

Our strategy

Our outcomes



Delivering Aucklanders with goods to support our growth and way of life

- Supportive community and iwi
- Keeping ahead of trade needs
- Engaged shareholder
- Commercially successful

Our market environment

We are Auckland's port company: We are owned by the city. The port has been a key part of Auckland for more than 175 years. We provide significant economic benefits and thousands of jobs directly and indirectly, and deliver the things that make Auckland a great place to live, study, work and play.

Meeting the needs of a growing city: We work hard to support Auckland's growth and lifestyle by delivering goods shipped to Auckland. We are committed to a partnership approach with our customers. We are also committed to close engagement with our neighbours, iwi and the community.

Our strategic objectives



Working hard to support Auckland's growth and lifestyle by delivering goods into Auckland and engaging constructively with stakeholders

- Constructive relationships with community and iwi
- Increased public engagement, with open and transparent communications
- Step-change in container terminal capacity through straddle automation
- Step-change in car handling capability
- Appropriate capacity to meet growing volumes and larger ships
- Improved performance and productivity through innovation
- Optimising our resources
- Sustainable shareholder returns
- Maintain sufficient financial capacity to respond to market change risks

Our performance targets

- 55%+ overall favourability from Ports of Auckland community attitude survey
- 2020 straddle automation successfully completed
- 30-year master plan infrastructure developments completed on target



Supporting New Zealand and serving regional New Zealand's freight needs in the most efficient and sustainable way

- Delighted customers
- Volume growth through sustainable supply chain solutions
- Future-fit New Zealand port structure

Supply chain opportunity: We have built regional transport hubs to create efficiencies for regional customers to export their goods to global markets.

Global shipping line consolidation: As shippers consolidate, invest in larger ships and drive down costs we have to be more efficient at our Waitematā port. Automation, the car handling building, dredging the channel and other developments will deliver increased capacity without reclamation.

Supporting NZ Inc by serving regional New Zealand and its freight needs, and collaborating with regional ports to deliver goods efficiently and sustainably

- Productive and efficient operations
- Effective engagement with customers
- Integrated supply chain network – hubs and transport with a focus on rail
- Gain high-volume cargo owners with supply chain solutions
- Supply chain successfully contributes to volume growth
- Strong strategic partnerships with aligned New Zealand ports
- Actively engage in port sector structure change
- Ensure we have the optimal structure to take advantage of port sector structure changes

- Maintain productivity while automating the container terminal
- Achieve minimum of 80% customer satisfaction
- Waikato Freight Hub operational in 2019
- Minimum of 15% of container volume moved by rail
- Increase supply chain volume



To be an innovative and sustainable world-class port company with safe and empowered people

- Innovation leader
- Safe and empowered people
- Improved environment

Future of work: Innovation and sustainable practices at the port are changing the way people live and work. We are adapting to ensure everyone at the port can succeed in the future work environment. We have high expectations of safety, wellbeing, diversity and inclusion.

The drive for new technologies and environmental sustainability:

Whether it is the use of hydrogen and electricity as a fuel, the automation of our straddles, the use of data for efficiencies or the reduction in our carbon emissions to zero by 2040, we will meet the needs of a growing Auckland responsibly and successfully.

Aspiring to be an innovative and sustainable world-class port company, with safe and empowered people, working for Auckland and serving New Zealand

- Safety and wellbeing embedded into our culture
- Structures and systems for an engaged and skilled workforce
- Diversity and inclusion leveraged for competitive advantage
- Foresight and innovation embedded in our culture and operations
- Protection of our natural environment
- Responsible use of natural resources
- Leader in Auckland's transition to a low-carbon economy
- Rapidly adapt and respond to internal/external change and continue operations with limited impact
- New sustainable revenue streams through innovation and partnerships

- Zero lost-time injuries
- Future of Work programme completed by all staff
- Greater ethnic diversity in leadership roles, to a minimum of 30% non-European
- Minimum of five innovation projects initiated
- Zero waste by 2040
- Carbon neutral by 2025
- Zero emissions by 2040