



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

	Environment		Society		Economy	
	Climate change	Environmental stewardship	People	Community	Business	Country
Vision (2030)	We are a leader in low emissions freight transport and support Aotearoa's transition to net zero carbon by 2050.		Our people return home safe and healthy every day, and are engaged and empowered.		We strive for operational excellence to meet customer needs and create a financially sustainable above rail business.	
Objectives	<ul style="list-style-type: none"> 40% reduction in carbon emissions (Scope 1 and 2) by 2035 (against FY19 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. 		<ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> 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. 	
Targets (2025)	<ul style="list-style-type: none"> 39,392 tonne CO₂e reduction (Scope 1 and 2). 25.1 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). 		<ul style="list-style-type: none"> 20% of workforce are young 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. 		<ul style="list-style-type: none"> 92% On Time Performance - Rail Freight. 95% On Time Performance - Interislander. 88% Locomotive availability. \$200-\$235m Operating surplus. 	
SDG	UN SDG 13 - Climate Action		UN SDG 9 - Industry, Innovation and Infrastructure		UN SDG 8 - Decent work and economic growth	