TE ARA AHUNGA ORA
Retirement Commission

E62

New Zealand Government
Te Kāwanatanga o Aotearoa

Retirement Commission **Statement of Performance Expectations**

1 July 2026 to 30 June 2027

The Retirement Commission
is a Toitū certified carbonreduce organisation

Contents

Foreword from the Retirement Commissioner	**4**
Statement of responsibility	**5**
Scope of appropriation	5
About us	**6**
Who we are	6
Who we focus on	7
Our strategy	10
What we will deliver in 2026/27	**11**
Retirement Income	12
Retirement Villages	14
Financial Wellbeing	16
Forecast financial statements	**20**
Statement of comprehensive income	20
Statement of financial position	21
Statement of changes in equity	21
Statement of cash flows	22
Statement of underlying assumptions	23
Basis of preparation	24
Significant accounting policies	25
Revenue	25
Property, plant and equipment and tangible assets	26
Intangible assets	26

© Crown Copyright

This work is licensed under the Creative Commons Attribution 3.0 International license. In essence, you are free to copy, distribute and adapt the work, as long as you attribute the work to Te Ara Ahunga Ora Retirement Commission and abide by the other license terms. To view a copy of this license, visit creativecommons.org/licenses/by/3.0/nz

Presented to the House of Representatives pursuant to section 149L(3) of the Crown Entities Act 2004.

Foreword from the Retirement Commissioner

I am pleased to present Te Ara Ahunga Ora Retirement Commission's Statement of Performance Expectations (SPE) for 2026/27. This document sets out what we plan to achieve over the coming year as we work towards our vision of a better retirement for all New Zealanders.

This SPE should be read alongside our Statement of Intent 2026 – 2030, which establishes our strategic direction and long-term objectives. Together, these documents reflect our commitment to improving financial futures through our focus on Retirement Income, Retirement Villages and Financial Wellbeing.

The Retirement Commission operates in a complex and evolving environment. We continue to face significant financial and operational pressures, requiring us to carefully prioritise our activities to ensure we deliver on our statutory responsibilities while providing value for money to New Zealanders.

The year ahead will be shaped by the implementation and ongoing influence of the 2025 Review of Retirement Income Policies, which has reinforced the importance of long-term stewardship, cross-party stability, and evidence-based reform of New Zealand's retirement income system. Against a backdrop of cost-of-living pressures, demographic change, and heightened public and media attention on retirement savings adequacy, our focus remains on improving outcomes for those most at risk of falling behind, while providing independent advice and trusted information to support informed decision-making by government, industry and New Zealanders.

The plan for the next year is built on three key drivers: providing trusted information and research, championing policy reforms and sector improvements, and convening partners to deliver coordinated action. Through these mechanisms, we aim to make meaningful progress on improving the financial security and wellbeing of all New Zealanders, particularly those facing the greatest barriers.

The performance measures outlined in this document demonstrate our commitment to transparency and accountability. We will monitor our progress quarterly and report comprehensively on our achievements and challenges in our Annual Report.

This Statement of Performance Expectations has been prepared at a point of leadership transition for the Commission. While it has been developed under my stewardship, I will be stepping down at the end of my term, and David Boyle has been appointed as the incoming Retirement Commissioner. The SPE therefore reflects both continuity of purpose and a strong foundation for the Commission's next phase of leadership.

It has been a privilege to oversee the development of this Statement of Performance Expectations, and I look forward to watching from the sidelines as the Commission continues to work with government, industry partners, community organisations, and all New Zealanders to improve financial futures and deliver a better retirement for all.

Jane Wrightson
Retirement Commissioner

Statement of responsibility

This Statement of Performance Expectations (SPE) reflects the proposed performance targets and forecast financial information for Te Ara Ahunga Ora Retirement Commission. It is produced in accordance with s149E of the Crown Entities Act 2004.

This SPE covers a one-year period from 1 July 2026 to 30 June 2027 and should be read in conjunction with the Retirement Commission's Statement of Intent 2026 – 2030.

Our Crown funding is received from a single appropriation – Commerce and Consumer Affairs: Retirement Commissioner.

The forecast financial statements and underlying assumptions have been authorised by the Retirement Commissioner in their role under the Crown Entities Act 2004. It is not intended to update the forecast financial statements subsequent to presentation.

Jane Wrightson
Retirement Commissioner

Scope of appropriation

The Retirement Commission has a single appropriation and output class: Retirement Services. As encapsulated in the focus areas of Retirement Income, Retirement Villages, and Financial Wellbeing, our statutory responsibilities include:

- Raising public understanding and reviewing the effectiveness of retirement income policies
- Monitoring the retirement villages operating framework
- Improving financial wellbeing.

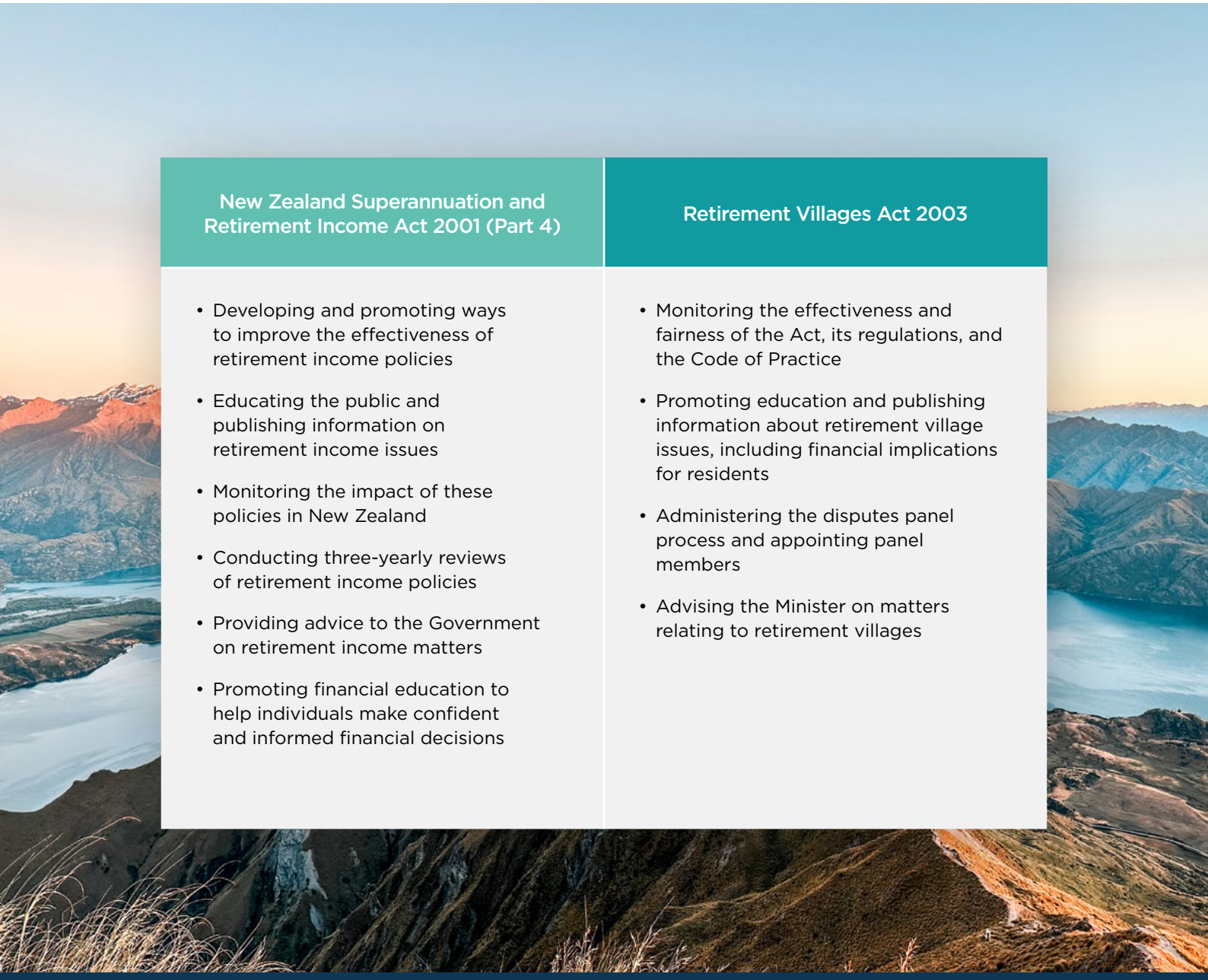
See also the reporting entity information in the statement of underlying assumptions.

The Retirement Commissioner's role was first 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. The Retirement Commissioner is appointed by the Minister of Commerce and Consumer Affairs and is an autonomous Crown entity under the Crown Entities Act 2004.

Who we are

Te Ara Ahunga Ora Retirement Commission (the Retirement Commission) is an autonomous Crown entity, focused on improving the financial futures of New Zealanders so a better retirement is enjoyed by all.

Our specific statutory functions and responsibilities are set out under two pieces of legislation. We group our work under Retirement Income, Retirement Villages and Financial Wellbeing, which align with these statutory obligations.



New Zealand Superannuation and Retirement Income Act 2001 (Part 4)	Retirement Villages Act 2003
• Developing and promoting ways to improve the effectiveness of retirement income policies • Educating the public and publishing information on retirement income issues • Monitoring the impact of these policies in New Zealand • Conducting three-yearly reviews of retirement income policies • Providing advice to the Government on retirement income matters • Promoting financial education to help individuals make confident and informed financial decisions	• Monitoring the effectiveness and fairness of the Act, its regulations, and the Code of Practice • Promoting education and publishing information about retirement village issues, including financial implications for residents • Administering the disputes panel process and appointing panel members • Advising the Minister on matters relating to retirement villages

Who we focus on

We serve all New Zealanders, recognising that different groups require different types of support to build financial comfort and wellbeing. Across Sorted, the National Strategy for Financial Capability, retirement income policy, and retirement villages, we use targeted approaches, so our resources have the greatest impact and collaborate with partners who are trusted within their communities.

Sorted

We use an evidence-based audience segmentation model to understand New Zealanders' financial behaviours and needs. Our six segments range from the *daily distressed*, who are financially stretched, through to *comfortable maintainers*, who have a stronger financial position.

While people move between segments as their circumstances change, we prioritise reaching the 'exposed' groups on Sorted (*social spenders*, *active budgeters*, and *aspirational acquirers*) who are most in need of support and have the means to act.

In difficulty	Exposed			Secure	
	Policy focus NZ Super, KiwiSaver, Saving			**Policy focus** Saving, Decumulation, Retirement Villages	
Daily Distressed	**Social Spenders**	**Active Budgeters**	**Aspirational Acquirers**	**Steady Squirrelers**	**Comfortable Maintainers**
12%	11%	21%	10%	37%	9%
	Sorted focus				
Sector collaboration - National Strategy for Financial Capability partners					

National Strategy for Financial Capability

Through the strategy and a network of more than 1,200 partners, we focus on groups facing systemic barriers to financial security: Māori, Pacific peoples, women, and young people. We work with iwi, community organisations, NGOs, government agencies, and industry bodies who hold trusted relationships and can deliver culturally grounded, meaningful support.

Retirement Income

Our policy work looks across the full pre-retirement and retirement journey. We pay particular attention to groups with the greatest adequacy gaps, including women, Māori, Pacific peoples and the self-employed. Over the coming year we are expanding our focus to help those already in retirement make informed decisions about drawing down their savings. This work involves close engagement with government, regulators, industry groups, and research partners.

Retirement Villages

In the retirement villages sector, we work with government, industry, and resident advocates to support a fair, transparent system for the approximately 50,000 New Zealanders living in villages. Our focus includes ensuring residents can access impartial information to make confident decisions before, during, and after entering village life.

Retirement village reform

The Retirement Commission continues to support progress on retirement village reform, contributing impartial consumer information, monitoring, and evidence-based advice to help ensure the sector delivers fair, transparent and high quality outcomes for residents and operators.

The proposed Retirement Villages Amendment Bill is expected to be introduced by July 2026, with further opportunities for public input at select committee stage. The role the Retirement Commission plays in supporting retirement villages will likely change in the future, depending on reforms, but this is unlikely to impact on our planned activity for this financial year.

Operating environment

The Retirement Commission is facing significant financial and operational pressures but remains focused on achieving its annual objectives. Ongoing reductions in baseline funding and diminishing reserves require us to prioritise our statutory functions and direct resources to activities with the greatest impact. As a result, the scale, timing, or scope of some discretionary initiatives may be limited, and certain programmes and organisational settings may be adjusted during the year. The Retirement Commission is mindful of the Government's emphasis on integrity and professionalism across the public sector and remains committed to demonstrating efficient use of public resources and value for money for New Zealanders.

New Retirement Commissioner

We welcome David Boyle as the incoming Retirement Commissioner, following Jane Wrightson completing two terms and not seeking reappointment. David will take up the role in May 2026 and brings extensive experience across KiwiSaver, financial wellbeing, and retirement income policy.

David has previously worked with Te Ara Ahunga Ora and more recently held the role of General Manager, KiwiSaver at Fisher Funds. He also played a key role in the establishment of KiwiSaver earlier in his career. His experience and understanding of the Commission's purpose provide continuity of leadership as we progress our strategic priorities and continue strengthening New Zealand's retirement income system.

Refreshed strategy

This is the first SPE supporting our Statement of Intent 2026 – 2030, with updated priorities that reflect the evolving operational environment, sector reforms, and the organisation's long-term commitment to improving New Zealanders' financial futures.

Our Strategy

Our strategy sets the direction for everything we do, ensuring our efforts are concentrated where they can deliver the greatest benefit for the people we serve.

Our purpose:
Improving financial futures

Our vision:
A better retirement for all

Drivers

Information
Trusted research, content and tools

Advocacy
Champion policy reforms and improvements

Collaboration
Convene partners for coordinated impact

What we'll achieve

Retirement Income

Trusted insights and independent advice support well-informed retirement income policy

We will:

- Provide ongoing policy advice and research to government
- Address adequacy gaps for vulnerable groups
- Lead the 2028 Review of Retirement Income Policies

Success:

Government and sector stakeholders value the Commission's high-quality analysis on retirement income

Retirement Villages

Effective regulation supports good outcomes for residents and operators

We will:

- Monitor changes to legislation and publish annual sector reports
- Provide evidence-based policy advice on regulatory effectiveness
- Provide consumers with impartial information

Success:

Increasing percentage of operators meeting core performance benchmarks

Financial Wellbeing

New Zealanders' financial wellbeing is improved by a successful National Strategy for Financial Capability, and engaged and diverse audiences using Sorted

We will:

- Continue to evolve Sorted offering to meet diverse needs and leverage technological innovations
- Coordinate cross-sector initiatives through the National Strategy for Financial Capability

Success

New Zealanders save/ invest more after using Sorted, and annual National Strategy initiatives are executed

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

What we will deliver *in 2026/27*

As outlined in our Statement of Intent 2026 – 2030, we have set three overarching strategic objectives aligned to our statutory areas: Retirement Income, Retirement Villages and Financial Wellbeing. These reflect our responsibilities under Part 4, sections 83 and 84 of the New Zealand Superannuation and Retirement Income Act 2001, and Part 3, section 36 of the Retirement Villages Act 2003.

Each year, we plan our activities with a clear focus on achieving our purpose and vision of improving financial futures for a better retirement for all.

We monitor our performance quarterly, and report on progress against these measures in our Annual Report. We aim to achieve all targets by 30 June 2027.

The tables following set out our annual objectives and the measures we will use to track progress towards the indicators and outcomes set out in our Statement of Intent.

Retirement Income

Strategic objective:

Trusted insights and independent advice support well-informed retirement income policy.

The outcomes we seek

- New Zealanders have confidence in how the retirement income system will support them throughout retirement.
- Retirement income adequacy gaps for vulnerable groups are identified, understood, and addressed in policy settings.
- Government policy decisions on retirement income are informed by robust, independent evidence.

How we will achieve these outcomes

Information	Advocacy	Collaboration
Deliver research and advice on the retirement income system, particularly focused on NZ Super and KiwiSaver	Champion system stability, highlight adequacy gaps for vulnerable groups, and drive informed public debate on retirement matters	Partner with government agencies, regulators, academics, and the financial sector to align retirement income research and policy development

SOI indicator:

Government and sector stakeholders value the Retirement Commission's high-quality analysis on retirement income.

70%

Annual objective	Measures	2026/27 target	2025/26 estimated actual	Verification source
Deliver independent, high-quality research to inform recommendations for better retirement outcomes.	Research is published examining retirement income adequacy gaps or barriers for priority groups.	Publish > 3, attracting > 5 media mentions for each major study	Achieved	Website Media monitoring
	Respondents agree Retirement Commission provides an independent and principled voice.	70% agree	Achieved	Annual stakeholder survey

Notes on activity

Stakeholder surveys are used to assess whether government agencies, sector participants, and policy experts consider the Retirement Commission's research to set a high standard. This provides a credible proxy for the quality and relevance of advice provided, rather than attempting to directly attribute changes in policy settings or public confidence to the Retirement Commission's work.

The Retirement Commission also tracks supporting indicators, including publication of research and media engagement, to provide additional evidence of reach and influence. Broader system outcomes, such as public confidence in retirement income arrangements, are affected by factors largely outside our control, including economic conditions, investment returns, government policy decisions, and individual circumstances.

Retirement Villages

Strategic objective:

Effective regulation supports good outcomes for residents and operators.

The outcomes we seek

- Government progresses reforms that effectively protect residents and support quality operators.
- Operators meet high standards and residents understand their rights and obligations.
- Residents make informed decisions based on accessible, impartial information.

How we will achieve these outcomes

Information	Advocacy	Collaboration
Publish monitoring reports on retirement village sector issues, maintain impartial consumer guidance, and provide evidence-based policy advice on regulatory effectiveness	Champion legislative reform that strengthens resident protections and sector transparency, highlight emerging risks, and continue to advocate for effective regulation	Partner with operators, resident groups and regulators to support best practice, and drive sector-wide improvements

SOI indicator:

Increasing percentage of operators meet core performance benchmarks.

Establishing baseline

Annual objective	Measures	2026/27 target	2025/26 estimated actual	Verification source
Contribute to a fair, well functioning retirement villages system through information and monitoring.	At least 70% of stakeholders agree the Retirement Commission's information on retirement villages is clear and useful.	Achieve	New measure	Stakeholder survey
	Industry performance benchmarks for an annual monitoring report are confirmed.	Achieve	New measure	Published report
	Impartial information on dispute resolution and retirement village living is available for families and residents.	Achieve	Achieved	Website
	Six-monthly reports of formal complaints raised in retirement villages are published.	Achieve	Achieved	Website Complaints reports

Notes on activity

The stakeholder survey provides insight into whether stakeholders consider the Retirement Commission's information on retirement villages to be clear and useful, recognising that effective communication is a key contribution during periods of legislative change. The publication of the annual monitoring report and the six-monthly reporting on formal complaints provides evidence on timely and evidence-based monitoring activity.

Financial Wellbeing

Strategic objective:

New Zealanders' financial wellbeing is improved by a successful National Strategy for Financial Capability, and engaged and diverse audiences using Sorted.

The outcomes we seek

- More New Zealanders feel financially comfortable and confident.
- New Zealanders can access trusted financial guidance through digital tools and content that meet their evolving needs.
- Financial sector partners deliver coordinated initiatives that improve financial outcomes.

How we will achieve these outcomes

Information	Advocacy	Collaboration
Provide trusted tools and guidance through Sorted to help New Zealanders manage their money, while continuing to innovate digitally to meet diverse needs in a fast-changing environment	Champion initiatives that address financial capability gaps for priority groups, advocate for policies and sector practices that improve financial wellbeing	Lead the National Strategy for Financial Capability, coordinating 1,200+ partners to deliver aligned initiatives that help New Zealanders grow their money and build resilience

SOI indicator:

Increasing percentage of New Zealanders save/invest more after using Sorted.

63%

SOI indicator:

Annual National Strategy initiatives are executed.

Target = 3+

Annual objective	Measures	2026/27 target	2025/26 estimated actual	Verification source
Sorted users are in a better financial position after using Sorted.	Sorted users report being in a better financial position after using the Sorted website.	Maintain > 52% agree	New measure	Annual Sorted user survey
Sorted users continue to find the content valuable.	Sorted users agree the content is valuable.	Maintain > 85% agree	Achieved	Annual Sorted user survey
National Strategy partners have a range of opportunities to engage and collaborate on.	Partners agree the National Strategy offers good cross-sector collaboration opportunities.	Maintain > 75% agree	Maintained >75% agree	Stakeholder survey National Strategy annual report
	Initiatives are developed for partners to engage and collaborate on.	3 initiatives available	Achieved	Working group meeting notes
Financial education is accessible to young people.	Learning materials aligned to the refreshed curriculum are available for secondary schools and kura.	2 sets of learning materials launched	New measure	Website
	Education Providers agree Te Ara Ahunga Ora has supported them to deliver financial education in schools.	75% agree	New measure	Stakeholder survey

Notes on activity

Performance is measured using user reported outcomes and partner feedback, which together provide insight into the effectiveness and reach of the Retirement Commission's activities.

Annual surveying of Sorted users is used to understand how people perceive the impact of the tools and information provided, including whether users report being in a better financial position after engaging with Sorted. These results reflect self reported outcomes and provide an indication of contribution, rather than direct attribution, as individual financial outcomes are influenced by broader economic conditions and personal circumstances.

Partner engagement is assessed through the annual stakeholder survey and reporting on National Strategy activity, providing assurance that partners have meaningful opportunities to collaborate and deliver aligned initiatives. Delivery of these outcomes is partially dependent on partner participation and external conditions, which are outside the Retirement Commission's direct control.

Organisational Health and Capability

Strategic objective:

Te Ara Ahunga Ora Retirement Commission is a great place to work.

The outcomes we seek

- Our people are proud to work for Te Ara Ahunga Ora and would recommend it to others.
- Our workforce is safe, healthy, and supported to learn and develop.
- Our team has the capability, tools, and support to achieve our activity.

SOI indicator:

Te Ara Ahunga Ora Retirement Commission is a great place to work.

Above 9 eNPS

Annual objective	Measures	2026/27 target	2025/26 estimated actual	Verification source
Our team is proud, equipped, and culturally competent.	Employees are proud to work for Te Ara Ahunga Ora.	>90% agree	New measure	Internal survey
	Cultural competency training improves understanding of and responsibilities to te ao Māori.	> 95% agree	Achieved	Internal survey
	Employees have the tools, technology and equipment to perform their job well.	>75% agree	Achieved	Internal survey

Notes on activity

Employee engagement and Employee Net Promoter Score (eNPS) results are drawn from internal surveys and benchmarked against New Zealand public and private sector data. As a small organisation, results can be sensitive to individual responses, so eNPS is considered alongside other engagement indicators to provide a balanced view of organisational health.

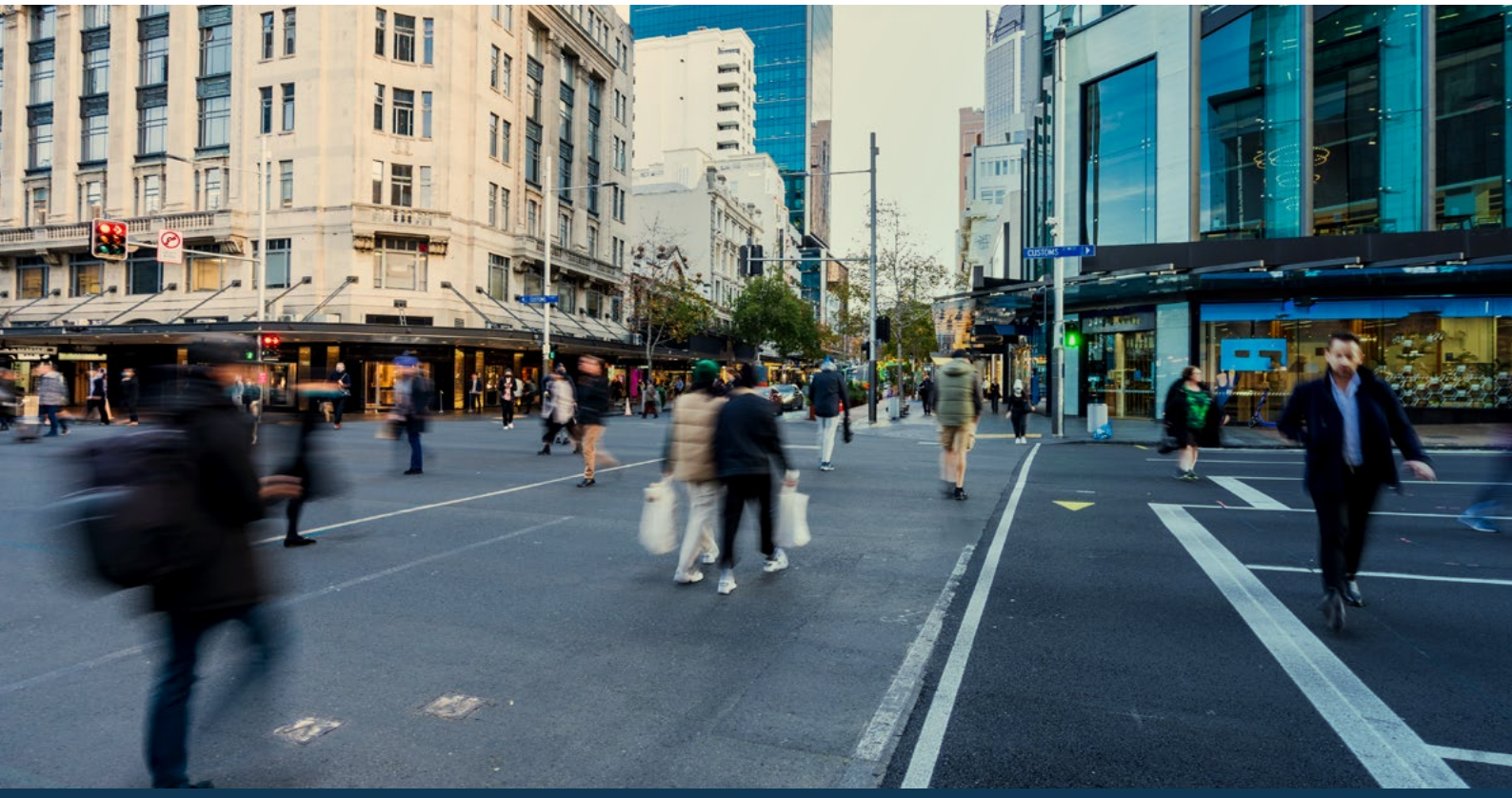
Cultural competency measures assess staff understanding of, and capability to engage with, te ao Māori and the Retirement Commission's responsibilities under Te Tiriti o Waitangi. These measures provide assurance that the organisation is maintaining a safe, inclusive, and capable workplace that supports effective delivery of its work programme.

Forecast financial statements

Forecast statement of comprehensive income

For the year ending 30 June 2027

	2026/27 budget	2025/26 budget	2025/26 estimate
Revenue			
Crown revenue	8,101,000	8,257,000	8,329,500
Other revenue	130,000	165,000	215,784
Total revenue	**8,231,000**	**8,422,000**	**8,545,284**
Expenditure			
Personnel	5,332,346	5,479,743	5,319,820
Depreciation and amortisation	180,000	250,000	245,500
Other operating expenses	3,283,500	3,144,500	3,141,625
Total expenditure	**8,795,846**	**8,874,243**	**8,706,945**
Total comprehensive revenue and expense	**(564,846)**	**(452,243)**	**(161,661)**



Forecast statement of financial position
as at 30 June 2027

	2026/27 budget	2025/26 budget	2025/26 estimate
Current assets			
Cash and cash equivalents	455,852	191,839	511,982
Investments	2,000,000	2,200,000	2,500,000
Debtors and other receivables	120,000	140,000	106,000
Prepayments	70,000	60,000	68,000
Prepaid salaries and wages	37,000	60,000	60,000
Total current assets	**2,682,852**	**2,651,839**	**3,245,982**
Non-current assets			
Property, plant and equipment	71,147	93,147	93,147
Intangible assets	233,848	282,206	170,206
Total non-current assets	**304,995**	**375,353**	**263,353**
Total assets	**2,987,847**	**3,027,192**	**3,509,335**
Current liabilities			
Creditors and other payables	224,000	284,950	224,950
Employee entitlements	170,000	230,000	200,000
Other liabilities	86,500	12,192	12,192
Total current liabilities	**480,500**	**527,142**	**437,142**
Net assets	**2,507,347**	**2,500,050**	**3,072,193**
Equity			
Taxpayer funds	200,000	200,000	200,000
Accumulated surplus	2,307,347	2,300,050	2,872,193
Total equity	**2,507,347**	**2,500,050**	**3,072,193**

Forecast statement of changes in equity
For the year ending 30 June 2027

	2026/27 budget	2025/26 budget	2025/26 estimate
Balance at 1 July	3,072,193	2,952,293	3,233,854
Total comprehensive revenue and expense for the year	**(564,846)**	**(452,243)**	**(161,661)**
Balance at 30 June	**2,507,347**	**2,500,050**	**3,072,193**

Forecast statement of cash flows
For the year ending 30 June 2027

	2026/27 budget	2025/26 budget	2025/26 estimate
Cash flows from operating activities			
Cash was provided from:			
Receipts from the Crown	8,101,000	8,257,000	8,329,500
Receipts from other revenue	0	35,000	191,081
Interest received	116,000	137,081	64,757
	8,217,000	**8,429,081**	**8,585,338**
Cash was applied to:			
Payments to suppliers and employees	(8,551,364)	(8,874,731)	(8,676,197)
Net GST (paid)/received	(124)	4,913	15,367
	(8,551,488)	**(8,869,818)**	**(8,660,830)**
Net cash from operating activities	**(334,488)**	**(440,737)**	**(75,492)**
Cash flows from investing activities			
Cash was provided from:			
Term investments	2,500,000	2,650,000	1,850,000
Receipts from sale of property, plant and equipment	0	0	0
	2,500,000	**2,650,000**	**1,850,000**
Cash was applied to:			
Funds transferred to investments	(2,000,000)	(2,200,000)	(1,700,000)
Purchase of property, plant and equipment	(28,000)	(10,000)	5,242
Purchase of intangible assets	(193,642)	(156,902)	(60,419)
	(2,221,642)	**(2,366,902)**	**(1,755,177)**
Net cash flows from investing activities	**278,358**	**283,098**	**94,823**
Net increase/(decrease) in cash held	**(56,130)**	**(157,639)**	**19,331**
Cash and cash equivalents at 1 July	**511,982**	**349,478**	**492,651**
Cash and cash equivalents at 30 June	**455,852**	**191,839**	**511,982**
Represented by:			
Cash and cash equivalents	455,852	191,839	511,982
Cash held at the end of the year	**455,852**	**191,839**	**511,982**

Statement of underlying assumptions

Significant assumption

The opening position of the forecast statements is based on unaudited results for 2025/26. The actual results for February to June 2026 are unavailable at the time of preparation; therefore, the balance as at 30 June 2026 has been estimated using February to June 2026 forecast figures.

Revenue from Crown Appropriations

Revenue from Crown Appropriations is consistent with the 2025/26 Estimates Appropriations.

Other assumptions

The accrual basis of accounting has been used in the preparation of these forecast financial statements.

The budget reflects a staffing level of around 34 FTEs to meet the work programme, with additional contractors or consultants being used for short-term projects as required. There is a risk that forecasted events and the associated income and expenditure do not occur.

Nature of forecast financial statements

The forecast financial statements have been prepared as a best-efforts indication of Te Ara Ahunga Ora's future financial performance.

The forecast financial statements have been prepared in accordance with Tier 2 Public Benefit Entity (PBE) accounting standards and comply with PBE FRS 42 Prospective Financial Statements.

In the application of PBE FRS 42, management is required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management in the application of PBE FRS 42 that have significant effects on the financial statements and estimates with a significant risk of material adjustments in the next year are disclosed, if applicable, in the relevant notes to the financial statements.

Actual financial results achieved for the period covered are likely to vary from the information presented, potentially in a material manner.

Reporting entity

Te Ara Ahunga Ora is the office of the Retirement Commissioner, an autonomous Crown Entity defined by the Crown Entities Act 2004. Te Ara Ahunga Ora is domiciled in New Zealand, and its ultimate parent is the New Zealand Crown. 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 appointed on 10 February 2020 for a term of three years and reappointed in February 2023 for an additional three-year term. A new Retirement Commissioner has been appointed for a three-year term commencing 18 May 2026.

Te Ara Ahunga Ora's role is set out in the New Zealand Superannuation and Retirement Income Act 2001, and the Retirement Villages Act 2003. Our statutory responsibilities include:

- Developing and promoting methods to improve New Zealand's retirement policy settings
- Monitoring the effects of retirement policies on retirees
- Conducting a three-yearly review of retirement policies
- Promoting education, and publishing information about financial matters
- Collecting and publishing information to fulfil our functions
- Monitoring the effectiveness of financial dispute resolution schemes
- Monitoring the effects of the retirement villages legislation.

Basis of preparation

Statement of compliance and measurement base

The forecast financial statements for Te Ara Ahunga Ora 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 forecast financial statements have been prepared on a historical-cost basis for a going concern in accordance with the Tier 2 Public Benefit Entities (PBE) Accounting Standards Reduced Disclosure Regime (PAS RDR). Te Ara Ahunga Ora qualifies for PAS RDR reporting as it is not publicly accountable and has expenses greater than $5m but less than $33m.

Presentation currency

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

Use of estimates and judgements

In preparing these forecast financial statements to conform with PBE FRS 42, management is required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. Te Ara Ahunga Ora has made estimates and assumptions concerning the future based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis.

Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management that have significant effects on the financial statements and estimates with a significant risk of material adjustments in the next year are disclosed, if applicable, in the relevant notes to the financial statements.

Significant accounting policies

The following significant accounting policies, which materially affect the measurement of the forecast financial performance and financial position, have been applied.

Revenue

Crown revenue

Revenue 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.

Te Ara Ahunga Ora 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.

Te Ara Ahunga Ora may also receive other revenue from Crown entities to contribute towards the development, project management, and execution of various programmes and initiatives.

Other revenue

Te Ara Ahunga Ora receives other revenue from Crown and non-Crown entities to contribute towards the provision of services.

Interest revenue

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

Cash and cash equivalents

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.

Statement of Cash Flows

The Statement of Cash Flows is prepared exclusive of GST, which is consistent with the method used in the Statement of Comprehensive Revenue and Expenses.

Definitions of the terms used in the Statement of Cash Flows

'Cash and cash equivalents' includes coins and notes, demand deposits and other highly liquid investments readily convertible into cash, as well as at-call borrowings such as bank overdrafts, used by Te Ara Ahunga Ora as part of its day-to-day cash management.

'Operating activities' include all transactions and other events that are not investing or financing activities.

'Investing activities' are those activities relating to the acquisition and disposal of current and non-current investments and any other non-current assets.

'Financing activities' are those activities relating to changes in equity of the entity.

Debtors and other receivables

Debtors and other receivables, comprising trade debtors, accrued interest and GST receivable are recognised initially at fair value and subsequently measured at amortised cost, less provision for impairment. Impairment of a receivable is established when there is objective evidence that we will not be able to collect amounts due according to the original terms of the receivable.

Property, plant and equipment and intangible assets

Property, plant and equipment

Property, plant and equipment asset classes consist of office equipment, furniture and fittings, computer equipment and leasehold improvements. Property, plant and equipment are shown at cost or valuation, less any accumulated depreciation and impairment losses.

Additions and disposals

The cost of an item of property, plant and 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 Te Ara Ahunga Ora and the cost of the item can be measured reliably. If an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

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 forecast Statement of Comprehensive Income.

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 Te Ara Ahunga Ora and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised as an expense in the forecast Statement of Comprehensive Revenue and Expenses as they are incurred.

Depreciation

Depreciation is calculated on a straight-line basis on property, plant and equipment once in the location and condition necessary for its intended use, so as to write off the cost or valuation of the property, plant and equipment over their expected useful life to their estimated residual value.

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

Office equipment	1.5–10.4 years	9.6%–67.0%
Furniture and fittings	3.3–11.8 years	8.5%–30.0%
Computer equipment	1.33–5.8 years	17.5%–75.42%
Leasehold improvements	2.58–5 years	20.0%–38.71%
Telecommunications	3.3 years	30.0%

Intangible assets

Software acquisition

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

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

Software is a finite life intangible and is recorded at cost less accumulated amortisation and impairment.

Website development

Costs that are directly associated with interactive aspects of the Sorted websites are capitalised. Costs associated with maintaining and advertising Te Ara Ahunga Ora's and Sorted websites are recognised as an expense in the forecast Statement of Comprehensive Incomes as incurred.

Amortisation

Amortisation is charged on a straight-line basis over the estimated useful life of the intangible asset. The following estimated useful lives and rates are used in the calculation of amortisation:

Software	2.5 years	40.0%
Websites	2.5 years	40.0%
Intangible infrastructure	2.5 years	40.0%

Impairment

Property, plant and equipment and 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.

Given that the future economic benefits of Te Ara Ahunga Ora's assets are not directly related to the ability to generate net cash flows, the value in use of these assets is measured on the basis of depreciated replacement cost.

An impairment loss is recognised in the Statement of Comprehensive Revenue and Expenses whenever the carrying amount of an asset exceeds its recoverable amount. Any reversal of impairment losses is also recognised in the Statement of Comprehensive Revenue and Expenses.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are measured as the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. Any increase in the provision due to the passage of time is recognised as an interest expense and is included in 'Other operating expenses'.

Goods and services tax

All items in the forecast financial statements are exclusive of goods and services tax (GST), except for receivables and payables that are presented on a GST-inclusive basis. 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 (IR) is included as part of current assets or current liabilities in the Statement of Financial Position.

The net GST paid to, or received from IR, 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

Te Ara Ahunga Ora is a public authority and consequently exempt from the payment of income tax under the Income Tax Act 2007. Accordingly, no provision has been made for income tax.

Creditors and other payables

Creditors and other payables, comprising trade creditors and other accounts payable, are recognised when Te Ara Ahunga Ora becomes obliged to make future payments resulting from the purchase of goods and services.

Employee benefits

Short-term employee entitlements, including holidays, are recognised as an expense over the period in which they accrue.

Entitlements that are due to be settled within 12 months after the end of the period in which the employee renders the related service are accrued based on the current rate of pay.

Superannuation schemes

Obligations for contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and recognised as an expense in the Statement of Comprehensive Revenue and Expenses as incurred.

Operating leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to Te Ara Ahunga Ora are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the forecast Statement of Comprehensive Revenue and Expenses.

Cost allocation policy

Te Ara Ahunga Ora 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 spend for each output class.

Directory

Our team (as at April 2026)

Jane Wrightson – Retirement Commissioner

Nick Thomson – Director, Operations

- Gemma Fulton – Finance Lead
  - Shristi Singh – Assistant Accountant
- Nick Beard – Business Lead
  - Rebecca Jenner – Performance Accountability Specialist (Parental Leave)
  - Sian Jones – Performance Accountability Specialist (Parental leave cover)
- Susie Sims – People Lead

Dr Patrick Nolan – Director, Policy & Research

- Dr Jo Gamble – Research Lead
  - Ben King – Financial Research Specialist
- Dr Michelle Reyers – Policy Lead
  - Tristan Fluerty – Retirement Villages Specialist

Vacant – Director, Stakeholder and Communications

- Tom Hartmann – Personal Finance Lead
- Elizabeth O'Halloran – Communications Lead
  - Georgette Hart – Communications Specialist (parental leave)
- Kate Hannah – Stakeholder Lead
  - Natalie Palmer – Stakeholder Specialist
  - Ana Tu'inukuafe – Stakeholder Specialist

Erin Thompson (Ngāti Rangiwewehi, Ngāi Tāmanuhiri , Ngāti 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 Content Lead
  - Natasha Lavulavu – Marketing Specialist
  - Mike Crozier – Graphic Designer
  - Katie Houlihan – Digital Marketing Specialist
- Jason Gambitsis – Digital Assets Lead
  - Glaucia Santos – Data and Analytics Specialist
  - Violeta Battista – Digital Channels Specialist
  - Devon Connelly – Marketing Administrator

Te Ara Ahunga Ora Retirement Commission

Level 15, 19 Victoria Street West, Auckland and
Level 2 Solnet House, 70 The Terrace, Wellington.
PO Box 106-056, Auckland 1143. Phone +64 9 356 0052.

retirement.govt.nz sorted.org.nz sortedinschools.org.nz