



The Kind Foundation™

Mō tātou katoa. For all of us.

SOCIAL IMPACT REPORT 2026

Making a positive difference every day

honesty
ngākaupono

responsibility
tūtika

inclusion
mō tatou katoa

kindness
atawhaitia



The Kind Foundation is grateful to the support and assistance we receive from Whitiara and our friends at Ngāi Tūāhuriri. We acknowledge Ngāi Tahu as mana whenua and endeavour to honour Te Tiriti o Waitangi by breaking down barriers and reducing inequity in our communities.

FROM THE BOARD OF TRUSTEES

Jon Purdue Chair Liam Conaghan Deputy Chair

Mō tātou, ā, mo kā uri a muri ake nei. For us, and our children after us.

Ōtautahi Christchurch experienced slow but steady growth in optimism and activity this past year, and The Kind Foundation saw that same momentum across our many areas of contribution.

We estimate that one in three Ōtautahi Christchurch families has a touchpoint with The Kind Foundation each year. Each interaction allows us to offer a service or programme that makes a positive difference by strengthening social connection, supporting wellbeing, and creating opportunities for learning and meaningful experiences.

This is an important responsibility. We want every person, family and organisation that engages with our programmes to be positively impacted. As we reflect on the past year, we celebrate what has been achieved despite a financially challenging period.

We also look ahead with optimism.

With many previous limitations now removed, we are enthusiastic and hopeful about The Kind Foundation's continued ability to make a meaningful difference across the wider Canterbury community.

Increasing participation levels are both inspiring and encouraging. They point to a thriving organisation that continues to grow in relevance and impact.

At governance level, our decisions are guided by a belief in collaboration, community, and the thoughtful use of funds to create greater impact. Over the past year, some decisions have challenged us to think deeply about financial viability and the role of a truly effective social enterprise. These conversations have reminded us that while financial sustainability is essential, it is not the only measure of success.

One of our most important measures is how many people we serve, and how that service creates benefits that extend beyond the individual.

This purpose is why we are here. It is also how we will continue to help create a legacy for future generations, beyond our time as trustees.

We are deeply grateful for the tireless work of our CEO and Executive Leadership Team, our people leaders, frontline staff and hundreds of volunteers. It is no overstatement to say that the people who work with our organisation, whether paid or voluntary, are central to our success. Their individual commitment to the things that matter has helped create a workplace culture known for camaraderie, ethics, integrity and positivity.

Looking to the year ahead, we anticipate strengthening our financial position so we have greater capacity to invest in our people, measure our impact, and continue innovating to meet emerging community needs.

WHO WE ARE

The Kind Foundation is a charitable trust that provides a broad range of activities and services to all ages, backgrounds, genders, faiths and cultures. Some of these things are commercial and create income for us to re-invest into programmes and services that are subsidised or free – and this is how we create social and financial sustainability. We break down barriers to participation (be them financial, cultural, physical or social) to reach more people, and to be more inclusive and accessible in a world where often the people with money have more opportunities than the people who don't.

We do our work in the context of creating connections between people and between communities, and with a view to having a positive impact on people's lives, the social system we are part of, and the environment in which we operate. We acknowledge that Aotearoa New Zealand is founded on Te Tiriti, and a meaningful partnership with tangata whenua is essential to achieving our vision.

We earn our income via a combination of enterprise, government contracts for services, and philanthropic donations.

VISION

We strive for sustainable long-term social impact that maximises community wellbeing.

PURPOSE

Making a positive difference every day.



SOCIAL IMPACT



516,393

↑ 8%

Attendances at a Kind Foundation programme

One in three Ōtautahi Christchurch families connects with The Kind Foundation each year, creating opportunities to strengthen social connection, support wellbeing and enable meaningful learning experiences.

323

131

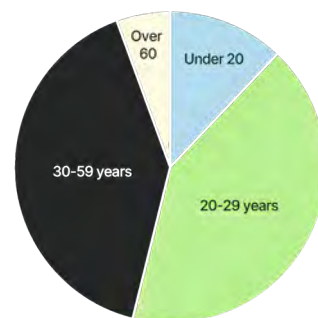
Employees

FTEs

STAFF BY AGE

334 people worked across part-time, full-time, permanent, casual and fixed-term roles.

Of 208 permanent staff, average tenure was 3.8 years, with 24 serving over 10 years.



16,000

Hours of volunteer service at an estimated value of \$476,236

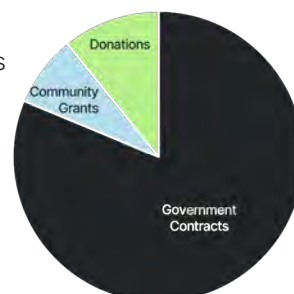
Volunteers contributed 16,000 hours across governance, programmes, events and fitness, significantly extending our community impact while building skills, purpose and connection.



\$1.7M

IN SUPPORT

We are grateful to the support of many generous funding agencies and individual donors.



10,153

Children and young people regularly attending programmes for recreation, learning and adventure

52,124 ^{↑ 8%}

Visits to our climbing centre

16,453

Sleeps at camp

56,305 ^{↑ 13%}

Sleeps at Hotel Give

1079

Life Fit Members

LifeFit members aged 60+ are supported through specialist staff and tailored programmes, funded by our wider gym community.

\$386,509 ^{↑ 67%}

Invested into the community to make a positive difference



9

Large community events

We are proud to deliver a range of events throughout the year. The South Island Secondary Schools Climbing Competition, Grapple, three Youth Markets, the Youth Business Summit, Platform, Charity Golf Tournament and Carols by Candlelight.

36 FUNDING PARTNERS



FINANCIAL PERFORMANCE

year ended 31 January 2026

The Kind Foundation holds significant assets; however, managing cashflow has remained challenging as the organisation has navigated substantial change over recent years. The year ended January 2026 showed improved performance across all areas, demonstrating that the trustees' strategy to grow the business through the central city site development is working, although progress has taken longer than anticipated. While wider economic conditions have slowed momentum, the organisation is well positioned to continue delivering its services and programmes into the future.

During the year, The Kind Foundation was very pleased to transition its banking relationship to ANZ. We are also grateful to the New Zealand Government for its understanding and support as we negotiated important changes to our Government loan, providing greater confidence for the future. Key stakeholders like these are critical to our success.

Another important strategic change included investment in a new CRM and booking system for Hotel Give. This investment will help future-proof operations, improve efficiency, and strengthen the competitive position of this critical part of the organisation.

Hotel Give contributes 30% of the group's total income, enabling continued investment in social programmes and services for the community.

Overall revenue increased by 14% compared with the previous year, excluding the exceptional \$1 million donation received in that period. This growth aligns with the strategy developed before the site development project and reinforces The Kind Foundation's role in the community as both a provider of quality services and a creator of social benefit.

Wainui Park's improved position is particularly notable, with bottom-line growth of 200% compared with the previous year. This result primarily reflects reduced costs and improved efficiencies, while occupancy remained similar to the prior year. Looking ahead to the year ending January 2027, Wainui Park has a renewed focus, changes in personnel, and a strategy centred on quality outdoor education and increased occupancy, particularly at weekends. The goal is to return to pre-Covid camper numbers, although a major weather event in February 2026 has left half of the camp closed until October. The camp remains an important part of how we make a positive difference for children and young people,

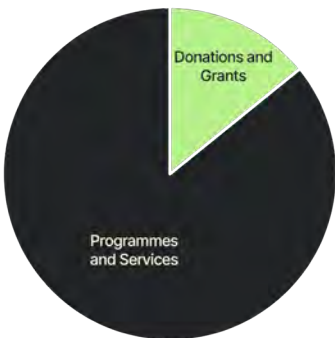
and stronger financial performance will enable us to deliver more, and better, experiences.

Similar positive momentum is also evident in the growth of operations within Papa Hou, which has now been operating for two years and is a community hub of diverse activities and people.

Government grant funding has increased and is expected to continue growing as our early learning centres expand. These centres receive significant Ministry of Education funding, which enables us to focus on providing quality early childhood education. This work supports the development of strong, confident children in their early years—an important foundation for longer-term success in education.

Overall, we are pleased with the progress made this year. However, managing commercial operations to support the delivery of charitable community programmes remains complex, and that complexity continues to increase. External pressures, legislative and technological changes and evolving customer expectations require us to be nimble and responsive, while staying firmly focused on our mission, purpose and values.

Social Enterprise
Income
\$12,174,092



Social Investment
Costs
\$13,429,122



Operational
Profit & Loss
\$112,039
profit before depreciation



CEO REPORT

Josie Ogden Schroeder

Whāia te iti kahurangi, ki te tuohu koe, me he maunga teitei. Seek the treasure you value most dearly, if you bow your head, let it be to a lofty mountain.

After 17 years in this role, I continue to see it as one defined by change, challenge, purpose and fulfilment. The past year has brought its share of ups and downs, and at times my resilience has been tested. However, working through difficult periods can make us stronger, provided we take time to recover, reflect and learn.

The same principle applies to organisations. After several years of external pressures that have eroded our financial reserves, the year ahead brings a renewed sense of momentum and recovery. Participation levels show us every day that the communities we serve value our work and recognise the difference our programmes make in people's lives. This ongoing support, positive feedback, loyalty, friendship and optimism for the future mean a great deal to our staff and give us all heart.

While numbers tell only part of the story, they are a powerful indicator of our relevance. Across nearly every area of

The Kind Foundation, more people from all walks of life are getting fitter, learning new skills, building connections and having fun. Together, these experiences help create a healthier, more connected society.

Children and young people regularly take part in programmes that provide recreation, learning and adventure. Our LifeFit gym members aged 60 and over benefit from specialist staff and tailored programmes, supported by income from our wider gym membership. We are also proud to deliver a broad range of events throughout the year, including the South Island Secondary Schools Climbing Competition, Grapple, two Youth Markets, the Youth Business Summit, Platform, the Charity Golf Tournament and Carols by Candlelight.

During the year, 334 people worked with us in part-time, full-time, permanent, casual and fixed-term roles to deliver our programmes and services. Our 208 permanent employees had an average length of service of 3.8 years, with 24 having served for more than 10 years.

Of our employees, 183 were aged 16–29

and 18 were aged over 60. We have also seen a shift in our workforce, with more people seeking flexible, part-time work and a growing number of migrants joining our team. The diversity of our staff and the changing expectations of a relatively youthful workforce are well matched to the needs of our operation.

Our volunteers gave 16,000 hours of their time to support governance, outdoor education, holiday programmes, kids' camps, community events and fitness. This extraordinary contribution extends our capacity to serve the community exponentially. In return, we trust they gain purpose, develop skills and become part of our Kind community.

I extend my sincere gratitude and respect to all our volunteers and staff.

I also offer a special thanks to Jon Purdue, who has chaired the Board for many years, provided me with outstanding support, and led the organisation through significant change. Jon will stand down as Chair in 2026 and remain as Deputy Chair, while Liam Conaghan brings fresh energy to the role and to our next chapter.



OUR KARAKIA

Translation by Maaka Tau, Ngāi Tūāhuriri

Ka tuku atu te ru ki te Ngāhere
Kia rangona ai ki te Rangatira a Tāne
Hei manaaki i ta mātou nei whānau, me ngā āhuetanga katoa.
Ko o mātou uara e whakakotahi i ā mātou kei raro i te maru o te pono, kawenga me te aroha.
Ka noho tahi mātou, ka maia
Ka noho tahi mātou, ka whai taonga
Ka noho tahi mātou, he whakarite he huarahi harikoa i ā ra.
Kei a mātou te tikanga hei whakapiki i ta mātou hāpori kia whakakaha ai i te wairua.
Kia angai whakamua ki ngā rā, ngā wiki, ngā marama, ngā tau
kei te hekei mai nei hei painga mō tātou katoa.
Tūturu Whakamaua kia Tina
Tina! Hui ē tāke ē!

*May we harness the power of the most giant trees
And be inspired by the leadership of Tāne
To care for our people, our families and our environment.
We unite through our values
Honesty, responsibility, inclusion and kindness.
Together, we will be brave.
Together, we will be enriched.
Together, we will make a positive difference every day.
May our actions uplift the community,
And strengthen our spirit
Forward Together!*

FREE workshops designed to help young people to explore the world of business

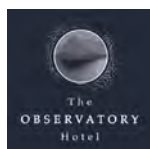


FREE 2-day enterprise workshops

- ✓ Available to 15-24 year olds
- ✓ Learn the fundamentals of starting a business
- ✓ Receive training, mentoring and networking
- ✓ Easy sign up, no cost, no exams
- ✓ In person or online options available



THANKS TO



 **The Kind Foundation**

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thekindfoundation.org.nz | hotelgive.nz

CC32107 The Kind Foundation | CC52341 The Kind Foundation Arts Trust | CC29708 Arthur's Pass Outdoor Education Trust