

REVISED EDITION JULY 2025



The marine sector employed 5,100 people in 2024, with a highly diverse workforce. Forecasting shows that the sector will need to fill over 2,000 job openings over the next five years to 2030, an average of 400 per year, to meet industries' need to grow and ensure continued productivity (Infometrics 2024). Our industries face global talent competition, particularly in areas of technical skill.

This sector includes: Ship and Boat Building; Boat Maintenance; Composites; Marina Operators

### **What matters to industry matters to us**

Hanga-Aro-Rau engages with the sector through our Industry Stakeholder Group (ISG) and National Industry Advisory Group (NIAGs), composed of industry leaders from around the country. This is supported by regular site visits and engagements with sector associations, business owners and key stakeholders annually. We have heard what issues this sector is facing specifically and below have outlined our planned actions to address each priority.

Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
Advocate for Industry to improved funding to support businesses to take on apprentices	Businesses take on apprentices with funding support from the government.	<ul style="list-style-type: none"><li>Continue to support the apprenticeship programmes</li></ul>	<ul style="list-style-type: none"><li>Helping to promote things like Mana in Mahi and other similar projects</li></ul>	December 2025
Qualifications reviews completed	Complete Marine Vessel Project Management review.	<ul style="list-style-type: none"><li>Ensure current reviews are completed by 12/2025</li></ul>	<ul style="list-style-type: none"><li>Support development and completion of this project</li></ul>	December 2025
The School to Work programme is a valuable initiative supported by the marine NIAG group	School to Work programmes are shown to be of great benefit to the industry and funded and supported appropriately.	<ul style="list-style-type: none"><li>Support Inspiring the Future, and role models</li></ul>	<ul style="list-style-type: none"><li>Promoting these events within</li></ul>	2026

2024 WDP Action	What has been actioned over the last 12 months	What will be actioned to Dec 30 2025
Strong Workforce Pipeline	Continue to support the apprenticeship programmes  Support Inspiring the Future, and role model programmes and initiatives, TEAM	HAR to further explore the funding for the School to Work programme and micro-credentials
Qualifications and Recognition challenges	Expedited Qualification Development: There's a recognised need to expedite the process of developing new qualifications to keep pace with evolving industry demands	<b>Qualification reviews:</b> Addressing challenges by conducting qualification reviews to identify skill gaps and develop new products, including micro-credentials and skill standards tailored to specific training needs in the marine sector  <b>Unit standard:</b> Providing information on the transition from unit standards to skills standards, emphasising the benefits of this shift for industry training  Complete Marine Vessel Project Management review

## NIAGs tabled for the ISB to pick up post 31 December 2025

Look into development of advance trade qualifications past L4I	Work on a L5 Advance Trade - Marine Industry
Successful School to Work programme has had the funding reduced - Industry see this as a successful pathway	HAR to further explore the funding for the School to Work programme and micro-credentials
Advocacy	NIAG to advocate for continuation of this group in an ISB setting



# Sector snapshot

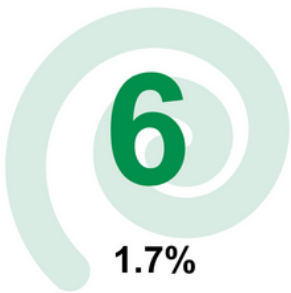
## Size of the sector



GDP: In 2024, the sector contributed \$649 million, which is 0.2% of the total economy.



No. of businesses (2024): 1,590, with boat building 65%, marine equipment retailing 35%.



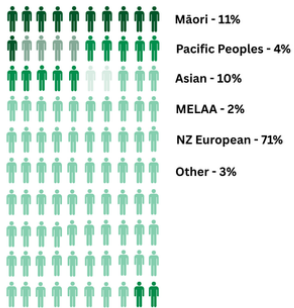
Māori-owned businesses (2021): The sector had 6 or 1.7% (in 1/3 where ownership data was available).



Employment: Continues to grow and is forecast to reach around 5,500 in 2030, around 400 more than 2024.

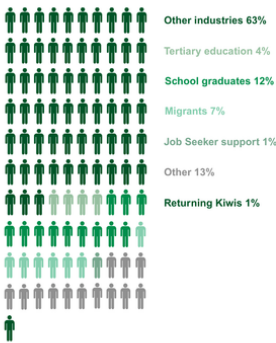


No. of Māori employed (2023).

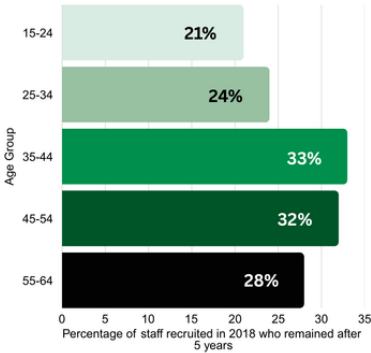


Ethnicity data for sector (2023). Total response ethnicity allows multiple ethnicities for each individual.

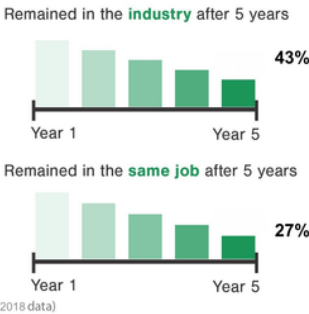
## Trends and forecasts



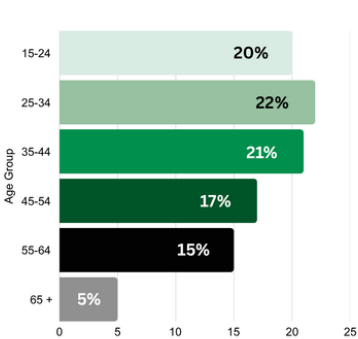
New entrants: From 1,000 to 1,100 between 2015 and 2023. Most from other industries, showing opportunity for attraction.



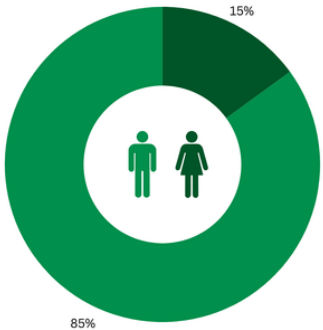
Retention of new entrants: Of the 2018 new entrants, the proportion of each age group who remained after 5 years.



Overall retention: Of the 2018 workforce, 43% remained in the industry after 5 years and 27% were in the same job after 5 years.



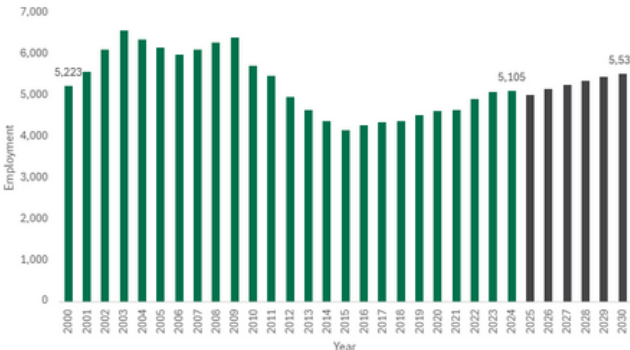
Age breakdown: 15-24-year-olds increased from 15% to 20% (2015-2023), 55+ age group decreased from 24% to 20% over the same period.



Gender split (2024): 15% of the workforce is female, down from 16% in 2015.



Forecast: 2,000 openings over the next 5 years (average 400 p/a), 27% due to growth and 73% due to workers leaving/retiring.



Employment: History and forecast



# Cross-Sector Action Plan

The below forms part of HAR actions until 31 December 2025 and will be tabled to the new ISB for future actions

Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
<b>Qualifications and Recognition</b>  To address challenges with Recognition of Prior Learning, current skills and experience in our sectors	<p>The vocational education system effectively recognises and validates prior learning and experience, enhancing upward mobility, transferability, and transparency of current skills.</p> <p>The result will be formalising skills and knowledge through qualifications.</p>	<p>Actively advocate for Recognition of prior learning as a programme of work/conversations all WDCs are having with NZQA and providers.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
<b>Advocate for funding gaps to recognise Prior Learning in Manufacturing, Engineering and Logistics (MEL)</b>	<p>Adequate funding is secured for the formal recognition of prior learning and experience in manufacturing, engineering and logistics for the benefit of employers and learners to help alleviate financial burden.</p>	<p>HAR has responded through our Advice to TEC function.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
<b>Better streamline qualification development to address delays in sector training</b>	<p>The development and implementation process for qualifications, programmes, and unit standards in the MEL sectors is expedited and efficient.</p>	<p>HAR have worked across the vocational education system with TEC, NZQA, and Providers to address the systemic challenges that slow things down by:</p> <ul style="list-style-type: none"> <li>• Early signalling to providers by giving early notice of upcoming reviews</li> <li>• Tighter project management</li> <li>• Shared language and expectations</li> <li>• Proactive engagement with system agencies</li> <li>• Early and deep industry involvement</li> <li>• Expanding our provider network.</li> </ul>	<p>Support and endorse actions taken by Hanga Aro Rau to address objectives.</p>	<p>31 December</p>

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Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
<b>Ageing Workforce</b>  <b>Providing Transition support for retaining the older workforce in Hanga-Aro-Rau Industries</b>	<p>Transition support is provided to experienced older workers to move into less physically demanding positions and to transition and retain senior workers into leadership and training roles.</p> <p>Employers will be able to develop and maintain succession planning and attract and retain talent.</p>	<p>We keep industry updated on quantifiable data and new research on the ageing workforce giving industries the opportunity to respond.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
<b>Acknowledging the skills gap for older workers in a rapidly evolving technological environment</b>	<p>Older workers receive the necessary training and support to adapt to new technologies and processes, ensuring they can effectively keep pace with rapidly evolving sector advancements.</p> <p>Industry retains the skills and knowledge of older workers.</p>	<ul style="list-style-type: none"> <li>Promote the Level 3 digital skills qualification and the development of a Level 4 qualification.</li> <li>Incorporation of new technology skills into our qualification reviews.</li> </ul>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>

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<b>Stronger Workforce Pipeline</b>  <b>Attracting young talent and improving the industry profile</b>	<p>Improved visibility of MEL sectors to attract younger talent, ensuring they are well-informed about the career opportunities available within the MEL sectors.</p>	<ul style="list-style-type: none"> <li>HAR has delivered the TEC <b>Inspiring the Future</b> (ITF) programme and continues to support the development of the Tāhātu Career Navigator website. ITF events seek to break down barriers and stereotypes, especially for young Māori and Pacific students.</li> <li>HAR works with other organisations like Chambers of Commerce, Economic Development agencies and AMA to promote and attract talent.</li> <li>HAR will develop and publish qualification pathways.</li> <li>Communicate and publish case studies.</li> </ul>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
<b>Overcoming Literacy and Numeracy Barriers: Enhancing Training and Advancement Opportunities</b>	<p>Industry is more aware and has better access to literacy and numeracy support, ensuring that all individuals could receive future training and advancement.</p> <p>This approach promotes equitable access to education and career growth, enabling a more skilled and capable workforce.</p>	<ul style="list-style-type: none"> <li>HAR advocate in this space through our TEC advice and by advising employers of the various literacy and numeracy programmes to engage.</li> <li>Supporting digital literacy awareness by promoting Level 3 digital skills qualification and the development of a Level 4 qualification.</li> <li>Broker introductions between industry and providers for specialist support.</li> </ul>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>

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Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
<p><b>Enabling a strong economy, including a strong Māori economy</b></p>	<p>Employers successfully engage, attract, and retain a diverse workforce, including Māori, Pacific, Women, and Disabled Peoples, by looking beyond traditional employment pools. This approach addresses labour shortages and fosters an inclusive, dynamic, and skilled workforce that meets the evolving needs of the sector.</p> <p>Industry successfully embeds Te Tiriti o Waitangi principles and embraces Te Reo Māori, creating a supportive environment for the growing Māori workforce.</p> <p>This approach enables the estimated 50,000 Māori entering the workforce over the next five years are well-supported, helping to address labour shortages and fostering a more inclusive and culturally aware industry.</p>	<p>HAR advocate the importance of the growing Māori workforce.</p> <p>We're identifying workforce gaps and leveraging opportunities to enhance access for Pacific Peoples within MEL sectors. Through engagement of <b>Lumana'i o Tangata Moana, Hanga-Aro-Rau Pacific Peoples Workforce Development Action Plan</b>, we're working to ensure strengthened outcomes within the vocational education system, empowering Pacific learners and workers to thrive.</p> <p>Empowering Disabled Individuals: Our Disability Research Project Report, informed by extensive engagement and research, identified barriers and opportunities to enhance support for disabled individuals in training and employment. <b>Let's level up</b> disability project launched to promote potential of disabled workforce to meet skill needs of the sector.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p> <p><a href="#">White Paper: Unlocking the potential of Māori and the Māori economy</a></p> <p><a href="#">Mahere Whanake Māori Plan</a></p> <p><a href="#">White Paper: Unlocking the potential of Pacific Peoples</a></p> <p><a href="#">Lumana'i o Tangata Moana</a></p> <p><a href="#">White Paper: Unlocking the potential of the disabled workforce</a></p> <p><a href="#">Let's level up</a></p>



# We want to hear from you

These Workforce Development Plans are our functions in action and remain agile to changing Industry and VET sector needs. We encourage and seek continual feedback, so if you would like to contact our team, please email [info@hangaarorau.nz](mailto:info@hangaarorau.nz)

