

Retirement Commission

ANNUAL REPORT 2025

Improving financial futures
for a better retirement for all





The Retirement Commission
is a Toitū certified carbonreduce organisation

Presented to the House of Representatives by the Retirement Commissioner pursuant to section 150(3) of the Crown Entities Act 2004. The Retirement Commissioner is an Autonomous Crown Entity under the Crown Entities Act 2004, with its role established under the New Zealand Superannuation and Retirement Income Act 2001. Te Ara Ahunga Ora Retirement Commission is the office of the Retirement Commissioner.

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SECTION 1

About the Retirement Commission

From the Retirement Commissioner

Nā te Mana Ahungarua

Kei aku nui, kei aku rahi. Tēnā koutou katoa.

Tēnei te mihi nui ki tēnā, ki tēnā, i mahi ngātahi i tēnei tau. Nā te whakaaro angitū, me te manawanui, i whai ake ai tātou i te ara ahunga ora.

Ka nui aku mihi. Tēnā koutou katoa.

I am very pleased to report on the momentum we've built this year. Some significant activity and achievements have brought us closer to our vision of a better retirement for all New Zealanders.

It is my privilege to present my fifth annual report as Retirement Commissioner. It outlines the initiatives undertaken by my dedicated team and highlights the power a wide range of sector partnerships has to collectively support New Zealanders.

As an organisation focused on financial futures, a key challenge we face every day in our work is both getting people to think long-term, and also to ensure decision-making and opinion is informed and data-led. When thoughtfully designed, policy can be a very useful tool to nudge people toward behaviours that may not feel urgent today but are vital for their future wellbeing.

This is why I was so pleased to see the Government adopt some of our policy recommendations this year, increasing employer and employee default KiwiSaver contributions from 3% to 4% and extending employer and government contributions to 16- and 17-year-olds. Our analysis found New Zealanders' KiwiSaver funds could last 30% longer under these new settings, a transformational sum for many future retirees.

We were asked by the Government to update the Sorted KiwiSaver calculator in preparation for Budget 2025, so people could see how these changes would affect them. We were able to develop the complex modelling

quickly and accurately, so that personalised information was available on Budget Day. In the two days following the announcement, there was a 2,500% increase in active users of the calculator, underscoring the public appetite for trusted sources like Sorted – to demystify financial information and provide clarity and confidence in times of change.

It was a successful year for Sorted overall, with the proportion of users enjoying the website at the highest levels we've recorded. Another significant innovation was the launch of a brand-new Retirement Navigator tool to help those in or nearing retirement figure out how to turn their savings into a steady income. Our research has routinely shown that supporting people in later life to shift from a saving mindset to a 'decumulation' or spending mindset takes confidence and support. My personal thanks to the Retirement Income Interest Group of the New Zealand Society of Actuaries for partnering with us to turn this complex modelling into something simple for people to use.

We know that Sorted has impact, but this year we focused on getting better at measuring it. Our new research found that Sorted has demonstrable and measurable impact on users' financial resilience and comfort, with more than half of users reporting improved financial positions, especially frequent users and Māori and Pacific people.

We launched a new National Strategy for Financial Capability in November and have made good progress since. The Strategy's collective impact is growing, with more than 1,000 partners now working together to help New Zealanders grow their money and build resilience.

We released a number of important research papers this year, several of which will feed into the upcoming 2025 Review of Retirement Income Policies. Our report *Older People's*

Voices offered some confronting real-life insights into the lives of over 65s in New Zealand. I hope this research is used to identify practical policies and interventions that could lead to better retirement outcomes for New Zealanders in the future.

We continued supporting the Ministry of Housing and Urban Development on the review of the Retirement Villages Act, which is progressing well, with plans for legislative change to be introduced in mid-2026. This will be the culmination of work undertaken by this office since 2020 and is a welcome step.

It has also been a big year for financial education, with the Government's decision to embed it in the Year 1-10 curriculum. This is a change we and many others have been advocating for over many years. The absence of a clear mandate has generally resulted in a haphazard approach across schools, imperfect alignment with the curriculum, and unclear impact of current activity. This announcement provided the focused direction we were seeking. Alongside the Ministry of Education, we are leading the development of financial education implementation guides for both schools and industry providers. This will help coordinate the financial education ecosystem and ensure the right things are taught at the right time.

This work is rooted in our deep research knowledge and expertise in wider financial learning. Teaching children to build positive habits and relationships with money when they are young can lead them to make much better adult decisions as the stakes get higher.

This year's gains reflect the kind of steady, thoughtful change we need to ensure every New Zealander can look forward to a retirement with dignity and security.

We have achieved a lot this year and have no plans to slow down. This year marks the second year of our strategic Statement of Intent 2023-2026. We will develop a new SOI next year for the next four years, outlining a new set of strategic goals and intentions.

This is my last annual report as my second and final term concludes in 2026. It's been an enormous privilege to lead the Commission and to shepherd through and execute a substantial amount of meaningful work. I am grateful to my small but capable team, who produce an impressive volume and quality of work. I would also like to thank our stakeholders and National Strategy partners for their ongoing collaboration and enthusiasm, and our new Minister of Commerce and Consumer Affairs, Hon Scott Simpson, who we welcomed in March and who has been a great supporter of our work.

Nō reira, tēnā koutou, tēnā koutou, tēnā koutou katoa.



Jane Wrightson

Mana Ahungarua/Retirement Commissioner

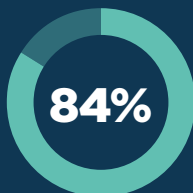
Our 2024/2025 highlights

Ā mātou mahi hirahira 2024/2025

A better retirement

 **1450+**

New Zealanders aged over 65 surveyed on what retirement is really like



of our stakeholders agree we're an independent and principled voice on retirement issues

 **7**

research papers improved understanding of key issues

Improving financial futures

1

MoU signed with the Ministry of Education to coordinate the approach to financial education in schools



1000+

media mentions on focused issues to improve public knowledge

1 

shared measurement tool developed for impact measurement

Working together

90+

attended the launch of the new National Strategy for Financial Capability

260

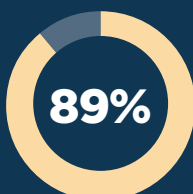


registered for two National Strategy Connection Series events

Getting New Zealanders sorted

2.2m+

uses of Sorted's financial tools, guides and blogs



find the Sorted website content valuable

1



new Sorted tool created to help New Zealanders navigate their retirement

430

people signed up to Sorted at our first Te Matatini stall

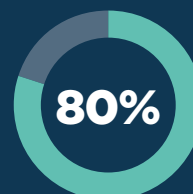
From advocacy to action



of Kiwi kids to be taught financial education as part of the curriculum from 2028

16 and 17

year-olds eligible for KiwiSaver government contribution and employer matching



of contributing KiwiSaver members better off, with default contributions lifted from 3% to 4%

Our strategic and performance framework

Tā mātou anga rautaki anga whakatutuki mahi

Our strategic framework shows what drives us as an organisation and what we are aiming to achieve. We summarise it, for simplicity, in a plan on a page.



OUR VALUES



Kia manawanui

Let us be big hearted



E tipu, e rea

We embrace the best of both worlds to flourish



Me hoe tahi

We paddle as one



He taonga te pono

We treasure truth

Implementing the Government's priorities

Te whakahaere i ngā whakaarotau a te Kāwanatanga

Through our work to enhance financial preparedness, the Retirement Commission supports the Government's overarching aim to improve outcomes for all New Zealanders. Our focus on monitoring the effects of retirement income policies and advocating principled change when necessary; on overseeing the retirement villages statutory framework to ensure it is fit for purpose; and on supporting and promoting individual financial wellbeing is critical to ensure New Zealanders have the necessary skills and knowledge to enjoy a better retirement.

Improved financial capability and increased domestic savings provide a foundation for investment and innovation, key drivers of long-term productivity growth.

As requested in the Annual Letter of Expectations from the Minister of Commerce and Consumer Affairs, we are pleased to share throughout this report examples of how we've achieved his specific expectations. This includes how we have contributed to the Government's priorities around addressing the high cost of living by providing New Zealanders with trusted and impartial information through Sorted to help them navigate cost of living pressures. We have also continued to demonstrate strict fiscal management and value for money.

Some other examples of how we've been helping support the Government's priorities include:

Lifting economic growth

Supporting economic growth through measures to address New Zealand's long-term productivity challenges.

- Our recommendations to lift default employee and employer KiwiSaver contributions to 4% and extend employer-matching to under 18-year-olds were implemented in Budget 2025.
- We continued to deliver effective Sorted content to support the financial capability of New Zealanders, including a new Retirement Navigator tool and an updated KiwiSaver tool reflecting the Budget 2025 changes.
- The Government announced that financial education will be embedded in the core curriculum, something we have been advocating for over many years.
- We signed a Memorandum of Understanding with the Ministry of Education to lead a coordinated sector approach to roll out financial education across New Zealand schools. Improved financial literacy across the population from the early years will improve productivity.
- We published new research, including a comprehensive analysis of older people's experiences to provide evidence-based data.
- We continue to monitor issues impacting New Zealanders' finances and ability to save by contributing subject matter and policy expertise to many different Government and sector stakeholders.



Implementing social investment

Implementing a social investment approach to drive better results from the Government's investment in social services and thereby improve life outcomes for people with high needs.

- We provided informed and data-led advice on retirement income issues, including those related to KiwiSaver, and prepared to deliver the Review of Retirement Income Policies (RRIP) in December 2025. This supports effective government spending by ensuring retirement income policies are evidence-based, equitable and sustainable.
- We continued collaborating with the Ministry of Housing and Urban Development (MHUD) in relation to monitoring the retirement villages regulatory framework and supporting completion of the legislative review. This review will help to ensure retirement villages deliver fair outcomes and consumer protections for residents.
- We launched a new National Strategy for Financial Capability to keep aligning financial capability activities across government, industry and community sectors, to serve New Zealanders better and reduce duplication and waste.

Who we are **Ko wai mātou**

The Retirement Commission is an Autonomous Crown Entity (ACE) that aims to help improve New Zealanders' financial futures, so a better retirement is enjoyed by all.

We group our work into three areas:

- Retirement Income
- Retirement Villages
- Financial Wellbeing.

We advise the Government on retirement income policy to help ensure New Zealanders have a good standard of living as they age – now and in the future.

We monitor the retirement village regulatory framework and provide consumers with important information relating to retirement village living.

We work with New Zealanders of all ages to help them become financially capable, so they become confident to manage their money well throughout their lives and arrive at retirement with financial stability.

Our annual work programme, as expressed in our Statement of Performance Expectations (SPE)¹, is underpinned by our four-year Statement of Intent 2023–2026 (SOI)², as well as the Annual Letter of Expectations³ from the Minister of Commerce and Consumer Affairs.

1 [2024-25-Statement-of-Performance-Expectations.pdf](#)

2 [Statement-of-Intent-Tauaki-Whakamaunga-Atu-2023-2026.pdf](#)

3 [2024-25-Letter-of-Expectations-for-Te-Ara-Ahunga-Ora.pdf](#)

SECTION 2

Year in review

The following pages highlight our activity for the 2024/25 year and cover progress against the second year of our Statement of Intent 2023–2026 and Statement of Performance Expectations ending 30 June 2025. The tables and performance stories included throughout the annual report reflect what's been achieved against the SPE and SOL.

This section is broken into our three key statutory functions: Retirement Income, Retirement Villages and Financial Wellbeing, plus commentary on organisational health and capability.



Retirement Income



Moniwhiwhi Ahungarua

Our independent research and thorough analysis of retirement policy settings plays a key role in informing both public discussion and Government decision-making. We promote informed debate about policies that affect current and future retirees and what it takes to get New Zealanders financially ready for retirement.

This year, we wanted our research to focus on building a clearer picture of what life looks like for older New Zealanders, bringing the diverse experiences of over-65s to the surface to help individuals, organisations and the Government make informed decisions about retirement. These insights and evidence will feed into the 2025 RRIP, which will include data and recommendations around KiwiSaver and other savings, trends analysis with a 25-year horizon, the experiences of women and the self-employed in retirement and what this may mean for policy settings, spending down retirement savings, and how New Zealand's retirement policies compare globally.


Performance measures

Strategic objective: Retirement income policies are stress-tested to examine if they meet the needs of a diverse population, advocating for a fair and stable system.

SOI outcome	Annual objective	Measures	Target	2024/2025	2023/2024
 Trusted information The Government has access to ongoing independent research and analysis on retirement matters	Research priority policy areas, including KiwiSaver, where public data may be limited	% of survey participants agree "research sets the standard for high-quality analysis" ⁴	70% agree	Achieved 82% agree "research sets the standard for high-quality analysis" ⁵	New measure
 Trusted information Informed debate around retirement issues	Use research and analysis to explain key challenges facing people in retirement	Media coverage secured for all major studies	Achieve five mentions in key NZ media for each major study	Achieved Includes five-plus mentions in key media (such as 1News, RNZ, Stuff, The Post, Newstalk ZB) on: <ul style="list-style-type: none"> Landlords' preparedness Home equity Older people's voices 	Achieved Includes five-plus mentions in key media on: <ul style="list-style-type: none"> MJW research on KiwiSaver gender savings gap The impact of separation on over-50s Gender and ethnic differences in KiwiSaver contributions
		All research and analysis shared with relevant stakeholders and published on our website	Publish at least three pieces of research	Achieved Published three studies, including: <ul style="list-style-type: none"> Landlords' preparedness Home equity Older people's voices 	Achieved Published three studies, including: <ul style="list-style-type: none"> MJW report on KiwiSaver gender balance differences Separation and asset division KiwiSaver contributions by demographic

⁴ For stakeholders who answered the question in the survey saying they have a very good understanding and a good understanding

⁵ For further information please refer to page 42, Stakeholder Survey (including National Strategy Partners).

SOI outcome	Annual objective	Measures	Target	2024/2025	2023/2024
 Informed advocacy The Retirement Commission is seen as an independent and principled voice on retirement issues	Be recognised subject matter experts on retirement issues	Respondents agree the Retirement Commission provides an independent and principled voice	70% agree	Achieved 84% agree the Retirement Commission provides an independent and principled voice ⁵	Achieved 74% of respondents familiar with our work agreed the Retirement Commission provides an independent and principled voice
		Provide or initiate media commentary on key retirement issues	Achieve five pieces of major media coverage	Achieved Initiated five pieces of media commentary on key retirement issues, including: <ul style="list-style-type: none"> • Unified approach to NZ's retirement system • NZ and Australia retirement income comparisons • NZ Super is a taonga not a burden • How much do you need to retire with? • MJW KiwiSaver Balances 	Achieved Initiated five pieces of media commentary on key retirement issues, including: <ul style="list-style-type: none"> • Opinion pieces on the need for long-term thinking on NZ Super • Call to action on International Women's Day • Supporting releases on NZ Super • Opportunities and Issues paper – Super Summit and KiwiSaver • Opportunities pieces

Informed advocacy

KiwiSaver default contributions rise to 4%

We were pleased to hear the Minister of Finance announce in her 2025 Budget speech that the Government was accepting the Retirement Commissioner's recommendation to lift the default KiwiSaver contribution rate from 3% to 4%⁶. This will be phased in over the next few years, with employer matching and government contributions also being extended to 16- and 17-year-olds.

We made this recommendation in our *KiwiSaver Opportunities for Improvement* report published in June 2024⁷. We also released research on employer perspectives on KiwiSaver contributions in May 2025, which explored employers' views on increasing the employer contribution to 4% and extending contributions to employees under 18 and over-65s⁸.

Following Budget 2025, we released a series of papers providing a full analysis of what the impacts of this would be for contributing members⁹. The analysis found that KiwiSaver funds could last 30% longer than under pre-Budget 2025 settings for median salary and wage earners who contribute without interruption over a 40-year working life. Those who are less likely to benefit from the change are low-income earners, the self-employed, and many women, Māori and Pacific Peoples.

⁵ For further information, please refer to page 42, Stakeholder Survey (including National Strategy Partners).

⁶ <https://budget.govt.nz/budget/pdfs/speech/b25-speech.pdf>

⁷ [KiwiSaver-Opportunities-for-Improvement.pdf](#)

⁸ <https://assets.retirement.govt.nz/public/Uploads/Retirement-Income-Policy-Review/2025-RRIP/KiwiSaver-Employer-Contributions-Qualitative-Report-2025.pdf>

⁹ [Analysis-of-KiwiSaver-Changes-Budget-2025.pdf](#)

**Trusted information**

Review of Retirement Income Policies 2025

Every three years, we are required to undertake a Review of Retirement Income Policies (RRIP). The Terms of Reference for the 2025 RRIP asked us to focus on research relating to KiwiSaver and other savings, trends analysis with a 25-year horizon, the experiences of women in retirement and how New Zealand retirement policies compare globally¹⁰. The supporting papers discussed below have been published this year to build the evidence base for the final report.

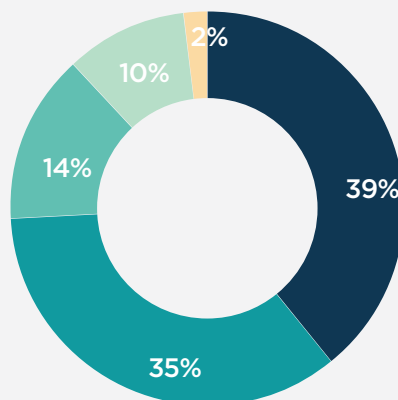
Older people's voices

We published a comprehensive report on the experiences of older people, providing a window into what retirement looks like today and highlighting the struggles many are facing¹¹. Qualitative and quantitative research was conducted with more than 1,450 New Zealanders aged 65 and over. The research found:

- 37% say their financial situation has worsened over the past two years, representing a net change of -26 (11% say their financial situation has improved).
- 46% of participants have reduced social interactions or activities that are important to them, 28% buy less food and 26% are putting off medical treatment.
- 14% of over-65s don't describe themselves as 'retired' (the proportion increases to 20% for 65-74s). Over a third (36%) of working older people do so primarily because of financial pressures.

Extent of reliance of older NZ participants on NZ Superannuation (n=1325)

- NZ Superannuation provides all of my income
- NZ Superannuation provides at least two-thirds of my income
- NZ Superannuation provides at least one-third of my income
- NZ Superannuation provides less than one-third of my income
- Don't know



How prepared are New Zealand landlords for the ageing population?

Population ageing will increase demand for accessible housing across all tenure types in New Zealand. The number of older New Zealanders living in the private rental sector is also projected to increase in the coming years. We commissioned Perceptive to undertake research on landlords' preparedness for a changing population¹². The report suggests that the private rental sector is unlikely to provide sufficient accessible housing to meet growing demand in this sector. The findings also indicate there is an opportunity for the private rental sector and property management industry to recognise the importance and value of accessibility modifications, and for greater industry dialogue to occur on supporting older renters to 'age in place'.

¹⁰ [Letter-from-Hon-Andrew-Bayly-to-Jane-Wrightson-2025-Review-of-Retirement-Income-Policies-Terms-of-Reference.pdf](#)

¹¹ [Older People | Retirement Commission Te Ara Ahunga Ora](#)

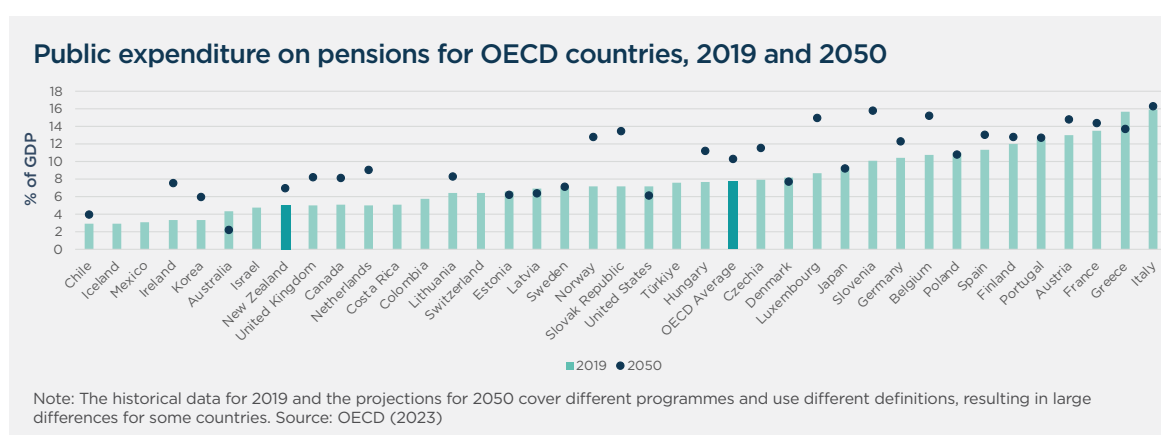
¹² [TAAORC-Population-Ageing-and-the-Private-Rental-Sector.pdf](#)

Do home equity release schemes in New Zealand provide value for money?

We released research that found home equity release products could be a better alternative for older New Zealanders struggling to make ends meet, instead of taking on higher-cost consumer debt¹³. The research, undertaken by Motu Research, highlighted that for approximately 25% of older households who have low retirement income and savings but high levels of equity in their home, equity release products could be more beneficial than high-cost personal loans or credit cards.

What will Aotearoa New Zealand look like in 2050?

We commissioned the New Zealand Institute of Economic Research (NZIER) to produce a report on what New Zealand might look like in 2050 and how retirement income policy might need to adapt¹⁴. The report paints a picture of an older and more ethnically diverse population who would have similar living standards to today based on current policy settings. However, it acknowledges tough fiscal choices will arise with increasing costs of healthcare, NZ Super and a smaller share of workers. Nonetheless, NZ trends sit at the lower end of OECD trends. Our first National Strategy Connection Series event delved into this research, with a panel featuring industry and community partners discussing the key demographic shifts and what they could mean for the country's future wellbeing.



Lessons from across the Tasman

A joint discussion paper with NZIER compared the Australian and New Zealand retirement income systems, focusing on key differences, the performance and equity of both systems, and key lessons for New Zealand¹⁵. The report acknowledged pros and cons of both systems, noting that while Australia's system places less of a burden of future generations, New Zealand's system delivers more equitable outcomes in retirement.

KiwiSaver employer contribution insights

We worked with the New Zealand Policy Research Institute at AUT to investigate employer KiwiSaver contribution patterns, using Stats NZ's Integrated Data Infrastructure (IDI)¹⁶. The research found only a small percentage of organisations were contributing above the minimum rate of 3%, but that many more organisations were making contributions for those under age 18 and over 65, even though this was not legally required. There were wide variations across industries as well as differences depending on organisation size.

Gender gaps persist in annual KiwiSaver research

Our annual release of KiwiSaver balances by age and gender has once again highlighted that there remains a retirement savings gender gap, with men having on average 25% higher balances than women¹⁷. The release of this research received widespread media coverage and broad discussion, which contributes to public awareness, nudging to personal action.

¹³ [Home Equity release](#)

¹⁴ [Aotearoa-New-Zealand-in-2050-FINAL-v3.pdf](#)

¹⁵ [Lessons from across the Tasman: Comparing the Australian and New Zealand retirement income systems - NZIER working paper 2024/01](#)

¹⁶ [KiwiSaver-Employer-Contribution-Insights.pdf](#)

¹⁷ [KiwiSaver Demographic Study](#)




Retirement Villages

Papakāinga Ahungarua

We play an independent role in overseeing the retirement village system in New Zealand. We support residents living in retirement villages with independent information, undertake regular analysis of complaints data and advocate for changes to the regulatory system when issues are identified. This year, we've continued to report on the complaints raised in retirement villages, and provide informal advice to residents on options for dispute resolution and information on retirement village living. Our annual investigation paper developed a framework for an improved Complaints and Disputes Resolution Scheme.

Performance measures

Strategic objective: Retirement village residents and the industry operate within a competent and independent regulatory system.

SOI outcome	Annual objective	Measures	Targets	2024/2025	2023/2024
 Trusted information The Government is kept well informed on retirement issues and experiences	Monitor complaints made to retirement villages and report on trends and formal complaints raised	Six-monthly reports of formal complaints raised in retirement villages published	Achieve	Achieved Published two six-monthly reports of complaints raised	Achieved Published two six-monthly reports of complaints raised
	Continue advocating for a conclusion to the Government's review of the retirement villages' legal framework	MHUD review is completed	Achieve	Not achieved The team continues to work with the Ministry and stakeholders, focusing on legislative reform. Project will conclude in 2026	New measure
	Conduct an annual investigation relating to retirement village living	Investigation published and shared with stakeholders, including the Government	Achieve	Achieved Published <i>Retirement Villages Complaints and Disputes Resolution Scheme</i>	Achieved Published <i>Retirement Villages: International Scan of Operating Models</i>
 Trusted information Residents can access a fair and robust disputes process if they need to	Provide residents and their families with informal advice on options for dispute resolution	Te Ara Ahunga Ora provides multiple channels for residents and families to access impartial information and receive informal advice	Achieve	Achieved Provided informal advice on options for dispute resolution via phone, email or our website Published dispute panel decisions	Achieved Provided informal advice on options for dispute resolution via phone, email or our website Published dispute panel decisions
 Trusted information People weighing up retirement village living can access impartial information	Provide residents and their families with information on retirement village living	Te Ara Ahunga Ora provides multiple channels for residents and families to access impartial information and receive informal advice	Achieve	Made independent information on retirement village living available on Sorted	Made independent information on retirement village living available on Sorted



Informed advocacy

Review of the Retirement Villages Act

We continued to support MHUD on the review of the Retirement Villages Act. We called for a review of this legislation in 2020, following the release of a white paper on the retirement villages framework¹⁸. The Act hadn't been reviewed for two decades prior to this.

The Retirement Commissioner convened and chaired a meeting in January with key retirement village stakeholders to address some sticking points in progressing the legislative review. Associate Minister of Housing Hon Tama Potaka, working with Minister for Seniors Hon Casey Costello, subsequently decided to speed up the review. The Minister has signalled that, subject to Cabinet decisions and the availability of House time, the legislative drafting process is to commence in early 2026, with an amendment Bill being introduced in July 2026. We continue to work with MHUD and stakeholders focusing on policy proposals for the review.



Trusted information

Annual investigation – Retirement Villages Complaints and Dispute Resolution Scheme

Under the Retirement Villages Act 2003, the Retirement Commissioner is required to monitor the effects of the retirement villages legal framework. We engaged the New Zealand Dispute Resolution Centre to prepare a report investigating options for a new retirement villages complaints and dispute resolution scheme¹⁹. The recommendations in this report will help to inform MHUD's advice to the Minister regarding the review of the legislation.

Dispute panel members

The Retirement Commissioner appointed eight new dispute panel members to support retirement village operators and residents through to 12 February 2028. The members are:

- Mark Beech – barrister and solicitor
- Roger Donnell – barrister and solicitor
- John Green – chartered arbitrator, adjudicator and mediator
- Anita Killeen – barrister, solicitor and accredited mediator
- Iris Reuvecamp – barrister and solicitor
- Graham Rossiter – barrister, solicitor and dispute tribunal referee
- Trevor Shiels – barrister and solicitor
- Ann Skelton – barrister, solicitor and accredited mediator.

¹⁸ [CFFC-RV-whitepaper-2020-Final.pdf](#)

¹⁹ [June-2025-Retirement-Village-Industry-Complaints-Scheme-report-final.pdf](#)



Dispute panel decisions

The Retirement Commissioner administers the Retirement Villages Act dispute process. Two disputes were heard by the panel this year. The decisions were published on our website²⁰.

Monitoring complaints

We continued to provide information for retirement village operators and residents on our website relating to the two-tier complaints and disputes process, as well as providing a point of contact through phone or email.

We received six-monthly reports from retirement village operations about any formal complaints received and how they have been resolved²¹. We publish a summary of the information twice a year, which helps us to monitor trends and any concerns or issues in the industry that the Government needs to be aware of. The most frequently reported complaints relate to resident behaviour, the maintenance/repair of buildings, service quality and fees/charges. We also administer the Retirement Villages Act disputes panel process for when complaints cannot be resolved at a village level.

New resources on retirement village living

We produced a video series to complement our Sorted guides on retirement village living. Moving into a retirement village can be a great option for some people in their later years, but with so many different options and decisions to make on both the personal and financial fronts, it's important that people have all the information they need to make the right call. The new series of videos covers the price of retirement living, how villages work and how to future-proof your choice²².

20 [Retirement village complaints & dispute panel decisions | Retirement Commission Te Ara Ahunga Ora](#)

21 [Monitoring and reports | Retirement Commission Te Ara Ahunga Ora](#)

22 <https://sorted.org.nz/videos/?category=516>

Financial Wellbeing

Oranga Ahumoni

We lead the National Strategy for Financial Capability to promote a joined-up approach between sector partners working together on financial wellbeing initiatives. We provide financial information and education through Sorted's website and programmes in schools, workplaces and communities. We are also working with the Ministry of Education on the introduction of financial education as a core element of the school curriculum.

In November, we launched the National Strategy 2025–2027, and kicked off its three-year action plan with a series of collaborative events and initiatives. The financial sector has shown strong engagement with the new strategy and we are already making headway with some impactful cross-sector projects.

We delivered new initiatives for our priority audiences on Sorted, including a brand new tool, resources and campaigns. Sorted reached New Zealanders in moments that matter, with our tools and resources playing an important role in helping people to understand the impact of policy changes on their financial future.


Performance measures


Strategic objective: Financial wellbeing is improved by a successful National Strategy for Financial Capability and engaged and diverse audiences using Sorted.

SOI outcome	Annual objective	Measures	Target	2024/2025	2023/2024
 Collective impact National Strategy partners work together to help New Zealanders understand money	Provide National Strategy partners with a range of opportunities to engage and collaborate	Partners agree the Strategy offers good cross-sector collaboration opportunities	Maintain > 85% agree	Not achieved 77% of our stakeholders agree the strategy offers good cross-sector collaboration opportunities ^{23 24}	Achieved 85% of partners agree the strategy offers good cross-sector collaboration opportunities
		Initiatives are developed for partners to engage and collaborate on	Three initiatives available	Achieved 1. Empower Women – supporting workplaces to shift the dial for women 2. Money Month 3. Pilot use of shared outcome measures with National Strategy partners	Exceeded target of three and offered four initiatives for partners to take part in: Money Month, National Strategy Conference, Shared Resource Hub and Shared Impact Measures

²³ Note this reporting year did not include the biennial National Strategy for Financial Capability Conference, which the previous year's result was largely influenced by.

²⁴ For further information, please refer to page 42, Stakeholder Survey (including National Strategy Partners).

SOI outcome	Annual objective	Measures	Target	2024/2025	2023/2024
 Trusted information Sorted content helps improve financial wellbeing	Maintain Sorted brand awareness	Sorted brand awareness is stable	Maintain > 48% brand awareness average	Achieved 50% average across the year	Not achieved 48% average across the year
	Sorted users continue to find the content valuable	Users of Sorted content agree it is valuable	Maintain > 85% agree	Achieved 89% of Sorted website users agree content is valuable ²⁵	Partially achieved 87% of Sorted website users agree content is valuable 98% find Sorted Kāinga Ora content valuable 82.2% value Sorted in Schools as a financial capability programme

SOI outcome	Annual objective	Measures	Target	2024/2025	2023/2024
 Collective impact Financial education is accessible to young people	Maintain percentage of secondary schools and kura using Sorted in Schools	Secondary schools and kura using Sorted in Schools maintained at >70%	Not applicable (FY25 not a review year)	Not applicable (FY25 not a review year)	Achieved 89.6% used the programme (up 16.7% on previous year)
	Secondary school and kura teachers are trained to deliver Sorted in Schools	More than 200 teachers/kaiako have completed Sorted in Schools professional learning development (PLD)	Achieve	Achieved 246 teachers trained, through online and face-to-face PLD sessions and our partnership with School Kit	New measure
	Secure a MOU with Ministry of Education to coordinate a sector approach to better align financial education in schools	MOU secured. Learning framework developed	Achieve	Achieved A MOU with the Ministry of Education has been signed. The learning framework, 'Financial Education Guides' is currently under development and will be available in FY2025/2026	New measure

25 For further information, please refer to page 42, Sorted.org.nz.



Collective impact

National Strategy for Financial Capability

We now have more than 1,000 National Strategy partners spanning iwi, community organisations, government agencies, industry bodies, regulators, banks, fin techs, insurance, wealth management and investment, responsible investment, KiwiSaver providers, and financial education and training providers, along with financial advisers, financial mentors and debt solution providers.

There is no mechanism like the National Strategy for Financial Capability that brings together such a breadth of organisations from across the financial services sector. Representatives from across the industry come together to undertake practical initiatives within a common strategic framework to help New Zealanders grow their money and build resilience.

New National Strategy launched

Following extensive engagement with the financial services sector, a new National Strategy for Financial Capability 2025-2027²⁶ was successfully launched on November 19, with more than 90 people in attendance. Work has begun on implementing the first-year initiatives identified in the Strategy, with various stakeholder meetings, events and initiatives kicking off since the launch. We have recently published a six-month progress report against the initiatives outlined in the first year²⁷.

National Strategy *on a page*

Vision: Working together to help improve financial wellbeing and resilience.

Goals



Supporting people to **grow** their money



Helping build **resilience** for the unexpected



Lifting financial capability through **education** and training



Leveraging **collective impact**

Shared success/impact evaluation measures

Priorities

- More habitual savings
- Less costly debt
- Increase KiwiSaver contributions and investment
- Planning for retirement

- More emergency savings
- Relevant insurances in place
- Wills and powers of attorney in place
- Protection against frauds and scams

- Increase coordination of financial education in schools
- Provide quality online and in-person programmes for whānau, workplaces and communities
- Improve access to relevant tools, products and information, and where to go for help

- Share knowledge and what works
- Share evidence and research
- Facilitate connection
- Spotlight success
- Provide consistent, understandable, useful information

Priority audiences

Māori

Pacific Peoples

Women

Young people

²⁶ [National-Strategy-2025-2027_WEB.pdf](#)

²⁷ [Six-month progress report | Te Ara Ahunga Ora Retirement Commission](#)

Connection Series

Event one: Aotearoa New Zealand 2050

Our first National Strategy Connection Series event on 26 March 2025 delved into what key demographic shifts could mean for the country's future wellbeing, what the next 25 years could bring and how the decisions we make today will impact tomorrow²⁸. More than 85 people registered for the event. Panellists responded to the key trends from Stats NZ and Treasury data to imagine a future in which everyone in Aotearoa New Zealand has access to rewarding and meaningful participation in society, contributes to sustainable growth and experiences a stable retirement. The event was hosted by ANZ and included speakers from the Retirement Commission, Te Pūtea Matua Reserve Bank of New Zealand, Hospitality NZ and Figure NZ.

Event two: Building financial wellbeing through financial education

This online panel on 28 May 2025 saw Retirement Commissioner Jane Wrightson, Retirement Commission Learning Lead Yasmin Frazer, Banqer CEO Simon Brown and the Ministry of Education's Kylie Begg discuss the inclusion of financial education as a core component of the social sciences curriculum for years 0-10 from 2026. There were 174 people registered for the event.

More Connection Series events are planned for the next financial year to share knowledge and promote collaboration.

28 <https://nationalstrategy.retirement.govt.nz/national-strategy/events/connection-series#e3334>

Financial education

One of the new goals of the National Strategy focuses on lifting financial capability through education and training. This year, we were thrilled to see the Government announce that financial education will be embedded as a core element of the refreshed social sciences curriculum for Year 1-10 students, alongside its inclusions in maths and statistics²⁹. This is something we and the wider sector have been advocating for over many years and will be transformational for improving the financial capability of our children and young people.

We have signed a Memorandum of Understanding (MOU) with the Ministry of Education to support the seamless integration of financial education in schools. This includes providing financial education expertise to support curriculum development, coordinating a financial education providers advisory group, developing guidance for schools for design and delivery, and ensuring a clear understanding of what existing resources and programmes are available.

Measuring impact

Measuring the impact of financial capability programmes is critical to ensuring the sector is providing relevant, timely and accessible research and resources that work to build the financial capability and resilience of all New Zealanders. In September 2024, we launched the shared measurement tool for financial wellbeing as a research-based, widely consulted approach to measure outcomes for people and their whānau³⁰.

The shared measurement tool's use has been piloted through a range of financial capability programmes, including Pacific Pathways to Homeownership, a programme developed by the Retirement Commission in conjunction with the Ministry for Pacific Peoples. From the pilot, the participants' standardised scores in measures of financial wellbeing shifted from 36/100 prior to participation in the programme to 42/100 after completion, indicating a statistical trend towards improved financial wellbeing scores. Sorted Kainga Ora will also be piloting the tool in FY25/26.

Shared financial capability measures

Financial growth measures	Financial resilience measures
1 Increase saving regularly	1 Keep emergency savings
2 Increase amount invested	2 Have relevant insurances, wills and enduring powers of attorney in place
3 Increase return potential	3 Review protection regularly
4 Accelerate repayments on interest-incurring debt	
5 Reduce everyday borrowing	
6 Meet all financial obligations to avoid consequences	
7 Reduce financial product fees and interest paid	

29 <https://www.beehive.govt.nz/release/transforming-financial-education-schools>

30 [Shared measurement tool for financial wellbeing | Te Ara Ahunga Ora Retirement Commission](#)



Trusted information

Sorted

Sorted maintains its important role as an accessible and trusted source of free and impartial information and tools. The Sorted website is a popular choice for New Zealanders seeking help with their money, with key triggers for users being financial goals and the desire to set up a budget or money plan.

This year, we saw the proportion of users enjoying the Sorted website hit the highest level ever recorded. Use of the website has been transformational for more than half of Sorted's users, with 56% changing how they're managing their finances and 52% feeling they're in a better financial situation. We continued to focus on increasing awareness among our priority audiences of Māori, Pacific Peoples, women and young people, with 44% of Māori and 43% of Pacific Peoples now aware of Sorted. This year, we launched a campaign with MediaWorks and the Pacific Media Network to raise awareness of Sorted and our free resources among Pacific Peoples and their communities.

We were also pleased to win Silver at the annual IAB Awards for Best Use of Video and Best Integrated Digital Exclusive Campaign for our Māori Money Movement campaign with TVNZ, which ran in 2024.

Key Sorted data highlights:



2.2m+

uses of Sorted's financial tools, guides and blogs

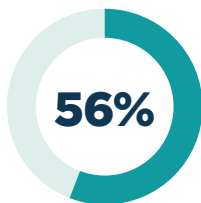
8 

Sorted tools drive financial wellbeing outcomes aligned with the National Strategy's impact measures framework

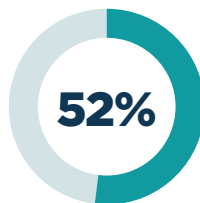


1.35m+

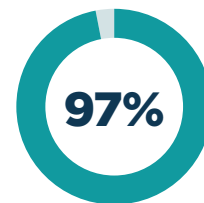
uses of the tools directly linked to financial wellbeing outcomes this year



of users say they've changed how they manage their finances



of users feel they are in a better financial situation (this is higher for frequent users - over two-thirds feel they're in a better financial situation)



of frequent users rate Sorted as quite or very valuable

Sorted users say



“Sorted is the only Aotearoa New Zealand based service of its kind, the only way I could create a budget and project future savings in an easy way.”



“It helped me change direction from stumbling along to being able to establish an emergency fund and start to feel like saving/investing/buying a house might actually be attainable.”



“This was one of the first resources I found at the beginning of my journey. This information is so important for everyone to have access to.”

Money Month 2024

Our annual Sorted Money Month campaign significantly boosted brand awareness through paid media and extensive PR coverage, with Sorted brand awareness peaking at 55% in August compared to an average of 48% across the previous financial year. This year, we built on the success of 2023's 'Pause. Get sorted' campaign, enabling us to refresh existing campaign material and amplify reach within a limited budget.

Strong engagement from our National Strategy partners resulted in more than 50 different events, along with widespread sharing of the campaign messaging. Stakeholder involvement extends our reach, introduces Sorted to new audiences and increases community engagement. Highlights from the month included:

**55**

stakeholder events

**46**

media mentions

2,289

campaign resource downloads

Nearly

**1,000**

attendees of Sorted webinars

16,375

new users of the Sorted website

232,408

sessions on the Sorted website



‘Sussed, Sorted, Shifting’ podcast

This year, we delivered five more ‘Sussed, Sorted, Shifting’ podcasts in partnership with The Morning Shift. Topics included how to teach kids about money, how to navigate your finances as a couple and insights into debt management. There were 310,000-plus downloads, streams and touchpoints across the five podcasts, including further promotion of cut-down clips to drive engagement and reach. This partnership provided a great opportunity to raise brand awareness within our priority segments of Māori, Pacific Peoples and young people, as well as deliver financial education content in an engaging and relevant format.

Sorted tools

Our Sorted tools were viewed more than 1.7 million times this year. The Mortgage Calculator was the most popular, with 515,877 sessions, followed by the Budget Planner with 222,032 sessions and the KiwiSaver Calculator with 162,889. Both the KiwiSaver Calculator and KiwiSaver Fund Finder tools were updated and relaunched immediately after the May 2025 Budget announcement, showing new versus old contribution scenarios.

Retirement Navigator

A brand-new Retirement Navigator was launched in June to help users plan their retirement spending. We partnered with the Retirement Income Interest Group of the New Zealand Society of Actuaries to develop this tool, which helps New Zealanders nearing or already in retirement to feel more confident about their financial future. The first of its kind, it addresses a common dilemma – how not to spend too much in retirement and run out of money or spend too little and unnecessarily compromise quality of life. In six weeks, the tool clocked nearly 10,000 sessions.

Digital Seniors Tech Expo

The Sorted team had a stall at Auckland's first Digital Seniors Tech Expo, an event aimed at connecting seniors with digital solutions to enhance their lives. This was an excellent opportunity to showcase our financial tools and preview the Retirement Navigator prior to its launch. Our team engaged in meaningful conversations at the event, identifying challenges seniors face with financial management and demonstrating how Sorted's resources can support their financial wellbeing.

Te Matatini

As part of our efforts to support one of our priority segments, Māori, we had a stall at Te Matatini, the national kapa haka festival. Our focus was primarily on raising awareness of Sorted, driving email registrations, and demonstrating our tools and content. The event was attended by more than 70,000 people and we were pleased to have hundreds visit our stall throughout the week, growing the Sorted email base by 430.

Pacific People's campaign

To deepen engagement with Pacific communities, we partnered with MediaWorks and the Pacific Media Network to deliver a targeted media approach that reached both their general audience and key influencers. This included an interactive weekly budget competition with Mai FM and a feature on the Pacific Media Network breakfast news. The campaign achieved more than 1.9 million impressions across billboards, radio and social media.



Collective impact

Te whai hua – kia ora, Sorted in Schools

We continued to deliver Te whai hua – kia ora, Sorted in Schools. This free financial education programme, fully aligned with the New Zealand curriculum, is available to secondary schools and kura. We offer NZQA-approved resources that allow students to gain NCEA credits while learning important financial life skills. We promote the programme to teachers across the country and help train them to deliver the content.

New resources

We launched two new resources in collaboration with School Kit: 'Dear 13-year-old me' and 'Part of something bigger'. The latter was developed in partnership with Inland Revenue. More than 800 kits have been delivered to schools so far. Teacher feedback has been very positive, with most schools intending to use the kits throughout 2025. This supports our goal of training teachers to use the Sorted in Schools resources. Our team also provided professional learning development to 137 teachers throughout the country this year.



“Another amazing kit from you. My students were engaged and thoroughly enjoyed it, and their discussions were amazing. This helped them understand tax at a more personal level and they were impressed with the resources and how well it was presented. Thank you!”



“Easy to use and great instructions. Students into it!”



Sorted in Communities

Sorted Kāinga Ora

The Sorted Kāinga Ora programme is run in partnership with Te Puni Kōkiri, delivering eight-week courses to whānau to help them achieve their housing aspirations. We develop the content for this programme, and train and quality assure facilitators to deliver it. Te Puni Kōkiri contracts these facilitators to deliver the programme to their relevant rūpū. There has been significant demand for these workshops throughout the year, with participants travelling from around the country to learn the Sorted Kāinga Ora programme and teach it in their communities. We trained 39 facilitators in 2024/2025. We estimate that each facilitator delivers one or two programmes a year, with an average of 10-15 participants in each programme. We also hosted two webinars that provided an overview of content change for facilitators, with 40 attendees in total.

Te Rito Hou

Alongside partners the New Zealand Banking Association and Tāwhia, we delivered the Māori financial wellbeing programme, Te Rito Hou, in Nelson in February. An online version of the programme also took place in March and work is underway to train others to deliver Te Rito Hou long-term. This programme was developed as one of the cross-sector initiatives in the National Strategy for Financial Capability. The pilot was wrapped up this year, with the final report submitted to the Tāwhia governance board by May.

Sorted at Work

This year, we continued to offer the Sorted at Work programme, which includes a suite of courses delivered in person and online to help workplaces lift the financial capability of their employees. We hosted an annual planning day for our external facilitators, providing an opportunity for them to reflect and discuss how the programme is going. This year, we also increased the frequency and quality of our email communications with workplaces and facilitators, and began hosting quarterly online meetings with facilitators.

A comprehensive content review of several key Sorted at Work courses was undertaken, as well as a brand refresh. We also created a new video resource for the two-day investing programme, which will also be available on the Sorted website as an additional resource for the general public.

Demand remains strong for the programme, with 59 courses delivered to 24 different organisations in the 2024/25 financial year.

Organisational health and capability

Te hauora me ngā āheinga o te whakahaere

We are a small, values-based organisation, with operational practices that enable our people to enjoy a collaborative, energetic, principled culture. We take pride in providing effective systems and practices that free up our people to focus on what's important and empower them to take action.

We are pleased with the progress we have made this year on our organisational health and capability measures, which form the core of good employer practice. Our employees' average length of service has increased consistently in recent years; it's now at 3.5 years, compared to 1.2 years six years ago. Our Employee Net Promoter Score this year was 44, well above the 2025 national benchmark of 9³¹.

Strategic objective: Te Ara Ahunga Ora is a great place to work, with an inclusive and values-based culture that has the training, systems and processes in place to enable people to grow.

SOI outcome	Annual objective	Measures	Target	2024/2025	2023/2024
 Great team Our workforce is safe, healthy and culturally competent	Our people are committed, motivated and proud to work for Te Ara Ahunga Ora	Employees are engaged and motivated	Our Engagement Index is at least 68%, including an Employee Net Promoter Score above 10	Achieved 74% based on five engagement-related questions and measures of how positive people feel about their work. Our eNPS was 44	Achieved 79% based on five engagement-related questions and measures of how positive people feel about their work
	Foster a collaborative and inclusive culture where everyone's contribution is valued		Maintain – 71% agree	Achieved 79% of employees agree they feel valued for the contribution they make	Achieved 81% of employees agree they feel valued for the contribution they make
	Workplace incidents are reported and addressed	Employees are engaged and motivated	Achieve	Achieved Seven incidents were reported and addressed	Achieved Three incidents were reported and addressed
	Cultural competency training improves employees' understanding of and responsibilities to Te Ao Māori	Employees agree their understanding of and responsibilities to Te Ao Māori has improved	Maintain – 100% agree	Not achieved 97% of employees agree their understanding of and responsibilities to Te Ao Māori has improved ³²	Achieved 100% of employees agree their understanding of and responsibilities to Te Ao Māori has improved
 Great team Effective and secure technologies support our team to do a great job	Provide technology that supports our team to do their job well and maintain a high level of security	Employees agree they have the tools, technology and equipment to perform their job well	Maintain – 75% agree	Achieved 76% of employees agree they have the tools, technology and equipment to perform their job well	Achieved 86% of employees agree they have the tools, technology and equipment to perform their job well
		Annual external penetration testing finds zero critical level severity findings	Achieve zero critical level security findings	Achieved Report provided by Aura Information Security	Achieved Report provided by Aura Information Security
 Great team Our strategic thinking and connections are expanded	Implement a Rautaki Māori Strategy and Action Plan	Undertake 2025/2026 action plan	Achieve	Achieved Monthly updates provided to show progress against action plan	Achieved Monthly updates provided to show progress against action plan

31 [New Zealand, January 2025 | Culture Amp](#)

32 For further information, please refer to page 42, Cultural Capability Survey

Building capability

We've received positive feedback on our annual organisational learning and development plans, as well as the opportunities available for employees to pursue personal growth aligned with their roles and interests. Our staff engagement survey shows that 91% of employees agree they have opportunities to learn and develop, and 88% agree their manager supports their professional development and growth.

Diversity, equity and inclusion

One of our people goals is to continue to build a diverse workforce and inclusive culture in which employees feel a sense of belonging and feel safe to bring their whole selves to work. Our diversity, equity and inclusion survey results show an overall inclusion rating of 86%. This demonstrates a strong and inclusive workplace culture, alongside high scores in areas such as feeling respected (94%), being able to be one's authentic self at work (91%) and understanding how one's individual work contributes to the organisation's mission (91%).

In 2025, we streamlined our Papa Pounamu and Kia Toipoto plans to strengthen our commitment to diversity, equity and inclusion, focusing on increasing representation, closing pay gaps, advancing women, and fostering a workplace in which everyone feels respected, valued and able to thrive.

Our key focus areas are:

- **Diversity:** We focus on effective career and leadership development, building cultural competence through cultural capability programmes, and ensuring Māori representation at all levels. We support Māori career pathways and foster diverse leadership.
- **Equity:** We are committed to equitable pay outcomes, eliminating bias and discrimination from remuneration policies and practices, adopting fair recruitment practices, and ensuring transparency. We work purposefully to achieve equitable pay and ensure starting salaries and salaries for similar roles are not influenced by bias.
- **Inclusion:** We aim to eliminate all forms of bias and discrimination. We have employee-led networks focused on women, the environment, and diversity, equity and inclusion, who meet regularly and advocate for inclusive policies.

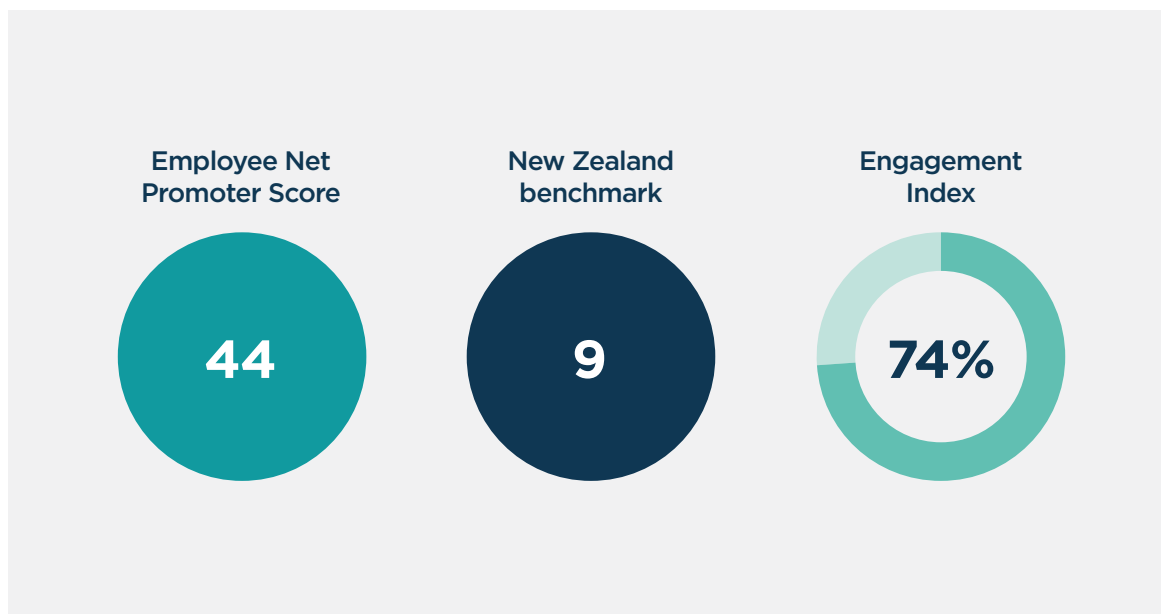
He waka hourua Rautaki Māori

The Rautaki Māori (Māori Strategy) is in its second year. It identifies activity to support the organisation's cultural capability and engagement with Māori in the work that we do. The cultural capability programme improves our understanding of and responsibility to te ao Māori. This is achieved through ongoing, monthly in-house sessions that cover a range of topics relating to the work we do with and for Māori, along with te reo lessons.

Several projects across teams have contributed to the success of the Rautaki Māori. The Policy and Research team engaged Ihi Research to develop a paper for the RRIP looking at iwi saving schemes. The stakeholder team completed work with the New Zealand Banking Association and Tāwhia to deliver Te Rito Hou, and are in the final stages of delivering Sorted Kāinga Ora. The Marketing and Māori and Learning teams worked together to promote Sorted and Sorted in Schools at Te Matatini – the largest event for Māori in Aotearoa. Te whai hua – kia ora continues to provide independent and trusted learning and assessment resources and professional development for kaiako and kura, with refreshed resources for Years 9–10, refreshed Inland Revenue tax resources and reo Māori resources available through School Kit.

Engagement

Our Employee Net Promoter Score is 44 compared to the 2025 New Zealand benchmark of nine. This measures employee satisfaction through one question in the Engagement Survey: “I would recommend Te Ara Ahunga Ora as a great place to work”. We also achieved 74% on an Engagement Index introduced last year, which is based on five engagement-related questions, and measures how positive people feel about their work.



Staff profile and metrics

We have 37 employees, including one on a fixed-term contract. The team profile and some key metrics are detailed below.

Table 1: Team metrics

Key metrics	2024/2025	2023/2024	2022/2023	2021/2022
Full time	89%	92%	89%	91%
Part time	11%	8%	11%	9%
Women	81%	76%	81%	86%
Men	19%	24%	19%	14%

Table 2: Average length of service (years)

Average	2024/2025	2023/2024	2022/2023	2021/2022
Months	42	33	32	23
Years	3.5	2.8	2.6	1.9

Figure 1: Average length of service (years)

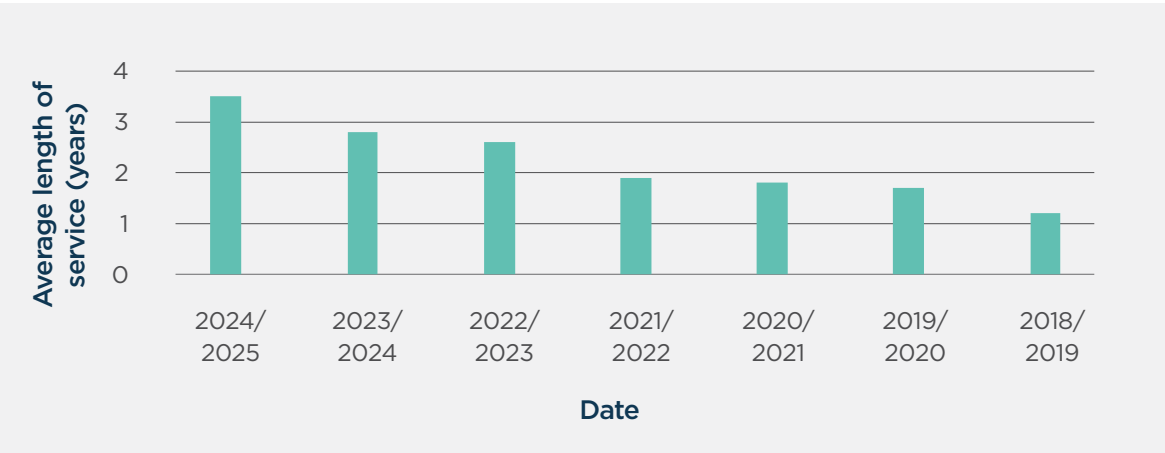


Table 3: Ethnicity

Ethnicity	June 2025		June 2024		June 2023	
Māori	5	12%	5	11%	7	17%
Pacific Peoples	3	7%	3	5%	4	10%
Asian	2	5%	3	9%	3	7%
European	31	76%	33	75%	28	67%
Total	41**	100%	44**	100%	42**	100%

**The total number of employees exceeds the actual total number of employees because some team members identify as more than one ethnicity.

Table 4: Pay gaps³³

	Gender*		Ethnic**			
	June 2025	June 2024	June 2023	June 2025	June 2024	June 2023
Median	20%	16%	15%	15%	8%	20%
Mean	16%	10%	9%	13%	3%	17%

*(median male – median female)/median male and (mean male – mean female)/mean male

** (median non-Māori, Pacific, Asian – median Māori, Pacific, Asian)/median non-Māori, Pacific, Asian; (mean non-Māori, Pacific, Asian – mean Māori, Pacific, Asian)/mean non-Māori, Pacific, Asian

Our small size means we don't meet the threshold to produce statistically robust gender or ethnic pay-gap statistics. Even small changes in our staffing can significantly impact our pay-gap statistics and make our figures volatile.

Statutory disclosure: payment to employees

Employee remuneration

During the 12-month period ended 30 June 2025, 29 employees and former employees (2023/24: 23) received remuneration (salary, bonuses and other benefits such as superannuation) in excess of \$100,000 per annum.

Remuneration paid or payable	# employees 2024/25	# employees 2023/24
\$100,000–\$109,999	5	1
\$110,000–\$119,999	4	5
\$120,000–\$129,999	4	3
\$130,000–\$139,999	0	0
\$140,000–\$149,999	3	6
\$150,000–\$159,999	6	2
\$160,000–\$169,999	1	1
\$170,000–\$179,999	0	0
\$180,000–\$189,999	0	0
\$190,000–\$199,999	0	1
\$200,000–\$209,999	1	1
\$210,000–\$219,999	1	1
\$220,000–\$229,999	2	0
\$260,000–\$269,999	1	1
\$280,000–\$289,000	1	1
Total number of employees	29	23

During the 12-month period ending 30 June 2025, no employees received compensation and other benefits in relation to cessation (2023/24: 1 employee, \$5,000), and no employees received redundancy payments as per their employment agreement (2023/24: 0 employees).

This disclosure is made in accordance with the Crown Entities Act 2004, s152.

³³ Given the small number of employees (under 100), these percentages are indicators only. Statistics NZ notes that to calculate all gender pay measures (organisation-wide, by level, like-for-like jobs, and gender representation), an organisation should have at least 100 employees, including a minimum of 20 women and 20 men.

Carbon emissions and sustainability commitments

We've committed to measuring, monitoring and reducing our greenhouse gas emissions. We're proud to continue to be a Toitū carbonreduce certified organisation, with our annual greenhouse gas emissions independently verified against ISO14064-1:2018 and ISO14064-3:2019 by Toitū Envirocare. A Toitū Envirocare audit of our carbon emissions for the year ended 30 June 2025 confirmed that the Commission emitted 28.31 tCO₂-e. This is a reduction of 47% compared to our base year emissions (year ended 30 June 2021: 53.41 tCO₂-e). Our main emissions source is related to domestic air travel, so we've made a conscious effort to monitor and limit our air travel where possible. A copy of our Toitū carbonreduce certification disclosure can be viewed on the Toitū website³⁴.

Our reduction targets

We have been working towards the following emission reduction targets:

- 2024/2025 target: We exceeded our 2024/2025 target of a 6.1% reduction in gross emissions compared to our base year (2020/2021).
- 2029/2030 target: A 14.1% reduction in gross emissions compared to our base year (2020/2021).

In May 2025, we updated and set new short-term emission reduction targets:

- 2027/2028 target: A 22% reduction in gross emissions compared to our base year (2020/2021).
- 2030/2031 target: A 26.3% reduction in gross emissions compared to our base year (2020/2021).

Total emissions breakdown by source

Source	2020/2021 (tCO ₂ -e)	2021/2022 (tCO ₂ -e)	2022/2023 (tCO ₂ -e)	2023/2024 (tCO ₂ -e)	2024/2025 (tCO ₂ -e) ³⁵
Air travel	41.91	21.50	32.15	32.04	17.16
Working from home	2.29	2.78	1.28	1.18	1.81
Electricity	1.06	1.14	1.27	0.71	0.48
Accommodation	2.13	1.18	3.26	2.87	2.72
Taxis	1.48	0.8	1.22	0.94	0.97
Cars (mileage and rental vehicles, including rental vehicle fuel)	2.3	1.37	2.65	3.23	3.01
Water (including wastewater)	1.79	1.78	1.88	1.90	1.88
Waste to landfill	0.20	0.28	0.25	0.30	0.20
Freight	0	0.03	0.02	0.01	0
Paper	0.25	0.15	0.09	0.14	0.08
Total gross emissions	53.41	31.01	44.07	43.32	28.31

Volunteer day

For our volunteer day, our team visited Pourewa in Auckland for the second year in a row. Kaimahi weeded, planted and learned about the incredible work being done at this community vegetable garden and revegetation nursery for whānau of Ngāti Whātua Ōrākei.

³⁴ [Toitū Envirocare | Environmental sustainability services](#)

³⁵ The reduction in our 2024/2025 air travel emissions is largely a result of new science reducing the number of emissions per kilometre of air travel compared to prior years.

SECTION 3

Reporting

Statement of responsibility

I am the Retirement Commissioner and responsible for the preparation of the Retirement Commission's financial statements and statement of performance, and for the judgements made in them.

I am responsible for any end-of-year performance information provided by Te Ara Ahunga Ora Retirement Commission under section 19A of the Public Finance Act 1989.

I 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 my opinion, these financial statements and the statement of performance fairly reflect the financial position and operations of the Retirement Commission for the year ended 30 June 2025.

Signed:



Jane Wrightson

Mana Ahungarua/Retirement
Commissioner

17 October 2025



Statement of performance

Tauaki whakatutukinga

This section of the annual report provides the Retirement Commission's performance information presented in accordance with service reporting standard PBE FRS 48. It supports the 'Year in review' commentary provided in section 2.

Contextual information

As outlined in our Statement of Intent 2023–2026, we have set three overarching strategic objectives aligned to three focus areas. Each year, we plan our activity around meeting our aspirations, working towards achieving our vision of a better retirement for all. The annual objectives for the areas of Retirement Income and Financial Wellbeing reflect our statutory responsibilities required under part 4, sections 83 and 84 of the New Zealand Superannuation and Retirement Income Act 2001. Our annual objectives for Retirement Villages relate to part 3, section 36 of the Retirement Villages Act 2003.

Statement of compliance

We have complied with the amendments to PBE FRS 48 that came into effect for reporting periods from 1 January 2022. We apply the six qualitative characters of performance information (relevance, understanding, comparability, faithful representation, timeliness and verifiability) in our practice. The constraints identified in the PBE FRS 48 of materiality, cost-benefit and balance between the qualitative characteristics have been factored into our selection process for service performance information.

Judgements on performance measures

We measure our progress in a variety of ways. We note that because we do not have control over the extent to which a government will use the recommendations and information we provide in our research and analysis, we use surveying and outputs to help us track progress in the areas of Retirement Income and Retirement Villages.

There is no agreed measure of financial wellbeing used in New Zealand, or in fact globally, so we evaluate our success based on outputs, using annual surveys and independent and internal evaluations across our programmes.

We regularly review our results, output class and appropriations measures to ensure they remain effective, including considering these under the requirements of the PBE FRS 48. We provide the Government with quarterly updates on performance, and report on our annual progress against these measures in this annual report.

Statement of appropriation

The information below explains the funding allocated for 2024/25 by government appropriation, the statutory requirements it's intended to fund and how we've performed against those requirements.

Appropriation: Commerce and Consumer Affairs: Retirement Commissioner (M13) (A17)

This appropriation is limited to services from the Retirement Commissioner to comply with responsibilities under part 4 of the New Zealand Superannuation and Retirement Income Act 2021, and parts 3, 4 and 5 of the Retirement Villages Act 2003. These include improving the level of financial wellbeing, raising public understanding of and reviewing the effectiveness of retirement income policies, and carrying out the statutory functions as required in the Retirement Villages Act 2003.

Funding from the Crown for the 2024/25 year was received as a single appropriation of \$8,222,000. In addition to Crown appropriation, the Retirement Commission received a further \$448,735 in interest and other sources.

The allocation of this funding and expenditure across our three work streams is shown below:

Allocation of Revenue/Expenditure	Actual 2024/25	Unaudited budget 2024/25
Revenue		
Financial Wellbeing	\$6,728,598	\$6,466,040
Retirement Income Policy	\$1,604,374	\$1,586,880
Retirement Villages	\$337,763	\$334,080
Total Revenue	\$8,670,735	\$8,387,000
Expenditure		
Financial Wellbeing	\$6,567,897	\$6,747,105
Retirement Income Policy	\$1,828,800	\$1,986,905
Retirement Villages	\$472,677	\$443,714
Total Expenditure	\$8,869,374	\$9,177,724
Surplus/(Deficit)	(\$198,639)	(\$790,724)

In accordance with section 19c of the Public Finance Act 1989, the Retirement Commission provides performance reporting under the following output classes:

- Financial Wellbeing
- Retirement Income
- Retirement Villages.

Actual 2024/25 Financial Wellbeing Revenue comprises \$6,330,940 from our Crown Appropriation, \$226,659 of Other Revenue (100% allocation to this Output Class as revenues were for delivery of financial capability programmes in workplaces and communities), and \$170,999 Interest Revenue (77% allocation to this Output Class as the interest relates to revenues received on the Commission's bank balances which are primarily comprised of Crown Appropriation).

Actual 2024/25 Retirement Income Revenue comprises \$1,562,180 from our Crown Appropriation and \$42,194 from Interest Revenue.

Actual 2024/25 Retirement Villages Revenue comprises \$328,880 from our Crown Appropriation and \$8,883 from Interest Revenue.

Expenditure includes both direct and indirect expenditure. The allocation of expenditure to outputs is reviewed annually and based on the breakdown of work streams, staff and the estimate of time spent on each output.

What's intended to be achieved with this appropriation

This appropriation is intended to support the retirement income system policy, to increase New Zealander's financial wellbeing and improve their financial futures, by putting them in the best possible position to reach a better retirement.

Please refer to note 19 of the Financial Statements for detailed information relating to the variance against budget.

Performance against appropriation measures

Our performance against appropriation measures is summarised below. Performance against operating targets is discussed in the next section.

Table 5: Results against appropriation measures

Assessment of performance	Actual 2024/25	Actual 2023/24
Te Ara Ahunga Ora Retirement Commission's actions lead to increasing the financial capability of New Zealanders	Achieved (See note 1)	Achieved (See note 1)
Increased participation in public discussions on retirement savings and planning, and the issues surrounding New Zealand's retirement income policy	Achieved	Achieved
Ministerial satisfaction with the Retirement Commissioner's delivery of its functions under the Retirement Villages Act 2003	Satisfied	Satisfied

Table 5, Note 1:

This will be measured by Te Ara Ahunga Ora Retirement Commission in the following ways:

Appropriation target	Actual 2024/25	Actual 2023/24
Over 60% of users feel more confident about money decisions after seeking to improve their financial capability through Sorted.org.nz	Achieved 70%	Achieved 69%
Over 85% of users trust the financial capability information provided by Te Ara Ahunga Ora Retirement Commission through Sorted.org.nz	Achieved 86%	Achieved 85%
The National Strategy for Financial Capability has active partners working collaboratively and reports successful progress annually (from its three-year strategy). The National Strategy encourages the financial capability sector to work together. The partners depend on collaborative projects and can include financial mentors, Non-Governmental Organisations, financial services providers and public sector agencies. The report will include stakeholders and progress on key projects and outcomes for target cohorts	Achieved Interim report on the National Strategy progress, available on our website	Achieved Published annual report on National Strategy progress and initiatives for FY24




Reporting on our Statement of Intent 2023–2026

Te pūrongo i tā mātou Tauākī Whakamaunga Atu 2023–2026

This annual report covers the second year of our Statement of Intent 2023–2026, which has set out our strategic intentions and undertakings for how we will achieve our purpose.

How we have delivered our annual objectives against the SOI is also outlined in the earlier sections; below provides an update more explicitly tied to how we are achieving against our strategic outcomes. The tables and performance stories included throughout the annual report reflect what's been achieved against this year's Statement of Performance Expectations and the SOI.




Retirement Income

The outcomes we seek	Actions we will undertake	How these are measured	2024/2025	2023/2024
 Trusted information The Government has access to ongoing independent research and analysis on retirement matters	Produce a comprehensive review of retirement income policies every three years	MBIE confirms that research and analysis undertaken in the review is consistent with the terms of reference The review is accepted by the Minister as an authoritative and unbiased study	In progress Final report due December 2025 A number of research pieces produced to support RRIP as outlined in 'Year in review' section	Not applicable Not a review year
	Our research and analysis identify areas of policies that work well or that may need further consideration, development or adjustment	Publish at least three research or analysis pieces each year	Achieved Published more than three papers Details outlined in 'Year in review' section	Achieved
 Trusted information Informed debate around retirement issues	Use research and analysis to explain key challenges facing people in retirement	Share all research and analysis studies with relevant stakeholders and publish on our website	Achieved Details outlined in 'Year in review' section	Achieved
		Secure media coverage for all major studies	Achieved Details outlined in 'Year in review' section	Achieved
 Informed advocacy The Retirement Commission is seen as an independent and principled voice on retirement issues	Be recognised subject matter experts on retirement issues	Provide or initiate media commentary on key retirement issues. The majority of respondents in an annual sector stakeholder survey agree that the Retirement Commission provides an independent and principled voice	Achieved Details outlined in 'Year in review' section	Achieved

Retirement Villages

The outcomes we seek	Actions we will undertake	How these are measured	2024/2025	2023/2024
 Trusted information The Government is kept well informed on retirement village issues and experiences	Conduct an annual investigation relating to retirement villages	Publish the annual investigation report and share with stakeholders, including Government	Achieved Details outlined in 'Year in review' section	Achieved
 Trusted information Residents can access a fair and robust disputes process if they need to	Provide residents and their families with informal advice on options for dispute resolution	Publish disputes information on our website	Achieved Details outlined in 'Year in review' section	Achieved
 Trusted information People weighing up retirement village living can access impartial information	Ensure information about dispute panellists and dispute decisions is publicly available	Publish information about dispute panellists and dispute decisions on our website	Achieved Details outlined in 'Year in review' section	Achieved
	Supply independent information through Sorted	Publish information on our website	Achieved Details outlined in 'Year in review' section	Achieved

Financial Wellbeing

The outcomes we seek	Actions we will undertake	How these are measured	2024/2025	2023/2024
 Collective impact National Strategy partners work together to help people understand money	Use the National Strategy to drive collaboration on initiatives to improve people's financial wellbeing	Deliver and report on initiatives identified in the National Strategy in the National Strategy's annual report	Achieved A six-month progress report was published on the new strategy	Achieved
	Provide financial wellbeing insights from our research to National Strategy partners	Share research insights at least biannually	Achieved Insights shared through Connection Series events and monthly newsletters	Achieved
 Trusted information Sorted content helps improve financial wellbeing	Develop and supply trusted and valued financial education and information to Sorted audiences	Provide evidence in each Te Ara Ahunga Ora annual report from surveys and evaluations that our financial education and information is trusted and valued	Achieved Details outlined in 'Year in review' section	Achieved
		Include an initiative for Māori audiences in each year's SPE	Achieved Details outlined in 'Year in review' section	Achieved
 Collective impact Financial education is accessible to young people	We provide age appropriate content and advocate for improved financial education opportunities as they arise	Sorted in Schools receives positive annual evaluations	Achieved Details outlined in 'Year in review' section	Achieved
		Engage proactively with any curriculum development work or relevant sector initiatives to avoid duplication and encourage collaboration	Achieved Details outlined in 'Year in review' section	Achieved

Surveys

Data from some of our performance measures from the previous tables and commentary throughout this report comes from the following surveys.

Sorted.org.nz

We conduct an annual survey of Sorted website users asking a variety of questions to assess the value of the information provided and garner further ideas for development. The following focuses on the 2025 surveying period:

- Total population size: estimated from the Insights Tracker to be 14% of New Zealand's population aged 18+: 577,276
- Total sample size (used the Sorted website in the past 12 months, from Financial Sentiment Tracker, see below): 2,303
- Māori sample size: 465 completed the survey
- Pacific Peoples sample size: 170 completed the survey
- Margin of error: +/- 2.04%.

Stakeholder Survey (including National Strategy Partners)

We conduct an annual survey of National Strategy Stakeholders and Partners. In this instance, our stakeholders include National Strategy partners representing the financial services sector, government agencies, industry professionals, academics and other organisations. The following focuses on the 2025 surveying period (June 2025):

- Total population size: 1,498 surveys distributed to the combined Stakeholder and Partner database
- Total sample size: 96
- Margin of error: +/-9.6%.

Cultural Capability Survey:

- Total population: 37 employees
- Sample size of complete surveys: 35
- Margin of error: +/-3.904%.

Financial Sentiment Tracker

We conduct an 'always-on' online, self-completion survey distributed to approximately 750 people aged 18+ in New Zealand each quarter. The survey explores attitudes and behaviour regarding money, KiwiSaver, NZ Super and our Sorted brand. Māori and Pacific population is oversampled to enable more robust analysis of these subgroups.

- Total population size (New Zealand, aged 18+ estimated, 2024, StatsNZ): 4,123,400
- Total sample size (completed the survey in the past 12 months, July 2024–June 2025): 3,353
- Māori sample size: 715 completed the survey
- Pacific Peoples sample size: 358 completed the survey
- Margin of error: +/- 1.7%.

Financial information



Independent auditor's report

Pūrongo kaiarotake motuhake



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INDEPENDENT AUDITOR'S REPORT TO THE READERS OF TE ARA AHUNGA ORA RETIREMENT COMMISSION'S ANNUAL FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION FOR THE YEAR ENDED 30 JUNE 2025

The Auditor-General is the auditor of Te Ara Ahunga Ora Retirement Commission (the Retirement Commission). The Auditor-General has appointed me, Geoff Potter, using the staff and resources of BDO Wellington Audit Limited, 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 on pages 48 to 70;
- the performance information that consists of:
 - the statement of performance for the year ended 30 June 2025 on page 36 and pages 40 to 42; and
 - the end-of-year performance information for appropriations for the year ended 30 June 2025 on pages 37 to 39.

Opinion

In our opinion:

- The annual financial statements of the Retirement 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 Public Benefit Entity International Public Sector Accounting Standards Reduced Disclosure Regime.
- The statement of performance fairly presents, in all material respects, the Retirement 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 Retirement Commission for each class of reportable outputs; determined in accordance with generally accepted accounting practice in New Zealand; and
 - fairly presents, in all material respects, for each class of reportable outputs:
 - the actual performance of the Retirement 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 Retirement 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 International Public Sector Accounting Standards Reduced Disclosure Regime.
- The end-of-year performance information for appropriations:
 - provides an appropriate and meaningful basis to enable readers to assess what has been achieved with the appropriation; determined in accordance with generally accepted accounting practice in New Zealand; and
 - fairly presents, in all material respects:

Independent auditor's report

Pūrongo kaiarotake motuhake



BDO Wellington Audit Limited

- 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
- o complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity International Public Sector Accounting Standards Reduced Disclosure Regime.

Our audit was completed on 17 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 Commissioner for the annual financial statements and the performance information

The Commissioner is responsible on behalf of the Retirement Commission for preparing:

- Annual financial statements that fairly present the Retirement Commission's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- A statement of performance that:
 - o provides an appropriate and meaningful basis to enable readers to assess the actual performance of the Retirement Commission for each class of reportable outputs; determined in accordance with generally accepted accounting practice in New Zealand;
 - o fairly presents, for each class of reportable outputs:
 - the actual performance of the Retirement 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 Retirement Commission's statement of performance expectations for the financial year; and
 - o complies with generally accepted accounting practice in New Zealand.
- End-of-year performance information for appropriations that:
 - o provides an appropriate and meaningful basis to enable readers to assess what has been achieved with the appropriation; determined in accordance with generally accepted accounting practice in New Zealand;
 - o fairly presents what has been achieved with the appropriation;
 - o fairly presents 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
 - o complies with generally accepted accounting practice in New Zealand.

Independent auditor's report

Pūrongo kaiarotake motuhake



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The Commissioner is responsible for such internal control as they determine is necessary to enable them 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 Commissioner is responsible on behalf of the Retirement Commission for assessing the Retirement Commission's ability to continue as a going concern.

The Commissioner'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 Retirement Commission's statement of performance expectations or to the Estimates of Appropriations for the Government of New Zealand for the Year Ending 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 Retirement Commission's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioner.
- We evaluate whether the statement of performance and the end-of-year performance information for appropriations:

Independent auditor's report

Pūrongo kaiarotake motuhake



BDO Wellington Audit Limited

- provide an appropriate and meaningful basis to enable readers to assess the actual performance of the Retirement Commission in relation to the actual performance of the Retirement Commission (for the statement of performance) and what has been achieved with the appropriation by the Retirement Commission (for the end-of-year performance information for appropriations). We make our evaluation by reference to generally accepted accounting practice in New Zealand; and
- fairly present the actual performance of the Retirement Commission and what has been achieved with the appropriation by the Retirement Commission for the financial year.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Commissioner.
- 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 Commissioner 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 Commissioner 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 Retirement 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 Retirement Commission.

Geoff Potter
BDO WELLINGTON AUDIT LIMITED
On behalf of the Auditor-General
Wellington, New Zealand

BDO
BDO WELLINGTON

Audited financial statements

Tauaki ahumoni kua arotakea

Statement of Comprehensive Revenue & Expenses

For the 12 months ended 30 June 2025

	Note	Actual 2024/25	Unaudited budget 2024/25	Actual 2023/24
Revenue from Non-exchange Transactions				
Revenue from Crown Appropriation		\$8,222,000	\$8,222,000	\$8,622,000
Other Non-exchange Revenue	2	\$0	\$0	\$770,715
Revenue from Exchange Transactions				
Interest Revenue		\$222,076	\$130,000	\$292,399
Other Exchange Revenue	2	\$226,659	\$35,000	\$332,308
Total Revenue		\$8,670,735	\$8,387,000	\$10,017,422
Expenditure				
Personnel Costs	6	\$5,333,289	\$5,381,500	\$5,180,999
Depreciation & Amortisation	11, 12	\$305,858	\$306,000	\$330,992
Other Operating Costs	3	\$807,175	\$955,224	\$977,671
Financial Wellbeing activities	4	\$610,216	\$625,000	\$1,255,758
Other Expenses	5	\$1,812,836	\$1,910,000	\$2,615,628
Total Expenditure		\$8,869,374	\$9,177,724	\$10,361,048
Surplus/(Deficit)		(\$198,639)	(\$790,724)	(\$343,626)
Total Comprehensive Revenue/ (Expenditure)		(\$198,639)	(\$790,724)	(\$343,626)

Explanations of significant variances against budget are detailed in note 19. The Statement of Accounting Policies and the Notes to the Financial Statements form an integral part of these financial statements.

Statement of Financial Position

As at 30 June 2025

	Note	Actual 2024/25	Unaudited budget 2024/25	Actual 2023/24
Assets				
Current Assets				
Cash and Cash Equivalents	8	\$492,651	\$533,093	\$728,197
Term Investments	10	\$2,650,000	\$1,700,000	\$2,760,865
Receivables	9	\$61,047	\$70,000	\$74,181
Prepayments		\$90,976	\$55,000	\$72,355
GST Receivable		\$106,416	\$150,000	\$160,130
Total Current Assets		\$3,401,090	\$2,508,093	\$3,795,728
Non-Current Assets				
Property, Plant & Equipment	11	\$153,914	\$134,482	\$157,356
Intangible Assets	12	\$295,287	\$392,884	\$381,459
Total Non-Current Assets		\$449,201	\$527,366	\$538,815
Total Assets		\$3,850,291	\$3,035,459	\$4,334,543
Liabilities				
Current Liabilities				
Creditors and Other Payables	13	\$236,961	\$259,949	\$418,534
Revenue Received in Advance		\$0	\$0	\$42,957
Lease Incentive Liability	7	\$48,768	\$48,767	\$85,343
Employee Entitlements	14	\$330,708	\$365,000	\$355,216
Total Current Liabilities		\$616,437	\$673,716	\$902,050
Total Liabilities		\$616,437	\$673,716	\$902,050
Net Assets		\$3,233,854	\$2,361,743	\$3,432,493
Public Equity				
Capital Contribution		\$200,000	\$200,000	\$200,000
Accumulated Surplus		\$3,033,854	\$2,161,743	\$3,232,493
Total Public Equity		\$3,233,854	\$2,361,743	\$3,432,493

Explanations of significant variances against budget are detailed in note 19. The Statement of Accounting Policies and the Notes to the Financial Statements form an integral part of these financial statements.

Statement of Changes in Equity

For the year ended 30 June 2025

	Actual 2024/25	Unaudited budget 2024/25	Actual 2023/24
Public Equity at 1 July	\$3,432,493	\$3,152,467	\$3,776,119
Total Comprehensive Revenue / (Expenditure) for the year	(\$198,639)	(\$790,724)	(\$343,626)
Public Equity as at 30 June	\$3,233,854	\$2,361,743	\$3,432,493
Comprised of the following funds:			
Capital contribution as at 1 July	\$200,000	\$200,000	\$200,000
Movement in capital contribution	\$0	\$0	\$0
Total Capital contribution at 30 June	\$200,000	\$200,000	\$200,000
Accumulated Surplus as at 1 July	\$3,232,493	\$2,952,467	\$3,576,119
Movement in accumulated surplus	(\$198,639)	(\$790,724)	(\$343,626)
Total Accumulated surplus at 30 June	\$3,033,854	\$2,161,743	\$3,232,493

Explanations of significant variances against budget are detailed in note 19. The Statement of Accounting Policies and the Notes to the Financial Statements form an integral part of these financial statements.

Statement of Cash Flows

For the 12 months ended 30 June 2025

	Actual 2024/25	Unaudited budget 2024/25	Actual 2023/24
Cash Flows From Operating Activities			
Cash Was Provided From:			
Receipts from Crown Appropriation	\$8,222,000	\$8,222,000	\$8,622,000
Other Crown Receipts	\$152,630	\$35,000	\$1,127,193
Other Income	\$25,233	\$26,087	\$48,449
Interest Received	\$239,120	\$166,238	\$240,512
	\$8,638,983	\$8,449,325	\$10,038,154
Cash Was Applied To:			
Payments to Suppliers and Employees	(\$8,824,793)	(\$8,916,299)	(\$9,913,955)
Net GST (Paid) / Received	\$53,713	\$52,463	\$86,147
	(\$8,771,080)	(\$8,863,836)	(\$9,827,808)
Net Cash Flows From Operating Activities	(\$132,097)	(\$414,511)	\$210,346
Cash Flows From Investing Activities			
Cash Was Provided From:			
Term Investments	\$2,760,865	\$2,760,865	\$1,500,000
Receipts from sale of Property, Plant & Equipment	\$1,930	\$0	\$0
	\$2,762,795	\$2,760,865	\$1,500,000
Cash Was Applied To:			
Term Investments	(\$2,650,000)	(\$1,700,000)	(\$1,060,865)
Purchase of Property, Plant & Equipment	(\$80,166)	(\$49,014)	\$0
Purchase of Intangible Assets	(\$136,078)	(\$174,334)	(\$242,129)
	(\$2,866,244)	(\$1,923,348)	(\$1,302,994)
Net Cash Flows From Investing Activities	(\$103,449)	\$837,517	\$197,006
Net Increase / (Decrease) In Cash Held	(\$235,546)	\$423,006	\$407,352
Plus cash at the start of the year	\$728,197	\$110,087	\$320,845
Cash Held At The End Of The Year	\$492,651	\$533,093	\$728,197
Represented by:			
Cash and Cash Equivalents	\$492,651	\$533,093	\$728,197
Cash held at the end of the year	\$492,651	\$533,093	\$728,197

The net GST component of operating activities reflects the net GST paid and received with Inland Revenue and has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes.

Explanations of significant variances against budget are detailed in note 19. The Statement of Accounting Policies and the Notes to the Financial Statements form an integral part of these financial statements.

Notes to the financial statements

Kupu tāpiri ki ngā tauaki ahumoni

Who is The Retirement Commission and what is the basis of Financial Statement preparation?

Note 1 – Statement of Accounting Policies

Reporting Entity

The Retirement Commissioner is appointed under the New Zealand Superannuation and Retirement Income Act 2001 and the Crown Entities Act 2004. The current Retirement Commissioner was initially appointed for a three year term commencing 10th February 2020, with a three year renewal effective from 10th February 2023.

The Retirement Commissioner is an autonomous Crown Entity defined by the Crown Entities Act 2004, is domiciled in New Zealand and its ultimate parent is the New Zealand Crown. The Retirement Commission is the office of the Retirement Commissioner.

The Office of the Retirement Commissioner is a public benefit entity for the purposes of the New Zealand equivalent to the International Public Sector Accounting Standards (IPSAS).

The principle activities of The Retirement Commission are to:

- Help New Zealanders improve their financial capability and better prepare for retirement;
- Raise awareness of retirement income policy issues, monitoring and reporting on the effects and effectiveness of retirement income policies; and
- Monitor the provisions of the Retirement Villages Act and administer the Retirement Villages Act disputes process.

The financial statements for the Retirement Commission are for the year ended 30 June 2025, and were approved by the Retirement Commissioner on 17 October 2025.

Basis of Preparation

Statement of Compliance and Measurement Base

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

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the year.

The financial statements comply with the Tier 2 Public Benefit Entities Accounting Standards Reduced Disclosure Regime (PBE Standards RDR).

The Retirement Commission qualifies for PBE Standards RDR reporting as it is not publicly accountable and has expenses greater than \$5m but less than \$33m.

Presentational and Functional Currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of The Retirement Commission is New Zealand dollars.

Standards issued and not yet effective and not early adopted

There are no standards issued and not yet effective.

Summary of Significant Accounting Policies

Goods and Services Tax

All items in the financial statements are exclusive of goods and services tax (GST). 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 is included as part of current assets or current liabilities in the Statement of Financial Position. The net GST paid to, or received from the Inland Revenue, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

Income Tax

The Retirement Commission is a public authority and consequently is exempt from the payment of income tax. Accordingly, no provision has been made for income tax.

Budget Figures

Budget figures are derived from the Retirement Commission's Statement of Performance Expectations for the financial year ending 30 June 2025. The budget figures have been prepared in accordance with NZ GAAP, with accounting policies that are consistent with those adopted by the Retirement Commission for the preparation of these financial statements.

Capital Management

The Retirement Commission's capital is its equity, which is comprised of accumulated funds and capital contribution. Equity is represented by net assets.

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

The Retirement Commission has complied with the financial management requirements of the Crown Entities Act 2004 during the year.

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

Cost Allocation Policy

The Retirement Commission has determined the cost of outputs using the cost allocation system outlined below.

- Direct costs are those costs directly attributed to an output. Indirect costs are those costs that cannot be identified in an economically feasible manner with a specific output.
- Direct costs are charged directly to outputs. Indirect costs are allocated using predetermined percentages based on the previous period actual spent for each output class, and/or percentages based on estimated actual output.

Accounting Estimates and Assumptions

In preparing these financial statements, the Retirement Commission has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and 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 to Note 11.
- Useful lives of software and website assets – refer to Note 12.

Judgements in applying accounting policies

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

- Leases classification – refer to Note 7.

Other Significant Accounting Policies

Other Significant Accounting Policies are included in the notes to which they relate.

Changes in Accounting Policies and Accounting Standards

There have been no changes in accounting policies for the year end 30 June 2025.

Amendments to PBE IFRS 17 are effective for reporting periods from 1 January 2026. The Retirement Commission has not yet determined the impact of amendments to this accounting standard, but does not expect any significant impact. The Retirement Commission does not plan to early adopt this standard.

How is The Retirement Commission funded?

Note 2 – Revenue

Non-Exchange Revenue

Non-exchange transactions are those where the Retirement Commission receives an inflow of resources (i.e. cash) but provides no (or nominal) direct consideration in return.

Inflows of resources from non-exchange transactions are only recognised as assets where both:

- It is probable that the associated future economic benefit or service potential will flow to the entity, and
- Fair value is reliably measurable.

Inflows of resources from non-exchange transactions that are recognised as assets are recognised as non-exchange revenue, to the extent that a liability is not recognised in respect to the same inflow.

Liabilities are recognised in relation to inflows of resources from non-exchange transactions when there is a resulting present obligation as a result of the non-exchange transactions, where both:

- It is probable that an outflow of resources embodying future economic benefit or service potential will be required to settle the obligation, and
- The amount of the obligation can be reliably estimated.

Exchange Revenue

Exchange transactions are those where the Retirement Commission receives an inflow of resources (i.e. cash) and provides approximately equal direct consideration in return.

Inflows of resources from exchange transactions are recognised as assets to the extent of the services rendered. Exchange revenue is measured at the fair value of the consideration received or receivable.

Funding from the Crown

Funding from the Crown is recognised as revenue when earned and is reported in the financial period to which it relates. Revenue is measured at the fair value of consideration received or receivable.

The Retirement Commission has been provided with funding from the Crown for specific purposes as set out in its founding legislation and the scope of a single Government appropriation. Apart from these general restrictions, there are no unfulfilled conditions or contingencies attached to Government funding.

Interest Revenue

Interest revenue is recognised by accruing on a time proportion basis the interest due for the investment.

Other Revenue

The Retirement Commission received other funding from Crown and non-Crown entities to contribute towards the provision of services. Other revenue is a combination of exchange and non-exchange transactions, as defined in the table below.

Breakdown of Other Revenue

	Actual 2024/25	Actual 2023/24
Other Revenue from non-exchange transactions		
Community Programmes	\$0	\$750,000
Other Revenue	\$0	\$20,715
Total other Revenue from non-exchange transactions	\$0	\$770,715
Other Revenue from exchange transactions		
Sorted Workplace Programme	\$16,751	\$57,676
Community Programmes	\$156,229	\$208,207
Other Revenue	\$53,679	\$66,425
Total other Revenue from exchange transactions	\$226,659	\$332,308
Total Other Revenue	\$226,659	\$1,103,023

How does the Commission spend the funds?

Note 3 - Other Operating Costs

Accounting Policy

Expenses are recognised in the period to which they relate

Other Operating Costs

	Actual 2024/25	Actual 2023/24
Retirement Commissioner	\$11,543	\$8,310
Other Operating Costs		
Professional service fees	\$8,993	\$31,556
Other consultants	\$22,729	\$170,250
Travel and entertainment	\$18,912	\$19,728
Auditor remuneration	\$48,093	\$46,800
Office equipment lease	\$6,173	\$9,090
Insurance	\$23,079	\$21,961
Loss on disposal of assets	\$0	\$0
Other property expenses	\$116,262	\$106,816
Building operating lease expense	\$248,569	\$279,032
General office supplies	\$6,944	\$5,859
Technology	\$295,878	\$278,269
Total Other Operating Costs	\$807,175	\$977,671

Note 4 – Financial Wellbeing activities

Accounting Policy

Expenses are recognised in the period to which they relate.

Account	Actual 2024/25	Actual 2023/24
Financial Wellbeing activities		
Education (Schools)	\$213,480	\$341,631
Community	\$61,205	\$169,602
Pacific Pathways to Home Ownership	\$257,036	\$507,604
Sorted Workplaces (programme delivery)	\$36,903	\$95,878
National Strategy	\$41,592	\$141,043
Total Financial Wellbeing activities	\$610,216	\$1,255,758

Note 5 – Other Expenses

Accounting Policy

Expenses are recognised in the period to which they relate.

Account	Actual 2024/25	Actual 2023/24
Other Expenses		
Kaihautū/Māori Development	\$30,059	\$38,942
Research	\$171,520	\$298,501
Marketing & Communications	\$1,335,504	\$2,130,709
Retirement Villages	\$56,435	\$44,231
Review of Retirement Income Policy	\$219,318	\$103,245
Total Other - Expenses	\$1,812,836	\$2,615,628

Note 6 – Personnel Costs

Breakdown of personnel costs and further information

Personnel Costs	Note	Actual 2024/25	Actual 2023/24
Salaries and Wages		\$4,915,585	\$4,619,780
Employer contributions to Superannuation schemes		\$287,351	\$276,652
Increase/(Decrease) in employee entitlements	14	(\$24,509)	\$12,555
		\$5,178,427	\$4,908,987
ACC Levies		\$8,693	\$8,093
Professional development, subscriptions, training, & miscellaneous		\$96,699	\$137,764
Contractors and temp staff		\$48,200	\$108,990
Recruitment costs		\$1,270	\$17,165
Total Personnel Costs		\$5,333,289	\$5,180,999

For further information regarding employee remuneration refer to Section 2 'Year in review' on page 33

Note 7 – Operating Leases

Accounting Policy

Operating Leases

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.

Commitments existing for non-cancellable operating leases as follows:

Operating Leases	Actual 2024/25	Actual 2023/24
Not later than one year	\$283,064	\$282,344
Later than one year and not later than five years	\$139,842	\$403,211
Later than five years	\$0	\$0
Total Operating Leases	\$422,906	\$685,555
Auckland Office Lease	\$255,682	\$444,375
Auckland Carpark Lease	\$14,883	\$25,867
Photocopier Lease	\$18,697	\$2,057
Hamilton Desk Lease	\$0	\$6,321
Tauranga Desk Lease	\$0	\$1,395
Wellington Office Lease	\$132,647	\$205,540
Wellington Carpark Lease	\$997	\$0
Total Operating Leases	\$422,906	\$685,555

On 1 November 2020 the Retirement Commission leased new premises in Auckland for an initial term of 5 years with 1 right of renewal for another 5 years. During the 2023/2024 year a 1 year extension of the initial term was executed, giving a final expiry date of 31 October 2031.

Our photocopier lease ended in the 2024/2025 year and we have committed to a new lease for a period ending 1 November 2029.

The Retirement Commission does not have the option to purchase the leased assets at the expiry of the lease periods.

On 1 April 2023 the Retirement Commission entered into a contract to lease a premise in Wellington for a term of 4 years with 1 right of renewal with final expiry being 31 March 2031.

On 1 September 2024 the Retirement Commission commenced a single carpark lease in Wellington for a period of 12 months.

Lease Incentives

As part of the agreement to lease its Auckland office, the Retirement Commission received capital contribution payments from the premises landlord as an incentive.

Capital contribution payments received from landlords are amortised over the life of the lease where the assets are owned by the Retirement Commission and recognised as a reduction of rental expense over the lease term.

Note 8 – Cash and Cash Equivalents

Accounting Policy

Cash and cash equivalents comprise cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

Breakdown of Cash and Cash Equivalents

	Actual 2024/25	Actual 2023/24
Cheque & Savings Account	\$492,651	\$728,197
Total Cash and Cash Equivalents	\$492,651	\$728,197

While cash and cash equivalents at 30 June 2025 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because any estimated loss allowance for credit losses is trivial.

Note 9 – Receivables

Short-term receivables are recorded at the amount due, less an allowance for credit losses (if applicable). The Retirement Commission applies the simplified expected credit loss model of recognising lifetime expected credit losses for receivables. In measuring expected credit losses, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due. 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.

Receivables	Actual 2024/25	Actual 2023/24
Receivables from the sale of goods and services (exchange transactions)		
Aged receivables	\$3,965	\$56
Accrued interest	\$57,082	\$74,125
Debtor accrual	\$0	\$0
Total Receivables	\$61,047	\$74,181

In line with PBE IPSAS 41, Aged receivables and Debtor Accrual have been classified as exchange transactions and aged receivables in the form of grants are recognised as non-exchange transactions.

The carrying value of receivables approximates their face value. A breakdown of aged trade receivables is detailed below:

Aged Receivables	Actual 2024/25	Actual 2023/24
Past Due Days		
Current	\$3,965	\$56
< 6 months	\$0	\$0
6 months - 1 year	\$0	\$0
1 - 2 years	\$0	\$0
> 2 years	\$0	\$0
Estimates of Losses	\$0	\$0
Impaired Credit Loss	\$0	\$0
Total Aged Debtors	\$3,965	\$56

All receivables greater than 6 months in age are considered to be past due. The Retirement Commission has assessed that no credit loss allowance is required for 2024/25 (2023/24: \$nil) under PBE IPSAS 41.

Note 10 – Term Investments

Accounting Policy

Bank term deposits

Bank term deposits are initially measured at the amount invested. Interest is subsequently accrued and added to the investment balance. A loss allowance for expected credit losses is recognised if the estimated loss allowance is not trivial.

Term deposits

The Retirement Commission considers there has not been a significant increase in credit risk for investments in term deposits because the issuer of the investment continues to have low credit risk at balance date. Term deposits are held with banks that have a long-term AA- investment grade credit rating, which indicates the bank has a very strong capacity to meet its financial commitments. No loss allowance for expected credit losses has been recognised because the estimated 12-month expected loss allowance for credit losses is trivial. The carrying amounts of term deposits with maturities of 12 months or less approximate their fair value.

Property, Plant & Equipment and Intangible Assets

Note 11 – Property, Plant & Equipment

Accounting policy

Property, plant, and equipment consists of five asset classes (Leasehold Improvement, Furniture and Fittings, Office Equipment, Computer Equipment and Telecommunications), which are all measured at cost less accumulated depreciation and impairment losses.

Additions

In most instances, assets are capitalised on purchase. Capital work in progress is recognised at cost and is not depreciated until the assets are operating in a manner intended by management, at which time the costs are transferred to the appropriate Property, Plant & Equipment asset.

The cost of an item of Property, Plant & 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 Retirement Commission and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction it is recognised at its fair value as at the date of acquisition.

Subsequent costs

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 Retirement Commission and the cost of the item can be measured reliably. The costs of day-to-day servicing of Property, Plant & Equipment are recognised in the Statement of Comprehensive Revenue & Expenses as they are incurred.

Disposals/Capitalisation

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the Statement of Comprehensive Revenue & Expenses.

Depreciation

Depreciation is calculated on a straight-line basis on Property, Plant & Equipment once it is in the location and condition necessary for its intended use so as to write off its cost or valuation over its expected useful life to its estimated residual value. The following estimated useful lives and rates are used in the calculation of depreciation:

Telecommunications	3.3 years	30%
Furniture & Fittings	3.3 – 11.8 years	8.5% – 30.0%
Computer Equipment	1.33 – 5.8 years	17.5% – 75.42%
Office Equipment	1.5 – 10.4 years	9.6% – 67.0%
Leasehold Improvements	2.58 – 5 years	20.0% – 38.71%

Leasehold improvements are depreciated over the unexpired period of the lease.

Impairment of Property, Plant & Equipment

The Retirement 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 & Equipment that have finite useful lives are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which 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.

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.

Critical accounting estimates and assumptions

Estimating useful lives and residual values of property, plant, and equipment

At each balance date, the useful lives and residual values of property, plant, and equipment are reviewed and adjusted if applicable. Assessing the appropriateness of useful life and residual value estimates of property, plant, and equipment requires a number of factors to be considered such as the physical condition of the asset and expected period of use of the asset by the Retirement Commission.

An incorrect estimate of the useful life or residual value will affect the depreciation expense recognised in the surplus or deficit, and carrying amount of the asset in the statement of financial position. The Retirement Commission minimises the risk of this estimation uncertainty by:

- Physical inspection of assets;
- Considers asset replacement for critical IT equipment (e.g. laptops) as technology advances and assets reach useful life;

The Retirement Commission has not made significant changes to past assumptions concerning useful lives, depreciation methods and residual values.

Property, Plant & Equipment	Leasehold Improvements	Furniture & Fittings	Computer Equipment	Telecommunications	Office Equipment	Total
Gross Carrying Amount						
Balance at 1 July 2023	\$217,149	\$168,533	\$254,717	\$22,318	\$69,822	\$732,539
Additions	\$0	\$0	\$0	\$0	\$0	\$0
Disposals	\$0	\$0	(\$1,811)	\$0	\$0	(\$1,811)
Balance at 30 June 2024	\$217,149	\$168,533	\$252,906	\$22,318	\$69,822	\$730,728
Additions	\$0	\$0	\$78,458	\$0	\$1,708	\$80,166
Disposals	\$0	\$0	(\$37,710)	\$0	(\$1,333)	(\$39,043)
Balance at 30 June 2025	\$217,149	\$168,533	\$293,654	\$22,318	\$70,197	\$771,851
Accumulated Depreciation						
Balance at 1 July 2023	\$113,130	\$62,629	\$219,661	\$16,752	\$67,899	\$480,071
Depreciation Expense	\$44,581	\$16,649	\$28,459	\$4,815	\$608	\$95,112
Elimination on Disposal	\$0	\$0	(\$1,811)	\$0	\$0	(\$1,811)
Balance at 30 June 2024	\$157,711	\$79,278	\$246,309	\$21,567	\$68,507	\$573,372
Depreciation Expense	\$44,581	\$15,597	\$21,310	\$750	\$1,370	\$83,608
Elimination on Disposal	\$0	\$0	(\$37,710)	\$0	(\$1,333)	(\$39,043)
Balance at 30 June 2025	\$202,292	\$94,875	\$229,909	\$22,317	\$68,544	\$617,937
Carrying Amount						
At 30 June 2023	\$104,019	\$105,904	\$35,056	\$5,566	\$1,923	\$252,468
At 30 June 2024	\$59,438	\$89,255	\$6,597	\$751	\$1,315	\$157,356
At 30 June 2025	\$14,857	\$73,658	\$63,745	\$1	\$1,653	\$153,914

Capital Commitments

There are no property, plant and equipment capital commitments at 30 June 2025 (2024/24: \$Nil).

Note 12 – Intangible Assets

Accounting Policy

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include software development, employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised as an expense when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs that are directly associated with the development of interactive aspects of the Retirement Commission's websites are capitalised. They are recognised as capital work in progress until the website is operating in the manner intended by management, at which time the costs are transferred to the appropriate intangible asset.

Costs associated with maintaining and advertising the Retirement Commission's websites are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date when the asset is derecognised. The amortisation charge for each financial year is expensed in the surplus or deficit.

The following estimated useful lives and rates are used in the calculation of amortisation:

Websites	2.5 years	40%
Software	2.5 years	40%

Impairment of Intangible Assets

Intangible assets that have finite useful lives are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

It is common for intangible assets (websites and software) to progress through a stage of work in progress. Intangibles WIP is recognised at cost, and is not amortised until the asset(s) are available for use and create economic benefit for the Retirement Commission, at which time the costs are transferred to the appropriate Intangible asset class.

Critical accounting estimates and assumptions

Estimating useful lives of software assets

The Retirement Commission's intangible assets comprise various web applications which are externally developed and computer software. Website assets and computer software have a finite life, which requires the Retirement Commission to estimate their useful life. In assessing the useful lives of intangible assets, a number of factors are considered, including:

- the period of time the software or web application is intended to be in use;
- the effect of technological change on systems and platforms; and
- the expected time frame for the development of replacement systems and platforms.

Breakdown of intangible assets and further information

Intangible Assets	Websites	Computer Software	Capital work in progress	Total
Gross Carrying Amount				
Balance at 1 July 2023	\$1,720,304	\$38,974	\$31,815	\$1,791,093
Additions	\$253,594	\$0	\$20,350	\$273,944
Disposals	(\$148,958)	\$0	(\$31,815)	(\$180,773)
Balance at 30 June 2024	\$1,824,940	\$38,974	\$20,350	\$1,884,264
Additions	\$106,400	\$0	\$44,941	\$151,341
Disposals/capitalisation	(\$146,392)	\$0	(\$15,263)	(\$161,655)
Balance at 30 June 2025	\$1,784,948	\$38,974	\$50,028	\$1,873,950
Accumulated Depreciation				
Balance at 1 July 2023	\$1,376,909	\$38,974	\$0	\$1,415,883
Amortisation Expense	\$235,880	\$0	\$0	\$235,880
Elimination on Disposal	(\$148,958)	\$0	\$0	(\$148,958)
Balance at 30 June 2024	\$1,463,831	\$38,974	\$0	\$1,502,805
Amortisation Expense	\$222,250	\$0	\$0	\$222,250
Elimination on Disposal	(\$146,392)	\$0	\$0	(\$146,392)
Balance at 30 June 2025	\$1,539,689	\$38,974	\$0	\$1,578,663
Carrying Amount				
At 30 June 2023	\$343,395	\$0	\$31,815	\$375,210
At 30 June 2024	\$361,109	\$0	\$20,350	\$381,459
At 30 June 2025	\$245,259	\$0	\$50,028	\$295,287

\$50,028 of intangible WIP assets consist of \$30,528 which relates to a new Retirement Villages monitoring portal which went live on 30 September 2025. \$19,500 relates to enhancements to the Sorted in Schools website which were rolled out in August 2025.

Capital Commitments

At 30 June 2025 the Retirement Commission had \$0 (2023/24: \$77,345) of intangible capital commitments which relate to work in progress at year end. Projects in WIP have already incurred full cost of development and are awaiting launch.

Note 13 – Creditors and Other Payables

Amortised cost financial liabilities

Financial liabilities classified as amortised cost are non-derivative financial liabilities that are not classified as fair value through surplus or deficit financial liabilities.

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

Breakdown of payables

	Actual 2024/25	Actual 2023/24
Payables under exchange transactions		
Accrued Expenses and Other Payables	\$60,809	\$57,072
Trade Creditors	\$176,152	\$361,462
<i>Total payables under exchange transactions</i>	\$236,961	\$418,534
Total payables	\$236,961	\$418,534

In line with PBE IPSAS 41, Accrued expenses and Other Payables and Trade Creditors have been classified as exchange transactions.

Note 14 – Employee Entitlements

Accounting Policy

Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides 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 yet taken at balance date.

Presentation of employee entitlements

Current annual leave is classified as a current liability.

Breakdown of Employee Entitlements	Actual 2024/25	Actual 2023/24
Current portion		
Accrued Salaries and Wages	\$125,967	\$95,493
Accrued Annual Leave	\$204,741	\$259,723
<i>Total current portion</i>	\$330,708	\$355,216
Total Employee Entitlements	\$330,708	\$355,216

Note 15 – Contingencies

There are no contingent assets or liabilities at reporting date (2023/24: \$Nil).

Note 16 – Related Parties Transactions

The Retirement Commission is controlled by the Crown.

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

- within a normal supplier or client/recipient relationship; and
- on terms and conditions no more or less favorable than those that it is reasonable to expect the Retirement Commission would have adopted in dealing with the party at arms 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 operating arrangements between government agencies.

Related Party Transactions Required to be Disclosed

All related-party transactions have been entered into on an arm's-length basis. Therefore there are nil disclosures.

Key Management Personnel Compensation

Key management personnel include the Retirement Commissioner and five members of the Executive Leadership Team.

Key Management Personnel	Actual 2024/25	Actual 2023/24
Remuneration	\$1,332,174	\$1,266,017
Contributions to defined contribution plans	\$77,013	\$73,044
Full-time equivalent staff	5.80	5.71

Note 17 – Financial Instruments

Financial Instrument Categories

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

Financial Assets and Liabilities	Actual 2024/25	Actual 2023/24
Financial Assets measured at amortised cost		
Cash and Cash Equivalents	\$492,651	\$728,197
Term Investments	\$2,650,000	\$2,760,865
Receivables	\$61,047	\$74,181
Total Loans and Receivables	\$3,203,698	\$3,563,243
Financial Liabilities measured at amortised costs		
Creditors and Other Payables	\$236,961	\$418,534
Total Financial Liabilities	\$236,961	\$418,534

The Retirement Commission has access to business credit card facilities of up to \$100,000 with Westpac Bank. At 2024/25 \$25,000 of this facility is in use. We also have a Payroll Credit line of \$39,000 (unused in both 2023/24 and 2024/25).

Note 18 – Events after Balance Date

There were no significant events after the balance date.

Note 19 – Explanation of Major Variances (+/- \$25,000) against Budget

Statement of Comprehensive Revenue & Expenses

Explanation of major variances from the Retirement Commission's budgeted figures in the Statement of Performance Expectations are as follows:

The Retirement Commission posted a deficit of \$198,639 against a budgeted deficit of \$790,724 for the year end 30 June 2025. The deficit variance is due to a combination of reduced expenditure and higher revenue than budgeted. We ran a smaller deficit than originally planned, to slow the pace at which we deplete our cash reserves.

- Revenue from interest is \$92,076 more than budgeted due to term investments having balances and interest rate returns higher than anticipated.
- Other Exchange Revenue is \$191,659 more than budgeted due to funding agreements with Te Puni Kōkiri and Inland Revenue which were secured post budgeting.
- Personnel Costs are \$48,211 less than budgeted due to spending less on employee professional development than budgeted.

Other operating costs, Financial Wellbeing activities and other expenses were \$259,998 less than budgeted. Major variances within other operating costs are detailed below.

- National Strategy for Financial Capability is \$38,408 less than budgeted as we deliberately pivoted our workplan to create savings. One event was postponed to 2025/26 and other stakeholder events were moved online.
- Research is \$28,480 less than budgeted due to a portion of a KiwiSaver research project moving into 2025/26.
- Review of Retirement Income Policy expenditure is \$30,682 less than budgeted due to one project being completed in 2025/26 and another being completed internally.
- Māori Development is \$34,941 less than budgeted due to less stakeholder engagement than budgeted and staff cultural capability training being conducted internally.
- Professional service fees are \$36,257 less than budgeted due to less need for professional advice than allowed for.
- Consultancy costs are \$147,271 less than budgeted due to no corporate projects requiring consultancy and a deliberate attempt to reduce expenditure in this area.
- Community (Sorted Kāinga Ora) is \$51,205 higher than budgeted due to this programme of work not being budgeted. Funding from Te Puni Kōkiri (as detailed in revenue variance above) resulted in expenditure to undertake our community programme.
- Technology costs are \$32,428 higher than budgeted due to increasing costs of software licencing and subscriptions, as well as costs to expand an external IT security audit.

Statement of Financial Position

Overall Cash and Cash Equivalents and Term Investments are \$909,558 higher than budgeted. The main driver was a deficit of \$198,639 against a budgeted deficit of \$790,724 as well as less expenditure on capital assets than planned.

- GST receivable is \$43,584 lower than budgeted as a result of an overall underspend resulting in less GST to be returned on the May/June 2025 period than budgeted.
- Intangible Assets are \$97,597 lower than budgeted, due to less investment in website assets than originally budgeted. This was compounded by high amortisation from prior year investment.
- Employee entitlements are \$34,293 lower than budgeted due to staff taking more leave and having lower annual leave balances than expected.

Directory

He mahere tāngata

Jane Wrightson
Retirement Commissioner

Nick Thomson
Chief Operating Officer

Gemma Fulton – Finance Lead

Shristi Singh – Assistant Accountant

Nick Beard – Business Lead

Rebecca Jenner – Performance
Accountability Specialist

Sian Jones – Business Administrator

Susie Sims – People Lead

Dr Patrick Nolan
Director, Policy and Research

Dr Jo Gamble – Research Lead

Ben King – Financial Research Specialist

Dr Michelle Reyers – Policy Lead

Tristan Fluerty – Retirement
Villages Specialist

Anika Forsman
Director, Stakeholder and Communications

Tom Hartmann – Personal Finance Lead

Elizabeth O'Halloran –
Communications Lead

Georgette Hart –
Communications Specialist

Philippa Prentice – Communications
Specialist (fixed term)

Kate Hannah – Stakeholder Lead

Ana Tu'inukuafe – Stakeholder Specialist

Natalie Palmer – Stakeholder Specialist

Erin Thompson
Ngāti Rangiwewehi, Ngāi Tāmanuhiri,
Ngaati Tiipa – Kaihautū/Director,
Māori and Learning

Yasmin Frazer – Learning Lead

Claire Bailey – Learning Specialist

Donna Robinson *Waikato-Tainui, Ngāti*
Raukawa – Kaiārahi/Kaupapa Māori Lead

Marina Kawe-Peautolu *Ngāti*
Ranginui, Ngāti Kahungunu,
Ngāi Tahu – Kaitakawaenga/
Kaupapa Māori Specialist

Kimiorangi Thompson *Ngāti*
Rangiwewehi, Ngāi Tāmanuhiri,
Ngāti Kahungunu ki Wairarapa –
Kaikōkiri/Kaupapa Māori Specialist

Lexia Hansen – Māori and
Learning Administrator

Vanessa Morris
Director, Marketing

Penny Lockwood – Marketing
and Product Lead

Natasha Lavulavu – Marketing Specialist

Katie Houlihan – Marketing Specialist

Mike Crozier – Graphic Designer

Jason Gambitsis – Digital Platforms Lead

Vacant – Data and Analytics Specialist

Vee Battista – Digital Channels Specialist

Devon Connelly – CRM &
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