

Looking Out for Future Generations

2018 Sustainability Review

FINAL
pending approval for
public release
15.08.18





Quick Facts



CEO's Message



Sustainability at Auckland Transport



Land-use and Transport



Financial Stewardship



The Existing Network



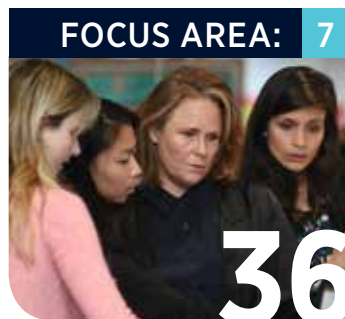
Low Emission Transport Choices



Design, Construction and Maintenance



Innovation and Technology



Our Own Organisation



What's Next

About this review

THIS REVIEW SUMMARISES AUCKLAND TRANSPORT'S SUSTAINABILITY PERFORMANCE AGAINST OUR SUSTAINABILITY FRAMEWORK OVER THE PAST TWO YEARS.

This review is intended to be a way to share our progress and achievements, as well as challenges, leading into the upcoming refresh of the Sustainability Framework.

August 2018



Quick Facts

82% diversion of waste from landfill during construction of Manukau Bus Station



Trains
Bays 11-21
Toilets
Taxis
Pick up
Way out
Tickets

Value for money through procurement resulting in financial **benefits of \$76.4 million** over the past two years

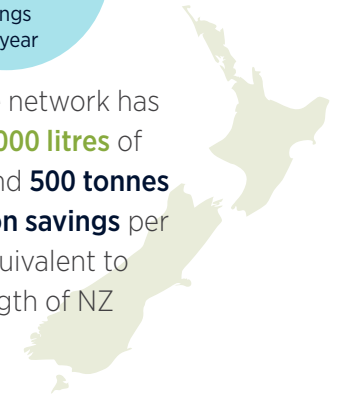
Provided employment

to 20 South Auckland Māori and Pasifika Trades Training graduates

500 tonnes



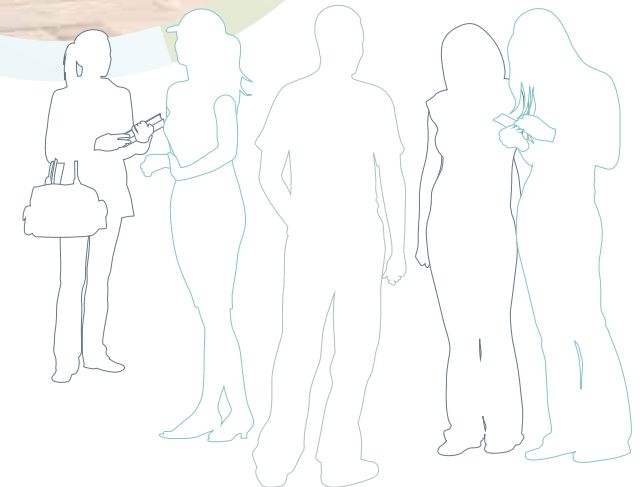
Optimising the network has delivered **500,000 litres of fuel savings** and **500 tonnes of CO₂ emission savings** per year. This is equivalent to driving the length of NZ 3,031 times





86% of Auckland Transport staff travel to work by means **other than a single occupancy vehicle**

Two **e-buses** on the road and 20 new **electric vehicles** in the Auckland Transport fleet



336 staff

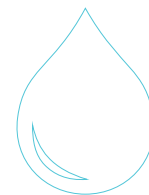
have participated in Ngā Kete Kīwai, our **Māori learning and development programme**

The energy saved through upgrading

43,000 streetlights

with **LED's** is enough to power nearly 1,500 homes for a year, rising to over 3,500 homes when we have completed the whole programme

We have stopped over 10,000 tonnes of contaminants from entering waterways



CEO's Message



SUSTAINABILITY IS SOMETHING AUCKLAND TRANSPORT IS COMMITTED TO AND I AM DELIGHTED THAT WE ARE, FOR THE FIRST TIME, SHARING OUR PROGRESS TO DATE. GIVEN OUR RESPONSIBILITY TO DELIVER A SAFE, INNOVATIVE AND SUSTAINABLE TRANSPORT NETWORK, IT IS IMPORTANT TO REDUCE IMPACTS WHERE POSSIBLE AND IDENTIFY OPPORTUNITIES TO DO BETTER FOR AUCKLAND.

As we head into the next ten years of investment in the transport network across Auckland, Auckland Transport will continue to identify the key areas where we can accelerate our efforts and to make an even more significant difference in terms of environmental, social, cultural and economic outcomes. As this review shows, the benefits of embedding sustainability into our business are being realised. It is now time to consolidate our efforts to maximise their impact, embed the discipline of setting measures and reporting on them, and refresh our sustainability agenda to be even clearer about what Auckland Transport wants to achieve.

Of course this won't be without challenges. This is particularly the case for reducing greenhouse gas emissions, adapting to the predicted impacts of climate change, and responding to expectations around improved water quality. Alongside the challenges, we have some exciting opportunities, particularly around the leadership we have shown in social procurement and in transitioning the public transport fleet to low emission.

We will also continue with our strong focus on road safety, as well as continuing with behaviour change initiatives to encourage people out of single occupancy vehicles and onto public transport, or walking and cycling.

Auckland Transport is well placed to play a significant part in ensuring the needs of future generations are not compromised by the actions and decisions we are making now.

Shane Ellison

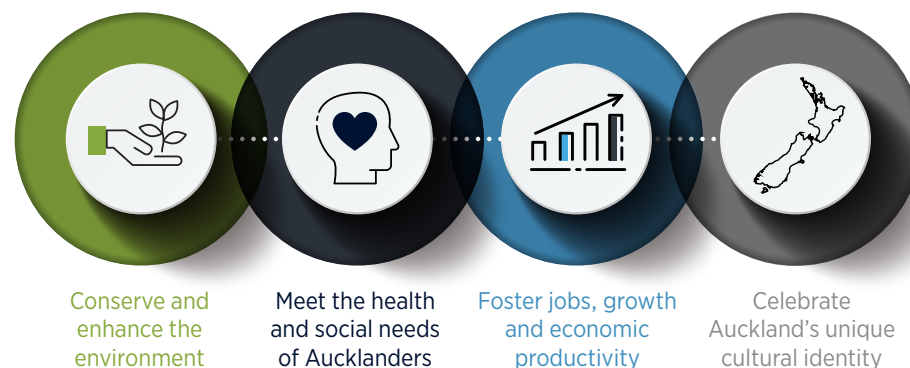


Sustainability at Auckland Transport

TRANSPORT SYSTEMS ARE A FUNDAMENTAL COMPONENT AND SHAPER OF CITIES - THEY PROVIDE VITAL ACCESS FOR PEOPLE, GOODS AND SERVICES WHICH ARE THE LIFEBLOOD OF CITIES. THEY ALSO HAVE SIGNIFICANT IMPACT ON SOCIAL, CULTURAL, ENVIRONMENTAL AND ECONOMIC OUTCOMES AND HAVE THE ABILITY TO POSITIVELY SHAPE AND CATALYSE IMPROVEMENTS FOR THE FUTURE OF CITIES.

Auckland Transport is the lead agency for the planning, development and management of Auckland's transport system (excluding the state highways and rail corridors). In undertaking these roles we acknowledge the legacy of decisions we make today in delivering on our mission of working together to deliver safe, innovative and sustainable transport for a great city.

The framework is built around four inter-related goals:



In recognition of the role we have in meeting the needs of the present generation without compromising the ability of future generations to meet their own needs, the Auckland Transport Sustainability Framework was endorsed by our Board in October 2016.

In the framework, Auckland Transport made the decision to focus effort on those transport activities where we have the most control or influence, or have the most impact in terms of improving the sustainability of the Auckland region. We intend that our actions complement and work alongside other actions undertaken at the global, national and local levels.

On that basis, the focus areas are:

1. Land-use and transport
2. Financial stewardship
3. The existing network

4. Low emission transport choices

5. Design, construction and maintenance

6. Innovation and technology

7. Our own organisation

The following sections provide snapshots of our activity and achievements across these seven focus areas. This is intended to provide an update on Auckland Transport's progress as we mature and develop our approach to reporting.



Land-use and Transport

WE WILL CONTINUE TO IMPROVE ACCESSIBILITY AND REDUCE THE NEED TO TRAVEL.

Decisions about transport systems, the form of urban development and how land is used all impact each other. Integrated land-use and transport planning is the key to ensuring that living, working, social and recreational spaces are developed close together, and that multiple transport options are provided between these spaces to improve accessibility and reduce reliance on individual car travel.

Auckland Transport have been engaging in a number of activities including:

- Active participation in the development of the Auckland Unitary Plan to ensure land-use was intensified around transport nodes, resulting in the re-zoning of a number of areas to allow for greater density.
- The development of the Regional Public Transport Plan and design of the new public transport networks which improves transport choice, reduces congestion, and supports more intensive land-use development.



Karangahape Road, artists impression.



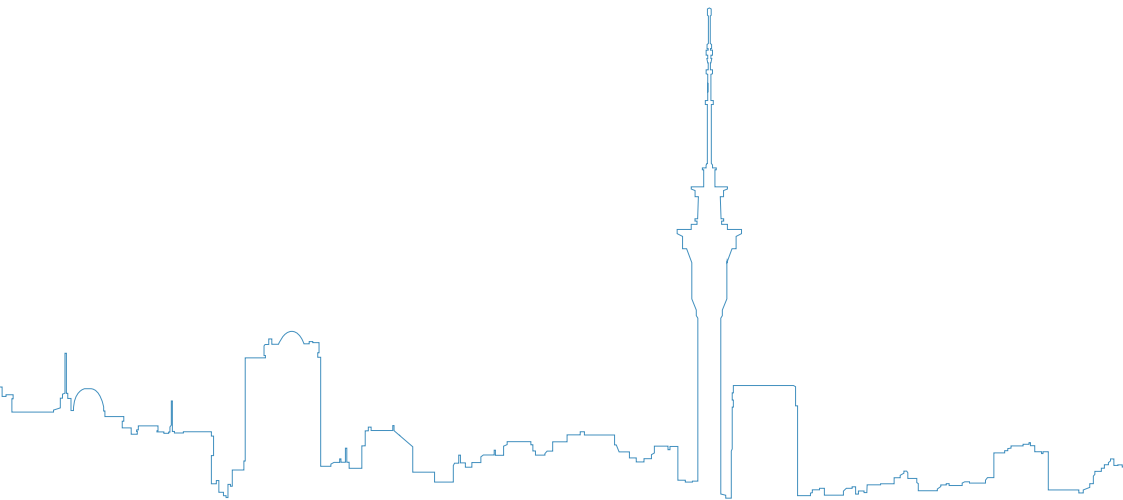
- The use of parking management and pricing to support the economies of local centres by encouraging short-term visitor parking, discouraging commuter parking and supporting travel by public transport and active modes.
- Active involvement in the development of structure plans for greenfield areas to ensure transport outcomes are identified and part of the planning process.

AMETI, Ti Rakau Drive busway, artists impression.



AMETI busway, Lagoon Drive, Panmure.

- Working with Panuku Development Auckland, Auckland Council's urban regeneration agency, on key locations across Auckland including Manukau, Takapuna, Papatoetoe and Henderson.
- Using land-holdings alongside and above transport infrastructure to maximise land-use and transport integration, including through the City Rail Link, the Auckland Manukau Eastern Transport Initiative (AMETI) Eastern Busway and proposed light rail.
- Working with the Auckland Housing Programme and developers to provide transport expertise and manage the interface with Auckland Transport.
- Working with Auckland Council to provide transport support into the Mass Transit Spatial Planning Programme, ensuring there is a strong integration between transport and land-use planning.



Artists impression of Karangahape Station:
Mercury Lane entrance.



FOCUS AREA: 2

Financial Stewardship

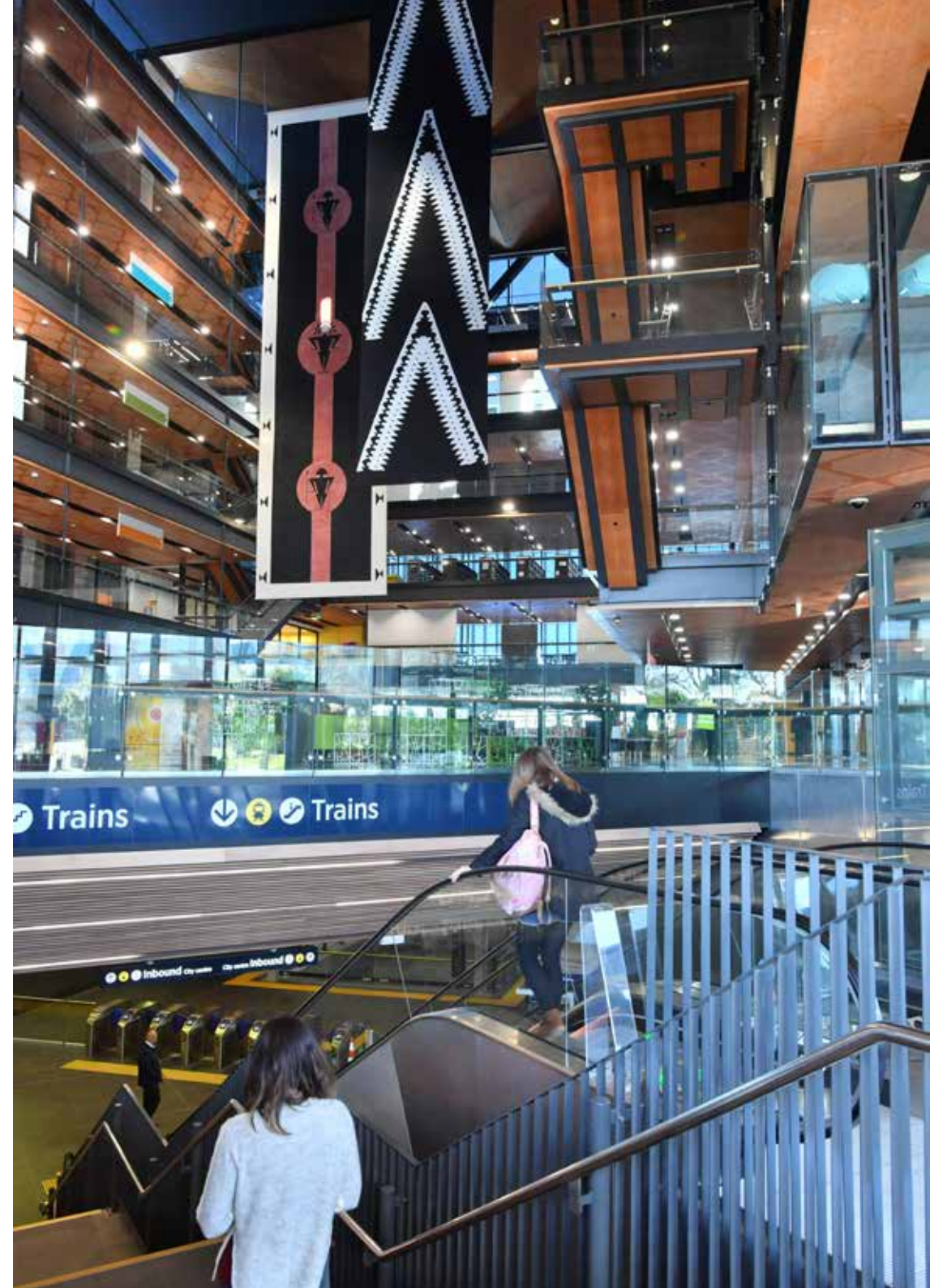
WE WILL CONTINUE TO ENSURE OUR PROJECTS OFFER GOOD VALUE FOR MONEY AND CONSIDER WHOLE OF LIFE COSTS.

Auckland Transport is responsible to Auckland residents for financial stewardship in its management of the transport system and its assets. The expectation is that this responsibility will be carried out with great care. This means getting value for money, considering whole of life costs, investing wisely, and exploring all funding options, to ensure that money spent now meets the needs of the wider community into the future. Careful planning and management will ensure assets are functional and will continue to benefit future generations.

Savings and efficiencies

Auckland Transport works smarter to bring about solid financial savings while delivering on our four inter-related goals, including:

- Value for money through procurement resulting in financial benefits of \$76.4 million over the past two years.
- Energy efficiency savings through LED retrofits for streetlights, traffic signals, train stations and carparks are collectively predicted to save around \$2.1 million annually. The planned stage 2 LED retrofit is predicted to save an additional \$2.6 million in electricity costs per year. Solar assets installed to date, assuming each would have avoided a connection fee, are estimated to save an additional \$3 million.



- Enhancement of our Infrastructure Programme Viewer has the potential to save millions of dollars as well as minimise disruption to the public through coordinated delivery. Auckland Transport are establishing the systems to quantify the benefits of improved coordination of infrastructure renewals with other works. Savings through joint delivery and reduced traffic management will be reported in future years.

Leveraging investment

Auckland Transport have a number of key strategic relationships with organisations who share our interests in delivering sustainability outcomes. We have been able to leverage these to support investment in our work, including:

- Through our partnership agreement with the Energy Efficiency and Conservation Authority (EECA) we have received \$65,000 to support energy management initiatives.
- We successfully applied to the EECA administered Low Emission Vehicle Contestable Fund and received \$782,000 towards the purchase of electric buses and the installation of electric vehicle charging infrastructure.





Wynyard Quarter • Wynyard • Queen St • Town Hall • Pitt St • Karangahape Rd • Myers Park

City Link
Wynyard Quarter

NB305

Please signal driver to stop

Metro

NB305

e-BUS
powered by electricity

Metro

e-BUS
powered by electricity

LFT275

As part of the C40 Climate Leadership Cities Network a number of Auckland Transport staff have participated in network activity to support our mobility and low emission vehicle work, we also received a US\$20,000 grant toward developing the Electric Bus Grid Impact Study.

- Partnering with the New Zealand Transport Agency (NZTA) to pilot a infrastructure sustainability rating tool, which in turn will provide us with insight into the value of a rating tool for Auckland Transport.

Application of whole of life costing

- The evaluation of scenarios for Auckland Transport’s Low Emission Bus Roadmap assessed whole of life costing to identify the optimal time to begin the transition to an electric bus fleet.
- The development of the business case for the transition of the Auckland Transport fleet to electric vehicles, used the EECA total cost of ownership tool.

Value for money

- Two value for money measures have been included in the 2018 – 2028 Regional Land Transport Plan:
- Proportion of major project key performance indicators that have been achieved
- Public transport farebox recovery.



The Existing Network

WE WILL CONTINUE TO IMPROVE SUSTAINABILITY OUTCOMES FROM MAINTAINING, OPERATING AND RENEWING THE EXISTING TRANSPORT NETWORK AND ASSETS.

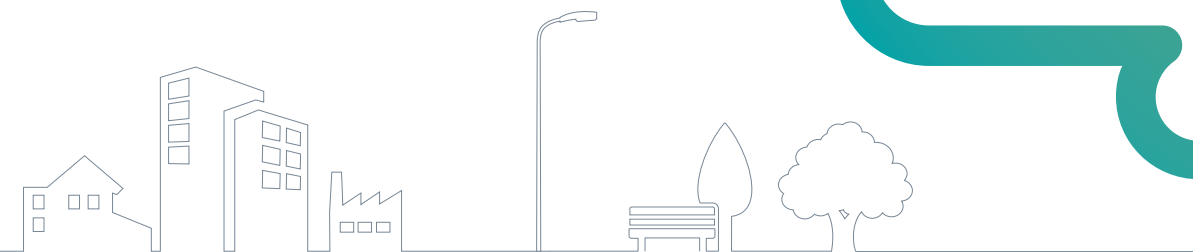
Auckland's current transport network, infrastructure and services have been developed over time, shaped by past decision making and investment. To develop a more sustainable future we need to get the most out of what we already have.

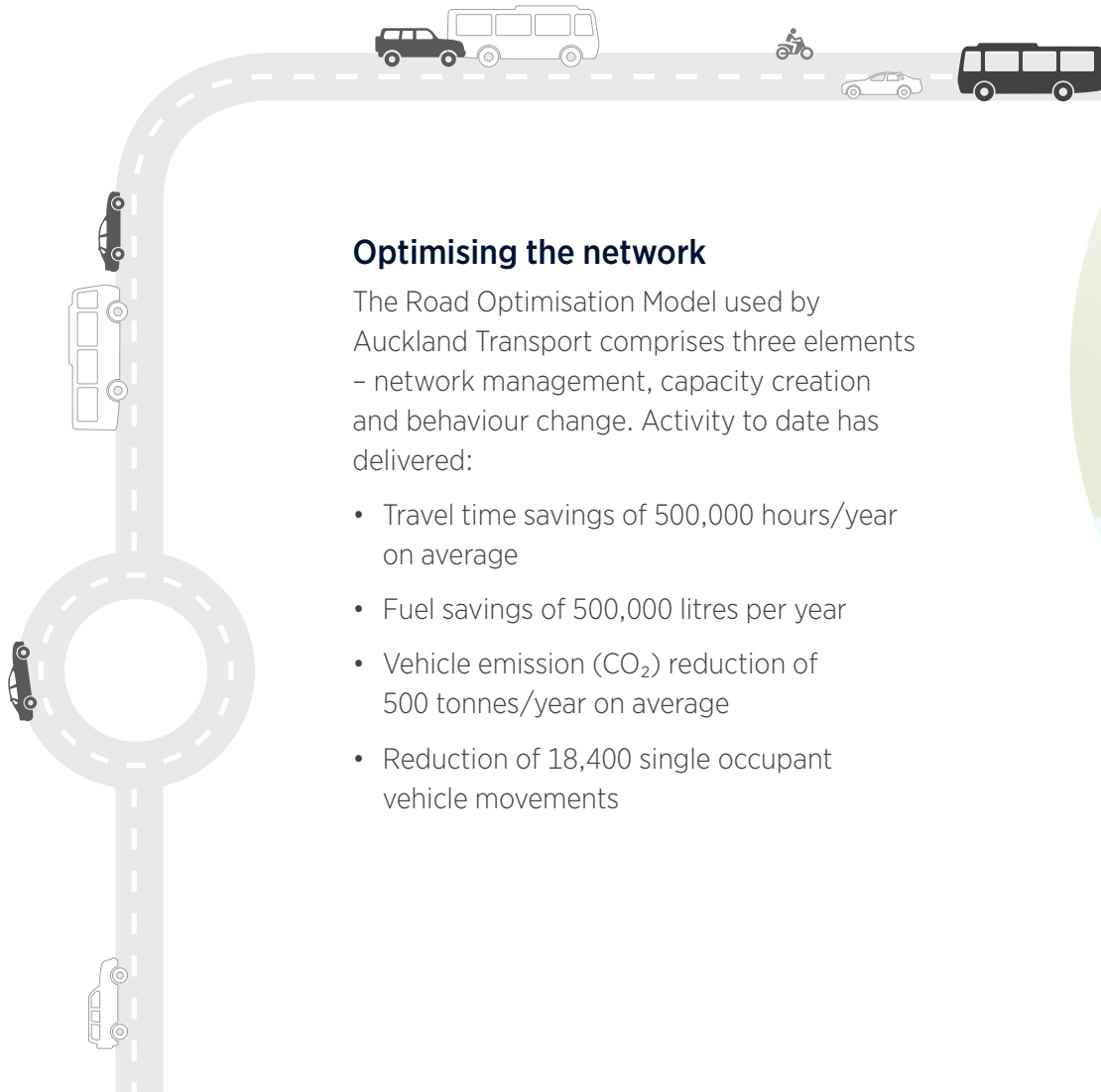
Energy Efficiency Improvements

We replaced over 4,000 light fixtures with LED lights in four large carpark buildings and installed lighting control systems which are predicted to deliver 1.7GWh of energy savings annually and reduce our electricity bill by \$167,000 per year.

We retrofitted 97% of traffic signals to LED lights, which are predicted to save 1.4GWh of energy annually and save \$260,000 on annual electricity bills.

We are completing the Phase 1 upgrade of 43,000 streetlights to LED lights with predicted energy savings of 11.2GWh annually. Phase 2 is underway which will see another 49,000 streetlights being upgraded over the coming years, predicted to deliver an additional 16.3GWh of annual energy savings. Once all 92,000 lights are upgraded we will also save \$2.5 million in reduced maintenance costs.





Optimising the network

The Road Optimisation Model used by Auckland Transport comprises three elements – network management, capacity creation and behaviour change. Activity to date has delivered:

- Travel time savings of 500,000 hours/year on average
- Fuel savings of 500,000 litres per year
- Vehicle emission (CO₂) reduction of 500 tonnes/year on average
- Reduction of 18,400 single occupant vehicle movements



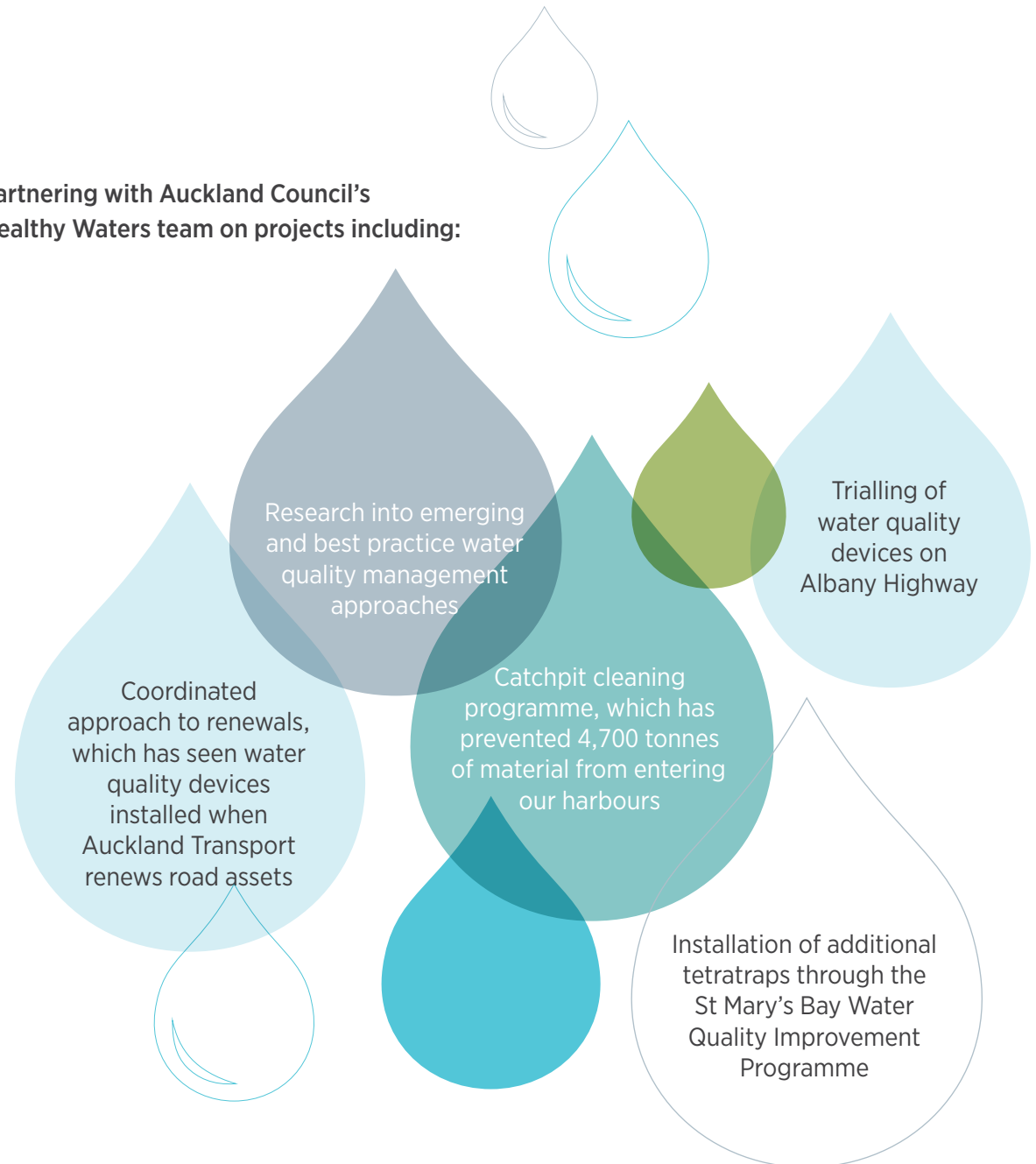


Water quality initiatives

Auckland Transport have a suite of initiatives underway that focus on water quality improvements including:

- Street sweeping preventing more than 6,000 tonnes per year of contaminants from entering the harbour.
- Installation of 2,900 tetratrap to stop gross pollutants entering the harbour.
- \$18 million allocated through the Regional Land Transport Plan for environmentally sustainable infrastructure over the next ten years.
- Transport Design Manual amended to support improved water quality outcomes, including water sensitive urban design.
- A requirement that all our new major projects include treatment of run-off, using devices such as raingardens and swales which provide wider benefits including amenity and biodiversity outcomes.
- Working in partnership with Auckland Council on the development of an Auckland's Waters Strategy.
- Developing a comprehensive sullage management plan to ensure that wastewater from ferries is disposed of at pump-out facilities, as well as investing in new on-shore facilities for sullage disposal.

Partnering with Auckland Council's Healthy Waters team on projects including:





Tamaki Drive and Ngapipi Road intersection, artists impression.

Road safety

Auckland Transport plays a pivotal role in ensuring that the people using Auckland's public transport and road networks can do so with confidence that they are safe and well protected from any risks. With that in mind, Auckland Transport have adopted a Safe System approach and this will be a priority focus area for the organisation. The Safe System approach aims for a more forgiving road system that takes human fallibility and vulnerability into account. Under a Safe System, we design the whole transport system to protect people from death and serious injury.

Our work aligns with the Government who are developing a new road safety strategy which will be ready for implementation in 2020. Working with our Auckland Road Safety partners - NZTA, NZ Police and Accident Compensation Corporation - we have identified a number of actions to improve Auckland road safety outcomes in the short term including:

- Improved Safe System road safety governance structures and knowledge transfer
- Speed management, technology and enforcement of safe driving behaviours
- Safety engineering investments at high-risk intersections and road corridors
- Mass action safety improvements for vulnerable road users
- Ensuring Safe System design improvements through Capital, Maintenance and Renewals programmes
- Support for increased Auckland Road Policing activities and further investment in technology.

Bringing te reo Māori into Auckland's trains

Timed with Matariki in 2018, all Auckland train services have had te reo announcements introduced. This is the first stage in rolling out te reo on public transport, and features the main safety announcements and the beginning and mid-point of the journey. The next stage will include an enhancement of the current messages in te reo throughout the journey. Auckland Transport is committed to the Māori language being seen, heard, spoken and learnt throughout the transport network.

The introduction of Māori language on trains is Auckland Transport's contribution to Auckland Council's Māori Language Policy. This policy recognises te reo Māori as a cultural treasure and an official language of New Zealand and is New Zealand's point of difference in the world.

Responding to climate change

Auckland Transport is actively considering how we should respond to the predicted impacts of climate change and we are in the process of developing a Climate Change Adaptation Plan. We are also engaging in the development of the Auckland Climate Action Plan, and work nationally on emissions and adaptation, including submitting on the Zero Carbon Bill.



Shane Ellison and Minister Peeni Henare.

Low Emission Transport Choices

WE WILL CONTINUE TO INTEGRATE WALKING, CYCLING AND PUBLIC TRANSPORT AS PART OF THE TRANSPORT NETWORK.

Low emission transport choices, such as walking, cycling and the use of public transport, improve the city's sustainability and resilience. Providing people with more options for personal travel and improving the connectivity between these modes contributes towards increased use of sustainable mobility in the future.

A key initiative to drive the adoption of walking is the [Auckland Walk Challenge](#).

People participating in the challenge were motivated by things such as **exercise, wellbeing and financial benefits**. This year

5764 people joined,

which is an increase of

395

from 2017. Based on those that replaced car trips with walking, 20,000kg of CO₂ emissions were avoided.

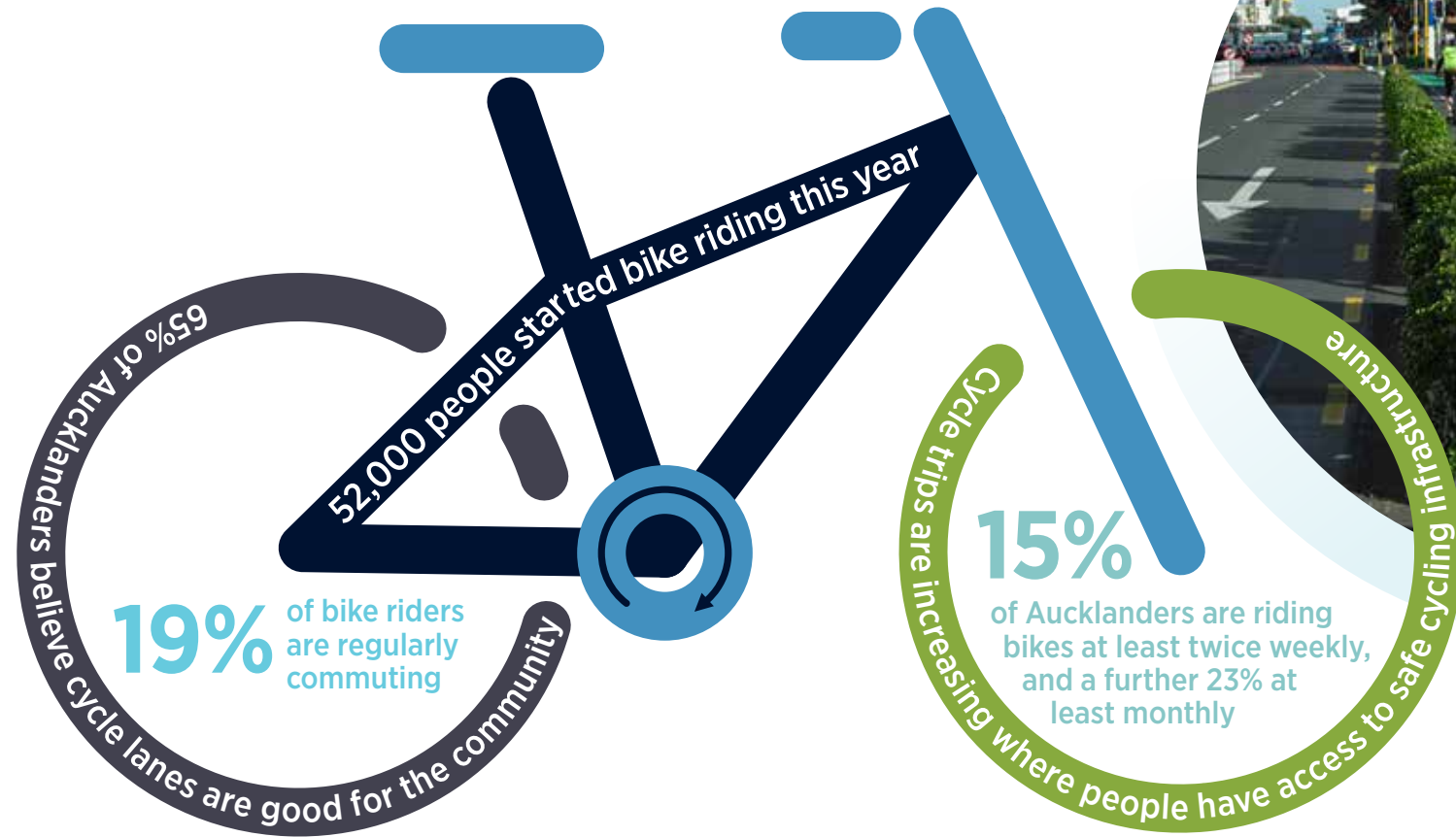
Recent research shows that walking levels are static, with

35% walking to public transport, and

48% walking short journeys to local shops.

Auckland Transport is currently developing a strategic case to support increased investment in walking for the future.

Cycling continues to be an active mode that is seeing growth, year on year. The latest survey shows:





Light rail, artists impression.

For the 12 months to June 2018, Auckland public transport patronage totalled

92.4m passenger boardings

an increase of

↑ 4.4% on the previous year.

This included 66.2 million bus boardings, 20.2 million train boardings and 6.0 million ferry boardings. Of these, 40.5 million passenger boardings were on rapid and frequent services.

Building on the significant emission reductions delivered through electrification of rail in 2015, Auckland Transport continues to investigate and pilot new technologies that will lead towards zero emission public transport, including:

- Developing a Low Emission Bus Roadmap
- Partnering with C40 on a study of the implications of electrifying buses on the electricity grid
- Piloting two electric buses on the City Link Route, with funding support from EECA, so we can gather data on e-bus operational performance in Auckland.



Auckland Transport, in partnership ChargeNet, are installing up to **60 public electric vehicle chargers** in parking sites, with match funding from EECA. This will allow us to expand publicly available charging infrastructure, learn valuable implementation lessons and gather data to help understand charging behaviours, in order to guide future investment.

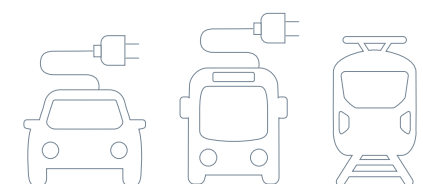
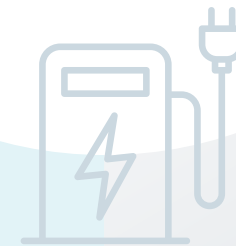
Auckland Transport have started work on an **electric vehicle strategy** to provide clear direction to the organisation on our role in preparing for a more electric vehicle future in Auckland.

Working with On a Mission, an e-cargo delivery company, to determine potential for this mode to provide deliveries in the city centre, replacing larger greenhouse gas emitting vehicles.



Profile: C40 Fossil Fuel Free Streets Declaration

In October 2017, Mayor Phil Goff signed Auckland up to the C40 Fossil Fuel Free Streets Declaration as a way to fight air pollution, improve the quality of life for all citizens and help tackle the global threat of climate change. Mayor Goff pledged to procure only zero-emission buses from 2025 and ensure that a major area of the city is zero emission by 2030. We are actively working towards the aspirations set out in the declaration, most notably through the development of the Low Emission Bus Roadmap.



Design, Construction and Maintenance

WE WILL CONTINUE TO DESIGN OUR PROJECTS FOR LONG-TERM BENEFITS AND MINIMISE THEIR IMPACT DURING CONSTRUCTION, RENEWALS AND MAINTENANCE.

Sustainable design adds environmental, social, economic and cultural value to the lifespan of an infrastructure project and aims to minimise construction impacts. Current infrastructure projects are envisaged to last between 50 to 100 years. These structures therefore must be adaptable to the changing environment and needs of society over this time.

The progress made by Auckland Transport in this area can be demonstrated through both the delivery of major projects as well as making changes to key processes that will support delivery of sustainable infrastructure.

For the City Rail Link project:

- Auckland Transport led the integration of sustainability as a key focus area. By setting a vision for the project to be designed and constructed to the highest sustainability standards, we now have a benchmark for delivering sustainable infrastructure. We will continue to draw lessons from this project to inform how we set sustainability standards for our other projects.



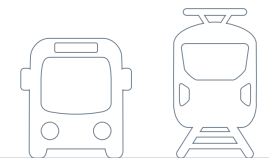
Aotea Station, City Rail Link, artists impression.

SUSTAINABLE DESIGN ADDS ENVIRONMENTAL, SOCIAL, ECONOMIC AND CULTURAL VALUE TO THE LIFESPAN OF AN INFRASTRUCTURE PROJECT



For the Manukau Bus Station project:

- For the construction phase, Auckland Transport included a requirement to train and employ South Auckland Māori and Pasifika Trades Training graduates. This resulted in thirteen graduates (50% of which were women) employed and all now have full-time jobs in sub-contractor organisations.
- Partnering with Mana Whenua resulted in the use of natural timber and prominent iwi art features. This also guided the design of the stormwater management system and passive temperature control measures.
- The building allows for fresh air and natural daylight, uses low energy fixtures and fittings to lower energy use, and has a greywater system to collect water from sinks and recycle it back into the building for toilet flushing.
- By incorporating waste outcomes in procurement for construction there was an 82% diversion of construction and demolition waste from landfill.





For Ōtāhuhu Station:

- Alongside a doubling in number of train boardings, this train station is also a location for a social enterprise designed to benefit the community. Fale Kofi, a food and beverage social enterprise that uses local suppliers and labour and puts all profits back into the local community, was given access to the facility for a six-month trial as a potential prototype for what could be done in other Auckland Transport facilities. It was so successful that we have now given them a long-term contract.
- Auckland Transport partnered with Mana Whenua from the beginning of the project to set clear narratives and priorities for the design of the station. The project design team worked closely with Mana Whenua to reflect and respect the cultural importance of the site, which influenced the layout and design of the architecture and landscape.



For Ōtāhuhu Town Centre (Streetscape) upgrade:

- Two local architectural graduates were employed as part of the procurement process, both of whom have now gone on to full-time employment.

For Pukekohe Station:

- The construction contract had requirements to train and employ South Auckland Māori and Pasifika Trades Training graduates. Seven trade trainee graduates were trained and employed on the project, with the majority going on to full-time employment.



Princes Street and Great South Road Intersection, artists impression.

Infrastructure sustainability

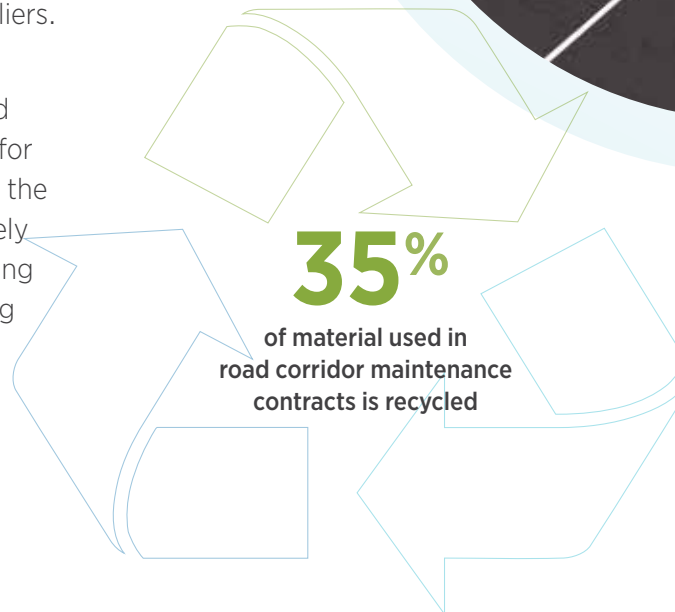
Auckland Transport is interested in delivering infrastructure that is designed, constructed and operated to optimise environmental, social, cultural and economic outcomes for the long term. With this in mind we have the following infrastructure sustainability initiatives underway:

- Partnering with NZTA to pilot the Infrastructure Sustainability Council of Australia's Infrastructure Sustainability (IS) rating tool on a local roading project and on a road maintenance contract, building off the work done for the City Rail Link. This will help inform Auckland Transport's next steps in how best to deliver sustainable infrastructure.
- All road corridor maintenance contracts have sustainability plans in place. Reporting to date shows that 35% of material used is recycled and 60% of material removed during maintenance is diverted from landfill.

- Since 2016, we have included standard fields in all Request for Proposal documents to identify sustainability outcomes that can be delivered within projects. This has given us visibility of the capability of the supplier market to support sustainability outcomes.
- Auckland Transport Physical Works Supplier Panels are now established. Sustainability was included as an attribute in the selection process with a view to delivering continuous sustainability performance through the work of the suppliers.
- Auckland Transport have a growing focus on reducing waste and reliance on virgin materials in constructing and maintaining its assets. Auckland Transport's Aggregates for Construction Specification has been updated to cater for the use of recycled aggregates. We are working collaboratively with industry partners on removing barriers, understanding the current demand and supply landscape and identifying opportunities for use of recycled aggregates.



Mason Avenue, artists impression.



Innovation and Technology

WE WILL USE INNOVATION, TECHNOLOGY AND DATA FOR IMPROVED OUTCOMES.

Utilising data to improve the operation of our transport system, and developing combined mobility approaches which incorporate technological changes will improve transport choices for personal mobility and make Auckland's transport system more efficient and resilient.

Auckland Transport's **Customer Central** is a hub aimed at delivering better experiences for our customers, by bringing together cross-functional teams from across our organisation, and employing an agile methodology to deliver fast results. Customer Central have worked on a number of sustainability-related projects, including:

- Working closely with Auckland's blind community to improve public transport accessibility, particularly with buses, for visually impaired customers. Benefits – including increased patronage and customer satisfaction – can be achieved through developing solutions such as “next stop” announcements, bus driver alerts to help locate the customer, and over-the-phone assistance with getting on the right bus.
- Designing a ride-share service to enable easy connections to and from Devonport Ferry Terminal through the operation of electric vehicles. Significant benefits are expected from reductions in congestion and

emissions, with a target of transporting 1400 passengers per week and time savings of 12 minutes per passenger trip.

Auckland Transport have **implemented new technologies** in a range of contexts and are currently trialling new innovative solutions to further improve network efficiency and deliver sustainability outcomes, including:

- New Solar Passenger Information Display's (PID's) allow us to cut energy demand and reduce both the energy used and money spent operating the network. We are currently operating 139 solar PID's with plans to add an additional 300 to the network by 2020.
- The Whangaparaoa dynamic lane trial and the planned introduction of CCTV analytics will allow us to deliver value for money and reduce carbon emissions through efficiency gains. CCTV analytics has already shown safety and wellbeing benefits with better incident management and prevention methods enabled by more detailed data collection.

We are looking at how to **leverage our data** given that we gather a huge amount from our day-to-day operations. We have a number of work streams that utilise data to improve the operation of the network and encourage uptake of public transport, including:

Dynamic lane changes.



- The **'Accurate Journey Times'** project involves compiling real-time data to accurately predict the travel time between origin and destination on different modes. This information can then be communicated to customers to show the time benefits of using public transport or transit lanes, encouraging behaviour shift to lower-emission transport.
- The **'Connected Journeys'** work stream uses data to predict the number of people who will transfer from one service to another, enabling customers to make better connections in real time. For example, if the first service was running late, a connecting service could be delayed until passengers have made the transfer. This will improve customer confidence in public transport, and should improve public transport patronage over time.

The Parking Design team are testing an initiative to provide parking availability data to our customers, by combining data from the AT Park app and parking meters to show real-time parking availability. This will be displayed on the AT Park app. Giving customers real-time parking availability will reduce congestion by guiding vehicles to where parking is available. It will also help customers make decisions around their transport choice by showing the likelihood of them finding a parking space at their destination.



AT Park app.

Our Own Organisation

WE WILL LEAD BY EXAMPLE BY STRIVING FOR BEST PRACTICE FOR AUCKLAND TRANSPORT'S PEOPLE, BUILDINGS, FLEET AND PRACTICES.



Women@AT

People

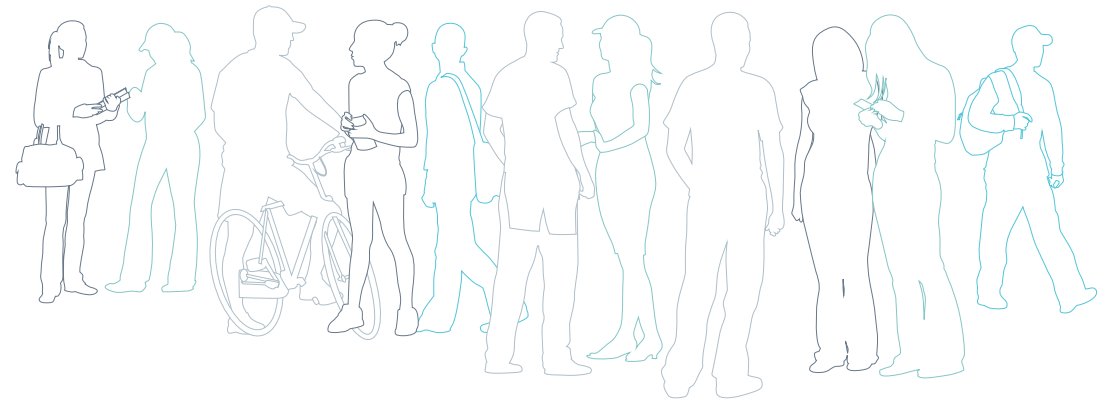
Auckland Transport is proud of how diverse we are, and the skills and experiences of all our people. We are making a long-term commitment to enhancing the diversity of our workforce, making sure we are being inclusive and using the strengths and talents of all our people.

We have undertaken a number of initiatives to date:

- In 2017, we established our first **Diversity and Inclusion** Leadership team. The team is responsible for providing strategic direction and guidance on our diversity strategy, leading key initiatives, sharing our plan across the organisation, and ensuring diversity and inclusion is considered in everything we do.
- In 2018, we developed a new Diversity and Inclusion policy to reinforce our commitment to creating a diverse and inclusive workplace, ensuring that all employees enjoy a working environment free from harassment, bias and discrimination.

WE WANT A WORKPLACE WHERE EVERYONE IS VALUED FOR THEIR CONTRIBUTION, REGARDLESS OF THEIR DIFFERENCES

- In 2016, we introduced **flexible working arrangements** to support employee work/life balance and improve business outcomes. Six months after its introduction, 57% of our staff reported they worked flexibly in some way.
- Increasing **gender balance** has been identified as a key priority. Women currently represent 43% of all Auckland Transport staff, however recruitment, development and retention of talented female staff is going to be essential to grow our leadership pipeline, which is largely male dominated at senior levels. We have developed a Women@AT action plan to provide opportunities for a more gender balanced workforce.
- With more than 500 of our staff over 50 years old, we have an **ageing workforce**, many in highly technical roles, leading teams, or in physically demanding roles. In 2018 Auckland Transport implemented the Staying On® initiative, an innovative organisational development programme designed to help our organisation and our people adapt to the age wave.





- Auckland Transport are proud to have a **culturally diverse workforce** with employees from all over the world. We are committed to creating an inclusive environment where people can feel proud to share their diverse backgrounds and bring their whole self to work. To help achieve this, in 2017 we launched “AT Connects”, which are staff-led diversity networks designed for people who share aspects of their identity to connect, communicate, and support each other. Auckland Transport supports the networks to share their diverse cultures across the organisation with a range of cultural celebrations and events such as Diwali, Chinese New Year, Matariki, and Māori and Pasifika language weeks.
- We seek to support people with different abilities, life experiences, sexual orientation, thoughts and perspectives. Both LGBTIQ+ and accessibility are key opportunities for Auckland Transport to be more inclusive.
- In February 2018, we were proud to be the first transport organisation to commence the journey to become **Rainbow Tick accredited** to make Auckland Transport a more inclusive workplace for the Rainbow community. We also participated in the Auckland Pride Parade for the first time with around 100 Auckland Transport staff, including our CEO and members of the Executive Leadership Team, coming along with their family and friends to publicly support our rainbow community.
- A working group has also been formed with key staff from across Auckland Transport to develop a **Disability/Accessibility Action Plan** to create opportunities to improve access for our people and customers.

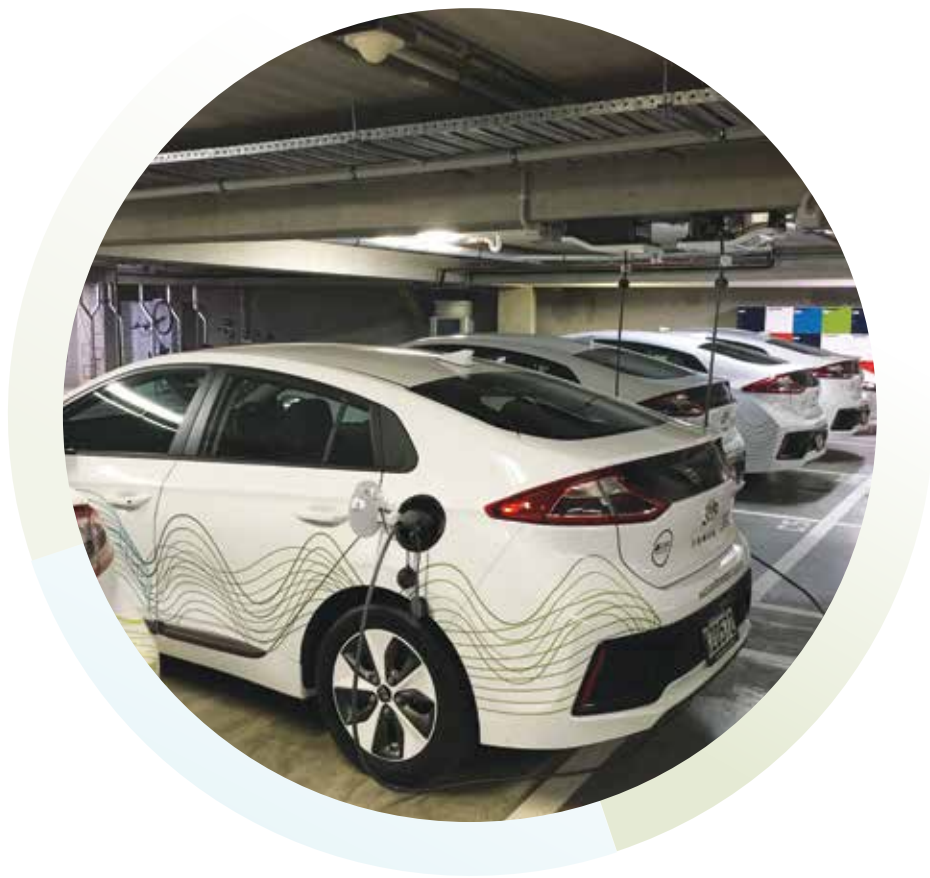
- To help us build a more inclusive environment, we piloted our first Unconscious Bias and Cultural Intelligence training workshops with key staff and managers in 2017.
- In April 2018, we rolled out a comprehensive Māori learning and development programme - **Ngā Kete Kīwai** - that is available to the whole organisation. The programme focusses on building knowledge and understanding of the Treaty of Waitangi, Te Reo and Tikanga, Māori Responsiveness and Māori Engagement. So far, 336 number of staff have participated in the programme.

Buildings

Consolidating several of our satellite offices into one central headquarters at 20 Viaduct Harbour Avenue along with three office hubs (Albany, Henderson, and Manukau) was the first step in creating efficiencies.

- Amalgamating our offices has resulted in better productivity now that our staff are under one roof and we can offer centralised services like access to training opportunities and fleet vehicles.
- Our new headquarters promotes “hot desking” which reduces phantom energy consumption by way of having each employee pack up their workstation each night.
- The building is fitted with efficient LED lighting operating on occupancy sensors and appliances are all pre-programmed to work only during peak hours of the day. Temperature controls operate at a fixed set point to mitigate fluctuations in thermal comfort.





Corporate fleet

Auckland Transport are aiming to have an **emissions-free corporate fleet from 2025**. The first step to achieve this was to reduce the size of our fleet by 15%, with the second step being to reduce emissions from the remaining fleet and invest in fully-electric cars.

- In 2018 we added 20 Hyundai Ioniq electric vehicles to our fleet, helping reduce emissions by 11% (65,662kgCO₂) annually and start our journey towards a zero-emission fleet.
- We have also added three new electric bikes and six pedal bikes to our fleet at our Viaduct Harbour Avenue office which are a great way for our people to travel for work-related trips and an easy way to incorporate exercise into our days.



Practices

Our 2018 staff travel survey shows a positive change in travel behaviour with

86% of our staff travelling to work by means other than a single occupancy vehicle.

Of those working in the city centre, this percentage is even higher at **93%**

This has improved from 2017 when only 67% of respondents used sustainable modes. Auckland Transport's Travel Demand team have sustainable mode targets of 70% (city centre) and 40% (region-wide) for Travelwise Choices organisations. This means we can confidently use Auckland Transport as an exemplar for other Travelwise Choices businesses across Auckland.

- We are collaborating with Auckland Council to deliver the Live Lightly programme to our people to support them make simple lifestyle changes.
- We are committed to preparing a carbon footprint of our corporate activity and to identifying ways to reduce this.



Next Steps

OVER THE PAST TWO YEARS AT AUCKLAND TRANSPORT WE HAVE BUILT OUR UNDERSTANDING OF THE ROLE WE CAN PLAY IN DELIVERING SUSTAINABILITY OUTCOMES AND HAVE PUT IN PLACE SOME OF THE SYSTEMS AND PROCESSES TO ENSURE SUSTAINABILITY IS INTEGRATED INTO DECISION MAKING.

However, the bar has been raised in terms of expectations from a sustainable business like Auckland Transport, in particular how we respond to some of the big challenges and issues of importance to Aucklanders, including water quality and climate change. We are also more aware of the actions we can take to deliver social outcomes for the communities we work in.

In the next year we are going to consolidate our efforts, focus on the actions that can have the most significant impacts on outcomes across the four well-beings, define measures to allow us to consistently track and report progress, and use this information and our experience to refresh the Sustainability Framework. This refreshed framework will ensure that Auckland Transport continues to look out for future generations.



