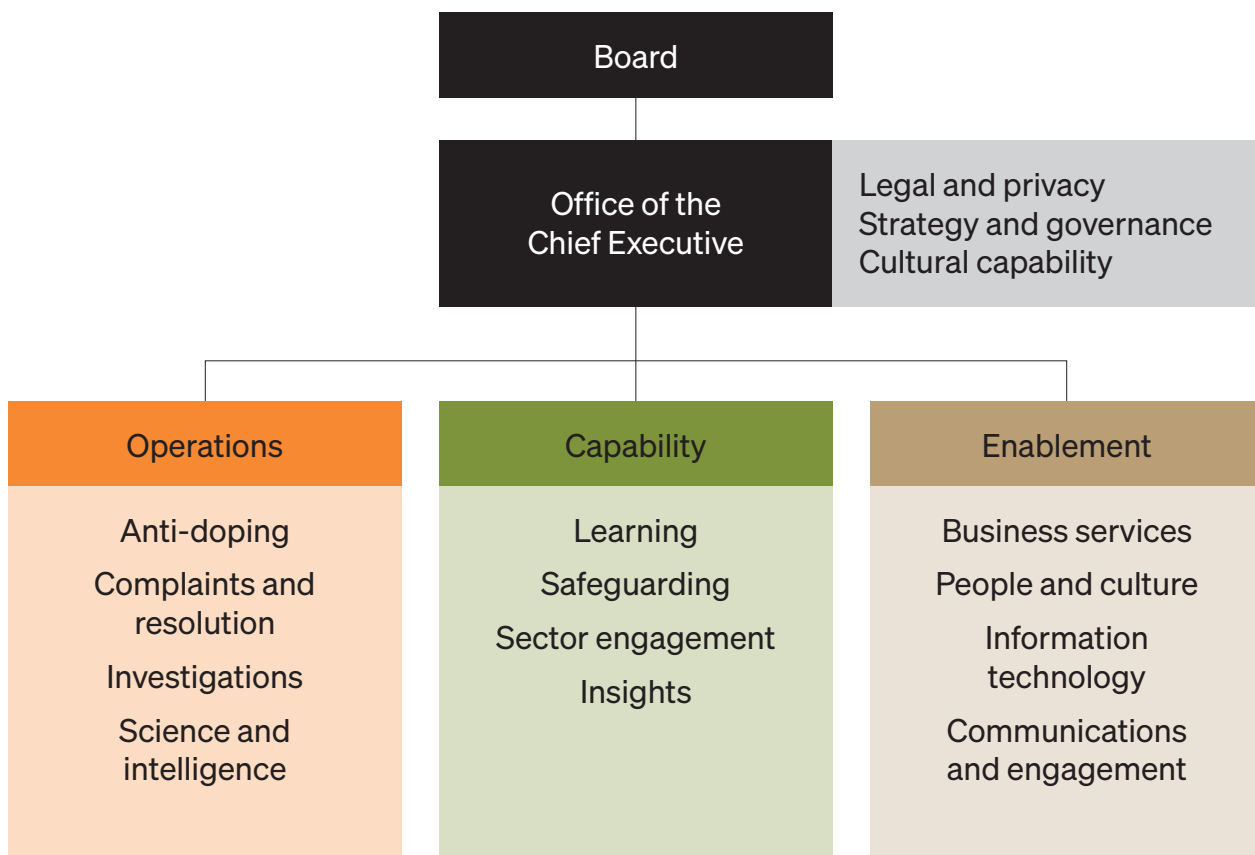
We also expanded our investigation capacity, building on the Drug Free Sport NZ investigation function.

A new organisational structure

Our organisational structure on 1 July 2024 was designed to help us to grow from delivering anti-doping functions into an organisation responsible for leading across all aspects of sport integrity.

In the first half of 2025, our senior leadership team led an organisational review to determine if the current structure was fit for purpose. It found we had made excellent progress to date but identified some challenges and gaps for us to be able to meet our goals and objectives now and in the long-term.

After consultation with kaimahi and carefully considering their feedback, we began to implement a new structure that aligns with our purpose and long-term strategy. We expect the structure will be fully implemented by the end of 2025. It includes new roles to ensure our work is intelligence and insights-led and that we have learning and safeguarding expertise to support integrity capability in the sector. The new structure demonstrates our commitment to collaboration and innovation, effective and impactful services and better outcomes for all participants. Along with new ways of working, it sets us up well to lead change across the sport and recreation sector and to continue to improve and mature.



Our people



Cameron Prestidge
Safeguarding Lead

“As the Safeguarding Lead, my role is to work alongside the sector to deliver safe and enriching experiences for everyone involved in sport and recreation. Safeguarding the potential of our people to be the best they can be requires weaving a culture of integrity into everything we collectively do.

“I love the work I do and feel very grateful to work with the passionate and caring organisations, communities and individuals that support this kaupapa.”



Danny Morrison
National Integrity Manager

“As the National Integrity Manager, I lead the integrity relationship team to engage with and support sport and recreation organisations to enhance their culture of integrity. We work with them to consider and assess adoption and implementation of the Integrity Code, along with more general support such as provision of resources and facilitating access to other expertise.

“I am passionate about building high-trust relationships and enabling organisations to create safe, fair and inclusive environments. I enjoy working across the sectors to drive cultural change and delivery meaningful impact for all participants in sport and recreation.”

Being a good employer

The Commission is committed to attracting, developing and retaining highly capable kaimahi across diverse roles. We focus on being a good employer by fostering a safe and high performing work environment where all kaimahi can thrive, bring their unique skills and lived experiences to enrich our organisation and mahi. We do this through:

Clear and inclusive ways of working

Recruitment and remuneration is based on ability and role size. There are robust remuneration and recruitment processes in place to make sure there is no bias. Our Ways of Working Policy promotes flexibility, collaboration, and productivity. We offer hot desking, flexibility outside of core hours and working from home options where appropriate, making sure that individual needs are met while maintaining a strong focus on outcomes and needs of the business.

Wellbeing and team connection

Our team has access to the Employee Assistance Programme, a confidential counselling service and an annual wellbeing contribution that can be used for expenses related to physical or mental health. During our change process, we increased the support we offered to include career support packages, additional coaching and counselling sessions, and on-site recruitment process support.

To help maintain a positive working atmosphere, we support a volunteer-led Connections Committee that organises activities to strengthen team bonds. In 2024–25, this included co-ordinated food excursions, language week celebrations, Matariki morning stargazing, and a frisbee golf year-end celebration. Regular morning teas see our kaimahi come together to bond over shared kai. We also offer kaimahi the ability to use two sick days as Hauora days (mental health recharge days).

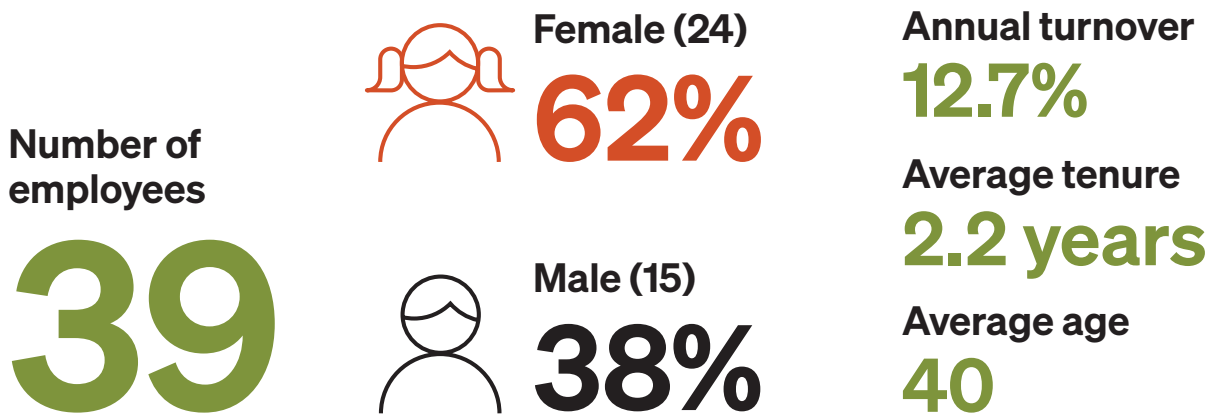
Safe and healthy environments

We are committed to meeting our obligations under the Health and Safety at Work Act 2015. This means providing a working environment with a high level of protection for the physical and mental health, safety, and wellbeing of kaimahi and visitors, and continuously improving systems to support this. We have a fit-for-purpose premises with a strong seismic rating. We have undertaken health and safety risk and hazard assessments and implemented risk mitigation procedures including enhanced security practices. Several Health and Safety Representatives are appointed and help to deliver regular health and safety training and communication, including the development of online learning modules. There were no major health and safety incidents to report on for the reporting period.

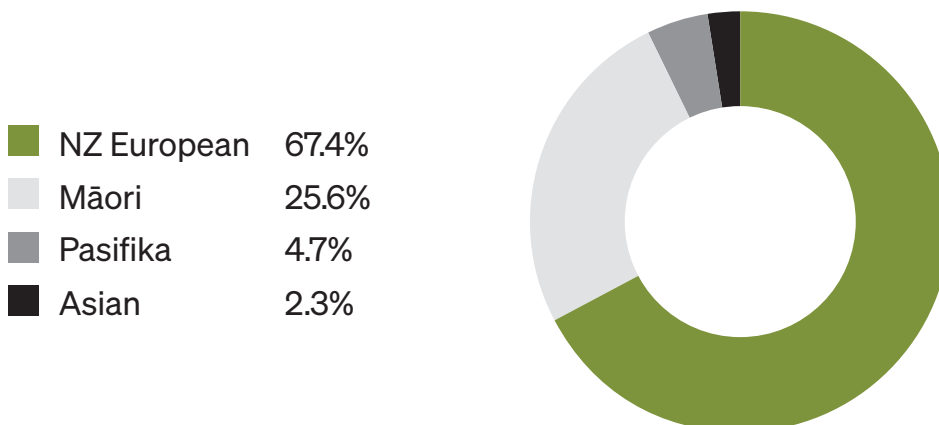
Training and development

All new and existing kaimahi receive a thorough induction and training to ensure they feel confident and safe in their roles. For example, kaimahi involved in complaint management and resolution are trained in de-escalation and our team (including contractors) completed appropriate levels of child safeguarding education. Other professional development opportunities included reaccreditation for field contractors, leadership and management development, project management training, Microsoft Excel capability and creating inclusive digital content.

Te Kahu Raunui kaimahi at 30 June 2025



Ethnic diversity at 30 June 2025



Cultural capability

This has been a focus in our first year of operation, we have made strong progress embedding tikanga and supporting te reo Māori capability across the organisation, guided by the kākahu framework. This approach has been individually tailored and grounds our work in shared values, ensuring integrity is woven through our culture and delivery. The introduction of Te Kore, our muka kākahu, along with the turuturu pegs Rongo Tāmiro and Tū te Hihiri, provides meaningful anchors for ceremonies, wānanga and our cultural journey.

We established a cultural lead role at the start of the year to support the Commission's commitment to te Tiriti o Waitangi, tikanga Māori, Māori and Pasifika perspectives and culturally responsive practice as set out in our legislation. Across the year, the role has led the development of the Commission's values in wānanga with our kaimahi, senior leadership team and Te Ope Tāmiro, as well as supporting the uplift of our internal capability, helping our kaimahi to reflect Kaupapa Māori, te ao Māori and Pasifika values in their mahi.

Our fortnightly Te Whare Pora (the house of weaving) sessions, run by the Cultural Lead, aim to lift the cultural capabilities of our team through practical learning and application. These well-attended sessions see our kaimahi come together to build their knowledge around Māori history, perspectives, reo and tikanga. This mahi is supported by an internal-only digital resource, Ngā kete o te wānanga.

Our capability building has been practical and inclusive. With strong foundations now in place, we are well-positioned to deepen this mahi and continue growing a culture where te reo Māori and tikanga are lived every day, both within our organisation and in the mahi we do in the sector.

Celebrating Matariki

We prepared our team for Matariki through wānanga about what Matariki is and what it means for Māori. On the day, kaimahi celebrated the rising of Matariki with a reflective morning hīkoi up Te Pane-o-Mataaho. The team also came together later in the day to connect to our local maunga through a hīkoi around Te Pane-o-Mataaho, engage in a raranga workshop and share kai.



Section 6: Annual financial statements

Ngā tauākī pūtea ā-tau

Statement of responsibility

We are responsible for the preparation of the Sport Integrity Commission's financial statements and statements of performance and for the judgements made in them.

We are responsible for any end-of-year performance information for the Sport Integrity Commission under section 19A of the Public Finance Act 1989.

We have the responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In our opinion, these financial statements and statement of performance fairly reflect the financial position and operations of the Sport Integrity Commission for the year ended 30 June 2025.

On behalf of the Sport Integrity Commission



Don Mackinnon
Chair
31 October 2025



Lyndon Bray
Board member
31 October 2025

Statement of comprehensive revenue and expense

For the year ended 30 June 2025

	Note	Actual 2025 \$000	Budget 2025 \$000
Revenue			
Crown funding		10,628	10,628
Funding transferred from Sport NZ		5,895	5,895
User-pays revenue		490	396
Interest income		218	86
Other income		16	-
Total revenue	4	17,247	17,005
Expenses			
Accounting and audit fees	5	357	323
Board members' remuneration	20	184	358
Depreciation	13	114	368
Information and communication technology	6	1,540	1,081
Personnel costs	7	5,481	5,859
Professional and technical services	8	758	701
Premises and office costs		497	620
Resolution services and investigations		859	1,542
Sample collection, analysis and results management		1,276	1,243
Other operating costs		1,369	1,890
Total operating expenditure		12,435	13,985
Surplus for the year		4,812	3,020
Total comprehensive revenue and expense		4,812	3,020

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements.

Explanations of major variances against the budget are provided in note 23.

Statement of financial position

For the year ended 30 June 2025

	Note	Actual 2025 \$000	Budget 2025 \$000
Current assets			
Cash and cash equivalents	9	595	658
Investments	10	3,362	-
Debtors and other receivables	11	386	140
Prepayments		256	159
Inventories	12	70	88
Total current assets		4,669	1,045
Non-current assets			
Property, plant and equipment	13	1,461	1,602
Intangible assets		-	1,167
Total non-current assets		1,461	2,769
Total assets		6,130	3,814
Current liabilities			
Creditors and accrued expenses	14	665	361
Employee entitlements	15	474	277
Lease inducement - current	16	4	-
Total current liabilities		1,143	638
Non-current liabilities			
Lease inducement - non-current	16	19	-
Total non-current liabilities		19	-
Total liabilities		1,162	638
Equity			
Accumulated surplus		4,968	3,176
Total equity	19	4,968	3,176
Total liabilities and equity		6,130	3,814

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements.

Explanations of major variances against the budget are provided in note 23.

Statement of changes in equity

For the year ended 30 June 2025

	Note	Actual 2025 \$000	Budget 2025 \$000
Balance as at 1 July 2024			
Net assets transferred from Drug Free Sport New Zealand	2	156	156
Total comprehensive revenue for the year			
Surplus for the year		4,812	3,020
Total comprehensive revenue for the year		4,812	3,020
Balance as at 30 June 2025	19	4,968	3,176

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements.

Explanations of major variances against budget are provided in Note 23.

Statement of cash flows

For the year ended 30 June 2025

	Note	Actual 2025 \$000	Budget 2025 \$000
Cash flows from operating activities			
Cash receipts from the Crown		10,628	10,628
Cash receipts from user pays		607	541
Transfer of cash from DFSNZ		132	-
Funding transfer from Sport NZ		5,895	5,895
Interest received		218	86
Cash receipts from other revenue		16	-
Cash paid to suppliers		(6,561)	(9,132)
Cash paid to employees		(5,505)	(4,991)
Net GST payment		(112)	(82)
Net cash from operating activities		5,318	2,945
Cash flows from investing activities			
Acquisition of property, plant and equipment		(1,463)	(1,610)
Acquisition of investments		(3,285)	-
Maturity of investments		25	25
Purchase of intangible assets		-	(910)
Net cash from investing activities		(4,723)	(2,495)
Net movements in cash and cash equivalents		595	450
Cash and cash equivalents at 1 July		-	208
Cash and cash equivalents at 30 June	9	595	658

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements.

Explanations of major variances against the budget are provided in note 23.

Notes to the financial statements

1. Statement of accounting policies

Reporting Entity

Sport Integrity Commission Te Kahu Raunui (the “Commission”) is an independent Crown entity as defined by the Crown Entities Act 2004. It was established under the Integrity Sport and Recreation Act 2023 (the Act) and is a wholly owned entity of the Crown. The Act also disestablished Drug Free Sport New Zealand (DFSNZ) and vested all its property in the Commission with all information, assets, liabilities, contracts, entitlements and engagements becoming those of the Commission on 1 July 2024. Refer to note 2 for further detail.

These financial statements represent the first reporting period of the Commission, covering the period from 1 July 2024 to 30 June 2025.

The financial statements and the accompanying notes summarise the financial results of activities carried out by the Commission. The Commission’s primary objective is to provide services to the public, rather than make a financial return. Its purpose is to ensure sport and recreation in New Zealand is safe and fair.

The financial statements for the Commission are for the year ended 30 June 2025. They were authorised for issue by the Commission’s Board on 31 October 2025.

Basis of preparation

These financial statements have been prepared on a going-concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements and service performance information have been prepared in accordance with the requirements of the Crown Entities Act 2004, which include a requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

The Commission is a Tier 2 Public Benefit Entity. The financial statements have been prepared in accordance with and comply with PBE Standards RDR 28-3. The Commission is eligible and has elected to apply the PBE Standards RDR 28-3 because its expenses are less than \$33 million and it does not have public accountability as defined by XRB A1 Application of the Accounting Standards Framework.

Budget figures

The budget figures for the year ended 30 June 2025 are derived from the Statement of Performance Expectations 2025/26 as approved by the Board on 18 June 2025. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Board for the preparation of these financial statements.

Presentation currency and rounding

These financial statements are presented in New Zealand Dollars, which is the Commission's functional currency. All amounts have been rounded to the nearest thousand dollars (\$000), unless otherwise indicated.

Critical accounting estimates and assumptions

In preparing these financial statements, the Commission has made estimates and assumptions about the future. These estimates and assumptions might differ from the subsequent actual results. The Commission continually evaluates its estimates and assumptions, which are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- ▼ Useful lives and residual values of property, plant and equipment – refer Note 13.

Critical judgements in applying accounting policies

Management has exercised the following critical judgement in applying accounting policies:

- ▼ Classification of leases as either operating or finance leases – refer Note 18.

Determining whether a lease is a finance lease or an operating lease requires judgement as to whether the lease transfers substantially all the risks and rewards of ownership to the Commission.

Judgement is required on various aspects that include, but are not limited to, the fair value of the leased asset, the economic life of the leased asset, whether or not to include renewal options in the lease term, and determining an appropriate discount rate to calculate the present value of the minimum lease payments. Classification as a finance lease means that the asset is recognised in the statement of financial position as property, plant, and equipment, but no such asset is recognised for an operating lease.

Significant accounting policies

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to specific notes are outlined in note 3.

2. Opening position transferred from DFSNZ

All assets, liabilities and equity transferred from DFSNZ to the Commission on 1 July 2024, as specified in the Integrity Sport and Recreation Act 2023. The closing balances in the Statement of Financial Position reported in the DFSNZ annual report for the year ended 30 June 2024 became the opening balances for the Commission on 1 July 2024, subject to the following two adjustments:

▼ Re-classification of balances

Property, plant and equipment and intangible assets had been classified as current assets by DFSNZ in 2023 and 2024, due to the financial statements being prepared on a disestablishment basis. The Commission re-stated these as non-current assets on 1 July 2024 when they were transferred to the Commission.

▼ Change of use review

The intangible asset balance (\$428k) reported by DFSNZ at 30 June 2024 related to the development, configuration, and customisation of a software application on a third-party platform. The Commission has reviewed the nature and control of the benefits derived from the intangible asset transferred from DFSNZ, including consideration of its intended use, users, current utility, and future development benefits. Following that consideration the Commission determined that there was no intangible asset to recognise on transfer.

Assets, liabilities and equity transferred from DFSNZ to the Commission

	DFSNZ balances at 30 June 2024 \$000	Reclassification of balances \$000	Change of use review \$000	Commission balances at 1 July 2024 \$000
Current assets	1,483	(618)		865
Non-current assets	-	618	(428)	190
Total assets	1,483		(428)	1,055
Current liabilities	1,327			1,327
Total liabilities	1,327			1,327
Net assets	156		(428)	(272)
Represented by equity	156		(428)	(272)

3. Specific accounting policies

The accounting policies set out below have been applied in preparing the financial statements for all periods presented.

Income tax

The Commission is a public authority and consequently is exempt from income tax under subpart CW 38 of the Income Tax Act 2007. Accordingly, no provision has been made for income tax.

Goods and services tax

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cashflow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

Foreign exchange

Foreign currency transactions (including those that forward foreign exchange contracts are held for) are translated into New Zealand dollars (the functional currency) using the spot exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Expenditure Policy

All expenditure incurred in the provision of outputs for the Crown is recognised in the surplus or deficit when an obligation arises, using an accrual basis.

Provisions policy

Provisions are recognised when the Commission has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Changes in accounting policies

As this is the first year of operation for the Commission, these financial statements have no comparatives. However, the accounting policies were applied consistently throughout the period presented.

4. Revenue

	2025 \$000
Non-exchange transactions	
Crown funding	10,628
Funding transferred from Sport NZ	5,895
Total	16,523
Exchange transactions	
User-pays revenue	490
Interest income	218
Other income	16
Total	724
Total revenue	17,247

Accounting policy

Revenue is measured at the fair value of consideration received or that is receivable. Revenue is earned through the provision of outputs for the Crown, services to third parties and investment income.

Revenue from non-exchange transactions

Crown funding

The Commission is primarily funded through revenue received from the Crown. This revenue is restricted in its use for the purpose of the Commission meeting its objectives specified in the Integrity Sport and Recreation Act 2023. The Commission considers there are no other conditions attached to the funding.

Revenue from the Crown is recognised as revenue at the point of entitlement. This is considered to be at the start of each quarter in the appropriation period that the funding relates to. The fair value of revenue from the Crown has been determined to be equivalent to the amounts due in the funding arrangements.

Funding transferred from Sport NZ

Sport NZ received funding during 2023/24 for the establishment and operations of the Commission. Due to delays in appointment of the Board, the Commission was not established until 1 July 2024. As a result, only \$1.984 million of the appropriated funding was spent in 2023/24, and those establishment activities continued in 2024/25. Sport NZ had a constructive commitment to transfer the unspent funding to the Commission in 2024/25. This is recognised as revenue to the Commission in 2024/25.

Revenue from exchange transactions

Income from user-pays testing

The Commission undertakes anti-doping testing on behalf of other organisations, in addition to the anti-doping testing activity it delivers through Crown funding. These services are provided on a user-pays basis, at fees that are set to recover the direct costs of providing those services. This revenue is recognised at the time the services are provided.

Interest income

Interest income is earned on bank balances, term deposits and investments, and is recognised using the effective interest rate method.

Other income

Other income is recognised in the accounting period in which the services are rendered.

5. Accounting and audit fees

	2025 \$000
Accounting fees	275
Audit fees (Audit New Zealand)	
Audit of current year	67
Audit of DFSNZ 2023/24	15
Total	82
Total accounting and audit fees	357

Audit fees represent the fees payable to Audit New Zealand for the annual statutory audit of the financial statements and service performance information, carried out under the Auditor-General's auditing standards as described in the audit report attached to this report.

6. Information and communication technology

Total expenditure on information and communication technology for 2024/25 includes \$428k impairment of items that were recorded as intangible assets in the balances transferred from DFSNZ. The Commission determined that the expenditure does not meet the criteria to be recognised as intangible assets. The amount recorded as impairment is the net amortised value of the items reported in DFSNZ's annual report for 2023/24.

7. Personnel costs

	2025 \$000
Salaries and wages	4,094
Defined-contribution plan employer contributions	124
Increase/(decrease) in employee entitlements	-
Staff professional development	63
Staff recruitment	146
Temporary staff	958
Other personnel costs	96
Total	5,481

Accounting policy

Salaries and wages

Salaries and wages are recognised as an expense as employees provide services.

Superannuation schemes

Defined contribution schemes

Obligations for contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit as incurred.

Defined benefit schemes

The Commission does not make employer contributions to any defined benefit superannuation scheme

8. Professional and technical services

	2025 \$000
Legal services	157
Therapeutic Use Exemption panel	30
Other professional and technical services	571
Total	758

Other professional and technical services are specialist advice and services engaged to assist with establishment of the Commission and delivery of the Commission's work programmes. These include services related to learning and development, research, property consultancy, change management, strategic advice, and communications.

9. Cash and cash equivalents

2025
\$000

Current assets

Bank balances	595
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Total cash and cash equivalents	595
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Accounting policy

Cash and cash equivalents comprise cash on hand and cash at bank, deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

10. Investments

2025
\$000

Investments

Term deposits	3,362
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Total investments	3,362
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Accounting policy

Investments in bank term deposits are initially measured at the amount invested. Principal and interest is normally repaid into operating bank accounts on maturity. A loss allowance for expected credit losses is recognised if the expected loss allowance is not trivial.

11. Debtors and other receivables

2025
\$000

Exchange receivables

Receivables	75
Accrued income	121

Total	196
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Non-exchange receivables

GST receivable	190
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Total receivables	386
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Accounting policy

Debtors and other receivables are recorded at the amount due, less an allowance for expected credit losses. The Commission applies the simplified expected credit loss model of recognising lifetime expected credit losses for short-term receivables.

Short-term receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the debtor being in liquidation or the receivable being more than one year overdue.

12. Inventories

2025
\$000

Equipment inventories	70
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Total inventories	70
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Accounting policy

Inventories held to provide services are measured at cost, adjusted, when applicable, for any loss of service potential.

13. Property, plant and equipment

For the year ended 30 June 2025

	Leasehold Improvements \$000	Furniture and Fittings \$000	Electronic Equipment \$000	Total \$000
Cost				
Balance at 1 July 2024	-	-	-	-
Transfer from Drug Free Sport NZ	-	230	209	439
Additions	1,065	148	250	1,463
Disposals	-	(101)	(64)	(165)
Balance at 30 June 2025	1,065	277	395	1,737
Depreciation and impairment losses				
Balance at 1 July 2024	-	-	-	-
Transfer from Drug Free Sport NZ	-	(130)	(119)	(249)
Eliminated on disposal		42	45	87
Depreciation for the year	(44)	(18)	(52)	(114)
Balance at 30 June 2025	(44)	(106)	(126)	(276)
Carrying amount				
At 30 June 2025	1,021	171	269	1,461

Accounting policy

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to the Commission and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Commission and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are expensed in surplus or deficit as they are incurred.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in revaluation reserves for those assets are transferred to the accumulated surplus/(deficit) within equity.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment, at rates that will write off the cost of the assets to their estimated residual values over their useful lives.

The useful lives and associated depreciation rates of property, plant and equipment are as follows:

Asset	Estimated useful life
Leasehold Improvements	12 years, or across the expected remaining lease term if shorter
Furniture and Fittings	5-16 years
Electronic Equipment	2-7 years

Impairment

The Commission does not hold any cash-generating assets. Assets are considered cash generating where their primary objective is to generate a commercial return.

Property, plant, and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount might not be recoverable. An impairment loss is recognised for the amount that the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value, less costs to sell, and value in use.

Value in use is the present value of an asset's remaining service potential. It is determined using an approach based on a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach for measuring value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable service amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit.

For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss on a revalued asset is credited to other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit.

For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit.

14. Creditors and accrued expenses

	2025 \$000
Exchange payables	
Creditors	218
Accrued expenses	434
Withholding tax payable	13
Total creditors and accrued expenses	665

Accounting policy

Creditors and other payables are recorded at the amount payable. They are normally settled on 10-day terms.

15. Employee entitlements

	2025 \$000
Accrued salaries and wages	330
Accrued annual leave	144
Total	474

Accounting policy

Employee benefits that are due to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, and annual leave earned but not taken at balance date.

The Commission recognises a liability and an expense for bonuses it is contractually obliged to pay, or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

16. Lease inducement

	2025 \$000
Current liabilities	
Current portion of lease inducement	4
Total	4
Non-current liabilities	
Non-current portion of lease inducement	19
Total	19

Accounting policy

The landlord provided a lease inducement of \$25k at the inception of the lease. A lease inducement liability was created at the inception of the lease, to spread this incentive throughout the term of the lease. The unamortised portion of the lease inducement received is recognised as a liability in the Statement of Financial Position.

17. Financial instruments

The carrying amounts of financial assets and liabilities in each of the financial instruments categories are as follows:

	2025 \$000
Financial assets measured at amortised cost	
Cash and cash equivalents	595
Term deposits	3,362
Debtors and other receivables	386
Total financial assets measured at amortised cost	4,343
Financial liabilities measured at amortised cost	
Creditors and accrued expenses	665
Total financial liabilities measured at amortised cost	665

Accounting policy

Financial assets and financial liabilities are recognised when the Commission becomes a party to the contractual provisions of the financial instrument.

Financial assets

The Commission's financial assets are classified in accordance with PBE IPSAS 41 as assets measured at amortised cost.

Financial assets with fixed determinable payments that are not quoted in an active market are subsequently measured at amortised cost using the effective interest method, less any impairment losses. Credit losses are measured at the present value of all cash shortfalls.

Interest is recognised in the statement of comprehensive revenue and expense as earned.

Financial assets held at amortised cost includes: cash and cash equivalents, term deposits and debtors and other receivables.

Financial liabilities

The Commission's financial liabilities are classified as amortised cost financial liabilities.

Financial liabilities are subsequently measured at amortised cost using the effective interest method.

Foreign exchange gains and losses are recognised in the statement of comprehensive revenue and expense.

Financial liabilities held at amortised cost includes: creditors and accrued expenses.

Impairment of financial assets

The Commission assesses at reporting date whether there is objective evidence that a financial asset is impaired. A financial asset is impaired if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset ('loss event'). When a loss event has occurred, management recognises loss allowances (provisions) for expected credit losses on financial assets measured at amortised cost. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Commission in accordance with the contract and the cash flows that the Commission expects to receive).

18. Operating leases

At 30 June 2025, the future minimum lease payments under non-cancellable leases were payable as follows:

	2025 \$000
Less than one year	271
Between one and five years	1,179
More than five years	162
Total	1,612

The non-cancellable operating lease payments relate to the lease of part of a floor in one office building with 12 accompanying carparks, and a building monolith sign licence. The lease expires on 8 January 2031 and the Commission has the option of two three-year renewals. The Commission has excluded the optional renewal terms. The Commission is also obligated to pay a contribution to the landlord operating expenditure which has not been included in the lease commitment balances noted above. Operating lease expenses of \$408k have been recorded within premises and office costs in the statement of comprehensive revenue and expense.

Accounting policy

The Commission is party to an operating lease as a lessee. An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Future amounts disclosed above are based in the current rental rates. There are no restrictions placed on the Commission by any of the operating lease arrangements.

19. Equity

	2025 \$000
Opening balance	-
Net assets transferred from Drug Free Sport NZ	156
Surplus/(deficit) for the year	4,812
Total	4,968

Accounting policy

Equity is measured as the difference between total assets and total liabilities. Equity is made up of accumulated surplus/(deficit).

Capital management

The Commission is subject to the financial management and accountability provisions of the Crown Entities Act 2004, which impose restrictions in relation to borrowings, the acquisition of securities, issuing guarantees and indemnities, and the use of derivatives. The Commission has complied with the financial management requirements of the Crown Entities Act 2004 during the year.

The Commission manages its equity as a by-product of prudently managing revenue, expenses, assets, liabilities, investments and general financial dealings to ensure that the Commission achieves its objectives and purpose effectively, while remaining a going concern.

20. Related parties

Related party information

The Commission is a wholly owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are:

- ▼ within normal supplier or client/recipient relationships; and
- ▼ on terms and conditions that are no more or less favourable than those that it is reasonable to expect the Commission would have adopted in dealing with the parties at arm's length in the same circumstances.

Further, transactions with other government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are on normal terms and conditions consistent with the normal terms and conditions for such transactions.

Key management personnel compensation

During the year, overall remuneration of \$1.401 million was paid to members of the Commission's key management personnel.

Board members are appointed by the Minister for Sport and Recreation and are the Board for the purposes of the Crown Entities Act 2004. In addition to their roles with the Commission, Board members have other interests and may serve in positions with other organisations, including organisations to which the Commission is related. Actual or potential conflicts of interest are declared in the interests and gifts registers.

Permission to act despite being interest in a matter

Section 68(6) of the Crown Entities Act 2004 requires the Board to disclose any interest to which a permission to act has been granted, despite a member being interested in a matter. During the 2025 financial year there were no permissions granted by the Chair in the public interest.

Key management personnel compensation

	2025 \$000
Board members	
Remuneration	184
Full-time equivalent	0.57 FTE
Leadership team	
Remuneration	1,217
Full-time equivalent	5.8 FTE
Total key management personnel compensation	1,401
Total full-time equivalents	6.37 FTE

The full-time-equivalent values have been calculated based on actual work performed during the reporting period. At 30 June 2025 there were six employees in the leadership team.

The full-time equivalent values for Board members have been determined based on the frequency and length of Board meetings and the time for Board members to prepare for meetings, calculated based on the hours invoiced to the Commission.

Key personnel are Board Members, the Chief Executive, the General Counsel, and the General Managers.

Board remuneration

	2025 \$000
Don Mackinnon	66
Adine Wilson	15
Bobbi-Jo Clark-Heu	13
Kevin Mealamu ⁹	9
Dr Lesley Nicol	15
Lyndon Bray	17
Rebecca McDonald	14
Tim Castle	22
Traci Houpapa	13
Total board remuneration	184

There have been no payments made to committee members appointed by the Board who are not Board members during the financial year.

The Commission has taken out Professional Indemnity and Directors' and Officers' Liability insurance cover during the financial year for the liability of costs of Board members and employees.

No Board members received compensation or other benefits in relation to cessation.

⁹ Keven Mealamu resigned in January 2025

Employee remuneration

2025

Total remuneration paid or payable that is or exceeds \$100,000

\$120,000 - \$129,999	2
\$130,000 - \$139,999	1
\$140,000 - \$149,999	1
\$150,000 - \$159,999	3
\$170,000 - \$179,999	2
\$190,000 - \$199,999	1
\$220,000 - \$229,999	1
\$280,000 - \$289,999	1

Total employees	12
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Employee remuneration disclosures are on a total remuneration basis including base salary plus employer KiwiSaver contributions and an estimate of value available for benefits.

During the year ended 30 June 2025, no employees received compensation and other benefits in relation to cessation.

One employee received a one-off payment totalling \$10k.

21. Commitments and contingencies

There were no capital commitments, contingent assets or contingent liabilities at balance date.

22. Subsequent events

There have been no events subsequent to balance date that would materially affect the financial statements.

23. Explanation of significant variances against budget

Explanation for major variances from the Commission's budgeted figures in the statement of performance expectations are as follows, shown in \$000s:

Statement of comprehensive revenue and expense

Interest income (\$132 more than budget) - Interest revenue was above budget due to higher than expected cash balance and having more on interest-bearing term deposits during the year.

Board members' remuneration (\$174 less than budget) - Board induction days were held before commencement of this period, and fewer hours of meetings were required during the year than had been budgeted for.

Depreciation (\$254 less than budget) - The budget for depreciation included amortisation of intangible assets, following the accounting treatment that had been used by DFSNZ. The Commission determined that the expenditure did not meet the criteria to be recognised as an intangible asset. (Refer to Note 2.) Amortisation was therefore not incurred in 2024/25. Actual costs of leasehold improvements were less than expected, and the work was completed a little later than had been allowed for in the budget, resulting in savings on depreciation of leasehold improvements in the year.

Information and communication technology (\$459 more than budget) - Total expenditure on information and communication technology for 2024/25 includes \$428k impairment of items that were recorded as intangible assets in the balances transferred from DFSNZ. This had not been provided for in the budget. (Refer to Note 6)

Resolution services and investigations (\$683 less than budget) - Savings were achieved as a result of changing the service model from outsourced to in-house delivery earlier than had been anticipated in the budget.

Statement of financial position

Investments (\$3,362 more than budget) - We had \$3.362 million on term deposits at the end of the year and had not budgeted to have any.

Intangible assets (\$1,167 less than budget) - The budget reflects DFSNZ treatment of intangible assets. The Commission has reviewed the nature of the brought forward intangible asset and determined that there is no residual intangible asset to recognise. (Refer to Note 2.) No intangible assets were acquired during the year.

Creditors and accrued expenses (\$304 more than budget) - The budget did not take into consideration the proportion of invoices received after month-end. The actual balance includes \$0.103 million annual washup of fees from the WADA-approved laboratory for testing the anti-doping samples collected. Monthly payments are made to the laboratory in line with the budget, with the annual washup adjusting for actual costs. We are experiencing ongoing increases of more than 5% per annum in this material expenditure item (\$0.47 million per annum).

Section 7: Independent auditor's report

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

To the readers of Integrity Sport and Recreation Commission's annual financial statements and performance information for the year ended 30 June 2025

The Auditor-General is the auditor of Integrity Sport and Recreation Commission (known as the Sport Integrity Commission Te Kahu Raunui (the Commission)).

The Auditor-General has appointed me, Athol Graham, using the staff and resources of Audit New Zealand, to carry out, on his behalf, the audit of:

- ▼ the annual financial statements that comprise the statement of financial position as at 30 June 2025, the statement of comprehensive revenue and expenses, statement of changes in equity, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information in section 6; and
- ▼ the performance information that consists of:
 - the statement of performance for the year ended 30 June 2025 in section 4; and
 - the end-of-year performance information for appropriations for the year ended 30 June 2025 in section 4.

Opinion

In our opinion:

- ▼ The annual financial statements of the Commission:
 - fairly present, in all material respects:
 - its financial position as at 30 June 2025; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with the Public Benefit Entity Standards Reduced Disclosure Regime.
- ▼ The statement of performance fairly presents, in all material respects, the Commission's service performance for the year ended 30 June 2025. In particular, the statement of performance:
 - provides an appropriate and meaningful basis to enable readers to assess the actual performance of the Commission for each class of reportable outputs, determined in accordance with generally accepted accounting practice in New Zealand;
 - fairly presents, in all material respects, for each class of reportable outputs:
 - the actual performance of the Commission;
 - the actual revenue earned; and
 - the output expenses incurred,as compared with the forecast standards of performance, the expected revenues, and the proposed output expenses included in the Commission's statement of performance expectations for the financial year; and
 - complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.
- ▼ The end-of-year performance information for appropriations:
 - fairly presents, in all material respects:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred in relation to the appropriation as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
 - complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.

Our audit was completed on 31 October 2025. This is the date at which our opinion is expressed.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit*

of *Service Performance Information* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

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

Responsibilities of the Board for the annual financial statements and the performance information

The preparation of the financial statements and performance information of the Commission is the responsibility of the Board.

The Board is responsible on behalf of the Commission for preparing financial statements and performance information that are fairly presented and comply with generally accepted accounting practice in New Zealand. This includes preparing performance information that provides an appropriate and meaningful basis to enable readers to assess what has been achieved for the year.

The Board is responsible for such internal control as it determines is necessary to enable it to prepare annual financial statements, a statement of performance, and the end-of-year performance information for appropriations that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations, the Board is responsible on behalf of the Commission for assessing the Commission's ability to continue as a going concern.

The Board's responsibilities arise from the Crown Entities Act 2004 and the Public Finance Act 1989.

Responsibilities of the auditor for the audit of the annual financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations.

For the budget information reported in the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations, our procedures were limited to checking that the information agreed to the Commission's statement of performance expectations or to the Estimates of Appropriations for the Government of New Zealand for the year ended 30 June 2025.

We did not evaluate the security and controls over the electronic publication of the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- ▼ We identify and assess the risks of material misstatement of the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▼ We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.
- ▼ We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- ▼ We evaluate whether the statement of performance and the end-of-year performance information for appropriations:
 - Provide an appropriate and meaningful basis to enable readers to assess the actual performance of the Commission in relation to the forecast performance of the Commission (for the statement of performance) and what has been achieved with the appropriation by the Commission (for the end-of-year performance information for appropriations). We make our evaluation by reference to generally accepted accounting practice in New Zealand.
 - Fairly present the actual performance of the Commission and what has been achieved with the appropriation by the Commission for the financial year.
- ▼ We conclude on the appropriateness of the use of the going concern basis of accounting by the Board.
- ▼ We evaluate the overall presentation, structure and content of the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations, including the disclosures, and whether the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board is responsible for the other information. The other information comprises all of the information included in the annual report, but does not include the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations, and our auditor's report thereon.


Our opinion on the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the annual financial statements, the statement of performance, and the end-of-year performance information for appropriations or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Commission in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

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



Athol Graham
Audit New Zealand
On behalf of the Auditor-General
Auckland, New Zealand

Section 8: Statutory reporting requirements

Use of information gathering powers

Section 52 of the Integrity Sport and Recreation Act 2023 requires the Commission to report annually on:

- ▼ each instance where the Commission has used a power conferred under section 19(3)(e)(i) or 23(4)(a), or the power under section 34
- ▼ a description of the individual or organisation from whom the information or documents were requested (in a form that does not identify any individual)
- ▼ whether the information or documents were provided,
- ▼ if the information or documents were not provided, what, if any, enforcement action was taken and the outcome of that enforcement action.

Sections 19(3)(e)(i), 23(4)(a) and 34 allow the Commission, in certain circumstances to:

- ▼ gather information from people or organisations
- ▼ require a person cooperate fully with an investigation, for example, by attending an interview.

The Commission did not use these powers in 2024/25.

Child protection policy

As a prescribed state service under the Children's Act 2014, the Chief Executive is required to report annually on whether or to what extent:

- ▼ the Commission's operations have implemented a child protection policy, and
- ▼ the Commission's contracts and funding obligations have complied with the requirements in section 16(b) of the Children's Act.

In July 2024 the Commission adopted and published our child protection policy. It is published on our website and we will review it every three years.

The operational implementation of our child protection policy is outlined at page 50.

We require all contractors providing children's services to have a child protection policy or comply with the Commission's child protection policy. In 2024/25, we implemented this in three contractual arrangements providing children's services. They were:

- ▼ counselling service provider – all counsellors are required to undergo Police vetting and child work checks
- ▼ photography provider contracted to take brand images that included children and young people – contract required the provider to comply with the Commission's child protection policy
- ▼ complaint and dispute resolution provider – contract required the provider to have a child protection policy and for all employees to undergo Police vetting and children's worker checks. This provider also sub-contracted counselling services to a third party provider who was also subject to the same requirements.

Additionally, the Commission has a field team of around 75 contractors that deliver anti-doping operations. This includes sample collection personnel that collect samples from athletes and educators who deliver anti-doping education to athletes. Under their contract, the field team is required to comply with the Commission's child protection policy. The policy sets out specific reporting mechanisms for when child abuse and neglect concerns are raised in the field.

In 2025/26, we will undertake further work to include a standard clause in our contracts to require relevant providers to:

- ▼ adopt a child protection policy that complies with section 19 of the Children's Act 2014 as soon as practicable after the commencement date, and
- ▼ review its child protection policy within three years from the date of its adoption or most recent review, and at least every three years after that.

This clause will be included in any new contract and updated in existing contracts as contracts come up for variation or renewal.

Appendix 1: Interests of Board as at June 2025

Don Mackinnon Chair

Directorships

Blues LLP (Super Rugby Club)
Chair

National Security Association
Chair

Other related interests

World Athletics Integrity Vetting Panel
Chair

City Chambers Auckland
Barrister

Team New Zealand (America's Cup)
Legal Advisor

Potential conflicts

None

Tim Castle

Other related interests

World Athletics,
Ethics Investigator

International Court of Arbitration for Sport
Member

Pacific Games Tribunal
Chair

Sports lawyer
Manager and agent

Potential conflicts

None

Traci Houpapa

Directorships

Women in Rugby Aotearoa
Chairman

Chiefs Rugby Club Limited
Director

Federation of Māori Authorities
Chairman

National Advisory Council on the
Employment of Women
Chairman

Hineuru Holdings Limited
Chairman

Te Arawa Group Holdings Limited
Chairman

Australia New Zealand Leaders Forum
Indigenous Business Sector Group
NZ Co-Chairman

Traci Houpapa Consulting Group Limited
Director

Ontario Teachers' Pension Plan
NZ Forests Investment Ltd
Director

Chartered Accountants
Australia New Zealand
Board member

Te Pou Tahua
Director

Other related interests

World Economic Forum Global Future
Council on Trade and Investment
Member

Potential conflicts

None

Lyndon Bray

Directorships

Braydiver Limited
Co-Founder & Director

Other related interests

Maurice Trapp Group (MTG)
Business Partnership

Forsyth Barr
Client Relationship

Potential conflicts

None

Bobbi Clark-Heu

Directorships

Recreation Aotearoa
Co-Chair

PA Holdings Limited

MVP Cars 2023 Ltd

DBH Investments Limited

Other related interests

Manukura Cultural Manager
PriceWaterhouseCooper

Te Tuia Sports Club
Chair

Waikato Institute of Leadership
& Sport Studies
Trustee

Wairere Sports Club Incorporated
Committee member

Potential conflicts

None

Rebecca McDonald

Directorships

Arts Access Aotearoa
Board Member

Other related interests

All is for All
Account Director

Swimming New Zealand Selection Panel
Member

Sport and Recreation Awards
Judge

Potential conflicts

None

Keven Mealamu

Directorships

Fit60HQ Limited
Director

MEEA Management Limited
Director

Adviser Admin Limited
Director

Protect for Life Limited
Director

Other related interests

New Zealand Rugby Respect and
Responsibility Panel Member

Potential conflicts

None

Lesley Nicol

Directorships

Tom Anderson Memorial Trust
Trustee

Other related interests

Tuawera Trust- Shares in Sense Medical,
Australis Medical, potentially Reform
Radiology, PRG, Property Invercargill

Australis Medical

HPSNZ Contractor, Sport and Exercise
Physician- Pinnacle Sports Physicians

Mainland Tactix
Medical Director

Rumball Nicol Trust- Property

ACSEP Professional Standards Committee

New Zealand Olympic Committee
Selection Committee
Member

Potential conflicts

None

Adine Wilson

Directorships

Tania Dalton Foundation
Trustee

Other related interests

Netball commentator Sky New Zealand

National Basketball League Judicial Panel
Member

New Zealand Olympic Committee Wāhine
Toa Leadership Programme

Potential conflicts

None

Appendix 2: Governance meeting attendance 2024/25

Board meeting attendance 2024/25

	7-8 Aug 2024	2 Oct 2024	6 Nov 2024	4 Dec 2024	5 Feb 2025	5 Mar 2025	21 May 2025	18 Jun 2025
D Mackinnon (Chair)	•	•	•	•	•	•	•	•
L Bray	•	•	•	•	•	•	•	•
T Castle	•	•	•	•	-	•	•	-
B Clark-Heu	•	•	•	•	•	-	•	•
T Houpapa	-	•	•	-	•	•	•	•
R McDonald	•	•	•	•	•	•	•	•
K Mealamu ¹⁰	•	•	•	•	-	-	-	-
L Nicol	•	•	•	•	•	•	•	•
A Wilson	•	•	•	•	•	•	•	•

Finance and Audit Committee attendance 2024/25

	12 Sep 2024	31 Mar 2025	23 Apr 2025
T Castle (Chair)	•	•	•
L Bray	•	•	•
T Houpapa	-	•	•

¹⁰ Resigned from the Board effective 17 January 2025.

