

Chief Executive's statement



Summary

This financial year has been a tough one for our people and the business.

In August 2018 one of our colleagues, Laboom Dyer, was killed when the machine he was driving tipped over. This was a tragic event and it has deeply affected everyone at the port. Our thoughts are with Laboom's family and friends. Such accidents are extremely rare (the last death in a straddle carrier accident here was in 1976) but regardless, the impact on our people has been significant. We have worked hard to support our team through this time.

To add to the challenge, work on our automation project has been at its peak. In particular, the infrastructure work needed to automate the terminal – digging trenches, renewing pavements and installing cabling and light poles and so on – has reduced terminal capacity and made operating more difficult, especially during the import season. We have lost a significant service as a result and container volumes are down.

Other cargo volumes are also down, particularly car imports. This is mainly a cyclical phenomenon as car sales have dropped, but there has also been some impact from the actions taken to prevent the brown marmorated stink bug entering the country.

However, there have also been many positives this year. While the automation project has been disruptive, it is going well, and we are on track to go live in February

2020. The successful implementation of this project will have a massive impact on our business. It is also a game changer for the Auckland and upper North Island supply chain.

Work on other master plan projects has progressed well. We took delivery of three new ship-to-shore container cranes in October 2018. Construction of our new car handling facility is well underway. We were granted consent for the disposal of dredged material at sea, necessary now that reclamation is ending. We completed the first customer facility at our Waikato Freight Hub, which was officially opened in April 2019. Finally, we have been consulting stakeholders on our plans to deepen the channel for larger container ships and hope to apply for consent around October 2019.

We have also made good progress in making our business sustainable. Sustainability isn't just about saving whales or reducing emissions – although these are both good things. It's about ensuring our business can operate profitably for the long term, in harmony with the community around us, while offering a great place to work and caring for our environment. We aspire to be a leading sustainable port at a global level, woven into the fabric of Auckland and driving the city's sustainable growth to improve the environment for future generations.

Our 30-year master plan was designed with this aspiration in mind, which is why

it contains infrastructure projects like our car handling facility, which will deliver operational, community and environmental benefits. It does this by providing more capacity without reclamation and with the addition of a new public facility – a rooftop recreational park – on the waterfront. In general, the delivery of each master plan project is another step toward creating a sustainable business.

We are also making progress toward one of our big targets, to be zero emissions by 2040. In December 2018 we announced our plan for a pilot hydrogen production facility, which will be used to test hydrogen-powered port vehicles, and in August we announced our world-first electric tug. Projects like this are challenging, but very important. As a company we recognise that tackling climate change is urgent and we are committed to reducing our emissions. Both these projects are a clear statement of our intent, and a challenge to other businesses. Companies compete on profit and performance all the time, so why don't we go head to head in a green challenge to see who can make more progress?

Financial performance

Total Group revenue has increased from \$243.2 million to \$248.1 million, up \$4.9 million. Underlying profit for the Group is \$45 million, down \$14.2 million on last year as a result of reduced space due to automation work, the loss of a service and lower car volumes.



Ports of Auckland Executive team (L-R): Reinhold Goeschl, General Manager Supply Chain; Alistair Kirk, General Manager Infrastructure and Property; Diane Edwards, General Manager People, Systems and Technology; Wayne Thompson, Chief Financial Officer and Deputy Chief Executive Officer; Tony Gibson Chief Executive Officer; Allan D'Souza, General Manager Operations; Rosie Mercer, General Manager Sustainability; Angelene Powell, General Manager Container Terminal Operations; Craig Sain, General Manager Commercial Relationships; Matt Ball (absent), General Manager Public Relations and Communications.

As a company, we recognise that tackling climate change is urgent and we are committed to reducing our emissions.

Operational performance

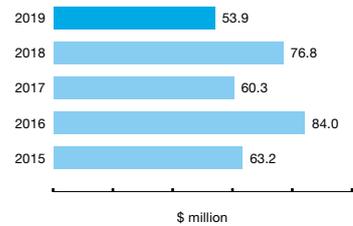
Volumes have fallen this year, partly because of reduced container terminal capacity as a result of automation work, and partly because of a cyclical drop in vehicle import numbers. Container volumes are down 3.5% to 939,680 TEU and breakbulk volumes (including cars) are down 3.3% to 6.5 million tonnes.

Car volumes were expected to decline slightly this year, but fell by 14% to 255,252 units, compared with 297,678 units last year. As mentioned, the main cause was simply a cyclical downturn in new and used car sales, but there was also an impact from the new treatment rules for vehicle imports, which are designed to prevent the brown marmorated stink bug entering the country.

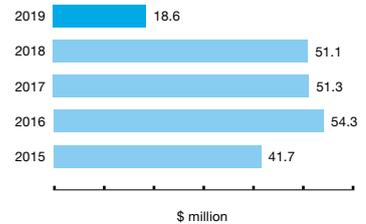
We are starting to notice a seasonal impact of these new measures, as the cost of treatment (around \$250 per vehicle) is significant, especially for used-car imports. To avoid this cost, some importers are delaying imports until the bug season (Northern Hemisphere winter) is over. As a result, we have seen lower volumes in the New Zealand summer and an increase in volumes in our winter.

The fall in car volumes isn't welcome from a revenue perspective but it does have a silver lining. While the construction of our car handling facility is underway, we have lost one hectare of car terminal space. This is around 10% of capacity, and would have been extremely hard to handle had

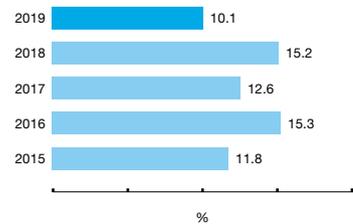
Net profit after tax



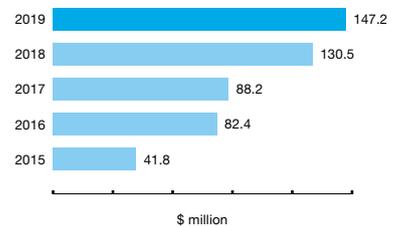
Ordinary dividends declared for the year



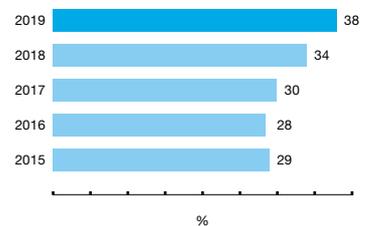
Return on equity (excluding asset revaluations)



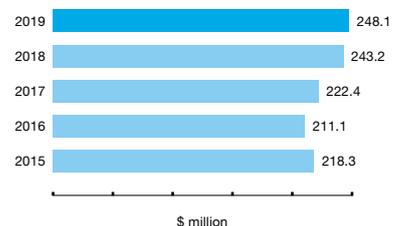
Capital expenditure



Interest-bearing debt to debt + equity



Revenue – statutory



Chief Executive's statement

With the amount of capital work underway at the port, we knew that maintaining high productivity was going to be a challenge this year.

volumes not fallen. While we prepared for construction by creating an inland car handling hub to take overflow from the port, the reduction in volume has delivered a more straightforward solution to the problem.

Container volumes to the Pacific Islands have increased by 21% this year, to 131,085 TEU, and overall trade volumes to the Islands have been strong. We continue to provide a vital link to these communities.

There have been 1,381 ship calls this year, a drop of 7.4% on last year. The majority of this drop has been the result of fewer container terminal ship calls as a result of service and schedule changes. With the reduction in the number of container lines serving New Zealand, there are fewer services overall, carrying more freight per service. As a result the loss of one service can have a significant impact.

There have also been fewer Navy ship calls, and a slight reduction in car-carrying vessels.

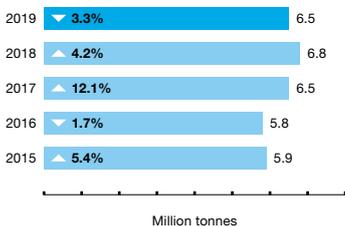
Cruise ship visits have increased significantly, up 19 to 127 for the year compared with 108 last year. Cruise passenger numbers have increased to 330,088 compared with 272,060 last year, a 21.3% increase.

With the amount of capital work underway at the port, we knew that maintaining high productivity was going to be a challenge this year. Our aim was to keep our service at the same level as it was last year.

Measuring our car handling performance is difficult as there is no international standard against which to measure it. However, as part of the Port Future Study in 2016, EY (which produced the technical report for the study) benchmarked our performance in vehicle handling against that of the Port of Southampton, which is regarded as one of the world's most productive and innovative automotive import ports. Southampton utilises five-level car storage and achieves yard productivity of 27,108 Car Equivalent Units (CEUs) per hectare per annum. Ports of Auckland's productivity record of 29,042 CEU/ha/pa was achieved in FY 2018 due to the record high number of imports, although the number has fallen to 24,903 CEU/ha/pa this year, as car imports declined. We expect to improve our performance on this measure once the new car handling facility is operating.

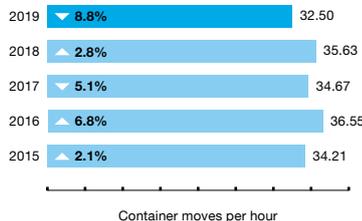
The main reason for our high performance is our low dwell time. Southampton's average dwell time is estimated to be around twice as long as Ports of Auckland. We are particularly proud of keeping

Bulk and breakbulk*

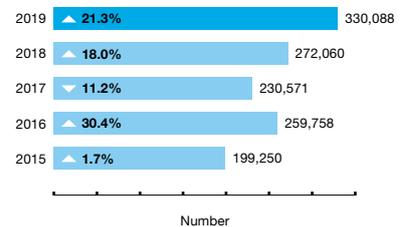


* Ports of Auckland's Waitematā seaport and Onehunga seaport. Includes cars.

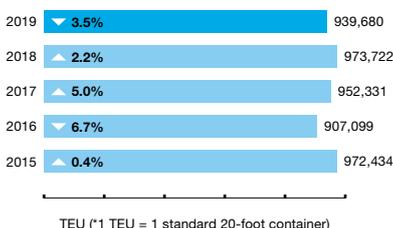
Crane rate (Australasian Waterline Standard)



Cruise ship passengers

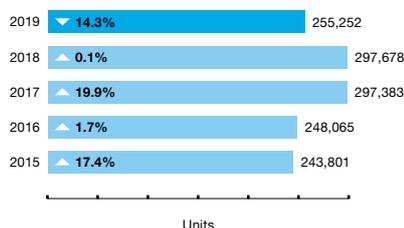


Container throughput (TEU)

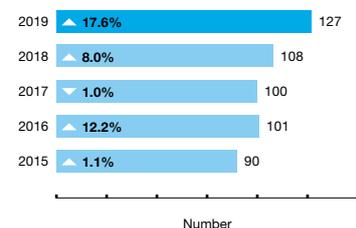


TEU (*1 TEU = 1 standard 20-foot container)

Cars



Cruise ship calls





volume of vehicle imports will continue to grow and the delivery peaks – over which we have no influence – will get bigger. This is what makes investment in the vehicle handling facility essential.

Capacity transformation

Our ability to handle freight is partly determined by our own infrastructure and practices and partly by those outside the port gates: our road, rail and sea links. It is part of our role to deal with constraints on and off port, either by ourselves or in partnership with others. Ensuring that the supply chain has sufficient capacity is vital for a city that is still growing fast and is expected to grow by around a million more people by 2050.

The infrastructure capacity issues at the Waitematā seaport that were noted in last year's report are still with us, but the worst is behind us and solutions are being built. The infrastructure works associated with automation are due to be completed in October, which means the terminal will have more capacity for the 2019 import peak season. Automation will go live in two stages, starting with the northern half of the terminal in February 2020 then the remainder of the terminal in April 2020. We can expect to see the full benefits of increased capacity and productivity as a result of automation start to be delivered in the second half of 2020.

On our multi-cargo and general cargo wharves, the biggest capacity constraint has been in the car handling business, although the wharves that handle Pacific

Island trade are also in need of new capacity, primarily berthing space. The first phase of the work to deliver this capacity is underway, with the start of construction of the car handling facility. This is due for completion in August 2020. Once that project is complete, we intend to apply for consent for phase two, which will involve the construction of one new berth and the rehabilitation of several others, adding nearly a kilometre of berth length, a 30% increase in capacity.

Like many businesses, we have also found it difficult to recruit and retain staff at a time when New Zealand's labour shortage is at record levels. A shortage of stevedoring staff caused a number of problems for us in the 2018 import season. In response we have made a number of changes to how we recruit people, which has increased staffing levels. We have also changed the structure of our stevedoring teams to improve job satisfaction and performance. These changes are starting to show results, but we still have a way to go before we can say we are at full staffing capacity. We are carrying out a detailed analysis of how we roster staff currently, to see if there is a more effective way to deploy people that benefits both the business and staff.

While we are making considerable efforts to increase port capacity and efficiency, the off-port supply chain is under pressure and remains a constraint on the efficient movement of freight in and out of the port, and around the country. Investment is needed in road and rail to support Auckland's growth, and while the port

vehicle dwell time to a minimum – currently just below 2.5 days. We have put a lot of work into managing and reducing vehicle dwell times. As the figure opposite demonstrates, from 2012 to 2018 we managed to maintain an industry-leading dwell time of around 2.5 days, while almost quadrupling the volumes processed.

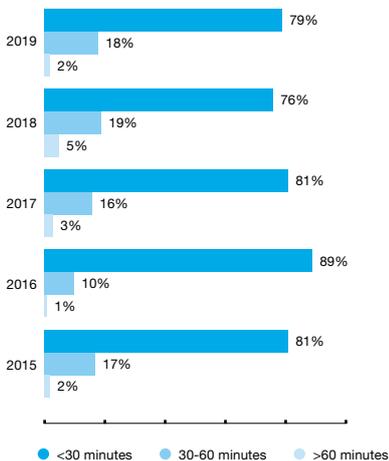
In 2017 dwell times increased due to a sudden surge in imports of new utes (utes are larger, so fewer fit on car transporting trucks and it takes longer to move them off port) but we quickly recovered and reduced dwell times to below the long-term trend.

We are pursuing further opportunities to speed up removal, but these are increasingly more difficult and costly.

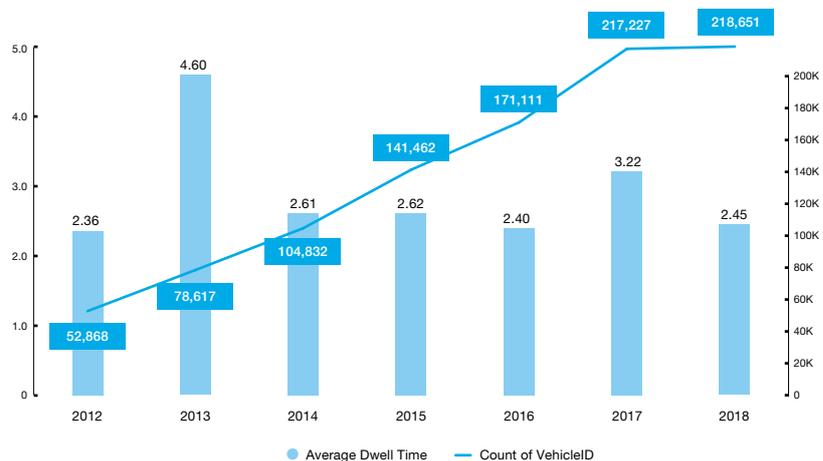
Overall, while the remaining opportunities to reduce dwell time are limited, the total

Truck turnaround

(% trucks turned around in time)



Car dwell times



Source: POAL analysis. Excluding export, transshipments and Toyota leased transition facility

Chief Executive's statement

If we can encourage more containers to be moved by rail to our freight hubs, there will be fewer trucks in the city centre, and fewer of the negative impacts associated with trucking.



works 24/7, distribution centres, importers' warehouses and empty container depots largely do not.

As a result, the port is often busy with trucks during week days, but has ample capacity on weekends and at night. A shortage of truck drivers makes it hard for trucking companies to find enough staff to be able to utilise the off-peak hours and a chicken-and-egg situation has developed. For example, empty container depots could open 24/7 but won't unless there is demand, but the demand can't be created because there aren't enough truck drivers.

This year we have been working with others in the supply chain industry to find ways to solve this problem. Some of the answers lie in our own business rules, which we can use to incentivise behaviour change. For example, this year we have introduced a fee for trucking companies that book slots to pick up containers from the terminal but do not use them. This wastes capacity that could be used by other companies. The change has resulted in an 84% reduction in no-shows. We are working on other ways to increase the off-peak use of container terminal capacity, but this is a harder problem to solve and will take some time.

For rail, the main limiting factor at present is cost. It is the flip-side of having a perfectly positioned port. Because we are in the central city, the destination for imports is close by. Delivery to and from Auckland is fast, cheap and comes with fewer carbon emissions than it would for containers delivered to other ports. But this works against rail. Trucking is faster and cheaper over short distances. Moving containers by rail has other benefits, which aren't necessarily reflected in the price. If we can encourage more containers to be moved by rail to our freight hubs, there will be fewer trucks in the city centre, and fewer of the negative impacts associated with trucking: emissions, noise and congestion.

To overcome this, we are working with KiwiRail to try to increase the efficiency of our rail service and increase the number of rail services to the port. This is not to say trucks are bad – they are an essential part of the supply chain – but there simply isn't room on the roads for all containers

to be moved by truck. We are also keen to reduce the external impacts of the port on local communities, and these include the impacts of trucks.

Looking to the future, we are aware that the successful implementation of our freight hub strategy will mean more containers are carried by rail, especially from our Waikato Freight Hub. The completion of the City Rail Link will deliver a significant increase in passenger services. Together, this means that while current rail capacity is sufficient, there is an urgent need for more investment in infrastructure on the main trunk line between Southdown and Wiri, and possibly further south, to cater for future growth. We are pleased that the current Government is backing rail and has expressed support for the construction of a third and possibly fourth rail line in this area. Known as the third and fourth mains, construction of both would future-proof rail capacity in this area for both passenger and freight growth.

We look forward to the release of the Government's rail strategy later this year, which we hope will clarify the date of construction for this and other important rail infrastructure.

The road network is also problematic, with the link from the port to the motorway along The Strand and Beach Road often congested. Auckland Council's City Centre Masterplan refresh includes plans for The Strand, with suggestions that it be widened and 'boulevarded' to improve access and 'liveability'. It is good to see some progress on plans for this important access route, but we have yet to see the full detail and there is no start date for the necessary work.

I want to close by thanking the team for their hard work over the year. We have achieved an enormous amount, and are delivering against all pillars of our strategy. More details on this are discussed on the following pages.

Tony Gibson Chief Executive

Delivering the goods to support Auckland's growth and way of life



➔ Delivering our 30-year master plan

It is now nearly 18 months since Auckland Council endorsed the general direction of our 30-year master plan. We have achieved a lot already, with more to come in the next 12 months. As we started to deliver the plan, some commentators questioned our approach in light of the Government's Upper North Island Supply Chain Study. The view was expressed that the study may result in some or all of our Waitematā port's operations being moved, therefore we should do nothing, and wait. It is worth discussing this, as we do not agree with that view.

The location of our port is a matter for much debate, that is true. Such debates are common among ports worldwide. Ports develop in good natural harbours, cities grow up around them, and eventually the ports and cities may outgrow each other. Ports are extremely useful assets: they are massive economic drivers, facilitating billions in GDP and hundreds of thousands of jobs. They are also quite useful when you live on an island.

However, they have negative external consequences: emissions, noise, light pollution and congestion. They sit on flat land with great sea views and some people don't like the way they look, although this is in the eye of the beholder. For every person who tells us they don't like the look of the port, another tells us they enjoy watching ships come and go, or the activity at the container terminal.

Some cities have successfully moved their ports – but most have not. Contrary to popular myth, the vast majority of ports have remained where they first started. They may, like Auckland, have moved operations somewhat, but wholesale relocation is rare. There are two reasons for this. Good harbours are hard to find and building a new port – with all the necessary road, rail and other infrastructure – is extremely costly. The work is expensive in monetary terms, the environmental cost of

industrialising a new part of the coastline is high, and the carbon emissions from construction are massive. Freight transport costs of any new port will necessarily be higher because it will be located further away from where the freight needs to go – the further away, the higher these costs will be.

Ports of Auckland has no issue with moving the port. That's a shareholder and central government decision and it makes no difference to our job of operating a successful business. We simply do not agree that it can happen quickly, and all the evidence backs that up. You only have to look at any large infrastructure project in New Zealand to get an idea of how long this work would take. The Waterview Connection, the Waikato Expressway, Transmission Gully and so on. All are multi-decade projects from inception to completion. Just consenting a new port will be a massive challenge, let alone everything else.

Some commentators think that using existing ports is the answer, and that the entire vehicle import trade could be moved to Northport in a few years. This simply isn't possible. Northport has only 570 metres of wharf, which is heavily utilised by its existing cargo. In comparison, Auckland has almost 3,000 metres. A large amount of new port infrastructure would need to be built, most of which is unconsented. Road and rail upgrades would be needed, plus new inland ports to the north of Auckland to handle distribution.

In the eight years I have been at Ports of Auckland there have been five port location studies (including one of our own), six if you count the Upper North Island Supply Chain Study – and still the debate is ongoing. For six of those years, until 2017, our development plans were on hold until we found a compromise that suited most people. In that time freight volumes grew significantly and we are now essentially

1.6 MILLION TEU

CAPACITY AT THE CONTAINER TERMINAL AS A RESULT OF AUTOMATION



3,000m

WHARF LENGTH AVAILABLE AT OUR WAITEMATĀ SEAPORT

at capacity. If we continue to do nothing and wait for a new port to be built, we would be failing Auckland. The city would continue to grow around us, but our ability to move freight would stay the same. The result would be similar to what happened during the 2018 import peak season, but it would be all year round. Congestion, delays, higher costs. At best it would strangle the city's growth; at worst it could lead to severe disruption and shortages.

That is why we have moved ahead with our master plan projects, to ensure we have enough capacity to handle Auckland's freight growth until a decision is made. We will continue to implement the master plan until a clear plan for port relocation has been developed and funded.



DELIVERING THE GOODS TO SUPPORT AUCKLAND'S GROWTH AND WAY OF LIFE

New Zealand's first automated container terminal

The Fergusson Container Terminal automation project has gone well this year. A massive amount of infrastructure work has been completed already and it will all be complete in October 2019. This will bring some relief to our customers and operations teams, as we will be back to almost full yard capacity at the terminal. Only the automation test area will remain unavailable for operations, but of course it is essential to the project.

I cannot overstate just how much work has been carried out. We have remediated more than 10 hectares of pavement and installed 30 kilometres of ducting, 22 kilometres of fibre-optic cable and many more kilometres of electrical cabling. We've built a refrigerated container gantry, that can take containers four high, built a 70-metre-long pedestrian tunnel, installed five lash platforms on our old cranes, upgraded most of our truck lanes for automation and installed 31 new light poles. We have built a new straddle refuelling area, and a new customs X-ray area, refurbished our control and planning area and created a new access road around the terminal perimeter. We've taken delivery of three state-of-the-art container cranes. This is just some of the work we've done, and what's more it has all been done in an operating terminal.

Again, I can't stress that last point enough. That we have kept the terminal operating and maintained a pretty good level of productivity is just fantastic. Everyone involved in this project has worked extremely hard and the cooperation between teams has been brilliant. We have a world-class team here at the port, and I would like to congratulate everyone for their success so far.

Of course the delivery of the infrastructure is only one part of the project. There has also been an enormous amount of work done to get the autonomous straddles – or container-carrying robots – ready for service. Each machine will have had 500

hours of testing by the time automation goes live, more than 13,000 hours for the entire fleet of 27 straddles. We have tested the machines for mechanical reliability, tested their independent operations and then tested them working together. Finally, we are carrying out a full operational simulation, from ship to truck and back.

There is a significant operational risk in a project like this, particularly because we are automating an operational terminal. The consequences of a breakdown or systems failure after we go live would be severe, so we need to ensure as far as possible that this doesn't happen. If we were automating a newly built terminal we could do this testing before opening, but we can't close down to enable this to happen. We have taken several steps to

mitigate this operational risk.

The first is the testing mentioned above, which is thorough and extensive. The second is that we will split the terminal into two areas, north and south, and automate the northern section first. Several months later, once it is running smoothly, we will turn on automation in the entire terminal. Finally, we have moved the automation go-live date. We were planning to go live in late 2019, but this is during the import peak and close to the summer holidays. Our people have been working extremely hard this year and they need a break. We will now go live in February 2020 when the import peak is over and everyone is back at work and well rested.

You can never be 100% certain that a project like this will go flawlessly, but based on the work our team has done to date, I am confident that automation will be a success.

New car handling facility

Cars. We love the mobility they give us but hate the fact that everyone else has one too and they clog up the roads. For now, they are a necessary evil and they continue to arrive in the country in high numbers. Change is not expected soon.

A 2017 report by NZIER forecast that volumes would increase as a result of growth and the move to replace existing cars with electric vehicles. It predicted a slight fall in imports until 2021, followed by an increase until 2033 due to rising electric vehicle imports, population growth and ageing (older people own more cars). After this growth eases, largely due to the longer life of electric vehicles and slower population growth. Imports through Ports of Auckland are expected to peak at around 345,000 in 2033, although this could be a low estimate given that our current peak volume is just under 300,000.

At the same time, we are under pressure to remove cars from our central city wharves, particularly Captain Cook Wharf. People complain about how this looks and the perceived waste of space, plus there is

345,000

PEAK CAR EXPORTS EXPECTED INTO AUCKLAND BY 2035



Public park

TO BE A KEY FEATURE OF THE CAR HANDLING FACILITY

a desire for this wharf to be used for something more compatible with public access, perhaps cruise ships. So we will need to handle more cars with less space and in a way that means they can't be seen.

That is why we are building vertical infrastructure for handling cars – a car handling facility. Clothed in an attractive façade and topped with a new public recreational park, it will be an asset to the city as well as being a functional building capable of holding up to 1,700 vehicles. Consent was granted in the second half of 2018, and construction started in March 2019, with completion due in August 2020.

New Bledisloe north wharf

To meet demand for berth space, we are planning a new wharf on the north end of Bledisloe Terminal. We intended to lodge consent for this work in 2019, but the project has been put back to late 2020 to give work on other projects priority. The new wharf will extend 13 metres into the Waitematā Harbour and will create a lot of interest, so we will engage with stakeholders before we lodge our application for consent and the consent application will be publicly notified.

Disposal of dredged material

All ports need to dredge berths and channels for safe navigation or to accommodate larger ships. Currently our dredged material is used for reclamation, but we have made a commitment to end reclamation, and when the Fergusson Container Terminal expansion is completed in the next couple of years it will no longer be an option. That is why we have sought consent to use the 'Cuvier Dump Site' 150 kilometres from Auckland for disposal. This is one of five Government-approved disposal sites in New Zealand.

In June 2019, the Environmental Protection Authority granted Ports of Auckland a 35-year consent to dispose of dredged material at this site. This is great news, as it secures our ability to operate for the foreseeable future.

Channel deepening

Over the next few years we will need to deepen our channel to take larger container ships. The largest container ships we handle at the moment carry up to 5,000 TEU. Shipping lines want to bring 6,000-7,000 TEU ships here in the next two or three years and in future we will need to host 'New Panamax' ships that can carry around 12,000 TEU.

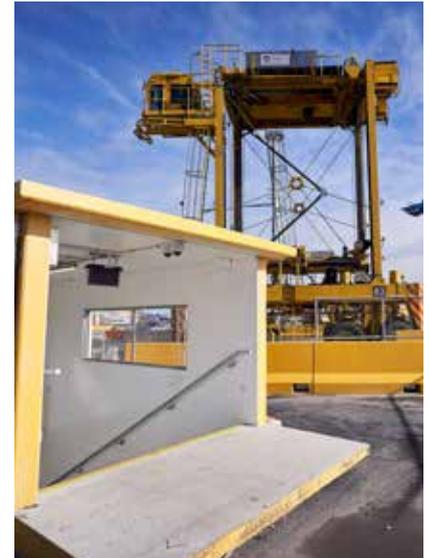
The shallowest parts of the channel are 12.5 metres deep at low tide, whereas 6,000-7,000 TEU ships have a draft of 14 metres and New Panamax ships have a draft of 15.2 metres. To keep dredging to a minimum, we will use tidal windows. Tidal windows are in common use in other New Zealand ports, and simply mean that deeper-draft ships enter or leave port when the tide is high enough.

To create a suitable tidal window for New Panamax ships to access the port safely we will need a channel that is 14 metres deep on the straights and 14.2 metres deep on the bends. As it takes around 15 hours to unload and load a container ship, our berth will be dredged to 15.5 metres so ships can stay through a full tide cycle.

We will use a mechanical dredge – a digger on a barge – to deepen the channel. The digger will have a long arm to reach down to the seabed and scoop out sediment and rock. The bed of the channel is mostly soft material such as marine muds, mudstones and some sandstone and gritstone, which can be removed by a digger. No blasting is required.

This year we have undertaken a wide range of studies to examine the likely impacts of dredging, including work on navigation and safety, wave and current impacts and biosecurity. The studies are available on our website. In around October 2019 we will apply to Auckland Council for a 30-year consent to deepen the channel. We will apply for consent to dredge in stages – probably two:

- Stage 1 for 6,000-7,000 TEU vessels
- Stage 2 for New Panamax vessels.



That we have kept the terminal operating and maintained a pretty good level of productivity is just fantastic.

Normally this would be a non-notified consent application, as all the work will be done in the existing channel precinct, which allows this type of activity. However, in the interest of maximum transparency we have decided to notify the consent application. This is consistent with our commitment to "be open and honest in our communications".



DELIVERING THE GOODS TO SUPPORT AUCKLAND'S GROWTH AND WAY OF LIFE

➔ Active in the community

The main role of a port is to move freight efficiently in and out of a country. That's its basic economic function. It's a transport link, like a road or rail line. Measured just on that basis, having a port in Auckland delivers a massive economic benefit. When we had our economic impact measured in 2015 by Market Economics, it found that having a port in Auckland facilitated \$14 billion in value added (GDP) in 2015 or 169,000 job equivalents, representing 20% of the economic activity in Auckland.

We know that this is our main role, and that the better we are at doing our job, the better Auckland will do. But money isn't everything. We also need to be an active and responsible member of the community.

We continue to support activities that bring life to the waterfront, support young people and promote health and wellbeing. We work closely with our stakeholders and the local community and this year continued to host schools, community groups and business, political and international representatives at the port. We are committed to being open and transparent and responsive to the needs of our customers and the communities we serve.

This year we held our sixth SeePort event, in which we throw open the gates and invite Aucklanders in to see the port.

This year we focused on technology and automation, showcasing the change that is happening in our industry. We had great participation from our partners again this year and a highlight would have to have been the support from KiwiRail and Pollock Cranes to bring a locomotive onto the waterfront for the first time in many years. Again, the crowds were back, with more than 70,000 attending. SeePort has become something of an institution, and we hope to be able to keep bringing it to the Auckland public for many years yet.

We are again naming rights sponsor for Ports of Auckland Round the Bays, New Zealand's largest fun-run. More than 29,000 people registered to run the 8.4 kilometre route from Quay Street in the CBD, past the port and on to St Heliers Bay. Our staff look forward to the event, and each year a team of around 1,000 staff and families takes part in the run and enjoys a barbeque and some social time at the end. Ports of Auckland Round the Bays donates money to selected charities – this year \$60,000 was shared between Big Buddy, Diabetes New Zealand and Sea Cleaners. We are proud to be the major supporter of this fun event.

Those are the big two community events we support, but we also have a portfolio of smaller sponsorships, of which many aim to help young people and promote wellbeing. They include support for SCOUTS New Zealand through a \$50,000 annual grant to support an Auckland Region Development Officer, who helps to grow the organisation and supports the volunteer SCOUT leaders. We also like to get together with our customers and industry partners to enjoy some golf and raise money for charity. This year 27 teams joined us for the annual Ports of Auckland Golf Day and raised \$45,000 for Ronald McDonald House.

We support Auckland's heritage, providing funding for the steam tug *William C Daldy*, which is the last remaining working tug of its type in the world. This year we worked with the *Daldy* team to provide public tours during Auckland Heritage Week, and for the first time the *Daldy* hosted public tours at SeePort.

We have had some changes in our portfolio this year. We have had to end our on-water school port tours after the cost of hiring a ferry for these tours increased significantly. While it is a shame that we



70,000

**AUCKLANDERS ATTEND
OUR SEEPORT FESTIVAL**

are not able to provide these tours, we are going to develop a new school education programme using a mix of on-port bus tours and classroom resources. We hope to have this programme in place before the end of the next financial year.

We became the naming rights sponsor for the Ports of Auckland Waka Ama Long Distance National Championship, held near the port in Ōkahu Bay. It was the first time we had sponsored this event, although not the first time we'd sponsored Waka Ama, having supported staff and whānau to compete in events in the past. This is a great fit for our sponsorship portfolio, and sits well with SeePort, Ports of Auckland Round the Bays and the Ports of Auckland Anniversary Day Regatta.

Serving New Zealand's national freight needs



Our customers need a flexible and efficient supply chain and we are helping them by developing a rail-connected North Island freight hub network and increasing our collaboration with other regional ports. We are an import-dominant port thanks to our proximity to New Zealand's largest consumer market, Auckland.

By offering an efficient connection to overseas markets through our freight hub network we can support regional growth, balance our freight flows and reduce the unnecessary movement of empty containers. This approach has financial and environmental benefits for importers, exporters and our business.

We currently have four freight hubs in operation in South Auckland, Manawatū, Bay of Plenty and Waikato. All are strategically located next to rail and are at the centre of current

and planned freight-generation and -consumption areas. Once Waikato is fully operational our inland hubs will provide 375,000 TEU per annum capacity for exporters and importers.

The Waikato Freight Hub is located in the heart of the 'Golden Triangle', New Zealand's fastest-growing region. It has excellent rail and road connections to Auckland, Bay of Plenty and the lower North Island. The Waikato Freight Hub will be connected by rail to existing hubs at Wiri, Mount Maunganui and Longburn.

The first facility for Open Country Dairy – New Zealand's second-largest exporter of whole milk powder – is now open, and construction of a new road access bridge over the main trunk rail line is complete. We are talking to more potential tenants and expect further developments in the near future.

➔ Delighting our customers

We remain close to our customers because we recognise that understanding customer needs and meeting them by providing good service is the foundation for a successful business. We meet regularly with customers and listen to feedback. We also conduct two formal surveys every six months to measure our performance and identify areas for future focus. The score this year has slipped slightly to 7.7/10, which mainly reflects the challenges we've had at the container terminal while we've carried out the automation work. We are even more determined to lift our game this year by delivering an excellent service during the import season and by implementing automation smoothly.

Our customers still clearly appreciate our focus and efficiency, which is why we were voted best seaport in Oceania at the Asian Freight, Logistics and Supply Chain Awards for the fourth year in a row. The awards are voted by service users, not a panel of judges, meaning the results actually represent the opinions of the people who matter most. We were competing against ports in Australia, New Zealand and the Pacific, and we are delighted that our customers once again showed their confidence in us. We will continue to work hard to win the same vote of confidence next year.



—
1st

**WE HAVE BEEN VOTED THE BEST
SEAPORT IN OCEANIA FOR THE
PAST FOUR YEARS**

Skilled people, innovation and sustainable practices



➔ Navigating the future of work



Our people are our number one priority while we look towards the future. As it is with most industries and professions, the new technologies we are introducing are disruptive of traditional ways of working. Some jobs will disappear, some will change, and new jobs will appear. We are anticipating and proactively planning for the kind of future we believe will be best for our staff, our customers and the community we serve.

We feel we have a social responsibility to help our people navigate what are sometimes unsettling changes, and have developed a 'Future of Work' and an 'Automation Transition Support' programme to help with this. These programmes both focus on helping people through the change of automation and the wider changes in society, but we also need to train all staff in the new processes and procedures for automation. Some training is happening now, but it will increase considerably in the New Year and is a big piece of work.

➔ Fostering a culture of innovation



The port has a history of innovation and invention, but the company has never really fulfilled the potential of the ideas and creations of its staff. For example, Ports of Auckland staff invented the capstan truck, for use when berthing ships. It was a great idea that made the job less physically demanding and safer – but we just gave the idea away and now those trucks are manufactured and sold by others. We are changing that approach. Now we not only encourage staff to share and develop their ideas, but want to capture that value for the business.

One early example of that work is the development of an electronic Master-Pilot exchange (eMPX). When a marine pilot goes on board a ship to guide it into harbour, they share information with the ship's Master and vice versa. In the past this has been done via a paper-based system, but our marine team, working with a developer, have developed an electronic version that streamlines the process and offers several advantages. For example, pilots are able to get real-time wind and



84%

DROP IN TRUCKS NOT SHOWING FOR PICK-UPS FOLLOWING NEW BOOKING SYSTEM

current readings via the application, as well as the latest hydrographic charts and information.

Where once we would have just developed something like this for our own use, we are currently in the process of selling eMPX to other ports and we have a high level of interest. It is just one example of how we are creating value from our ideas.

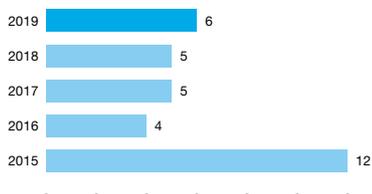
➔ Making more of our data

Data is proving to be a highly valuable resource as we seek to improve our processes. We have always been rich in data, but only in the past couple of years have we been able to make effective use of it.

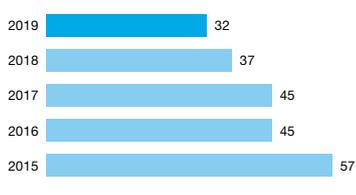
As an example, an analysis of the use of our vehicle booking system in the container terminal highlighted a pervasive gaming of the system by some companies that was resulting in a high number of 'no-shows', where slots were booked but not used. This was a massive waste of scarce capacity. We knew this was the case, but new tools allowed us to clearly demonstrate the scale of the waste and the impacts on our service to trucking companies. By doing this we were able to build support for action to fix the problem, and introduced a 'no-show' fee in June 2019.

The result has been an impressive 84% drop in 'no-shows' compared to February 2019 when we announced the change.

LTIs*



Medical recordable injuries*



* Injuries per 1,000,000 hours worked.

Note: Health and safety metrics depict the numbers at the Waitematā seaport only.

➔ New approaches to safety and wellbeing

Our drive for better safety and wellbeing outcomes and commitment to zero harm require us to continually improve our processes. We prioritise the safety and wellbeing of our people and everyone we interact with as we go about our business. We work hard to ensure that safety and wellbeing are embedded into our workplace culture, and we have programmes underway to ensure we continue to provide our staff with a safe and rewarding place to work.

This year one of our staff was killed in an accident at work, which is the worst possible outcome. Our response has been to put even more effort into preventing this happening again. There are two main ways of doing this. One is to create a culture of safety throughout the business that is strongly supported and led by the leadership team. We are committed to this. The second is to engineer out risk wherever we can. On that front, we have made significant progress.

A key element of the automation project is that it removes people from two critical risk areas: driving straddles; and driving on the container terminal while straddles are operating. While we are not automating our entire straddle fleet, a significant part of the fleet will be automated and that will reduce the level of risk from having drivers in machines. The automated part of the terminal will also be fully fenced and access to ships and cranes will be via a new road around the terminal perimeter. Service vehicles will use this road and will no longer be driven on an operational terminal.

In a first for New Zealand ports, we have now completed the installation of lash platforms on all our cranes and started using them in service in August 2019. Lashing staff used to work at ground level under the cranes, in the same places that straddles drove through to pick up

containers. This risk was managed by creating strict processes and through training. The lash platforms are mounted on the cranes and create a safe place for staff to work above the heavy machinery below. This is a much safer option, as it removes this risk entirely. There is a slight reduction in crane rate through the use of lash platforms because it adds another step to the loading and unloading process, but it is a small price to pay for greater safety.

We have built a pedestrian tunnel to provide access to the terminal beneath roads used by straddles. Prior to the creation of the tunnel, staff accessed the terminal by means of a light-controlled pedestrian crossing. There was an inherent risk in this approach that has been completely eliminated by building the tunnel. Service vehicles currently still use the same light-controlled crossing, but once the tunnel is complete this will also stop.

We have built a new refrigerated container (reefer) area for use with automated straddles. Here we will be able to stack reefers four high for the first time, which raises access issues for the people who need to service their refrigeration machinery. Where previously this has involved the use of ladders to reach containers stacked more than one high, now technicians have safe access via a permanent gantry with internal stairs and handrails all around.

Ports of Auckland is fully committed to compliance with the New Zealand Port and Harbour Marine Safety Code. The Code is a voluntary national standard designed to ensure the safe management of marine activities in ports and harbours. The Code relies on a collaborative structure between Maritime New Zealand, Harbourmasters and Port Operators, and provides a standard against which Ports of Auckland can measure itself, and be measured by others.



Diversity and inclusion



Diversity and inclusion are key priorities as part of our people and culture strategy. In part this is values based; it is simply wrong to discriminate against people either intentionally or unintentionally. However, if we are being honest there is also an element of self-interest. Diverse businesses perform better. Having a range of people from a range of backgrounds leads to a diversity of thought, and new solutions to old problems.

This is a work in progress for us. We are doing better in some areas than in others, but we are changing.

Ports are part of a male-dominated industry, but we now have a much more welcoming environment for women. We have more women at all levels of the company than ever before, but we are still a long way from a 50:50 gender split. We have a target to increase the number of women in our workforce from 20% to 30%.



117

WOMEN WORKING AT THE PORT

40

NUMBER OF NATIONALITIES REPRESENTED AT THE PORT

and we are now at 21%. We will continue to focus on the barriers and biases (many unconscious) that prevent women considering careers in our industry.

In 2018 we reviewed pay equity in different types of positions and found that there were gaps at team leader and management levels. Some female managers were being paid less than their male counterparts. Salaries were adjusted as a result and we are confident that pay equity has been addressed.

One initiative we have implemented to stop the gap re-emerging is to ensure staff on parental leave (who are mostly female) receive an annual salary review while on leave, so that when they return to work they have not fallen behind. Research shows that a failure to do this is a significant factor in increasing the gap between male and female pay.

We are now addressing the gender pay gap (GPG), which is the difference in pay between the average male and the average female in the business.

Taking the basic pay (excluding bonuses and benefits) of all staff, from chief executive to front-line staff, but excluding casuals on highly variable hours, we have found that as of 9 August 2019:

- GPG using **mean** = -1% (i.e. women are earning marginally more than men)
- GPG using **median** = -19% (i.e. women are earning 19% more than men)
- Based on 555 staff, 443 male and 113 female.

The difference between the mean and median is due to the large number of stevedores; stevedores are predominantly still men.

We get a different picture if we focus predominantly on salaried staff.

- GPG using **mean** = 30% (i.e. men are earning 30% more than women).

- GPG using **median** = 25% (i.e. men are earning 25% more than women)
- Based on 183 staff, 109 male and 73 female.

Our GPG figures reflect the fact that most women at Ports of Auckland work outside the operational areas, where salaries are generally higher but where there is a large GPG between men and women in these roles.

Most Executive and senior manager positions are held by men, although the balance has changed recently with the appointment of two more women to the Executive and another female senior manager. Another factor is that many non-managerial roles outside stevedoring that have high remuneration – such as marine pilots and operational managers – are still predominantly held by men.

To reduce the GPG we are actively developing women leaders through the various Global Women programmes and support for WISTA (the Women's International Shipping and Trading Association). This is to ensure that women are receiving the development they need to move to more senior positions, which are usually more highly paid.

Significant advances have been made within ICT, traditionally a male-dominated domain, with three women now in ICT management and another three at team leader level. There are now two women in leadership positions within the Commercial Team and a woman has been appointed as the new Senior Manager Safety and Wellbeing.

A pipeline is being developed in Operations, with two women in departmental management positions (Control and Capacity, and Road Office) and three more at team leader level. There is also a woman currently in training as a marine pilot, the first woman to do this at Ports of Auckland. However, our only

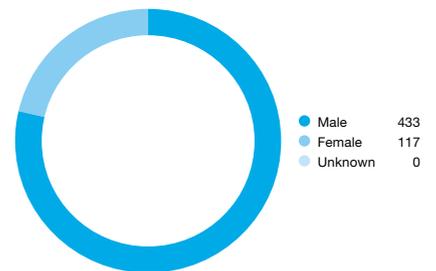
Having a range of people from a range of backgrounds leads to a diversity of thought, and new solutions to old problems.

female engineer has recently resigned so there are no longer any female engineers or civil engineers. Female representation across Marine and Operations is still below 20% so there is still work to do.

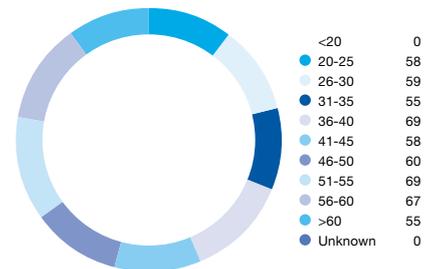
To increase overall female participation in the workforce, recruiters are being asked to ensure that they field women candidates for all roles where possible. This measure was introduced after a recruiter did not put any women forward for the stevedoring manager role and when questioned said they had assumed we would rather have a man in the position and so had screened out the female applicants.

To try to further eliminate bias, 'blind' CV vetting has been introduced. Information relating to gender, ethnicity and age is removed before the hiring manager receives the CV. These initiatives will be monitored to see if more female and ethnically diverse candidates move through to interview.

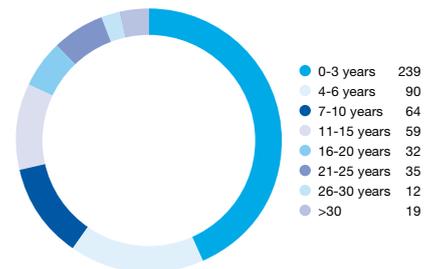
Staff gender balance



Staff age profile*



Staff years of service*





SKILLED PEOPLE, INNOVATION AND SUSTAINABLE PRACTICES

We celebrate cultural events like Christmas, Matariki and Diwali at appropriate times of the year.

Diversity doesn't end at gender. Ethnicity and age diversity is also a key priority for us. We currently have people from more than 40 ethnicities working here, more than 20 languages are spoken fluently across the port, and employees span a wide range of age groups. This provides us with fresh perspectives and ideas, while also ensuring that we retain experience and expertise in the business.

Our 360 Graduate programme continues to provide us with new talent. Our graduates are not only learning about the port, but also taking on active reverse-mentoring roles for the executive team – hence the '360' tag. Young people grow up in a world vastly different from the young years of many of our executive team, so the new perspectives they offer are extremely valuable. They are our future leaders, and it makes sense to us to give them roles in shaping our future.

This year, for the first time, we have hired a graduate from Ngāti Whātua Ōrākei as part of the 360 Graduate programme. When we undertook our materiality assessment for the 2018/19 Annual Report, one of the things it highlighted was that our connection with iwi was poor. We want to change this, and in a way that pays more than lip service to engagement. We want a



meaningful and long-term partnership. The idea for an iwi graduate came about during a visit to Ōrākei Marae earlier this year, and we have had a long connection with members of Ngāti Whātua Ōrākei iwi, many of whom have worked at the port. Our first iwi graduate, Kahurangi Morehu, has such a connection – he is the fourth-generation Morehu to work at the port.

We hope through this partnership to be able to pass on our knowledge to a young person keen to build his career and in return gain insights from his perspective as a young Māori. In future years we hope we will be able to extend this programme to include young people from other iwi.

We all like food here at the port, and that creates another opportunity to share our diversity as we celebrate cultural events such as Christmas, Matariki and Diwali at appropriate times of the year. Our Matariki celebration this year was the biggest yet, with hangi food for everyone on shift for the day and kapa haka performances from Finlayson Park School (who are national champions) and our own kapa haka group (who are aspiring champions!).



3

**NUMBER OF GRADUATES IN OUR
360 GRADUATE PROGRAMME**

➔ On a mission to reduce emissions

Ports of Auckland has an ambitious goal to become zero emissions by 2040. In 2017 we measured our greenhouse gas emissions for the first time giving us the valuable insight required to understand and manage our emission sources. It is an exciting time for us with huge potential to lower our emissions.

We are ambitious in our sustainability goals and support the country's aim to become a low-carbon economy. We were pleased to be invited to speak at the Government's Just Transition Summit in Taranaki in May. The focus of this conference was on beginning the national conversation about how, as a country, we will make this important transition in a way that supports our workers and communities. We understand it will not be easy, but we are committed to making this transition and were pleased to be able to share our story and progress so far.

Climate Leaders Coalition

The Climate Leaders Coalition was launched in July 2018 to promote business leadership and collective action on the issue of climate change. Ports of Auckland was one of the 13 founding partners, and now more than 110 companies have signed a joint statement that commits them to taking voluntary action on climate change.

Partnership is vital to the success of the fight to reduce emissions. When we first decided to tackle this issue we were pretty much working on our own, but we always knew that we needed to join with others to really get things moving. The Coalition also represents a unique opportunity for businesses to work together and learn from each other.

In joining the Coalition we have given a commitment to measure and publicly report our greenhouse gas emissions, to set a public emission-reduction target, and to work with suppliers to reduce their

emissions. Coalition members also support the Paris Agreement and New Zealand's commitment to it, the introduction of a Climate Commission and carbon budgets enshrined in law.

The Coalition's goal is to help New Zealand transition to a low-emission economy and, in doing so, create a positive future for New Zealanders, businesses and the economy.

Our emissions this year

In the 2019 financial year we have seen a decrease of 3% in our Total Greenhouse Gas (GHG) emissions (scope 1,2 and 3) from 17,108 tCO₂e in 2018 to 16,679 tCO₂e (unaudited) in 2019. The emissions we control (scope 1 and 2) fell 6% from 14,683 tCO₂e in 2018 to 13,875 tCO₂e in 2019. This year we implemented a new emissions management reporting tool called BraveGen, in addition we have also broadened our emissions reporting to build on our scope 3 inventory set. 2019 will be our third year achieving certification via Enviro-Mark Solutions Certified Emissions Management Scheme (CEMARS).

2020

YEAR WHEN OUR HYDROGEN
PRODUCTION PLANT WILL BE
OPERATIONAL

2040

YEAR WHEN THE PORT WILL
BECOME EMISSIONS FREE

The most significant influence for the reduction in our emissions can be directly correlated with the drop in our TEU throughput. Diesel accounts for 86% of our total emissions so when we move less cargo our diesel consumption goes down. We have seen additional diesel consumed for the assembly and testing of our automated straddles. Our second largest emissions source is electricity which accounts for 10% of our total emissions. There has been a 6% drop in electricity consumption and a 23% drop in electricity emissions this year. This can be attributed to fewer reefer containers, fewer crane moves, the rollout of LED lighting in our office buildings and flood lights, plus an 18% drop in the MfE emission factor. We have had a busy year developing a comprehensive emission reduction roadmap which details a variety of projects and timeframes for achieving the reductions required to meet both our zero emissions by 2040 goal and our commitment to the Science-Based target initiative (SBTi) to keep global warming at well below 2 degrees. The big news in our emissions reduction plans this year have been our hydrogen project and buying an electric tug.

Hydrogen

In a first for Auckland, we have committed to build a hydrogen production and refuelling facility at our Waitematā port. We will trial the hydrogen in port equipment, and we are partnering with Auckland Council, Auckland Transport and KiwiRail, which will invest in hydrogen fuel cell vehicles including buses and cars.

We are trialling hydrogen because we need a renewable and resilient power source for heavy equipment such as tugs and straddle carriers. While significant advances are being made in battery technology hydrogen could be a better solution long term as it can be produced and stored on site, allows rapid refuelling and provides greater range than batteries.



SKILLED PEOPLE, INNOVATION AND SUSTAINABLE PRACTICES

We are leading on the project, funding the construction of a facility that will produce hydrogen from tap water. The process uses electrolysis to split water into hydrogen (which is then stored for later use) and oxygen, which is released into the air. Demonstration vehicles will be able to fill up with hydrogen at the facility, which will be just like filling up a car with CNG or LPG. Hydrogen is used in a fuel cell to make electricity to power the vehicles, which emit only water.

If this trial is successful, the technology would have very wide applications. It could help Auckland and New Zealand towards energy self-sufficiency and meeting our emission-reduction goals. Trucks, trains and ferries could also run on hydrogen, which would be a significant benefit for the community around us. As well as emitting only water, hydrogen-powered vehicles are quieter than petrol or diesel vehicles.

When we announced the project, we hoped to be producing hydrogen within 12 months, but this is looking unlikely. There are a number of challenges with delivering a first of its kind project like this. Developing a robust and safe design, undertaking detailed hazard analysis and navigating the legislative requirements have all taken longer than first planned but we are confident that it has been time well spent and will contribute to a successful project.

We are pleased with current progress. Resource consent has been lodged, and plant procurement is progressing with evaluations of Request For Proposal submissions currently underway. We hope to have the plant operational by mid to late 2020.

Electric tug

Our plans for a world-first electric tug were announced in August 2019, but the preparation has been underway since 2016.

When we first set our sights on becoming emissions free by 2040 it became obvious that replacing our heavy diesel-powered equipment was going to be especially

challenging, because zero-emission technology for this equipment wasn't yet available. However, the need for it was also urgent. Tugs, for example, are long-lived assets, with lives of 25 years or more. With a tug due for replacement in 2022, if we couldn't find a zero emission version soon, we would not be able to meet our target as cost effectively.

The process of procuring this tug is a perfect example of why setting targets – and ambitious targets – is important in the fight against climate change. When we first approached manufacturers in 2016 asking about battery-powered tugs, we were told they weren't possible. We were literally told we were dreaming.

However, with persistence, we found a partner willing to explore the possibilities and that has resulted in the development of this trailblazing tug. It will cost us more than a regular tug, but we believe it is important to demonstrate that our commitment to fight climate change is not just words. We think leadership in this area is important. As a bonus, the operating costs of an electric tug are significantly

lower than those for diesel. So while it costs more to buy, our electric tug will be cheaper in the long term.

We also need to think about the cost of projects like this in terms other than money. A diesel tug emits pollutants such as nitrous oxides and particulates, and it contributes to underwater noise. Removing the noise and emissions at source is a benefit for the community and the environment. If you like, it's an environmental and community dividend, alongside the financial and economic dividends the city earns from our operations.

The tug will come with a back-up diesel generator as a safety measure, but it is expected that it will only be used on rare occasions. Should our hydrogen trial be successful, there is also potential to retrofit the tug with hydrogen technology. Then we would be able to generate our own fuel on port – ideally using renewable energy generated on site.

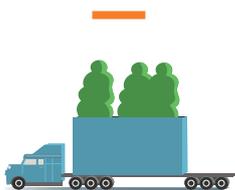




Environmental management

As a key step in implementing our sustainability road map, in November 2018 we received Diamond certification from Enviro-Mark Solutions for our Environmental Management System (EMS). Diamond certification is the highest level, and meets and exceeds the requirements of ISO 14001.

This was the first time we had sought formal certification for our EMS and it provided an opportunity for a comprehensive review of what we had in place and to bring together various environment-related management requirements into one management system. Gaining the top level of certification at our first attempt is quite an achievement and I would like to thank the team for completing this work.



24.3

**TONNES OF ORGANIC MATTER
SENT TO COMPOSTING FACILITY
RATHER THAN LANDFILL**

Reducing waste

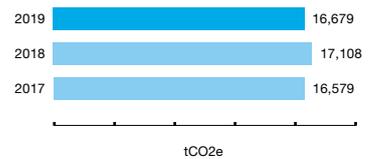
I talked last year about the importance of waste reduction to the company and to many of our staff. When we first started developing a sustainability strategy, this was one of the topics that really got people wound up – especially the use of non-recyclable single-use coffee cups. A group of staff volunteered to join a ‘Waste Team’ to help the company toward our goal of sending zero waste to landfill by 2040, with an interim target of 70% diversion of waste from landfill by the end of 2019.

In 2019 we have seen a 30% reduction in total waste (recycled and landfill) and we lifted our waste to landfill diversion rate from 57% in 2018 to 59% in 2019. Examples of waste we send to recycling centres include organics, wood, paper, scrap metal, cardboard and co-mingled.

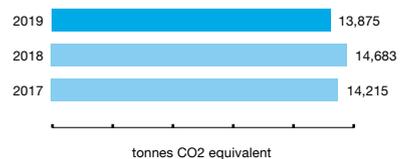
Our Waste Team reports on progress and updates staff with new initiatives, keeping the programme top of mind. The team also casts an eye on procurement, with a view to selecting products that help waste minimisation. A small example of this is the installation of hand dryers in many of our toilets, replacing paper towels and eliminating a waste stream at source.

With plenty of scope for improvement, we are now turning up the dial on awareness and education, using workplace champions to spread the word and show the way for the rest of us to do our bit for a zero-waste workplace.

Total gross emissions (scope 1, 2 and 3)

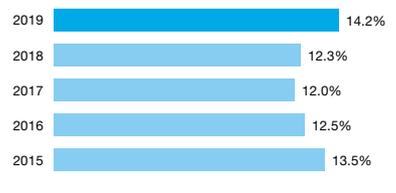


Total gross controlled emissions (scope 1 and 2)

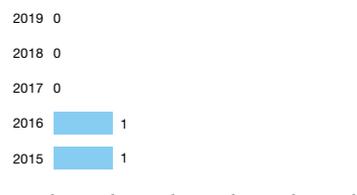


NOTE: We have restated our 2018 total emissions to 17,017 tCO2e from 16,798.95 tCO2e reported last year. This is because we have added in additional data sources in 2019 and applied them to our 2018 data – included in these are: waste oil, hotel stays, recycled waste and copy paper.

Rail moves as % of total land-side moves to/from the port



Environmental spills*



Note: Environmental measurements are currently only taken at the Waitematā seaport.

* The spills data refers to spills for which Ports of Auckland has assumed responsibility.