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# New Director appointment process options for TOKMTL and AFL

XX July 2025

# Māori Fisheries Amendment Act changes

## *Te Ohu Kai Moana Trustee Limited (TOKMTL)*

Responsibility for appointing directors to the board of TOKMTL:

- Currently Te Kawai Taumata
- Under MFAA - iwi on a 1-vote-per MIO, RIO and RMO basis.

## *Aotearoa Fisheries Limited (AFL)*

Responsibility for appointing directors to the AFL board:

- Currently TOKMTL
- Under MFAA - AHC vote based on shareholding in accordance with the directions of the relevant MIO.



# Design principles

New Director Appointment process must be designed for both TOKMTL and AFL guided by the following principles and considerations:

- Achieving 2015 Māori Fisheries Review outcomes;
- Ongoing engagement with MIO/RIO/AHC and RMO;
- Stability of governance and operations during the transition phase;
- Compliance with relevant legislation; and
- Transparency and fairness.

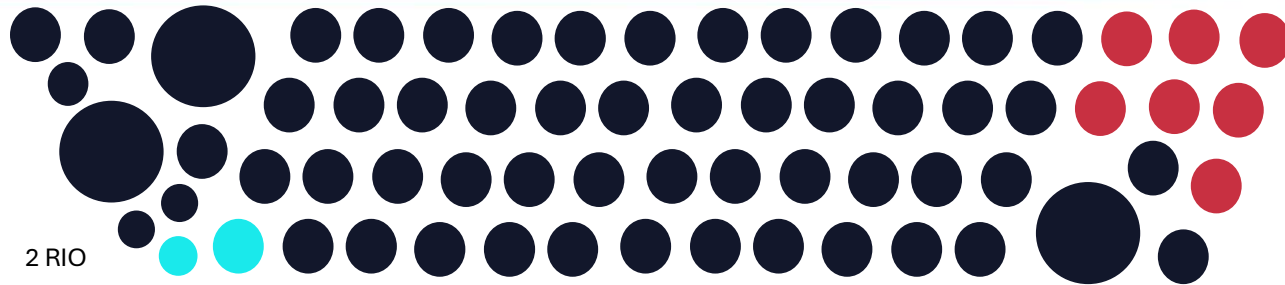




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# Existing appointment authority - TOKMTL

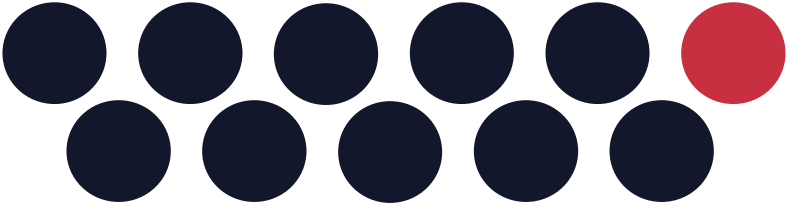
56 MIO



7 RMO

2 RIO

10 MIO Electoral College Districts,  
1 RMO Electoral College Seat



11 Member Electoral College

Te Kawai Taumata

Appoint 5-7 Directors

TOKMTL

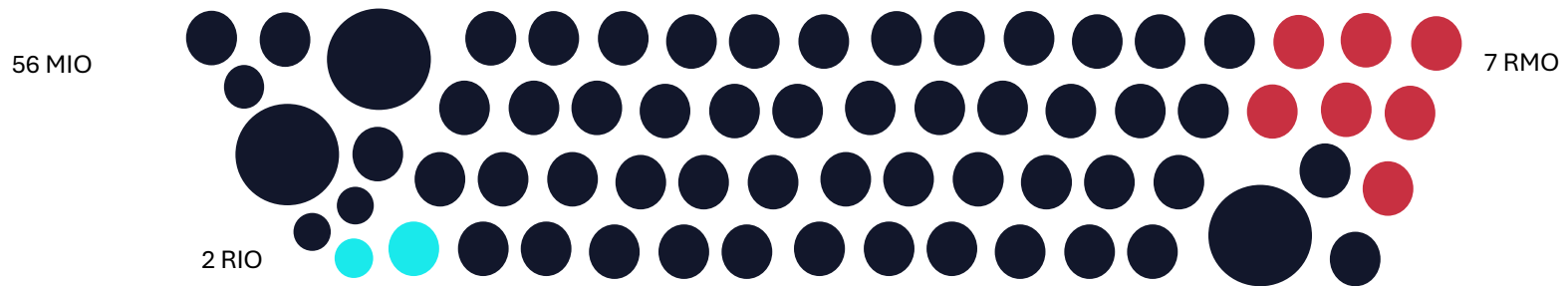
Appoint Directors

Te Wai Māori

AFL

Te Pūtea Whakatupu

# TOKMTL appointment authority under MFAA



Appoint 5-7 Directors

TOKMTL

Appoint Directors

Te Wai Māori

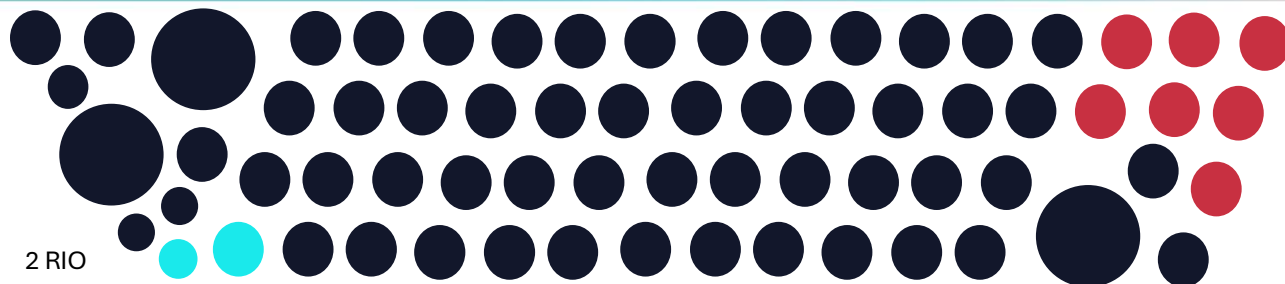
Te Pūtea Whakatupu



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# Existing appointment authority - AFL

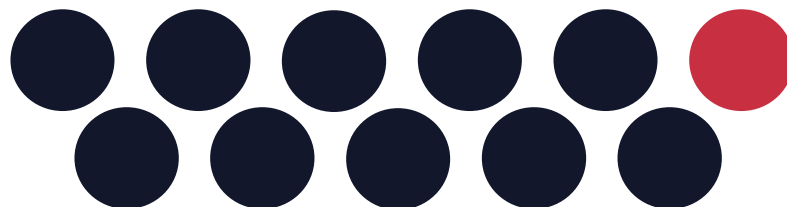
56 MIO



7 RMO

2 RIO

10 MIO Electoral College Districts,  
1 RMO Electoral College Seat



11 Member Electoral College

Te Kawai Taumata

Appoint 5-7 Directors

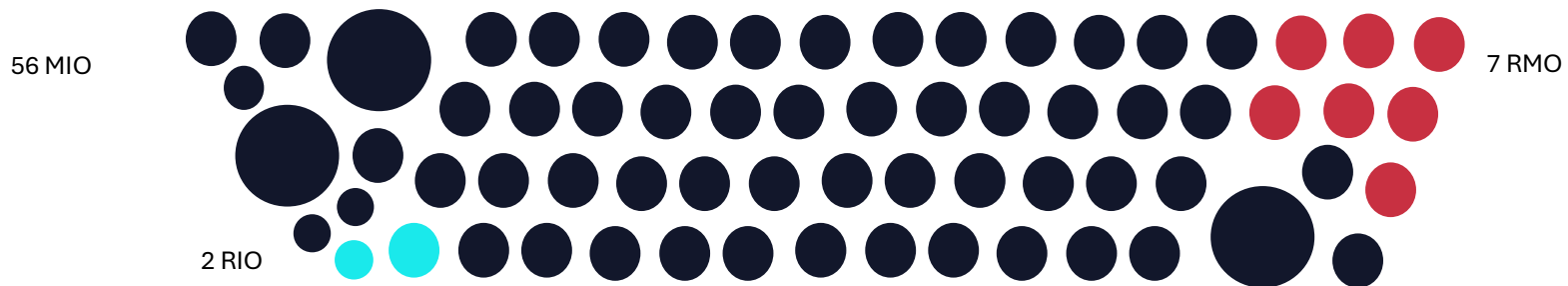
TOKMTL

Appoint Directors

AFL



# AFL appointment authority under MFAA



## Appoint Directors

TOKM to vote on behalf of  
RIO as Trustee until MIO  
status achieved

AHC vote on shareholding basis in  
accordance with direction of their MIO

AFL

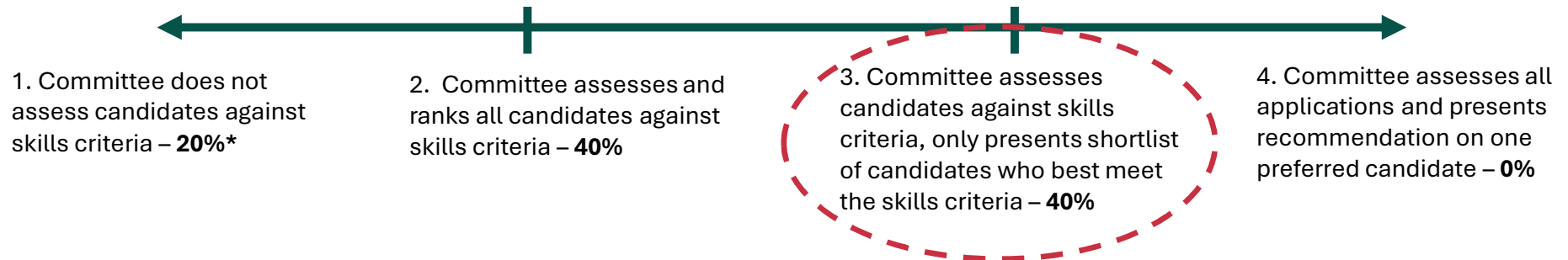
# Appointments process survey results

# TOKMTL appointments process – Survey responses

## 1. Composition of Nominations Committee\*



## 2. Candidate Assessment



## 3. Candidate appointment/voting



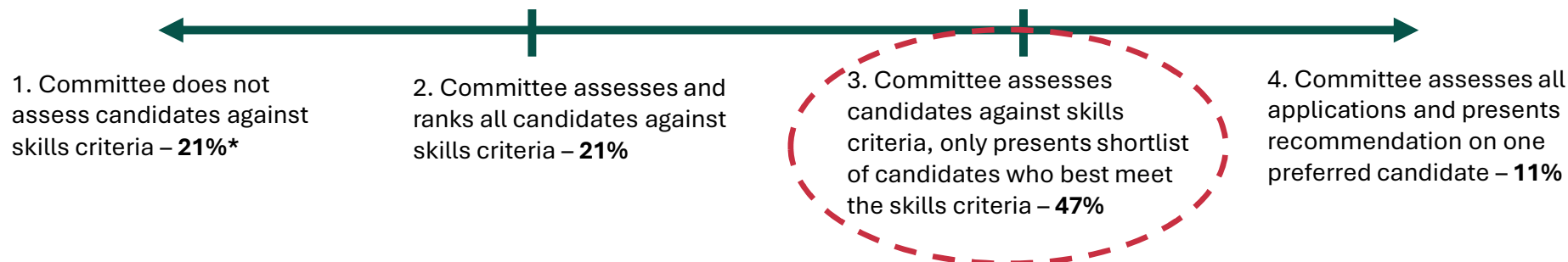
\*84% of respondents said **all** candidates should be assessed

# AFL appointments process – Survey responses

## 1. Composition of Nominations Committee\*



## 2. Candidate Assessment



## 3. Candidate appointment/voting



\*83% of respondents said **all** candidates should be assessed

# Appointments processes options with highest % based on survey results - TOKMTL and AFL

Option 1	Option 2
<ul style="list-style-type: none"><li>• Joint Nominations Committee:<ul style="list-style-type: none"><li>◦ Board reps</li><li>◦ MIO/RIO/RMO/AHC reps</li><li>◦ (possibly independent experts)</li></ul></li></ul>	<ul style="list-style-type: none"><li>• External Nominations Committee:<ul style="list-style-type: none"><li>◦ MIO/RIO/RMO/AHC reps</li><li>◦ (possibly independent experts)</li></ul></li></ul>
<ul style="list-style-type: none"><li>• Nominations committee assesses all candidates and produces shortlist of best candidates.</li></ul>	<ul style="list-style-type: none"><li>• Nominations committee assesses all candidates and ranks all candidates based on assessment results.</li></ul>
<ul style="list-style-type: none"><li>• Only shortlisted candidates are put forward for MIO/RIO/RMO/AHC vote.</li></ul>	<ul style="list-style-type: none"><li>• All candidates are ranked and put forward for MIO/RIO/RMO/AHC vote.</li></ul>



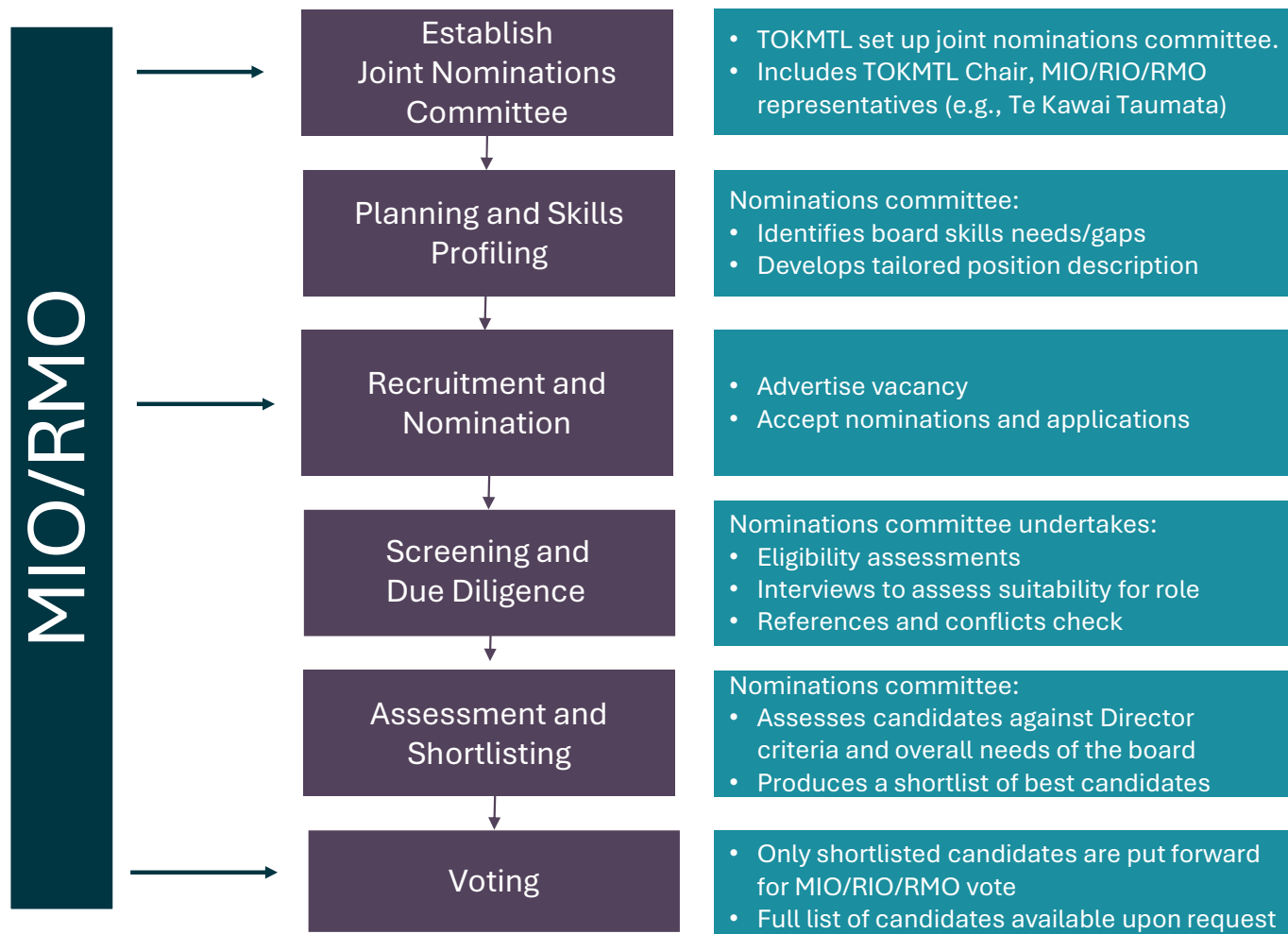
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# New appointment process options - TOKMTL

# Draft appointments process options - TOKMTL

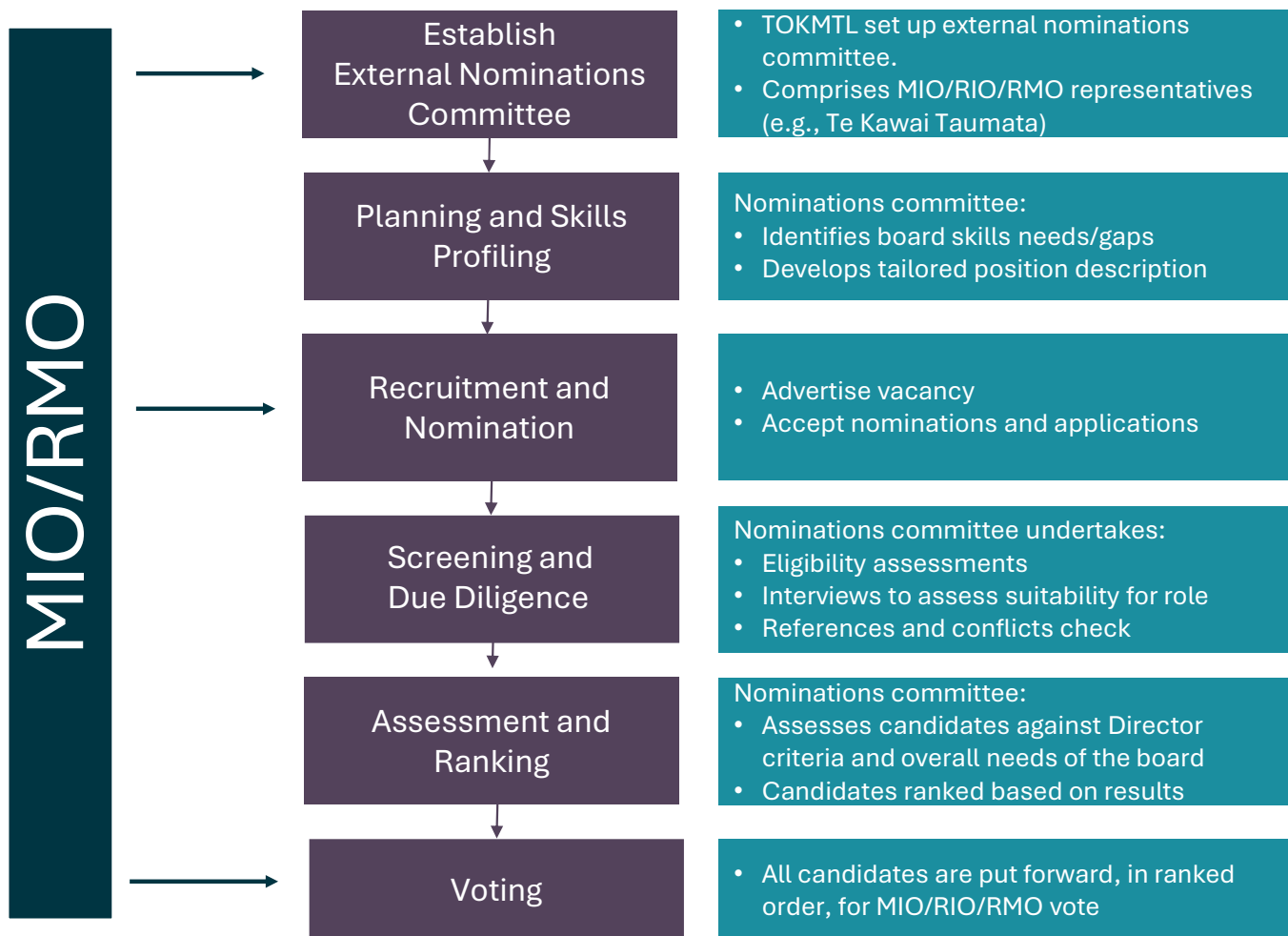
	Option 1	Option 2
<b>Nominations committee composition</b>	Joint Nominations Committee: <ul style="list-style-type: none"> <li>• TOKMTL Board Chair</li> <li>• MIO/RIO/RMO representatives (e.g. Te Kawai Taumata)</li> </ul>	External Nominations Committee: <ul style="list-style-type: none"> <li>• MIO/RIO/RMO representatives (e.g. Te Kawai Taumata)</li> </ul>
<b>Assessment process</b>	Nominations committee assesses all candidates and <u>identifies a shortlist of the best candidates</u> based on assessment results.	Nominations committee assesses all candidates and <u>ranks candidates in order</u> based on assessment results.
<b>Candidate selection</b>	Only shortlisted candidates are put forward for MIO/RIO/RMO vote.  (Full list of candidates available upon request).	All candidates are put forward, in ranked order, for MIO/RIO/RMO vote.

## TOKMTL OPTION 1 - Joint nominations committee, candidate shortlisted





## TOKMTL OPTION 2 – External nominations committee, all candidates ranked



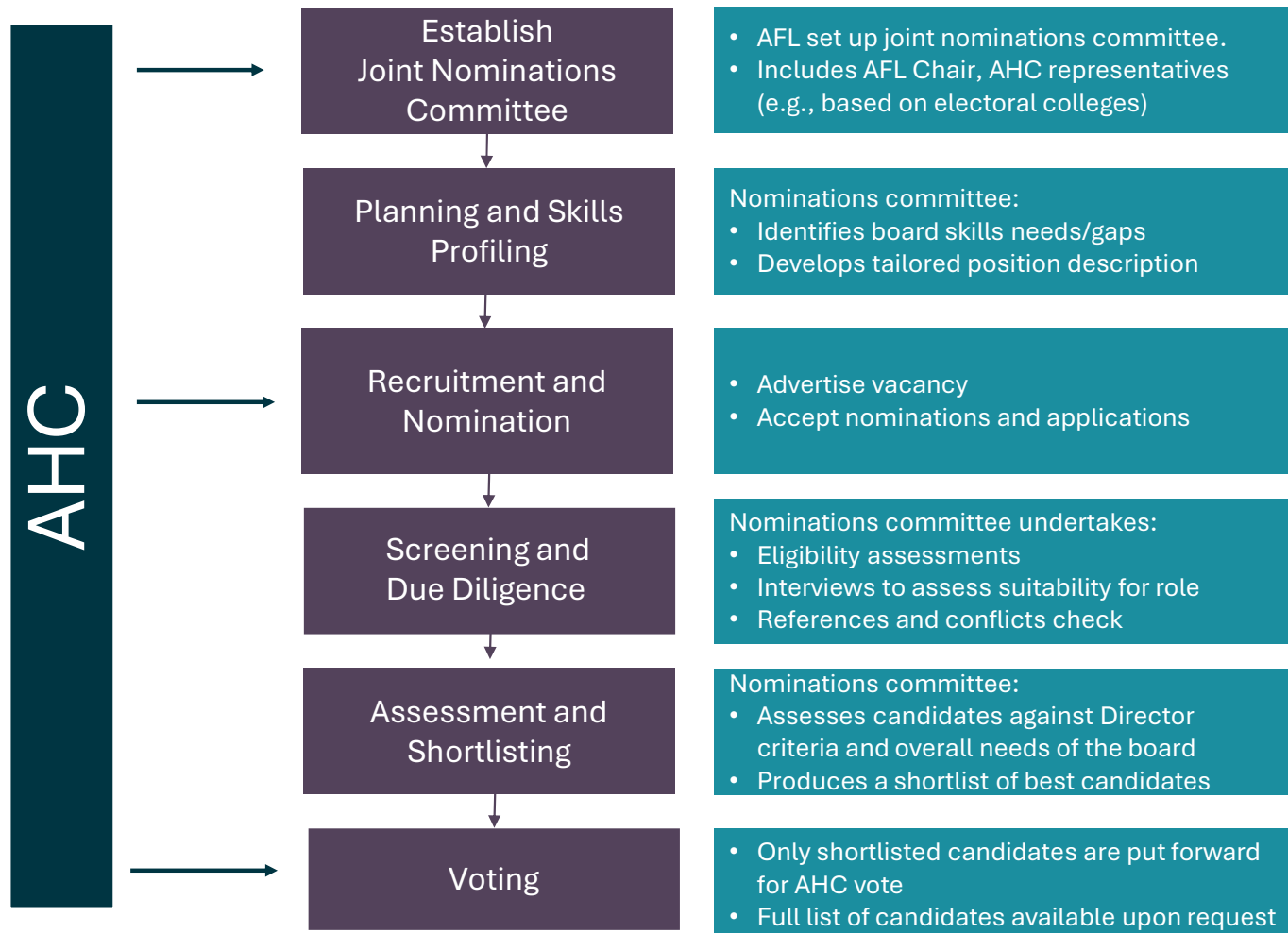


# New appointment process options - AFL

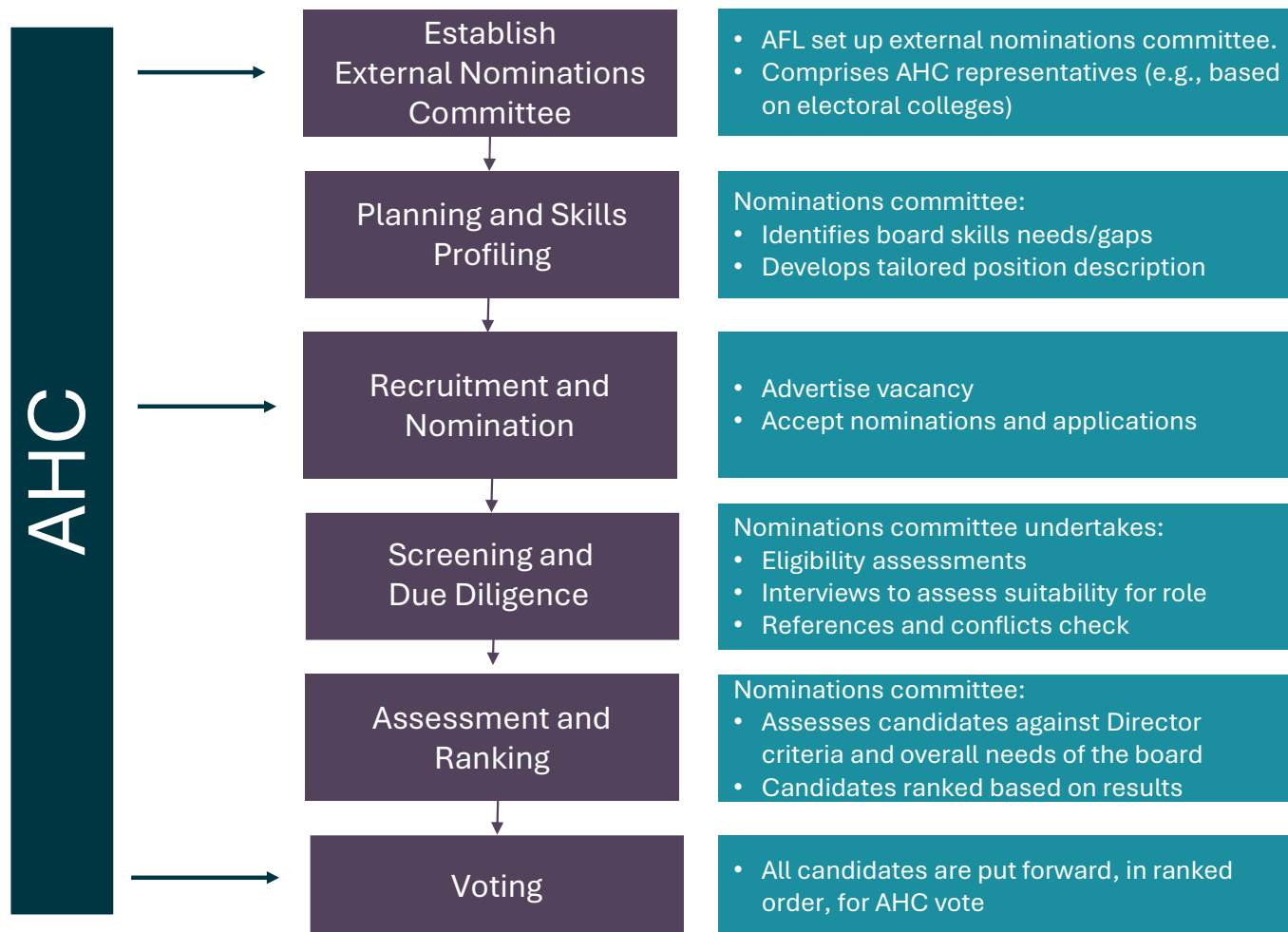
# Draft appointments process options - AFL

	Option 1	Option 2
<b>Nominations committee composition</b>	Joint Nominations Committee: <ul style="list-style-type: none"><li>• AFL Board Chair</li><li>• AHC representatives (based on electoral colleges)</li></ul>	External Nominations Committee: <ul style="list-style-type: none"><li>• AHC representatives (based on electoral colleges)</li></ul>
<b>Assessment process</b>	Nominations committee assesses all candidates against skills criteria and <u>identifies a shortlist of the best candidates</u> based on assessment results.	Nominations committee assesses all candidates against skills criteria and <u>ranks candidates in order</u> based on assessment results.
<b>Candidate selection</b>	Only shortlisted candidates are put forward for AHC vote.  (Full list of candidates available upon request).	All candidates are put forward, in ranked order, for AHC vote.

## AFL OPTION 1 - Joint nominations committee, candidate shortlisted



## AFL OPTION 2 – External nominations committee, all candidates ranked



## Next steps

- TOKMTL is currently engaging with MIO/AHC and RMO on draft appointment process options for the boards of AFL and TOKMTL.
  - The appointments process options, together with draft policies and procedures, will also be included in the suite of draft MFAA documents which will be shared with iwi in October.
  - MIO/AHC and RMO feedback is sought on the processes prior to the Board of TOKMTL approving the final versions in February 2026.
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