



“ AFTER OUTWARD BOUND MY LIFE
TOOK A COMPLETELY DIFFERENT TURN,
I NOW BELIEVE I CAN CHOOSE AND
MAKE MY OWN DESTINY. ”



ANNUAL REPORT
2012/2013

Better, stronger and more resilient

The previous 12 months have been difficult for most New Zealand charities and companies. Despite this, Outward Bound has been able to maintain high student occupancy at Anakiwa due to the staff's dedication, determination and ability to seek out new opportunities and respond to the challenge. We are emerging a better, stronger and more resilient organisation for this.

Reflecting back over the year, the 50th celebrations involved a number of high profile events. The Outward Bound Gala Dinner held at the Auckland Museum in September and staff reunion at Anakiwa in November were fantastic events with many stories shared. The staff reunion was my highlight. The passion with which the original Outward Bound staff delivered courses remains strong and part of the ethos and values of Outward Bound today. I think that the early staff knew that they were part of something great. I also took part in the 50th Anniversary alumni half marathon, a special 18km event for past students over slightly more difficult terrain than I remember. What a fabulous, well organised event along the Queen Charlotte track with stunning views of the Marlborough Sounds. The organisation around each of the 50th Anniversary events was superb and a credit to all those involved.

We must now look to the future. The board must play its part in providing excellent governance and support for management.

Despite the challenging fiscal times Outward Bound's financial position remains strong and reflects the prudent stewardship of previous councils, boards and management. Our financial position is considerably strengthened by the Outward Bound Foundation, chaired by Andrew Smith, which continues to provide a secure financial basis. There is an ongoing challenge to fundraise over \$2 million a year for student scholarships and capital replacement, with the new cutters as a good example.

Outward Bound is fortunate to attract board members with a diverse range of views and skill sets, and we are jointly determined to ensure the longevity of the organisation and that it remains relevant in a changing society. The board operates a strong sub-committee structure with finance again chaired by David Tibby and safety chaired by Dick Hubbard. The sub-committees meet regularly with reporting back to the board. Andrew Smith is a very capable deputy chair and provides a good support for me.

He is also a member of Outward Bound International. The board is very focused on its governance role and conscious of good succession planning and identifying people with suitable skill sets to join the board. We have recently appointed a new board member, Hilary Sumpster, previously CEO of Auckland YWCA, who lives in Northland.

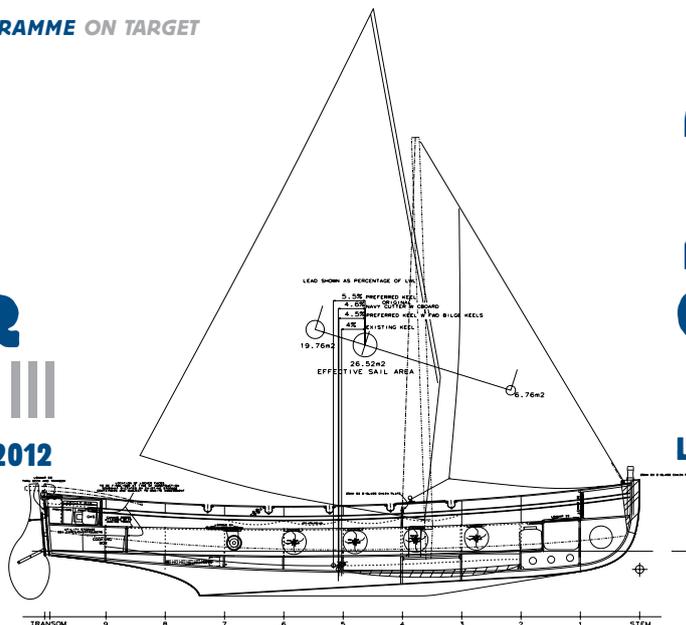
The members council has been undergoing a period of change, ably led by Tim Watts. Chief Executive Officer Trevor Taylor and his staff's contribution, especially over the very busy 50th celebrations period, has been outstanding. Outward Bound has had to adapt to constant change over the years and it is becoming more proactive in dealing the many challenges that we face.

In the end, the success of any organisation comes down to the highly motivated and professional staff who are jointly on a mission to improve the lives of New Zealanders. How fantastic it is to be part of that mission!

/ BRUCE CARDWELL PRESIDENT

CUTTER REPLACEMENT PROGRAMME ON TARGET

**1st
CUTTER
ENDEAVOUR III
LAUNCHED 27 OCTOBER 2012**



**2nd
CUTTER
SIR WOOLF
LAUNCHED 8 JUNE 2013**

50 years of true potential



The 50th Anniversary year has been a very special one for the current team at Outward Bound. As we travelled around the country attending the 50th Anniversary events, the stories from past students and staff brought home to us the responsibility that we have to ensure Outward Bound is well positioned for the next 50 years. This is a responsibility that we readily accept.

While the 50th Anniversary celebrations took up a great deal of the team's time, the events and publicity surrounding them have enabled us to highlight the contribution that Outward Bound has made over the past 50 years in helping New Zealanders unlock their true potential, realise their dreams and go on to play an active role within their own communities. This in turn has contributed to another successful year both financially and operationally for the Trust.

Despite the challenging economic conditions, occupancy rates at Anakiwa have averaged over 90% with close to 1,800 people taking up the Outward Bound challenge this year. The work undertaken by volunteer working parties upgrading our satellite bases at Deep Creek and Te Kaianga Bay

allowed us to accommodate high demand during both December and January by running 11 watches (or 154 students) during each of these months.

It's also been exciting to see the growth of our Community Partnership Programme. This sees us working with community organisations that share our vision and aspirations for New Zealand's youth. Outward Bound provides opportunities for their staff, volunteers and the youth they work with to attend a course. Staff and volunteers are able to enhance their capabilities and help their organisations continue to develop their work within the community. Youth are provided a further link in a transition pathway into the workforce or onto further training.

The positive feedback received from our partners and approaches from

other community organisations wanting to join the programme is an endorsement of our strategy. We want to work with partners that are active at a grass roots level in their local communities; by doing so the outcomes of an Outward Bound course are made available to a wider cross section of New Zealand.

A further focus over the past four years has been the partnership with Sport New Zealand. We have worked with the national sporting codes of Rowing, Swimming, BMX and Cycling to help their emerging elite athletes compete with distinction on the world stage. It was therefore great to see 19 of these athletes representing New Zealand at the 2012 London Olympics and Paralympics, bringing home three gold, a silver and three bronze medals.

A further highlight has been the success of the "Keep the Tradition Alive" - the \$650,000 fundraising campaign to replace three of our ageing cutters. Two of these new boats, the Endeavour III and the Sir Woolf are now sailing the Queen Charlotte Sound. Fundraising activities are well under way for the third and final vessel.

The success we have achieved over the past 12 months would not have been possible without the ongoing help of our supporters. We acknowledge the responsibility we have to use the funds wisely. So on behalf of all the team at Outward Bound, thank you for your support and the belief you have in what we do. Your support has been and is, helping us make a real difference to the lives of many New Zealanders.

However, the key to the ongoing success of any organisation is its people. Outward Bound is blessed by the instructors out in the field, the support staff and management group at Anakiwa, the team in the Wellington office, the board and the members council, with a team of dedicated professionals totally focused on ensuring great outcomes for all who come to Anakiwa. Having this effort publicly acknowledged at the 2013 Wellington Gold Awards is a real testament to how committed our team is in ensuring the success of Outward Bound.

It is this professionalism and dedication that will ensure that Outward Bound continues to "help people realise that anything is possible; they only have to want to do it".

/ TREVOR TAYLOR CEO

ABOVE: Past and present board members and presidents attending Outward Bound's 50th Anniversary dinner.

BACK ROW L to R Marshall Wright, Lloyd East, Peter Corner, Elaine Lunken, John Kernohan, Andrew Smith, David Tibby, Dick Hubbard, Glenys Coughlan, Dynes Fulton, Bruce Cardwell.

FRONT ROW L to R Peter Kyle, Helen Fletcher, Ron Faber, Sir David Levene, Maggie Barry (MC).

Celebration and consolidation

This financial year is perhaps best characterised as being one of celebration and consolidation. The 50th staff reunion has provided the celebration and government regulation has driven the consolidation.

The 50th staff reunion was held at the school in October - this was an excellent event. It was incredibly humbling to hear the stories of so many Outward Bound staff legends. I believe that we stand tall today because we stand on their shoulders.

Outward Bound today is the fusion of philosophies and practices that have been forged over 50 years. Every generation of staff refines, adjusts and improves on what has gone before. Yes, we are fundamentally offering the same course experience, but the way we deliver this has changed. For example, the way we run a sea scheme varies substantially from the way Don McKay was able to run it when he was Warden in the late 60s. Don regularly gives me a hard

time for how close the support launches shadow the cutters these days. However, when it comes down to it there is very little difference in what the students take away from the experience.

Nationally, the profession of outdoor experiential education has evolved much in 50 years. We have always been leaders in New Zealand and I believe we continue to be. We are frequently asked to contribute our thoughts to national guidelines and standards and many of our systems are held up as exemplars for the rest of the industry and Outward Bound internationally. This is not a recipe for complacency, however. Our leadership is a product of knowing what to hold true (our mission and purpose - our

fundamentals) but also constantly re-evaluating operational practices.

We have had to spend substantial amounts of time this year on paperwork dealing with new government requirements. These come in the form of the 'Adventure Activity' regulations, as well as new interpretations of the Land Transport Act and Maritime Transport Act. Despite the extra paperwork this has been beneficial, in that it has allowed us to take an even more detailed look at all of our safety management and training systems from top to bottom to ensure compliance. We have consolidated some of our practices to better align with other industries.

For example, we are now more tightly monitoring and managing instructor driving hours, with the added benefit of monitoring total work hours allowing us to better manage fatigue.

As I look forward to the year ahead, I am hoping to work with the team at Anakiwa to really examine how well we are delivering our fundamental course objectives. This will be conducted through a study on the long term impacts of an Outward Bound course on students as well as refining the way instructors teach the non technical elements of the curriculum.

/ ROB MACLEAN SCHOOL DIRECTOR

A new era for members council

The ongoing strength of the Outward Bound Trust over the past 50 years has been due in part to the robust Governance structure that was put in place by the Trust founders.

1,783
INDIVIDUALS
DISCOVERED
THERE WAS
MORE
IN THEM

The 50th year celebrations provided us the opportunity to celebrate our heritage and the contributions of councillors before us, and gave us the opportunity to set a new course for the future.

The 50th Anniversary of the Trust became the busiest year for councillors in nearly a decade. We took on two key roles - the first being responsibility for coordinating and hosting eight regional events across New Zealand and the second, providing regional support for the Rotary 50th Anniversary course in September. These initiatives provided the perfect platform for Outward Bound to reconnect with

alumni, community partners and Rotary Clubs as well as forge new relationships and connections, ensuring Outward Bound remains a pivotal part of the fabric of New Zealand society in a further 50 years.

The 50th Anniversary also gave the members council a chance to reflect on itself and ensure we remain a value add part of the wider organisation for the next 50 years. Councillors have a significant responsibility for protecting the ethos and philosophy of Outward Bound, and for appointing the board. However, we have an equally important role

to connect Outward Bound to nearly every area of New Zealand we reside in. It is in this area we are focusing our primary attention moving forward, and we are excited about impacting another 50,000 New Zealanders.

I would like to take this opportunity to thank each of our 19 councillors for their hard work and support over the past 12 months, and their ongoing support of and dedication to Outward Bound. I'd also like to thank the School, Wellington office and the board for the support shown to members council charting a new course.

/ TIM WATTS CHAIR MEMBERS COUNCIL

Safety first

In the 50th year of Outward Bound New Zealand it is appropriate to reflect on the development of safety over a 50 year period. As it was across the rest of New Zealand, safety at Outward Bound 50 years ago was more a matter of personal responsibility than a corporate one.

In the last 10 years there has been an exponential increase in safety awareness, and rightfully so. At Outward Bound there have been several drivers for this. Firstly, as we all must not forget, there have been accidents at Outward Bound. There have also been other major incidents at other outdoor education providers across New Zealand.

Due to these incidents, there has been a total rewrite of the laws, regulations and responsibilities for safety, including the stiffening of penalties for non-complying safety systems. The formation of Outward Bound International (OBI) has also led to international safety standards, reports and audits.

Ultimately, the main driver of safety standards has to be the welfare of our students - all else will flow from there. We must always remember this.

So, 50 years on, safety has moved from the background to the foreground. And over the next 50 years we must ensure it stays there. As Chairman of ESAC I am happy with not only with the systems we have developed, but also our commitment to a strong culture of safety. Stakeholders have been well served by the considerable expertise of the ESAC members and also external advisors and auditors. And, last but not least, they are well served by the safety standards set by both Rob and Malcolm as School Director and Safety Officer respectively. We can never say “never” in the area of safety management, but we have come a long way over 50 years. And sometimes you have to look back in order to see forward!

/ DICK HUBBARD CHAIR ESAC

Cultural diversity

We are constantly reminded that we live in a multi-cultural New Zealand – at Outward Bound we challenge ourselves to ensure our courses are accessible to all cultures.

CULTURAL DIVERSITY HAS SIGNIFICANTLY INCREASED IN THE LAST FIVE YEARS

In the past five years, we have worked alongside our community partners, in particular Human Rights Commission, Ngai Tahu and the AimHi schools in South Auckland, to significantly increase multi-cultural attendance predominantly Maori and Pacific communities.

Directory

PATRON

Sir David Levene.

TRUST BOARD

Bruce Cardwell (President), Andrew Smith (Vice), Mark Bentley, Glenys Coughlan, Helen Fletcher, Dick Hubbard, Hilary Sumpter, David Tibby, Graham Young.

FOUNDATION BOARD

Andrew Smith (Chair), Sir David Levene, Sir David Tompkins, Bruce Cardwell, Lloyd East, Dynes Fulton, Brien Mahoney, John Patterson, David Tibby.

HONORARY VICE PRESIDENTS

Ivan Emirali, Ron Faber, Mac Morgan.

GUARDIANS

Julie Jones, Brien Mahoney, Russell Moller, Sir David Tompkins, Marshall Wright.

ADVISORS

Solicitor: Holland Beckett Maltby, *Auditor:* Grant Thornton, *Insurance Broker:* Lloyd East and Associates.

EXECUTIVE SAFETY AND ADVISORY COMMITTEE (ESAC)

Dick Hubbard (ESAC Chair & Board Member), Mark Smith (Safety Auditor Qualmark, Chairperson Register of Outdoor Safety), Mark Lewis (Operations Manager Army Leadership Centre), John Patterson (Legal Advisor to ESAC, Past President of Outward Bound), Ron Faber (Sea Operations Specialist to ESAC & Past President of Outward Bound), Dr. Nick Binns (Screening and Emergency Medicine Specialist), Trevor Taylor (Outward Bound Chief Executive Officer) Rob MacLean (Outward Bound School Director), Malcolm Hughes (Outward Bound Safety Manager).

COUNCILLORS

Bonnie Bolton-Roger, Bruce Cardwell, Shelley Clark, Steve Cutler, Grant Faber, Helen Fletcher, Dynes Fulton, Linda Gaskin, Andrew Gilmour, Doug Hitchon, Brandon McCarthy, Elizabeth McKee, Ian Moody, Gill Oppenheim, Brian Powell, Alice Rika, Ginny Semmens, Tim Watts, Nick White.

\$476,318

GRANTS FROM THE OUTWARD BOUND FOUNDATION TO ASSIST STUDENTS WHO WOULD HAVE OTHERWISE BEEN UNABLE TO ATTEND OUTWARD BOUND.

Our finances

CHARITIES REGISTRATION

The parent and subsidiary are both registered as charitable entities under the Charities Act 2005

Outward Bound Trust – CC34682

Outward Bound Foundation – CC22777

PURPOSE OF ENTITIES

Outward Bound Trust of New Zealand, incorporated in November 1997 under the Charitable Trusts Act 1957, is the operational arm of the Group and includes all revenue and expenditure associated with promoting, administering and running all courses.

Outward Bound Trust of New Zealand Foundation, incorporated in October 2001 under the Charitable Trusts Act 1957, is the funding arm for the Trust. Only income generated from the Endowment Funds held within the Foundation are available to the Trust for financial assistance of student scholarships, and for operational grants in support of running Outward Bound courses.

NOTES

There have been three sets of financial statements prepared and audited for the year ended 30 June 2013 - Outward Bound Trust of New Zealand (Trust), Outward Bound Trust of New Zealand Foundation (Foundation) and for the consolidated Group (Group). The following information is applicable all three entities.

The full financial statements, which are presented in New Zealand Dollars, have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ GAAP). They comply with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS) and other applicable financial reporting standards applicable to public benefit entities.

The following financial information has been extracted from the full financial statements for the year ending 30 June 2013, as signed and approved by the Board on 15 August 2013. As such this extraction of information cannot be expected to provide as complete an understanding of the financial position, performance and cash flows as provided in the full financial statements.

It is not intended that this information be classed as Summary Financial Accounts under FRS43 of the Financial Reporting Act 2004.

The Group's auditors, Grant Thornton, have issued an unqualified opinion for all three entities. Copies of the full financial statements are available upon request by emailing governance@outwardbound.co.nz.

FINANCIAL OVERVIEW OF THE TRUST

Surplus

Operating revenue ¹	5,381,855
Operating expenditure ²	(5,733,076)
Specific revenue ³	1,128,644
Specific expenditure ⁴	(706,246)
	71,177

1. Operating revenue includes income generated from course fees, merchandise sales, general donations and interest.
2. Operating expenditure includes costs of running Courses including staffing, maintenance, depreciation and marketing costs.
3. Specific revenue includes donations & grants received for the following –

Student scholarships	278,935
Capital projects	391,829
Outward Bound Foundation student scholarships and operational grants	457,844
Interest	36

4. Specific expenditure is the value of scholarships & grants given for student course fees.

Equity

Current assets	1,472,817
Non current assets	6,440,867
Current liabilities	(2,282,348)
Non current liabilities	(171,639)
Net assets	5,459,697

Opening equity	5,388,520
Net surplus	71,177
Closing equity	5,459,697

“OUTWARD BOUND YOU ROCKED MY WORLD. I CLIMBED UP ROCKS, TRAMPED OVER ROCKS, KAYAKED THROUGH ROCKS, BUT THE BIGGEST ROCK WAS THE ONE I HAD TO CRACK OPEN TO LET THE CONFIDENCE AND SELF-BELIEF OUT, TO DREAM BIG, CREATE GOALS AND CREATE MY OWN FUTURE THE WAY I WANT TO. IF I BELIEVE I CAN DO IT, I CAN. JUST YOU WAIT AND SEE.” CATALYST STUDENT 2013

FINANCIAL OVERVIEW OF THE FOUNDATION

Surplus

Unrealised gains/(losses) on investment ¹	1,373,759
Realised gains/(losses) on investment ²	177,187
Other income ³	679,787
Financial assistance and grants ⁴	(457,844)
Other expenses ⁵	(89,964)
	1,682,925

1. Unrealised gains/(losses) indicate the movement in market value of the Foundation's investment portfolio. As at 30 June 2013 the market value of the Foundation's investment portfolio was \$13,073,169.
2. Realised gains/(losses) were incurred upon the realisation of equity in the Foundation's investment portfolio.
3. Other income relates to income generated on the Foundation's investments as well as donations of \$58,071 accumulated to the value of the Endowment Fund.
4. Grants given to the Trust for student scholarships and operational purposes.
5. Other expenses include audit and investment advisory fees.

Equity

Current assets	81,071
Non current assets	13,073,169
Current liabilities	(3,000)
Net assets	13,151,240

Opening equity	11,468,315
Net surplus	1,682,925
Closing equity	13,151,240

\$13.1M
ASSETS AS AT 30 JUNE 2013

A result of the outstanding generosity of a number of benefactors and careful management.

Solid growth

The Foundation has enjoyed solid growth in the Trust's 50th year, with its managed investment portfolio growing by 16%.

The assets of the Foundation now exceed \$13 million, which provides a solid financial base for the Trust to continue with its vision of 'Better People, Better Communities, Better World' for the next 50 years.

The Foundation's managed investment portfolio has traditionally comprised 50% cash and fixed interest securities and 50% New Zealand and international equities. The management of the various asset classes is governed by the Foundation's 'Statement of Investment Policy and Objectives' (SIPO). This document sets out the Foundation's purpose, investment philosophy, the Trustees' and Investment Manager's responsibilities, and detailed rules governing the split of investments by asset class and maximum size of any one investment.

This SIPO document is reviewed by the Trustees annually and the Investment Manager reports on the Foundation's compliance against the investment guidelines quarterly. There are nine Trustees of the Foundation, drawn from members of the Trust Board and nominations from the members council.

Investment markets are volatile and while the Foundation has enjoyed good returns over the last 12 months, these are unlikely to continue for an extended period into the future. The Trustees are anxious to provide the Trust with as much financial assistance as possible, but both the Trustees and the Trust's Board are well aware of the need to preserve and grow the Foundation's capital base, and in this regard the management of the Trust has embarked on a long term fundraising programme, which over time should strengthen the Foundation and the Trust for future generations.

/ ANDREW SMITH CHAIR OUTWARD BOUND FOUNDATION

Steady progress

Maximisation of course fill remains the key to retaining the efficient running of the Trust.

The economic environment we work within remains challenging. Emphasis has been on consolidation and maximising opportunities that have arisen from the 50th Anniversary celebrations.

The Finance Committee has responsibility in the following areas:

- Approve annual and quarterly budgets.
- Review financial reports within seven working days by the end of each month.
- Review financial performance.
- Review annual accounts.

While revenue did not meet budget, expenses were kept well in control to counterbalance, resulting in achieving targeted operational results. Capital expenditure related mostly to the build of the Endeavour III and the Sir Woolf, funded from external funding partners and Outward Bound alumni.

/ DAVID TIBBY CHAIR FINANCE COMMITTEE

Thank you

CELEBRATING 50 YEARS OF NEW ZEALANDERS REALISING THEIR DREAMS & ASPIRATIONS

Acorn Foundation, Advance Ashburton Community Foundation, Alice Rika, Allan Jury, Andrew Gilmour, Andrew Horsbrugh, Andrew Roberts, Andrew Smith, Annie Kersley Memorial Scholarship, Annie Tia Memorial Fund, Arch Beazer Memorial Trust, Aon New Zealand, Aurecon NZ Ltd (Tauranga), Bank of New Zealand, Barbara Millar, Bayleys Real Estate Ltd, BECA, Bonnie Bolton-Roger, Brandon McCarthy, Brian Powell, Brien Mahoney, Bruce Cardwell, Buller District Council, Cashmere Lodge No. 271, Chester Bellis Memorial Trust, Child Cancer Foundation - Auckland, Chris Horne, Chris Jillet Trust, Christine Watson, Christchurch City Council, Claire Anderson, Claire Brogan Widwifery Ltd, Claire Douglas, Clutha Licensing Trust, Cobham Memorial Scholarships, Colliers International - Auckland, Community Trust Of Southland, Copthorne Hotel Commodore (Sustainable Stay), Cossie Club Upper Hutt, Coutts Mercedes-Benz, David Levene Foundation, David Mangnall, David Tibby, Deaf Aotearoa New Zealand (DANZ), Deborah Whale, Dick Hubbard, Doug Hitchon, Duo Trust, Dynes Fulton, Elizabeth McKee, Eric Lucas, Estate of A N Matheson, Estate of E W Johnson, Estate of Frances Burdett, Estate of Kenneth More, Estate of K E Reynolds, Estate of Marjorie Coombes, Estate of Moana Wi-Neera, Estate of Nicola Thompson, Estate of R Smith, Estate of R F Granger, Estate of R A McKenzie, Estate of Thomas Bradley, Fletcher Building Employee Education Fund, Four Winds Foundation Ltd, Fraser MacDonald, Gabriel Bradley, Garry Mooney, Geoff Loudon, Geoff Simons Scholarships, Gill Oppenheim, Ginny Semmens, Girl Guiding NZ, Glenys Coughlan, Graham Catley, Graham Young, Grant Aislabie, Grant Faber, Grant Thornton, H W Shaw, Hamish Brownlie, Helen Fletcher, Hilary McPherson, Hilary Sumpter, Holland Beckett Maltby, Hornsby Memorial Trust, Howie Barnes, Hynds Pipe Systems Ltd, Ian Harrison, Ian Moody, Infinity Foundation Ltd, Jane Black, Jarrod Westrupp, Jennifer Baldwin, Jennifer Dawson, John Patterson, Joyce Fisher Charitable Trust, JR McKenzie Youth Education Funds - Auckland, Auckland Central, Christchurch, Hamilton, Lower Hutt, Otago, K More Trust Estate, Kathmandu Ltd, Kawanui Trust, Keith Managh Memorial Scholarship, Kingdom Foundation, Kowhai Trust, Kyla Jasperse, Lady Felicity Tompkins, Legacy Life Ltd, Les McGeevy, Leys Charitable Trust, Life Education Trust Auckland Central, Linda Gaskin, Lions Clubs of; Amuri, Bombay, Christchurch South, Hastings Heretaunga, Hastings Host, Howick Charitable Trust, Huapai Kumeu, Mairangi Bay, Masterton Holdsworth, Napier Host, Oamaru, Remuera, Waimauku, Waipu, Wellington Host, Wigram, Lloyd East, M A Wolstencroft Charitable Trust, Machinery Movers Ltd, Mana Community Grants Foundation, Mangatawa Beale Williams Memorial Trust, Manurewa High School, Marina Adams, Mark Bentley, Mark Smith, Mark Sutherland, Marlborough District Council, Marlborough First Light Foundation, Matthew Winter, Maurice Carter Charitable Trust, Michael Barr, Michael Brook, Mike Abbott Trust, Mike Brown, Morley Sutherland Scholarships, Mrs Rosmond Granger, Mount Riley Wines, Mt Wellington Foundation Ltd, Multiple Sclerosis Society of NZ (MSNZ), Naenae Youth Charitable Trust (Boxing Academy), Napier Masonic Trust, New Zealand Blue Light, Nick Binns (Dr), Nick White, Nicola Potter, Noel Haglund, Norm Hewitt, Norman Jones Foundation, NZ Hothouse Ltd, NZ Red Cross, NZSAS Trust & NZSAS Association Inc, P H Picot Charitable Trust, Pamela Graham, Paul Edwards, Paul O'Brien Trust, Paul Simmonds, Peter Taylor, Phillipa Grey, Picton Clinker & Classic Boat Club Inc, Pip Davidson, Placemakers Blenheim, Port of Tauranga, Quinovic Property Management, R C & A L Palmer Family Trust, Rachael Neutze, Ray Waters, Riccarton Rotary Charitable Trust, Richard Harman Trust, Rob MacLean, Rodie Charitable Trust, Ron Faber, Ronaki Ltd, Ross Nevell, Rotary Clubs of; Alexandra, Ashburton, Blenheim, Christchurch North, Christchurch West, Courtenay Place, East Coast Bays, Ferrymead, Greenmeadows, Havelock North, Invercargill, Kumeu, Maketu, Masterton South, Matamata, Mount Maunganui, Mt Eden Inc., Napier, North Harbour, Pencarrow, Port Nicholson, Richmond, Rotorua, Rotorua Lakes, Rotorua North, Rotorua Sunrise, Taupo Moana, Tauranga Sunrise, Tawa, Timaru, Wellington, Western Springs, Rotorua Energy Charitable Trust, Russell Moller, Sarah Walker, Sellar and Sellar, Sharon McLeod, Shelley Bignall, Shelley Clark, Shieff Angland, Simpson Grierson, Sir David Levene, Sir David Tompkins, Sovereign Ltd, Spirit of Napier Lions Club, St Patrick's Day Golf Classic Charitable, Steve Cutler, Storm Uru, Tania Hulme, Ted and Meg Montague, The Ben Gough Trust, The Douglas Charitable Trust, The Duncan Outward Bound Fund, The War Room Ltd, Tim Watts, Tony Watson, Tracey Hancock, Urban Space Management Ltd, Vero Insurance New Zealand Ltd, Wadco Commercial Vehicle Centre, Waimate Rugby Football Club, Wellington Free Ambulance, Wellington Masonic Youth Trust, West Coast Community Trust Inc, Whanganui Employers' Chamber of Commerce, Whanganui Restorative Justices Trust, Winton & Margaret Bear Endowment, Woolf Fisher Trust, YMCA National, South and Mid Canterbury, and Tauranga, Youthline Christchurch South Island, Yvonne Bird, YWCA Of Aotearoa NZ and Auckland.

Hubbards



Outward Bound New Zealand
PO Box 25274, Wellington 6146
info@outwardbound.co.nz
www.outwardbound.co.nz
0800 OUTWARD (688 927)