

KiwiRail Sustainability Strategy 2022-2025

Manaaki Whenua. Manaaki Tangata. Haere Whakamua. Care for the Land. Care for the People. Go Forward.

Sustainability is central to our purpose of creating stronger connections for a better New Zealand.

We are kaitiaki (guardian) of the rail corridor, and with that comes a responsibility to care for and protect the health of the environment, our society and the economy. These are the central pillars of our Rautaki Whakauka (Sustainability Strategy) and are a reflection of the three Te Ao Māori values, kaitiakitanga (guardianship), manaakitanga (care and protect), and whanaungatanga (sense of connection) respectively.

We bring these values to life through our Rautaki Whakauka which:

- acknowledges the importance of our strategic partners and stakeholders, guiding actions to meet their needs and build strong, enduring relationships;
- helps future-proof our business by providing a long-term view of risks and opportunities, informing smart investment and minimising business disruption;

- drives the efficient use of resources and guides responsible environmental stewardship;
- builds a trusted brand for our people and our future workforce;
- contributes to responsible economic development in takiwā (regional communities), bringing benefits to all New Zealanders.

KiwiRail is a key part of the solution for Aotearoa in the transition to a net zero carbon emissions economy and providing a prosperous future for all.

This Rautaki outlines our 2030 vision across the key pillars of Whakauka, before detailing our specific objectives, targets and actions that will support us getting there.

KiwiRail Sustainability Strategy: Objectives and targets







Vision (2030)

Objectives

Climate change



Environmental stewardship



People



Community



Business



Country



We are a leader in low emissions freight transport and support Aotearoa's transition to net zero carbon by 2050.

We minimise our environmental impacts and enhance environmental quality.

Our people return home safe and healthy every day, and are engaged and empowered.

We are a valued part of the community, wherever we operate. We strive for operational excellence to meet customer needs and create a financially sustainable above rail business.

We help grow the prosperity of Aotearoa's economy.



30% reduction in carbon emissions (Scope 1 and 2) by 2030 (against FY12 baseline).



Reduce whole-of-life carbon of selected capital projects.



Climate Change impacts and adaptation requirements understood and management plans in place for existing assets and new capital projects.



Ensure responsible waste management, including diversion of waste from landfill.



Protect and enhance te taiao (the natural environment) for its social, environmental and cultural importance.



Aim to meet our environmental regulations and use best practice.



Attract, develop and retain a diverse workforce to cultivate a positive, empowering employee experience.



Improve safety leadership, mindsets and systems to drive greater safety engagement across the organisation.



Support our people by promoting physical, spiritual and mental wellbeing through healthy workplaces, behaviours and attitudes.



Celebrate people from all backgrounds, ensuring a diverse, inclusive and supportive environment built on KiwiRail values.



Develop enduring relationships with Mana Whenua through partnering and through our activities.



Support achievement of local and national mode shift targets to reduce transport emissions and provide the public with greater access to commuter rail networks.



Minimise public safety incidents within the corridor through community engagement and physical prevention.



Be a good neighbour, minimising impacts in our rail corridor and maritime communities.



Modernise and transition our business to better meet our customer needs



Introduce modern working practices to increase productivity and profitability in operational areas.



Optimise land use and revenue opportunities by taking a holistic approach to site planning and development to enable a full range of rail activities.



Grow the "Value of Rail" to \$3.5 billion by enabling higher freight volumes and modal shift, supporting Aotearoa's emissions reduction targets.



Deliver best value, commercially and to Aotearoa, through sustainable procurement practices.



Support regional growth through our tourism experiences.

- 39.392 tonne CO₂e reduction (Scope 1 and 2).
- 25.7 grams CO₂e/Net Tonne Kilometre (NTK), rail freight carbon intensity.
- 3 'Excellent' Infrastructure Sustainability Council (ISC) ratings achieved.
- 100% Asset Class Strategies include climate change adaptation and associated objectives.
- Resilient Climate Change Strategy developed and guided by Task Force on Climate-related Financial Disclosures (TCFD).

UN SDG 13 - Climate Action

- · Waste streams and volumes baselined, reduction targets set for appropriate material types, and progress being made towards them.
- Requirements for environmental data built into KiwiRail GIS Strategy.
- · 100% of key staff complete Storm Water and Trade Waste KiwiRail Learning Module.
- · Increased environmental audits/ verifications across business to understand performance.

- 20% of workforce are vound employees (under 30 years).
- 21% of workforce are female employees.
- +20 Employee Net Promoter Score (eNPS) achieved.
- 300 employees signed into an
- NZQA qualification.
- Total Recordable Injury Frequency Rate (TRIFR) below 12.
- Health and wellbeing baseline established.
- · Increased diverse representation at management/senior level.

- Rautaki Putanga Māori (Māori) Outcomes Strategy) established. enabling effective lwi partnering where achievable, targets set and progress being made towards them
- On track for supporting local and national emissions reduction targets.
- · Reduced safety incidents across the network.
- 10% reduction in frequency of operational complaints per annum.

- 92% On Time Performance Rail Freight
- 95% On Time Performance Interislander.
- 88% Locomotive availability.
- \$200-\$235m Operating surplus.
- \$2.5bn Value of Rail.
- 4.721m Net Tonne Kilometre (NTK) freight carried.
- 90% of new contracted spend (by value) supports sustainable outcomes.
- · Increased visitor spend in the regions.









(2025)