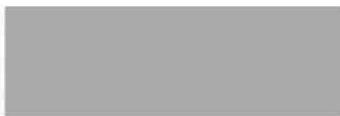




Headquarters
New Zealand Defence Force
Defence House
Private Bag 39997
Wellington Mail Centre
Lower Hutt 5045
New Zealand

OIA-2026-5783

gm
June 2026



Dear 

I am writing in response to your email of 24 April 2026, requesting, under the Official Information Act 1982 (OIA), the following:

- *all communications with companies forming part of the CC Group (Crewcare, Crewcut, Chemcare, CC Facilities) after November 2023 in which the NZDF asked anyone associated with those companies about allegations reported by Stuff about the treatment of migrant workers and/or the treatment of cleaning franchise holders*
- *any correspondence from the NDZF around the non-renewal of contracts/failed tender bids from companies in the CC Group*
- *any correspondence in which the NZDF explained why CC Group companies were unsuccessful in their tenders*
- *any communications between NZDF staff in which articles published on Stuff regarding CC Group companies between November 2023 and January 2026 were discussed*

Prior to the recent selection of a new provider for lawn and garden services under the Veterans' Independence Programme, Veterans' Affairs had a nation-wide contract in place for the delivery of these services with Crewcut. Veterans' Affairs does not have business with Crewcare, Chemcare, or CC Facilities. Accordingly there has been no engagement with these other entities.

Relevant correspondence is enclosed. Where indicated, personal information (including the names and contact details of staff members) is withheld, in accordance with section 9(2)(a) of the OIA to protect privacy. The offer to debrief Crewcut Commercial Services regarding their unsuccessful bid was not taken up, therefore there is no relevant correspondence.

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review this response to your request. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that responses to official information requests are proactively released where possible. This response to your request will be published shortly on the NZDF website, with your personal information removed.

Yours sincerely

GA Motley
Brigadier
Chief of Staff HQNZDF

Enclosure:

1. Correspondence with and about Crewcut



Defence Commercial Services
National Service Centre
Private Bag 902, Trentham,
Upper Hutt 5140, New Zealand

T +64 (4) 587 2021
dcsc@nzdf.mil.nz
www.nzdf.mil.nz

NZDF/rfx_2624/DCS

09 December 2025

Pauli Horgan
General Manager
Crewcut Commercial Services Ltd
2 Des Swann Drive
Takapuna
Auckland
New Zealand

Dear Pauli

**New Zealand Defence Force (NZDF)
Request for Proposal (RFP) for the Lawn Mowing and Garden Maintenance Services
RFP Reference Number Rfx_2624**

Thank you for submitting your organisation's proposal in response to the above RFP.

NZDF has completed the evaluation of proposals and I regret to inform you that, on this occasion, your organisation has not been successful.

NZDF is currently in contract negotiations with the preferred Respondent. However, should the preferred Respondent not be successful in executing a contract, NZDF would like the option to contact you.

Should you wish to conduct a de-brief meeting with the NZDF Evaluation Team, please contact me via SmartProcure and I will arrange a suitable date and time with you. With the Xmas holiday season upon us, we should be able to conduct the debriefing meetings in late January 2026 or later depending when the staff is back from the holidays. We will keep you updated.

On behalf of the NZDF, I wish to thank you for the services to Veteran Affairs (VA) and our Veterans.

CrewCut being the incumbent Provider, there will be a transition process to the new Provider. A representative from VA will contact you to discuss this process.

I would encourage you to continue to view the New Zealand Government e-tendering website (GETS) for future opportunities.

Yours sincerely

s 9(2)(k)

s 9(2)(a)

Procurement Commercial Specialist
Defence Commercial Services

s. 9(2)(a)

From: s. 9(2)(a) @nzdf.mil.nz>
Sent: Wednesday, 17 July 2024 10:31 am
To: s. 9(2)(a) @nzdf.mil.nz>
Cc: s. 9(2)(a) @nzdf.mil.nz>
Subject: FW: Addressing Unethical Practices in CC Workforce and Upholding Ethical Leadership in Crewcut
Importance: High

Good morning

Please see email below from Crewcut outlining the circumstances around the allegations of the exploitation of workers. As pointed out in the email there the allegations which were made was a different division of the CC group and does not relate to how Crewcut Commercial Services run their division. VA has never had a contract with the CC Workforce.

Regards

s. 9(2)(a)

Ngā mihi

s. 9(2)(a)

Senior Advisor, Relationships, Procurement and Contract Management / Business Services
Veterans' Affairs New Zealand—Te Tira Ahu Ika A Whiro

Phone s. 9(2)(a)

New Zealand 0800 483 8372 \ **Australia** 1800 483 837 \ **Rest of the world** +64 4 495 2070

Email: s. 9(2)(a) @nzdf.mil.nz

You can find out more about our services and support on our website:

www.veteransaffairs.mil.nz

Kimihia ētahi atu kōrero mō ā mātou ratonga, tautoko hoki ki tō mātou pae tukutuku i:

www.veteransaffairs.mil.nz

From: s. 9(2)(a) @ccgroup.co.nz]

Sent: Wednesday, 17 July 2024 10:12 a.m.

To: s. 9(2)(a) @nzdf.mil.nz>

Cc: Pauli Horgan <s. 9(2)(a)>; Louise More-Rich <s. 9(2)(a)>

Subject: Addressing Unethical Practices in CC Workforce and Upholding Ethical Leadership in Crewcut

CAUTION: This email originated from outside of the organization. Do **not** follow guidance, click links, or open attachments unless you recognize the sender and know the content is safe. If in any doubt please forward the email to spam@nzdf.mil.nz and then delete the email from your Inbox. Thank you.

Good morning s. 9(2)(a)

Thank you for reaching out to let us know of the inquiry by NZDF into the outcome of our discussions around unethical Behaviour. Most of this conversation was held via phone, so you wouldn't have a record of this on file. I just wanted to share with you an update of the situation and outcome, so you can share with NZDF to assure them regarding the extended contract.

As stated below, the concerns raised in the allegation relate to CC Workforce, which is a separate division to Crewcut and there is no shared service or staffing across the two divisions.

In September, we uncovered unethical actions by the GM of CC Workforce, a separate entity from Crewcut with no operational overlap. It is important to note that immediate remedial steps were taken to address the impact on our International Workers and to correct the wrongdoings initiated by the Workforce GM prior to MBIE notifying us of their intended investigation

1. The Workforce GM was terminated in September.
2. An investigation by MBIE was launched in October, and we cooperated fully to rectify the situation.
3. The terminated GM engaged with the media, falsely representing our business. That same GM wrote to the Ministry, and continues to attempt to discredit us.
4. MBIE's thorough investigation concluded that we had already taken necessary steps to rectify the situation prior to their involvement, demonstrating our ethical business practices. They found no grounds for punitive action against us and acknowledged our good faith efforts in addressing the former GM's misconduct. Furthermore, the investigation revealed that it was triggered by the actions of a disgruntled employee, the former GM of Workforce, and MBIE will be investigating her new labour hire business.

The contrast between the unethical working model of the terminated Workforce GM and the highly ethical leadership of our Crewcut GM and his team is clear. Crewcut continues to uphold integrity, accountability, and excellence in all its operations.

If you have any questions, please don't hesitate to contact our team.

Kind regards

s 9(2)(a)

Head of Business - Crewcut

E s 9(2)(a)

M s 9(2)(a)

P 0800 800 286

PO Box 90-815

Victoria Street West, Auckland

1 Des Swann Drive, Takapuna

Auckland New Zealand 0622

Google Map: <https://goo.gl/maps/Dvq5jQtV6qjjXRao8>

www.crewcut.co.nz

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If you have received this message in error, please Email or telephone the sender immediately.

From: Pauli Horgan <s 9(2)(a)>
Sent: Friday, 4 April 2025 10:00 am
To: s. 9(2)(a)@nzdf.mil.nz>
Cc: s 9(2)(a)@crewcut.co.nz>; Louise More - Rich <s 9(2)(a)>
Subject: Potential Media Article

CAUTION: This email originated from outside of the organization. Do **not** follow guidance, click links, or open attachments unless you recognize the sender and know the content is safe. If in any doubt please forward the email to spam@nzdf.mil.nz and then delete the email from your Inbox. Thank you.

Good morning s 9(2)(a)

As per our phone call I provide below a statement from our CEO David Serville.

As always, we wanted to be proactive and transparent with any potential concerns whether directly or peripherally involving Crewcut Franchise Group.

In this instance, the same disgruntled employee that approached NZDF last year directly, is involved in what appears to be another campaign.

Please reach out if any concerns or further response required should potential article be released.

‘Kia ora,

I am reaching out to give you a heads-up on a possible media article on Crewcare, our sister company.

We have been made aware that a few disgruntled former franchisees have been speaking with Stuff about their concerns.

While we cannot comment on individual franchisee matters, we can assure you that as a leading services company in New Zealand for over 25 years, we have clear and transparent processes in place for onboarding franchisees and resolving complaints.

It’s still business as usual for the team at Crewcare and our priority remains in supporting all our franchisees in every way we can to help them grow their businesses.

If you have any further questions about this article, please don’t hesitate to reach out to me directly. If, by any chance, you are contacted by the media, please do let me know. ‘

Thanks,
s 9(2)(a)

Pauli Horgan

General Manager
Crewcut Group

E: s 9(2)(a)

M: s 9(2)(a)

P: 0800 800 286

1 Des Swann Drive, Takapuna
Auckland, New Zealand 0622

www.crewcut.co.nz

From: s 9(2)(a) @nzdf.mil.nz>
Sent: Tuesday, 16 July 2024 4:19 pm
To: s 9(2)(a) @nzdf.mil.nz>; s 9(2)(a) @nzdf.mil.nz>
Subject: Crew Cut Extension

Afternoon

As you will be aware that the Crew Cut extension is with CJDS for signing and I have been advised the Minister will be advised of the extension

Back inf Feb 24 there was a letter to the minister ref Crew Cut that came via VA for reply . The letter stated a number of concerns with Crew Cut one was exploitation of workers.

CJDS needs a position from VA on how these concerns (which are relevant) where addressed with Crew Cut as to ensure the Minister that further extending Crew Cut will not cause any negative commentary.

Cheers

s 9(2)(a)

Commercial Portfolio Manager
Defence Commercial Services
s 9(2)(a)

