



**TE ARA
AHUNGA ORA**
Retirement Commission

Te Kāwanatanga o Aotearoa
New Zealand Government

Briefing to the Incoming
Minister of Commerce
and Consumer Affairs

December 2023



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Purpose

Congratulations on your appointment as Minister of Commerce and Consumer Affairs.

This briefing discusses what we do at Te Ara Ahunga Ora Retirement Commission, including our functions and operating environment, current priorities and strategic issues and opportunities.





Improving financial futures: Retirement Commissioner's introduction

I am proud to lead Te Ara Ahunga Ora Retirement Commission, a small and tightly focused Crown entity that does a big job. We aim to improve New Zealanders' financial futures, and advocate for a stable and principled system over the long term, so a better retirement is enjoyed by all.

Te Ara Ahunga Ora translates to the 'pathway to developing long-term wellbeing', and when combined with the Retirement Commission reflects the different journeys we take towards retirement and our core purpose.

In an increasingly uncertain geopolitical environment, New Zealanders face growing uncertainty and need to be economically prepared for later life. Tomorrow's retirees will be different from today's.

The Retirement Commission plays a key role in -

- providing young people with high quality financial education through Sorted in Schools - we're in over 70% of secondary schools and kura
- providing adults with independent and useful financial information and tools through the Sorted website and workplace and community programmes - with more than 1.2 million website users annually
- motivating the financial capability sector to work together to lift impact through our leadership of the National Strategy for Financial Capability
- advocating for principled long term policy stability for KiwiSaver and NZ Super so current and future retirees enjoy a dignified retirement

In the last three years I have rebuilt the agency with a tight focus and have taken special care to play to our strengths and deliver better services. This has meant that we have ceased working in areas that can be undertaken by other agencies, for example frauds and scams prevention, and maximised our own operating efficiency. We actively seek to collaborate across government where we can, for example with Inland Revenue, Te Puni Kokiri, and the Ministry for Pacific Peoples, to deliver carefully targeted financial education programmes. We also work closely with MSD, MBIE, Treasury, Ministry of Housing and Urban Development and the Office for Seniors to share ideas and information and ensure we add and do not duplicate.

One way we could all work smarter is how we prioritise and fund work to improve financial wellbeing (education, information, literacy) across the whole public sector. We started some work on this earlier in the year, trying to determine what government is and should be doing to help people help themselves. This work is currently on pause until we better understand your priorities. We learnt that there are several initiatives underway and there is little duplication. However, there is a lack of strategic connection, and we look forward to working with you to bring that direction.

A potential opportunity for that is the National Strategy for Financial Capability, one of several around the world. When I took up this position I was unconvinced that such a strategy was useful, but substantial sector consultation changed my view. With more than 500 partners and 100 organisations across the private sector, government, iwi, and the community, we have led the sharing of information, coordination of activities, delivered projects with the sector that would not have happened otherwise, and helped avoid duplication across the sector. Now we need to bring that approach to the public sector and ensure that spending on improving financial wellbeing is coordinated.

That brings us to the biggest opportunity of all - the chance to lead a meaningful debate about the retirement income system that will encourage future certainty. It's pleasing to see the consideration

the new Government is giving to policies for seniors. This includes the important role played by NZ Super. We will be issuing a new paper early next year and holding a Super Summit in Wellington on 21 March 2024 to discuss how to secure a stable and principled approach for the future. We will then do the same for KiwiSaver later in 2024. We are writing separately to the Minister of Social Development about the Super Summit and hope you will also be interested.

People need a stable and trusted retirement income system that supports and encourages them to save for their retirement, with an underpinning safety net from the state. Finding the right mix of interventions is the opportunity and challenge and in this paper we discuss some opportunities that you may wish to consider.

We look forward to working with you, understanding your priorities, and working together to support better retirement outcomes for all.

I look forward to meeting you again.



Jane Wrightson

Mana Ahungarua / Retirement Commissioner



About Te Ara Ahunga Ora Retirement Commission

Established	The Retirement Commissioner's role was established under the Retirement Income Act 1993 and continued under the New Zealand Superannuation and Retirement Income Act 2001 which sets out the Commissioner's functions, powers and duties
Governance: Retirement Commissioner	The Retirement Commissioner is appointed by the Minister of Commerce and Consumer Affairs. Jane Wrightson took up the position in February 2020 and completes her second term in February 2026
Status	Autonomous Crown Entity under the Crown Entities Act 2004
Main objective	Improving the financial futures of New Zealanders for a better retirement for all.
Key legislation	<ul style="list-style-type: none">• New Zealand Superannuation and Retirement Act 2001• Retirement Villages Act 2003• Crown Entities Act 2004
Annual budget	Appropriation \$8.6 million No general baseline increase since 2010
Ministers	Reports to Minister of Commerce and Consumer Affairs Functional links to Ministers of Social Development, Seniors, Education, and Housing
Office locations	Auckland, Wellington
Staff	38 FTEs primarily based in Auckland
Key accountability documents	Statement-of-Intent-Tauaki-Whakamaunga-Atu-2023-2026.pdf (retirement.govt.nz) 2023-2024-Statement-of-Performance-Expectations.pdf (retirement.govt.nz)

Our strategic framework

Our work is framed around information, influence, and advocacy, based on three statutory functions. It includes a three-yearly review of retirement income policies presented to the Government, and related policy thinking; leading the sector-wide National Strategy for Financial Capability to harness collective action to help New Zealanders to help themselves; supplying trusted, independent financial education and information through the Sorted suite of services; and by monitoring the regulatory framework for retirement villages.



OUR VALUES



What we do



Retirement Income

We deliver:

- An annual programme of research and analysis on retirement policy, including producing a comprehensive review of retirement income policies every three years. This has produced key research on KiwiSaver and NZ Super, including quantifying the gender pension gap for the first time (25%).
- Trusted information and advice on matters relating to the retirement system to help the Government make informed policy decisions.
- Independent research and analysis to explain key challenges facing people in retirement to relevant stakeholders and the New Zealand public. This has included conducting qualitative research on older New Zealanders sharing their lived experiences.



Retirement Villages

We deliver:

- Annual investigations relating to retirement villages. This included issuing a white paper on the legislation, prompting the review of the Retirement Villages Act currently underway.
- A variety of complaints resolution functions.
- Independent information on retirement village living through Sorted.org.nz and relevant programmes.



Financial Wellbeing

We deliver:

- The National Strategy to drive collaboration on initiatives to improve financial wellbeing. The strategy has the support of 500+ partners, many of which have played an active role in delivering the three-year action plan.
- Trusted and valued financial education and information on Sorted. The website alone attracts 1.2 million+ visits a year, and we run programmes for communities, workplaces and households reaching thousands annually.
- Age-appropriate content and advocate for improved financial education opportunities through Sorted in Schools – with 95% of teachers who use it saying they value it as a financial capability programme.

Our 2022/23 highlights

A better retirement



Published the 2022 Review of Retirement Income Policies with 16 accompanying papers



Conducted research on residents' experiences in moving out of, or within, a retirement village



Published three research reports on retirement and New Zealanders' financial capability

Improving financial futures

73%

of secondary schools and kura used Sorted in Schools resources

93%

of teachers agreed they value Sorted in Schools as a financial capability programme



Developed learning and assessment content for two new Māori Medium Achievement Standard resources for mathematics and statistics

Working together

570+

National Strategy partners across community, iwi, government, and industry worked together to help New Zealanders understand money

544

households completed the Pacific Peoples Pathways to Homeownership: five participants have already bought homes following the programme



Developed a Sorted cost-of-living hub alongside government partners, sharing tools and resources to help New Zealanders navigating rising costs

321

Published a plain language glossary covering 321 terms for the finance sector to use

216

Sorted at Work programmes delivered to 4189 participants

Getting New Zealanders Sorted



Launched three upgraded Sorted tools including the mortgage calculator, money personality quiz and goal planner

1.2M+

Financial tools, guides and blogs, used by 1.2 million+ on the Sorted website

86%

of New Zealanders find sorted.org.nz valuable



Led Sorted Money Week 2022, featuring a new community fund and te reo Māori content

23,844

new sign ups to sorted.org.nz

97%

of participants agreed they trust the information provided in Sorted at Work programmes



The retirement income system

A stable retirement income framework enables trust and confidence that older New Zealand residents can live with dignity and mana, participate in and contribute to society, and enjoy a high level of belonging and connection to their whānau, community and country.

To help current and future retirees to achieve this, a sustainable retirement income framework's purpose is twofold:

1

To provide NZ Superannuation to ensure an adequate standard of living for New Zealanders of eligible age. NZ Super is the Government's primary contribution to financial security for the remainder of a person's life.

2

To actively support New Zealanders to build and manage independent savings that contribute to their ability to maintain their own relative standard of living.

The retirement income system sits within the broader government provision of infrastructure also needed to enable older New Zealanders to live well, such as health care, housing, and transport.

Using this lens we have identified eight opportunities which we discuss in the next section. We have highlighted possible decisions you could make or could assist with.



Opportunities

1 Financial education in schools – giving young people the financial tools to help themselves

? Problem:

No formal ongoing mandate to teach financial education in schools

✓ Solution:

An agreed national approach for finance education, partnering with the sector to help

While financial education is not a compulsory part of the New Zealand Curriculum there are several organisations and well-established programmes that are teaching primary school through to secondary school-aged children about money.

There are a good range of existing tools and resources available, including lesson plans and training for teachers, many of which are aligned to the curriculum and a small number offer learning and assessment resources for Achievement Standards and Unit Standards.

The problem is the lack of a clear mandate to teach financial education in schools in what is already a busy curriculum and a generally haphazard approach when it is used. This has made it challenging to have maximum impact in schools and the uptake varies from school to school, often depending on teacher capability and confidence.

It was pleasing to see discussion around making financial education compulsory in schools surface as part of the 2023 election campaign. While it's clear no decisions have been made around what form this may take, there is an opportunity for the Government to harness the expertise and existing assets of those already operating in this space. The private sector can deliver some areas and is looking for guidance. We can help.

Since 2019 we have delivered our Te whai hua, kia ora - Sorted in Schools programme to secondary schools and kura. We focus on training the teachers and providing them with quality teaching materials. It is the first government-backed financial education programme fully aligned with the curriculum. It is taught as part of day-to-day classes in subjects as diverse as maths, social sciences, technology, English and health. We develop resources covering topics ranging from debt and money management to KiwiSaver and insurance, and train teachers to deliver the content. Through independent assessments, we know 73% of schools and kura have used Sorted in Schools in the last 12 months, and 95% of teachers value it as a financial capability programme they like to use.

Summary

We have sent a separate briefing to the Minister of Education and we hope you will support this cross-sector opportunity.

2

KiwiSaver - giving adults the financial products to help themselves

? Problem:

New Zealanders are not saving enough

✓ Solution:

Review KiwiSaver settings and consider new incentives

The purpose of KiwiSaver is a retirement savings scheme to supplement NZ Super. It is important the settings of both reflect their connection. The New Zealand savings system is relatively weak compared to other countries and KiwiSaver's purpose as a **retirement** scheme sometimes gets lost.

KiwiSaver has proven extremely popular since inception and participation rates are high. Those people who do not contribute to KiwiSaver are generally not in paid work (stay at home parents, carers, students, beneficiaries). This means there is no evidence base for compulsion.

There is room for improvement of some KiwiSaver settings and my office is drafting a policy paper to propose a number of solutions (some of which have been previously recommended in the Reviews of Retirement Income Policies but not actioned).

A key issue is the contribution rate. IRD data shows that around two thirds of people contribute at the default (minimum) rate of 3%. Our 3% minimum contribution rate to KiwiSaver (a tier 3 voluntary scheme) is low compared to other countries, especially Australia where contributions are now at 11%. Australian superannuation is a compulsory scheme (a tier 2 pension not replicated in NZ) and comes with significant incentives from the government to 'soften' its mandatory nature. These incentives currently represent 1.9% of Australian GDP, and will rise to 2.4% by 2062/3, overtaking spending on the age pension (a tier 1 pension equivalent to our NZ Super) in the 2040s.

From a savings perspective though, the Australian approach has been very successful since its introduction in the early 1990s: about 17 million Australians now own a total of about \$3.5 trillion in superannuation assets. Funds under management for 3.25 million KiwiSavers are now \$93.7 billion. This is the difference between an average customer balance of around \$200,000 AUD and \$28,000 NZD.

Another example is the limited incentives for non-employees such as business owners and contractors. Employees benefit from employer matching to a minimum of 3% but non-employees only have the small government contribution (maximum of \$521.43) as an incentive. Increasing the government contribution for non-employees is likely to be more effective as a financial incentive for them.

KiwiSaver is a crucial part of the retirement income system yet the Government does not have access to sufficient customer data to inform policy. As well as the work on contribution rates, we have recently funded two reports that provided previously unknown KiwiSaver trends, the gender savings gap appearing at a young age (under 17), and an increase in the overall gender savings gap from 20% to 25% in the last year. We now also know more about investment by risk level and age: people nearing retirement reduce their growth investment, and retirees have the most even split between fund types.

This data situation can easily be improved, if providers shared more anonymised data (ideally with the FMA), so that more detailed reporting and analysis can be undertaken. We are in conversation with the financial services industry who are open to this development.

Summary:

- work with us and the industry to develop options for change
- no evidence base for compulsory contributions
- gradually increase the contribution rate (employer and employee)
- opportunities for improvements in the scheme including better incentives
- improve access to data

3

Sorted - helping people to help themselves

Problem:

Keeping Sorted ahead of the game

Solution:

New investment and partnerships

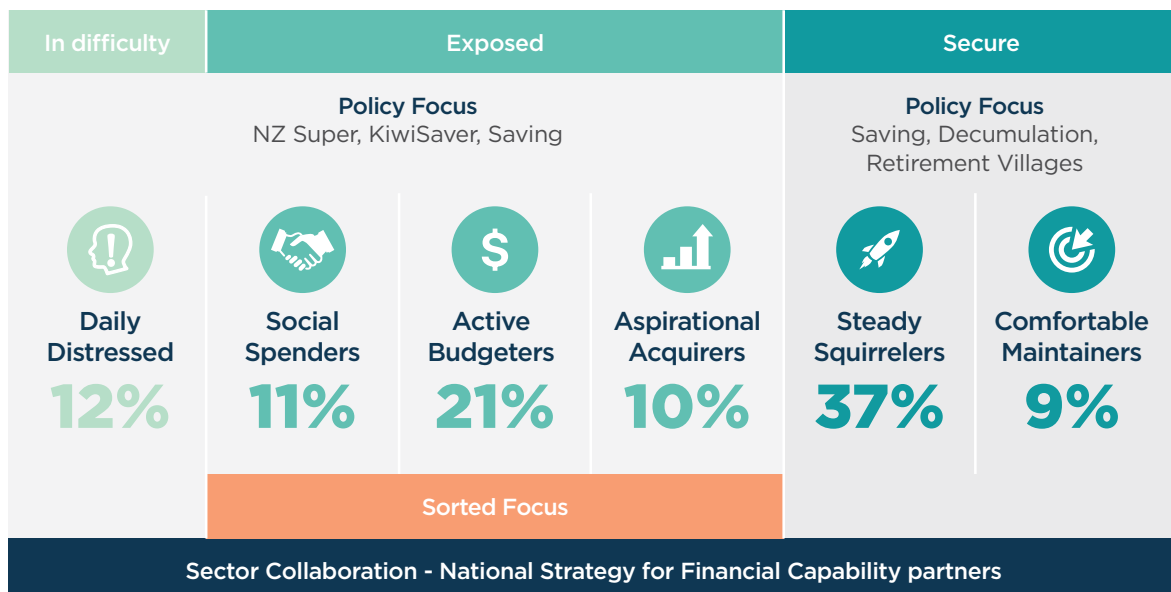
New Zealanders do not all find themselves in the same financial position. Our recent study in July 2023 showed:

- More than half of the people surveyed are feeling the pinch financially (54%) with 51% 'starting to sink, or treading water' and a further 3.5% 'sinking badly'. This marks the widest gap between those who are 'starting to swim/swimming happily' and those who are 'treading water/sinking a bit' since we started surveying back in February 2021
- The gap is widening for women compared to men in terms of optimism, financial sentiment, personal savings and savings for retirement
- Our other target audiences (Māori, Pacific people and 18-34s) remain more likely to say they experience financial stress compared to the general population
- Money continues to be a topic of conversation, and there is evidence of increasing attention being paid to finances
- There is activity at either end of the financial product continuum - increased percentage who have savings, but also increased use of Buy Now, Pay Later and credit cards, consistent with the gap between those who are financially comfortable and uncomfortable.

For more than two decades we have been providing independent and trusted financial information through Sorted. When the sorted.org.nz website launched there was nothing like it, but over the years financial information and advice, of varying quality and truthfulness, is now easily found.

Impartiality - information unconnected to specific products or services - and impeccable research is what makes Sorted unique and attracts more than 1.2 million users each year.

We segment the population into groups: people are likely to move forward and back across segments as they encounter opportunities, life events, and life shocks.



Sorted was founded on understanding the importance of behaviour change and has been a trailblazing example of a government agency establishing and promoting a trusted brand to reach and help citizens. Sorted targets the “exposed” segment – the social spenders, active budgeters, and aspirational acquirers – because these segments are both in need of information and encouragement and also have the means to act.

We speak to our target audience using an extremely small amount of money compared to other government agencies. We have a great product but insufficient marketing resource. We spend approximately \$170,000 on Sorted’s annual Money Week consumer campaign and reduce our marketing fund every three years to help fund the Review of Retirement Income Policies. By comparison, the then Health Promotion Agency’s Yeah Nah alcohol behaviour change campaign established in May 2013 invested \$7.42m (ratecard) in mainstream media over three years. More recently MSD ran the ‘It’s not OK’ - family violence campaign investing \$3.2m in 12 months.¹

The next challenge for Sorted will be to develop a customer tool to safely take advantage of open banking.

Summary

- Further investment (technology and marketing) needed to reach more New Zealanders and drive better outcomes
- New opportunities with AI and open banking
- Sorted’s impartiality gives it the edge over others in the market
- Sorted.org.nz attracts more than 1.2 million users a year.



¹ Investment in high-reach channels remains an effective and cost-efficient method of delivering awareness and rapidly establishing messaging. It’s likely that the full cost of the campaigns above would have been around double these rate card spends to include non-measured digital investment such as Google (YouTube and Search), social media and creative development and production.

4

National Strategy for Financial Capability – providing leadership

Problem:

Government agencies are not as connected as the private sector in using the Strategy

Solution:

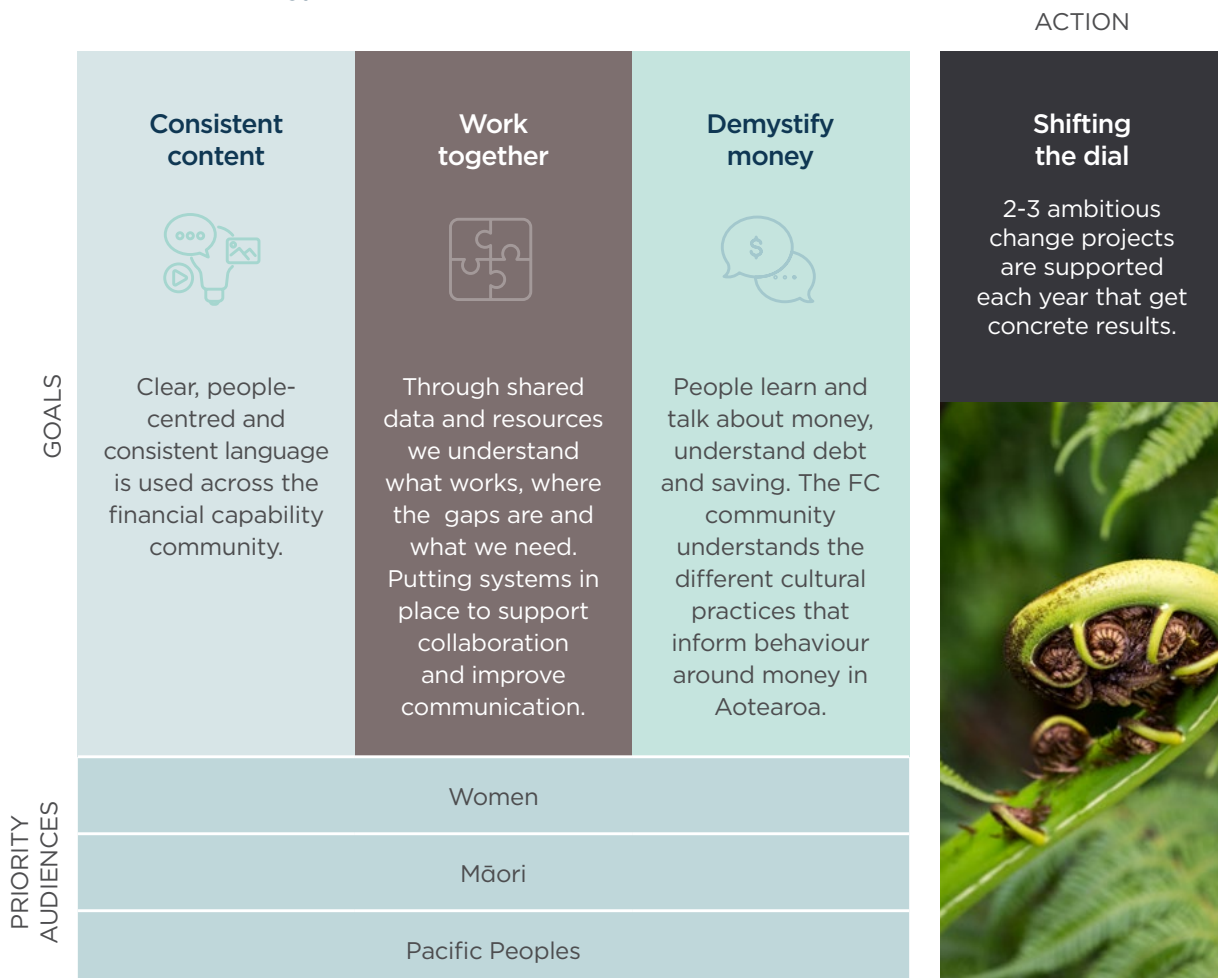
Active Ministerial support

We lead the National Strategy for Financial Capability and encourage a joined-up approach with sector partners to work on financial wellbeing initiatives with the most collective impact.

The Strategy is a key initiative connecting the financial services community. Our strategy partners number more than 500 including over 100 organisations across the private sector, government, iwi, and the community, working together to help New Zealanders understand money.

It has provided successful in rallying the sector to get behind initiatives like Sorted Money Month, as well as the sector-wide (and award winning) *De-jargonising Money* financial terms glossary. We have also asked the private sector to take the lead on strategy projects including the FSC's *It Starts with Action* campaign focused on women (astonishingly the first women's campaign for them), and a new Māori financial capability programme *Te Rito Hou* led by ourselves, Tāwhia and the NZ Banking Association.

This is the Strategy in a nutshell.



We are working on the next three-year National Strategy, which will build on the great foundations of the first. This refreshed strategy is likely to focus more keenly around sector goals:

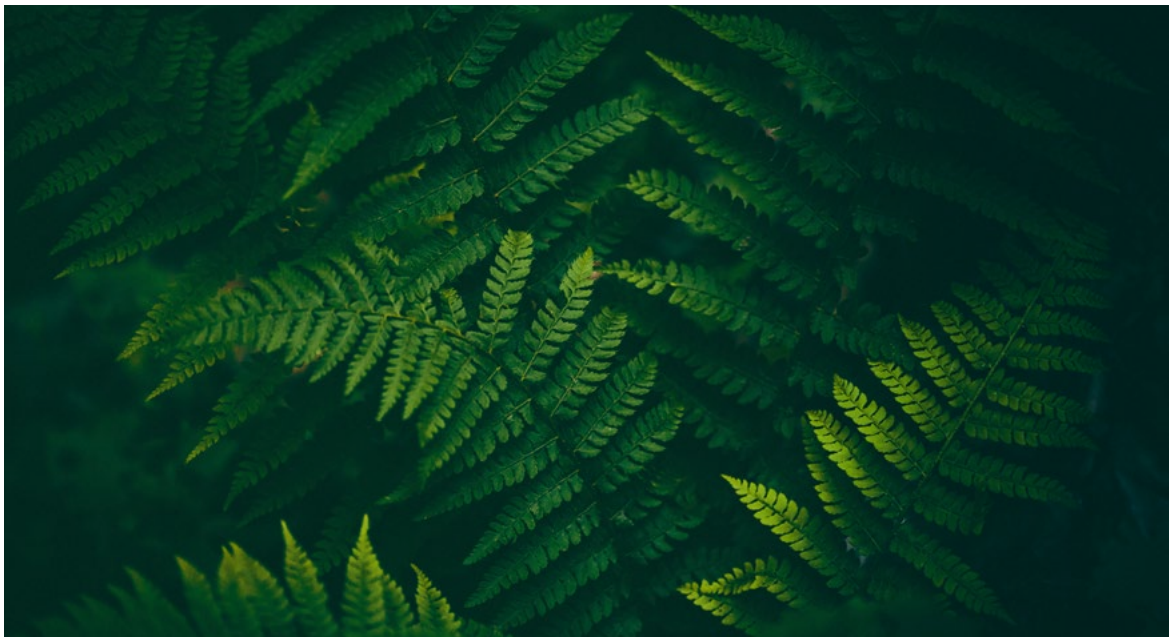
- supporting New Zealanders to **grow their money**
- helping **build resilience** to prepare them for the unexpected
- lifting financial capability through **education**
- applying collective insights to better assess the **impact of interventions**

We will be hosting a National Strategy Partners Conference in May 2024 to map out the initiatives we will work on together under those sector goals. We would like to invite you to open the conference being held in Auckland.

To date, while the private sector, iwi, and community groups have been active participants in the National Strategy, government has been less engaged. We encourage you to consider the refresh to be an opportunity to directly engage the public sector and to set your expectations for them in terms of supporting our efforts to provide people with the financial tools, products, and information to help themselves throughout their lives.

Summary

- You are invited to open the second National Strategy Partners Conference on 8 May
- The National Strategy is a powerful tool for cross-sector collaboration and action
- Work is underway on the next strategy, focusing on growth, resilience and financial education
- Opportunity to encourage stronger participation in the strategy from other government agencies



5

NZ Superannuation – dignity and mana

Problem:

Discussions around NZ Super settings are not guided by broad-based long-term thinking

Solution:

Consider new ways to achieve longer term cross-party agreement on evidence-based approaches to NZ Super

NZ Super is the Government’s primary contribution to financial security for a person’s later life and ensures an adequate standard of living for New Zealanders of eligible age.

There is discussion about the ongoing affordability of NZ Super and calls for the age of eligibility to increase. We are pleased to see the coalition Government agree to keeping the superannuation age at 65 but we understand there are a variety of views. It would benefit everyone if debates were supported with a broad range of data so that government decisions are informed by the full range of evidence.

What is also missing from the conversation is the value of NZ Super.



We are convening a summit to discuss the issues and opportunities around NZ Super on 21 March 2024 in Wellington. Key will be talking about how to make good decisions, taking a long-term lens and seeking cross-party broad agreement to help principled policy development. One way this could be done is by a legislative change to the Review of Retirement Income Policies (RRIP) terms of reference requiring us, for example, to produce a detailed impacts and environmental analysis every second or third RRIP (every 6 or 9 years). Meantime you could set us this task in the 2025 RRIP terms of reference.

To inform the discussion at the Super Summit, my office will shortly be issuing a paper on NZ Super, which represents the first of a two-part addendum to the 2022 RRIP. At the request of the previous Minister, the addendum addresses the recommendation in the 2022 RRIP to 'Establish an advisory rōpū to consider retirement income policy changes that would better support Māori in later life and lead the development of policy options to present to Government'. Two papers are being delivered, the first paper on NZ Super, and a second to follow on KiwiSaver.

The paper notes we are in the bottom quartile of OECD countries for expenditure on the public pension and that we are projected to remain below the OECD average expenditure even as the number of our over 65s increases. In terms of age of eligibility, New Zealand's current settings are in line with our international peers, with 70% of OECD countries currently having a pension age of 65 or below. By the 2060s there will still be 60% of OECD countries with a pension age of 65 or lower. Māori longevity is one of the population issues.

Summary

- We support the age of eligibility remaining at 65 – this keeps New Zealand's settings in line with 70% of OECD countries
- But we recognise political concerns around its settings. We are convening a Super Summit in March 2024 to discuss the issues around NZ Super
- Tomorrow's pensioners will be different from today's. We need to take a long-term lens and seek cross-party views to help policy stability



6

Retirement villages – helping inform people making big financial decisions

? Problem:

The legal framework has not been reviewed for 20 years

✓ Solution:

Recommendations from the current HUD consultation are supported and enacted

We monitor the retirement village regulatory framework on behalf of the Government and report on trends. Following the release of our 2020 White Paper on the retirement villages legislative framework, the first in two decades, we called for the Government to undertake an urgent review of the legislation. This is currently underway led by the Ministry of Housing and Urban Development. Consultation on the review closed in November and the legislative change process is expected to begin in 2024.

Some of the issues covered by the review include:

- confusing documentation when entering a unit
- the maintenance of chattels
- the complicated complaints system
- the interface between retirement village and care facilities
- the process of reselling after a resident vacates a unit
- the weekly fees charged after a resident vacates a unit.

Summary

We are pleased to see the ongoing commitment to the review and the focus on an agreed way forward for retirement village owners and occupiers. We look forward to your support for the Associate Minister of Housing in this regard.



7

Other housing – older renters increasing significantly

❓ Problem:

Declining home ownership rates will result in a 100% increase in renters aged over 65, from 2018 to 2048 (up to around 600,000 people)

✅ Solution:

Multiple approaches are needed but a key one is raising the cash asset test for the Accommodation Supplement

The dominant narrative of over 65s living in a mortgage free home with a decent income is only the case for about half of people. Around a third of the over 65s are already paying a mortgage or renting, and this figure is going to increase over the coming years. The importance of the topic of housing for seniors was evinced by the Ministry of Housing and Urban Development choosing the topic for their Long Term Insights Briefing.

Housing costs include paying a mortgage and/or body corporate fees, council rates, or paying rent. Work undertaken by the Treasury for the 2022 RRIP showed that housing costs relative to NZ Super had increased significantly.

- Of the group of over 65s still paying off mortgages, 80% are spending the equivalent of more than 40% of NZ Super on housing costs, and more than half are spending the equivalent of more than 80%.
- Of the group of over 65s paying rent, two-thirds of those aged 65-74 are spending 40% or more of NZ Super on housing, as well as over a third of those aged over 75.

One of the recommendations of the 2022 RRIP was to raise the cash asset test for the Accommodation Supplement to allow more older people to access support to meet rising costs.

We estimate that declining home ownership rates will result in a 100% increase in renters aged over 65, from 2018 to 2048 (up to around 600,000 people). Many of these renters will need accessible homes or modifications and it is unclear whether suitable housing exists or is being built. It is good to see the Government signal it will amend Building Act and Resource Consent system to make it easier to build granny flats or other small structures.

8

2025 Review of Retirement Income Policies

The Review of Retirement Income Policies is required every three years by statute. It is a significant opportunity to discuss and test impacts and options for policy change. You are required to provide the Terms of Reference for the 2025 RRIP to this office by December 2024 and I am required to deliver the RRIP report to you by December 2025. It will be good to discuss your priorities in the next few months.

The previous RRIP was delivered in November 2022 and can be found [here](#). The summary of recommendations in the 2022 RRIP were as follows:

To provide good retirement outcomes for all:

- Maintain NZ Super at current settings (current age of eligibility, universal, indexed)

To simplify saving and spending in retirement:

- Financial services industry initiates new savings initiatives and improved decumulation advice
- Provide better information on equity release products and NZ Super rate differences (for married and sharing)
- Extend KiwiSaver eligibility to temporary visa holders

To improve the retirement outcomes of Māori:

- Establish an advisory rōpū to more fully consider issues raised by our research and lead the development of policy options to present to Government

To improve the retirement outcomes of Pacific Peoples:

- Provide stronger pathways to home ownership through structured financial capability programmes
- Request financial institutions to actively consider a collective approach to borrowing

To improve the retirement outcomes of women:

- Ensure the gender and ethnic pay gaps and occupational gender segregation continue to be highlighted and addressed
- Ensure KiwiSaver contributions are maintained during periods of parental leave

To extend the range of housing options for seniors:

- Stimulate interest in building accessible and appropriately sized housing stock (both bigger and smaller)
- Increase the cash asset test for Accommodation Supplement to at least \$42,700 per person

The government issued an interim response in August 2023, stating that it would wait until after the specific advice referred to above on retirement incomes for Māori, before making a complete response to the 2022 RRIP. We are providing the first of these papers shortly.

Summary

As discussed above, there is an opportunity with the 2025 review to develop a strategic approach that supports the development of wider government policy with deep research and analysis. This could underpin the Terms of Reference that you issue next year.



Big projects coming up in first half of 2024

Month	What's happening
January	<ul style="list-style-type: none">• Release of new tax resources for Sorted in Schools programme in partnership with Inland Revenue
February	<ul style="list-style-type: none">• Releasing new research on KiwiSaver contribution rates, including by ethnicity and age
March	<ul style="list-style-type: none">• NZ Super Summit, Wellington
May	<ul style="list-style-type: none">• National Strategy for Financial Capability Conference in Auckland• Releasing new research on KiwiSaver gender retirement savings gap across ages
June	<ul style="list-style-type: none">• Launch new drawdown retirement savings calculator on sorted.org.nz
August	<ul style="list-style-type: none">• National Strategy 2024 - 2027 launch• Sorted Money Month



The team

Our small team is committed to helping New Zealanders and working collectively.

The full Te Ara Ahunga Ora team is listed here:

Our people | Retirement Commission Te Ara Ahunga Ora

The leadership team meets weekly to discuss operational matters and monthly to address governance and strategic matters.

Retirement Commissioner	Jane Wrightson	Wellington/Auckland
Chief Operating Officer	Nick Thomson	Auckland/Hamilton
Director Policy and Research	Dr Suzy Morrissey	Wellington
Kaihautū/Director Māori & Learning	Erin Thompson (Ngāti Rangiwewehi, Ngāi Tāmanuhiri, Ngaati Tiipa)	Rotorua/Auckland
Director Marketing	Vanessa Morris	Auckland
Director Stakeholder & Communications	Anika Forsman	Auckland



Te Ara Ahunga Ora Retirement Commission

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