

## New Zealand Country Report For year July 2025–June 2026

For presentation to delegates of the 52<sup>nd</sup> FAPAA ECM & AGM to be held on  
28<sup>th</sup> -30<sup>th</sup> June 2026 in Kathmandu

2025 was a year focused on strengthening value, capability, and industry connection across New Zealand's customs brokerage, freight forwarding, and logistics sector.

Against an environment of continued global supply chain disruption, increasing regulatory complexity, and growing expectations around security and compliance, CBAFF remained focused on practical outcomes for members. Our work centred on ensuring members were supported to operate effectively, reduce risk, and adapt to ongoing change.

Guided by our strategic pillars of Education, Engagement, and ESG, we continued to strengthen advocacy, training, industry collaboration, and workforce development. Throughout the year, our focus remained clear - ensuring CBAFF membership delivers tangible operational value, stronger representation, and meaningful industry connection.

At the heart of this work are our members, Council, subcommittees, partners, and stakeholders who continue to contribute expertise, leadership, and commitment to advancing the sector. Their engagement remains critical in helping shape a more resilient, capable, and future-focused industry.

### **Governance and Strategic Direction**

A significant milestone during 2025 was the successful re-registration of CBAFF under the Incorporated Societies Act 2022, effective 1 October 2025. This ensures the Federation remains aligned with updated legislative requirements and strengthens governance, accountability, and transparency moving forward.

Following the AGM, Council portfolios were realigned to provide greater focus across advocacy, training, member engagement, and strategic initiatives. This approach has improved accountability, increased responsiveness, and strengthened member representation across key workstreams.

Generation Future also continued to evolve as a key long-term initiative focused on workforce sustainability, career pathway development, and stronger engagement with schools, education providers, and career advisors. This work reflects the industry's growing recognition of the need to attract and retain future talent into logistics and supply chain careers.

CBAFF also continued to strengthen strategic relationships with regulators, industry stakeholders, and technology partners to support more practical and collaborative industry outcomes.

## **Membership and Financial Performance**

Membership remained stable throughout 2025, reflecting continued confidence in the value and support CBAFF provides during a period of industry change and operational pressure.

Conference participation, member engagement, and partner support continued to grow, reinforcing the importance of industry connection and collaboration. Membership revenue increased in 2025, while conference activity remained a strong contributor to Federation revenue.

CBAFF closed the financial year in a stable position, with a positive equity. While the Federation recorded a planned operating loss, this reflected a deliberate strategy to reinvest into member-focused initiatives including AirCertifyNZ, training development, advocacy, and support services.

This approach ensures CBAFF remains well positioned to continue investing in industry capability, strategic projects, and long-term member value.

## **Advocacy and Industry Representation**

Advocacy continued to be one of the most significant ways CBAFF delivered value to members throughout 2025.

The Federation participated in 29 advisory and stakeholder meetings and delivered multiple formal submissions on behalf of industry. Engagement remained focused on ensuring operational realities and member concerns were reflected in regulatory discussions and policy development.

Key advocacy areas included:

- Air cargo security and Known Customer requirements
- Regulatory consistency and enforcement approaches
- Operational and system inefficiencies
- Border process improvements
- Compliance and risk management challenges

CBAFF also continued active engagement with New Zealand Customs, the Civil Aviation Authority (CAA), Ministry for Primary Industries (MPI), and wider industry stakeholders to advocate for practical, consistent, and commercially workable outcomes.

Much of this work occurs behind the scenes, however it remains critical in reducing unnecessary operational burden, improving clarity, and ensuring industry perspectives are represented in decision-making processes.

## **AirCertifyNZ**

AirCertifyNZ continued to expand throughout 2025 as industry focus on air cargo security and compliance increased.

The programme remains an important support mechanism for both Regulated Air Cargo Agents (RACAs) and Known Customers (KCs), helping industry navigate increasingly complex aviation security requirements.

In 2025:

- Two AirLock training sessions were delivered with 116 participants
- Programme participation and engagement continued to grow
- Investment increased across programme delivery, tools, and member support services

CBAFF also continued to work closely with CAA, IVS, OneReg, and industry stakeholders to address concerns relating to consistency, implementation, and operational practicality.

AirCertifyNZ has increasingly become more than a compliance programme, it is helping build industry confidence, improve understanding of obligations, and support safer and more secure freight movements across the supply chain.

## **Training and Workforce Capability**

Training and capability development remained a core strategic priority throughout 2025.

CBAFF delivered 212 formal training sessions during the year across customs, freight forwarding, and compliance-related areas. Member feedback continued to shape the development of future training frameworks and delivery models.

A refreshed UUI framework was initiated to better align with current operational requirements and learner expectations. Industry feedback highlighted ongoing demand for practical, flexible, and accessible learning options, particularly across customs compliance, security, MPI requirements, and operational systems.

Work also progressed on the development of a clearer logistics career pathway framework to support workforce attraction, capability development, and long-term retention across the sector.

The industry continues to face workforce pressures, including an aging workforce and limited pipeline of new entrants. In response, CBAFF has continued to prioritise initiatives that support youth engagement, onboarding, professional development, and leadership capability.

## **Member Engagement and Industry Connection**

Member engagement remained strong throughout 2025, with CBAFF continuing to focus on creating meaningful opportunities for connection, information sharing, and collaboration.

During the year:

- Six events were delivered with approximately 500 attendees
- Fourteen webinars, workshops, and briefings were conducted with over 580 participants
- More than 220 member communications were distributed
- Three member surveys were completed, generating strong industry feedback and insight

The annual conference and Awards programme continued to play an important role in bringing industry together to share ideas, strengthen relationships, and recognise excellence across the sector.

Networking initiatives, including informal industry events, also remained valuable in supporting stronger industry relationships and maintaining a connected membership community.

## **ESG and Future Focus**

Environmental, Social, and Governance (ESG) priorities continued to be embedded within CBAFF's strategic direction throughout 2025.

Four ESG-focused engagements were held during the year, with ESG remaining one of the Federation's three core strategic pillars under the 2025–2028 Strategic Plan.

CBAFF also continues to position certification as a long-term “North Star,” helping guide future thinking around sustainability, governance, social responsibility, and industry leadership.

Looking ahead, priorities for 2026 include:

- Expanding Generation Future and workforce outreach initiatives
- Continuing advocacy for practical and consistent regulation
- Strengthening AirCertifyNZ nationally
- Delivering enhanced training and capability frameworks
- Advancing ESG initiatives and strategic positioning
- Supporting stronger industry collaboration and engagement

CBAFF remains committed to supporting a resilient, capable, and future-ready logistics sector that continues to play a critical role in enabling New Zealand trade.



Sherelle Kennelly

Chief Executive Officer

