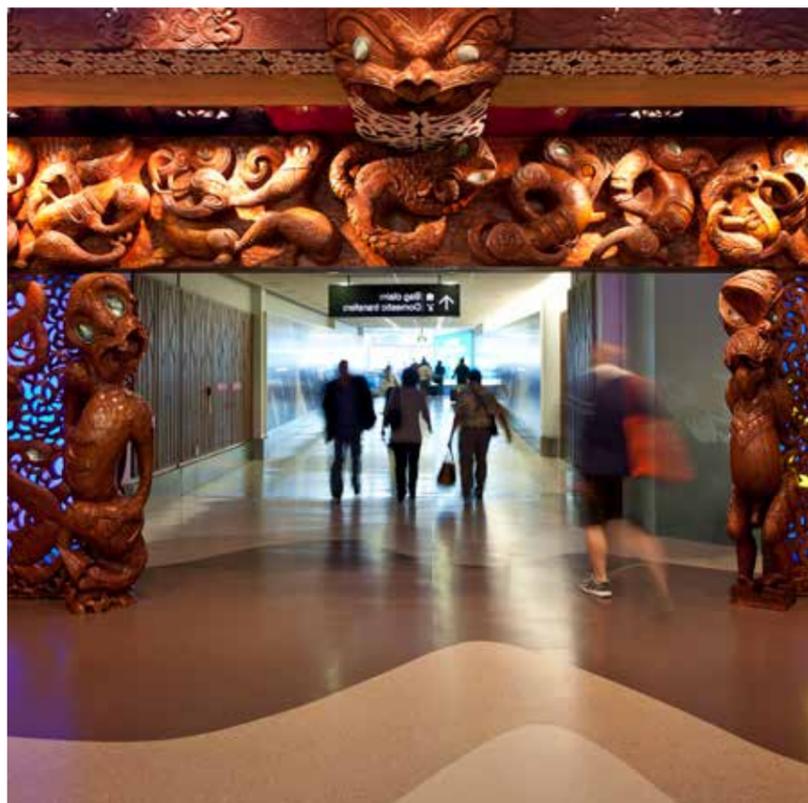




Sustainability Report 2019





Our Auckland Airport waiata

E ngā mana, e ngā reo,
 E ngā waka haere mai rā
 Tēnei mātou
 Nō te Taunga wakarererangi
 E mihi ana
 Tū whakahi nei mātou
 Hei poipoi i te tomokanga
 Ki tō tātou whenua,
 Ko Aotearoa, Aotearoa!

*People of all origins, languages and vessels – welcome
 We of the airport greet you*

*We stand proud and humble as we care
 for the gateway to our land, Aotearoa!*

Table of contents

About this report	1
Table of contents	2
Welcome	4
Highlights of the year ended 30 June 2019	6
About Auckland Airport	7
Sustainability at Auckland Airport	11
Making progress against our 10 material issues	
Economic contribution	15
Customer experience	17
Employer and work location of choice	21
Safety and security	21
Māori and community engagement	27
Energy and carbon	32
Waste and water	33
Noise and emissions	35
Ground transport	37
Sustainable design and construction	39
Looking ahead to the 2020 financial year	41
Thanks to our valued partners	42

About this report

Report structure and material issues

This report is structured according to Auckland International Airport Limited's (Auckland Airport) ten material issues that were originally identified in 2013, and most recently reconfirmed in 2018.

Period covered by report

All data covers the period from 1 July 2018 to 30 June 2019 (financial year 2019, FY19 or 2019) unless otherwise stated. For ongoing initiatives, some information is also included to provide further details on our progress.

Scope of report

The report covers Auckland Airport's activities within our operational control in our hub in Auckland. It does not include activities related to other investments over which we do not have operational control.

Reference guidelines

This report references the United Nations' Sustainable Development Goals (SDGs). Preparation of the report has drawn on guidance from the Global Reporting Initiative (GRI).

Restated data

As part of continuous improvement of our sustainability management and disclosures, this year we created better alignment of our sustainability data with our operations and financial data management processes. In some instances this has resulted in a restatement of data from previous years.

Cover image: Godwits by Gensler & Weta Workshop in our new international departures area which opened in 2019. Each year godwits go on an epic journey from the Southern Hemisphere to the Yellow Sea, then Alaska, and then back again. Every September about 80,000 of them fly back to New Zealand.



Welcome

Tenā koutou katoa,

Auckland Airport strives to be a good neighbour in our local communities, particularly as we enter an era of significant transformation. We have a 30-year vision for our precinct, enhancing the pivotal role we play in connecting people and businesses to each other and the world. Our eight core infrastructure projects are part of a multi-billion-dollar infrastructure development programme to deliver an airport of the future. In 2019, three of these anchor projects commenced – including the largest airfield expansion in our history, and a major upgrade of the inner core of our roading network.

Our plan is not just one of physical works – it incorporates our objectives of being a leader, both locally and globally, in creating long-term value for our stakeholders. It includes our commitment to environmental, social, cultural, and wider economic value in our local communities and with our partners around New Zealand. It also includes our focus on manaakitanga – caring for people – including for our customers and employees, and on creating a vibrant place for local businesses.

This report demonstrates our progress in managing the sustainability performance of our operations, and how we are working to create a vibrant hub that will provide enduring value for New Zealand for generations to come.

Looking after people

Our focus on making journeys better for customers was strengthened this year with an important milestone – the completion of our multi-stage 36,000m² redevelopment of the departure area in the international terminal, which is providing significant customer benefits. In addition, we developed our new guest promise guiding the way our people express manaakitanga in our terminals with the aim of ensuring that every guest wants to come back. As representatives of our culture and country, we are proud of our unique place as the main gateway into New Zealand, and from New Zealand to the world.

Auckland Airport employs more than 570 people and growing fast, and we strive to be an employer of choice. In the past year we have introduced a new Parental Leave Policy that provides more flexibility through paid and special leave benefits, as well as personalised coaching for parents transitioning back to work. We also are becoming a more inclusive and diverse organisation with over 45

ethnicities now part of our airport whānau, and female representation increasing in senior positions across the company and at board level.

In the community, our relationships continue to deepen within groups, schools and organisations in South Auckland and wider Auckland. Our sponsorship programme, financial grants and school-leaver scholarships empower people to thrive in education and employment. Ara, our Auckland Airport Jobs and Skills Hub, continues to play a pivotal role in providing people with employment and training opportunities, placing a total of 210 people in jobs during the year.

Looking after our environment

As Auckland Airport is the main gateway to New Zealand, we take our role in protecting New Zealand's unique natural environment seriously. With a changing climate, this country will face greater challenges in preventing the introduction of species that may impact our native biodiversity and agricultural sector. We work closely with all our partners in our hub to monitor and manage this risk.

We also recognise the impacts of New Zealand's tourism sector in all areas of sustainability. This year we commissioned research which proposed a new concept called the Sustainable Tourism Growth Monitor. Launched at our annual Tourism Forum, this concept aims to help the industry to better understand the impact of tourism on New Zealand's infrastructure, congestion and community well-being. It presents an opportunity for the tourism industry and local and central governments to work together to build a robust approach to monitoring growth and sustainability for the country's tourism sector for the future.

Reducing carbon emissions associated with our industry remains a key challenge. We continue to work to reduce the emissions from our own operations and encourage other businesses to do the same. We actively work with our industry partners to find shared reduction opportunities, and support transparency in this area through our long-term participation in carbon disclosure initiatives such as CDP and those more recently started like the New Zealand Climate Leaders Coalition.



We are pleased to present this report highlighting our achievements and progress on our long-term vision. Our future is extremely exciting, and we are committed to sharing the benefits of our success and long-term vision with our employees, customers, business partners, investors, local and regional communities and New Zealand.

Finally, I would like to say thank you to all the people and organisations that we work with each day who help make Auckland and New Zealand a great place to live, visit and work.

Ngā mihi,

Adrian Littlewood
Chief Executive

Highlights

of the year ended 30 June 2019

External acknowledgement



We continued to rank in the Colmar Brunton Reputation Index as one of New Zealand's top ten most trusted companies



We are proud to have been included in the index since 2008. In 2019 our Environmental, Social, Governance (ESG) score was 3.4, compared with an industry average of 2.4.



We have been included in the Dow Jones Sustainability Asia Pacific Index since 2012



We have participated in the GRESB Infrastructure Asset Assessment since 2017, and this year maintained our 5 Star rating for our sustainability performance, ranking 6th out of 22 global airport companies.

We undertook the new GRESB Public Disclosures Assessment in 2019, which recognises transparency in reporting. We achieved a B rating, against the Asia Pacific and Global transport comparison group averages of C.



We have been carbonreduce (formerly CEMARS) accredited since 2013.



Auckland Airport's Property team were awarded the Ignite Urban Design Award in the Property Council's 2018 Auckland Property People Awards for their consistent vision to develop a world-class industrial business park at The Landing.



Within The Landing, the DSV Air & Sea building was awarded the Industrial Property Award at the 2019 Property Industry Awards, and Rohlig Logistics New Zealand HQ won an Auckland Architecture Award (Commercial Architecture).

We were also pleased to accept an Auckland Architecture Award (Commercial Architecture) for our international departures experience.

Protecting the natural environment



We have reduced our carbon footprint by 40% against our science-based target.



In the latest assessment, we achieved a B-ranking, signalling coordinated action on climate issues. This is higher than the Global, Oceania and sector averages of C.



We have reduced our waste to landfill by 47% since 2012.

This year we worked together with our airline partners to divert 39% of their waste from landfill.

Supporting local communities



210 people gained jobs through Ara, our Auckland Airport Jobs and Skills Hub.

77 local secondary students gained work experience through Ara.



Our scholarships helped ten local students to enrol in tertiary education.

About Auckland Airport

Since the earliest days of New Zealand's history, Auckland Airport has been a place of journeys.

In the 14th century the Tainui waka arrived on the shores of the Manukau Harbour, beginning waves of migration as Māori journeyed there to fish and to utilise the area's local resources.

Hundreds of years later, passenger aircraft would follow the path of the waka, with the arrival of the Auckland Aero Club in a paddock next to the harbour. New Zealanders quickly embraced aviation, and on a historic day in 1966 a crowd of more than 200,000 gathered to see the international airport take flight.

Today, Auckland Airport is proud to be an important economic engine for New Zealand, making a significant contribution to our community and helping to grow our country's success in travel, trade and tourism. This is a both a privilege and responsibility that influences everything we do.

We are building a vibrant transport, trade and tourism hub, supporting growth and prosperity across the regions by improving the way people and businesses connect with each other and the world. We want our Auckland hub to be a place that people enjoy travelling through, and we are working hard to make their journeys better and grow travel and trade connections to new destinations. In just over 50 years, we have grown from providing a handful of connections across the Pacific to thousands of flights each year to the Americas, Asia and the Middle East.

We want to be a great New Zealand business and aspire to be a global leader in building and operating modern airports. This is only possible through the dedication of our staff and the thousands more who work on our projects or at the airport. Equally, we want to be a place where businesses choose to be and a partner they want to work with. Over the next 10 years we are delivering an inter-generational, multi-billion-dollar investment programme for Auckland Airport that will transform our part of the city and make us one of the most significant developers in the country. This programme now has considerable momentum and we are determined to share the benefits of this investment with our local communities. We are working to help them grow and prosper by connecting local people with great local jobs and offering them the opportunity to build new skills that will improve their own lives and those of their families. We also know that as a major New Zealand company we have a responsibility, to both our local and global environments, by playing our part to minimise the impact of our activities.

From the landing of the Tainui waka on the Manukau to our small beginnings in a farmer's paddock, we are proud of how far we have come. Today, we are working for New Zealand, growing our country's success in travel, trade and tourism, and creating enduring value for future generations.

One of New Zealand's largest companies

Auckland Airport is New Zealand's largest airport handling over 21 million passenger movements in the year to 30 June 2019.

We are one of New Zealand's largest companies and are listed on the New Zealand and Australian stock exchanges, with more than 50,000 shareholders. Our largest shareholder, Auckland Council, owns approximately 22 per cent of the company.

We hold a 24.99 per cent investment in Queenstown Airport and, together with Waikato Tainui iwi, hold an investment in Waikato Tainui Auckland Airport Hotel Limited Partnership.

The airport precinct

We own 1,567 hectares of land - an area larger than Auckland's central business district. The majority of this area comprises our current runways and surrounding land. Our existing facilities include parking for 90 aircraft, and over 100 retail tenancies within our domestic and international terminal buildings.

We also provide land and facilities for 135 commercial tenants, including two hotels, the offices of our airline and border control/security partners, and logistics and distribution facilities. Tenants in this growing business district include global companies like DHL, Fonterra and Fuji Xerox. The Landing Business Park will provide more than 100 hectares of world-class commercial and light industrial space when completed.

Building our airport of the future

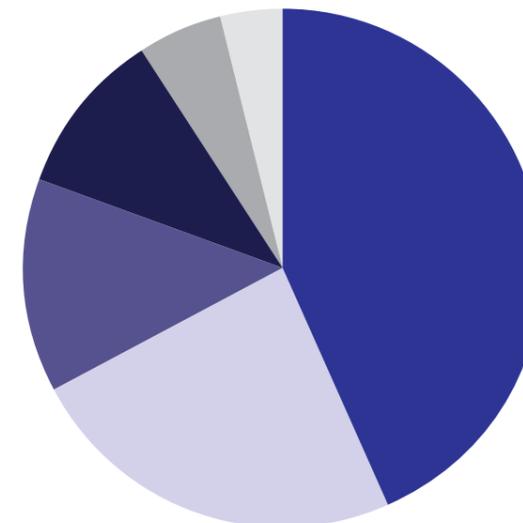
Auckland Airport is making significant progress on our 30-year vision to build our airport of the future. Our vision is to provide passengers with a world-class yet uniquely New Zealand experience, and create long-term value for everyone with a stake in our airport including our customers, business partners, employees, investors and the local community.

There are eight key infrastructure projects that will transform our precinct, three of which commenced in 2019:

- Commencement of works to build an additional taxiway – Taxiway Mike (see page 40)
- Expansion of the Northern Network, which connects the Airport to the north, and Auckland City, via State Highway 20 (see page 40)
- Redevelopment of the domestic terminal, which will facilitate the development of a new domestic jet facility integrated with the international terminal building.

In the past year, we also completed a number of projects that are now delivering value to customers. The significant upgrade to Nixon Road and The Landing road intersection has helped reduce travel times through our precinct. The renovated international departures area is now providing customers with an improved experience and allowed us to reflect Māori tikanga (culture) through design – making this a uniquely New Zealand departures experience (see page 40).

Auckland Airport land use



- Airfield*
- Terminals and carpark facilities
- Current commercial land
- Future commercial development
- Supporting infrastructure (e.g. roading network)
- Other land holding

* Airfield includes runways, associated operations and all surrounding land necessary for safe operations, including public safety zones.



Sunshower Sculpture by Eric Rieger aka HOT TEA, seen with suspended bronze coloured Godwits by Gensler & Weta Workshop. Part of the journey passengers make when moving through our new departures area reflecting New Zealand, from sea, to land, and sky.



Airfield

Terminal

Transport

1

2

3

4

5

6

7

8

Northern Runway

Northern Stands and Taxiways

New Cargo Precinct

New International Arrivals

New Domestic Jet Facility

Domestic Terminal Works

Pick-Up / Drop-Off And Multi-Storey Car Park 1

Northern Network

	1	2	3
Feasibility	█	█	█
Design	█	█	█
Constructing	█	█	█
Delivered	█	█	█

	4	5	6	7	8
Feasibility	█	█	█	█	█
Design	█	█	█	█	█
Constructing	█	█	█	█	█
Delivered	█	█	█	█	█

Key ● Feasibility/ Design ● Constructing

Sustainability at Auckland Airport

Being a sustainable business matters

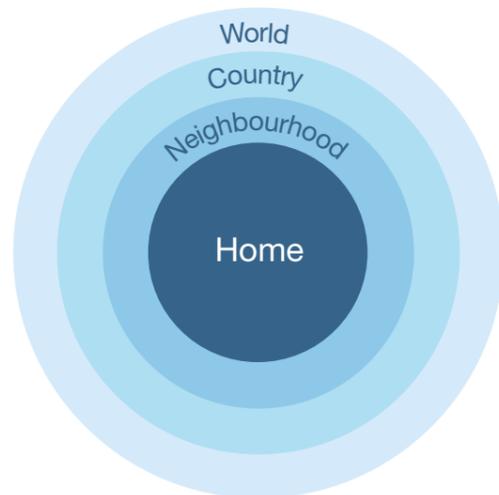
We are committed to making a positive contribution through our business activities, operating in a way that creates enduring value for New Zealand socially, culturally, environmentally and economically.

Our aspiration is to create natural, social, cultural and wider economic value at the same rate as direct economic value.

Four communities of interest

We have identified four 'communities' that we engage with and contribute to, and we have set an aspiration for each:

- At home (our employees, customers and tenants) – we want to be an employer of choice, offer customers true hospitality/manaakitanga, and create a vibrant business hub
- In our neighbourhood (South Auckland) – we want to be a good neighbour that creates positive environmental, social, cultural and wider economic outcomes in our adjacent communities.
- In our country – we want to be a great New Zealand business that leads the way in transforming our business model to create non-financial value, as well as direct economic value for our shareholders.
- Around the world – we want to be a good global citizen that our peers look to for leading practice, and that investors seek out based on our financial performance, risk management and the creation of long-term value.



We have set key strategies to help us achieve these aspirations:

- Enhance our natural environment - we acknowledge our industry has significant environmental impacts. We will work with our partners to reduce negative impacts, and seek to increase the natural capital of our hub, while creating a business that is resilient to climate change and other natural stresses and shocks.
- Empower and enhance our community - we will utilise our unique position to create opportunities for our local community in education and in gaining meaningful employment. We will consider options to enhance sustainability and liveability locally as part of the development of our hub.
- Governance and leadership - we will deliver on our aspiration through strong leadership, and governance frameworks that support identifying, and acting on, non-financial risk and opportunity. We will continue our proud history of non-financial disclosure, and tailor our reporting to meet the needs of our stakeholders.

Ten material issues

In 2013 we identified ten material issues which we need to manage well, as risks and opportunities, in order to be a responsible business. We reconfirmed these issues in 2016 and 2018, based on feedback from our stakeholders.

The issues cover the environmental, social, cultural, and economic impacts of our activities. We are undertaking a materiality assessment as we develop our long-term sustainability strategy over 2020. We will present the results of this assessment in our next report.

Our material issues, and sustainability strategies, align with the objectives of the United Nations' Sustainable Development Goals. The goals that we can contribute the most to are:



Material issues	SDG	Environment	Social	Cultural	Economic
Economic contribution: creating jobs and incomes for New Zealanders	8 DECENT WORK AND ECONOMIC GROWTH		●		●
Employer and work location of choice: being a good employer and creating a vibrant business hub	4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH, 5 GENDER EQUALITY		●		●
Customer experience: making journeys better for our customers	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH		●	●	●
Community and Māori engagement: helping local people get ahead, respecting mana whenua	4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES, 11 SUSTAINABLE CITIES AND COMMUNITIES		●	●	
Energy and carbon: minimising the energy our operations use and the carbon they emit	13 CLIMATE ACTION, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	●			
Waste and water: minimising the waste we create and the water we use	14 LIFE BELOW WATER, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	●		●	
Noise and emissions: minimising the impact of aircraft noise and spills	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 3 GOOD HEALTH AND WELL-BEING, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	●	●	●	
Safety and security: keeping people healthy, safe and secure	3 GOOD HEALTH AND WELL-BEING	●	●		
Ground transport: improving access to, from and around the airport	8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	●	●		●
Sustainable design and construction: building for the future	13 CLIMATE ACTION, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	●	●	●	●

Involving our stakeholders

The views of our employees, customers, investors, government, business partners and the community help us develop and deliver our business and development plans. We consult our stakeholders regularly through a combination of formal and informal engagement, using a mix of one-to-one and one-to-many methods as appropriate.

We have established forums and formal meetings with key external stakeholder groups that we engage regularly. These stakeholders include airlines, joint border agencies, ground handlers, retail and property tenants, and transport agencies.

We undertake regular, formal engagement with many of these partners and stakeholders, including, for example:

- **Mana Whenua:** we have Joint Action Plans in place with our local iwi -- Te Ākitai Waiohū, Te Kāwarau ā Maki and Makaurau Māori Trust
- **Airline partners:** we formally consult with our airport partners on airport development to ensure their needs are met. We engage with our airline partners via monthly meetings (Monthly Airport Capital Plan Airline Consultation); cross-campus project overviews (Aeronautical Working Group); and bilateral meetings with individual airlines. We also collectively engage with the airlines via the Board of Airline Representatives New Zealand (BARNZ).
- **The Aircraft Noise Community Consultative Group (ANCCG):** This group comprises Auckland residents and representatives from Auckland Council, BARNZ, Airways New Zealand (Airways), Auckland Airport, the business community and mana whenua. We regularly engage on noise monitoring and mitigation issues.
- **Our peers:** We actively participate in the NZ Airports Association, and our CEO, Adrian Littlewood, currently chairs the Association's board.
- **Local government:** We regularly work with the Māngere-Ōtāhuhu Local Board to review stormwater management within our hub. Local Board representatives also sit on the ANCCG, alongside representatives from other regional boards including Ōtara-Papatoetoe. There was additional engagement in 2019 throughout the Notice of Requirement (NOR) process for the proposed second runway, including updating stakeholders on the decision in February 2019 and inviting them to attend the mitigation package session.
- **Ara:** The Ara team regularly engage with five schools (predominantly principals and careers advisors) to agree engagement plans to support their students. The Ara Advisory Board comprises local employers, school principals, representatives from South Auckland Community organisations, training organisations, local government and central government ministries (Ministry of Education, Ministry of Business, Innovation and Employment, and Ministry of Social Development).

Development project stakeholder engagement

We have formal stakeholder engagement and communications procedures to ensure we engage consistently, with the right stakeholders, and at the right time on all our development projects. In 2019 we increased the amount of engagement undertaken with stakeholders regarding the development programme.

As an example, for the Northern Network development (see page 40 for further information), key stakeholders were identified considering both the construction and use phases of this project.

Tenants in the properties adjacent to the construction site were identified as directly affected stakeholders. There was an initial engagement session during design, and there is ongoing targeted engagement as construction progresses. As a result, traffic

management plans have been developed to ensure that there is no impact on users of shared driveways, particularly during peak delivery times.

Forums were also held with other less-affected or indirectly affected stakeholders. Moving forward, we intend to keep all these stakeholders informed via our website stayintheknow.co.nz (see page 38 for further information), fortnightly newsletters, AKL update and the Auckland Airport Facebook page.

As the Northern Network is the first project of the development programme with a public interface to have begun, we have learnt a number of lessons, which we will adopt across our other development projects.

For more on how we engage with our employees, see page 21.

Holding ourselves accountable

Sustainability is a key responsibility of our Leadership team. Our Environment and Sustainability Lead reports to our General Manager Airport Development and Delivery. Regular updates on progress are provided to the Board for discussion and direction. Depending on job function, members of our Senior Management team have key performance indicators including airport service, customer satisfaction, safety and staff engagement.

We set targets for our environmental performance and report on these on our website, in this report, and in our Annual and Interim reports. Our carbon management plan is audited externally and meets international ISO standards.

We recognise that we need to become better at measuring the outputs and outcomes of our community-giving activities. We are working to develop an outcomes framework for Ara placements and trainees. The Auckland Airport Community Trust undertakes an annual accountability review of recipients to confirm that grants have been used as intended.

External disclosures and benchmarking

We report on our sustainability performance each year in this publication and in our Annual and Interim reports. We also benchmark to test our performance against our peers globally, and provide information into the public domain for the investor community.

During 2019, we reported through various indices, with these outcomes:

- Dow Jones Sustainability Asia Pacific Index: Environmental/Social/Governance (ESG) score in 75th percentile overall
- FTSE4Good: included
- GRESB: for asset disclosure, we achieved a five-star rating out of five and were 6th out of 22 for global airport companies. In recognition of our transparency of reporting, we also achieved a B rating, against Asia Pacific and Global transport comparison group averages of C.
- CDP: we achieved a B- ranking, signalling coordinated action on climate issues, against Global, Oceania and sector comparison group averages of C.

Developing our reporting

In this year's report, we present an update on how we manage our material issues and what we have undertaken during the past 12 months. Over the coming year, we will be updating our sustainability strategy, and our future reporting will align with this.

Making progress against our 10 material issues

The following sections of the report outline each of our ten material issues. We provide an overview of the issue and how we manage it, and give an update on what we have achieved during 2019.



Economic contribution

Creating jobs and incomes for New Zealanders

As the main gateway to New Zealand, Auckland Airport is a key driver of tourism, boosting the New Zealand economy and employment in the Auckland region. We are also the country's third largest port by value for movement of goods. We are proud that this means we can contribute to creating jobs and incomes for New Zealanders, and we want to ensure this contribution continues to be significant and that the benefits are spread widely.

To continue and grow this contribution, we focus on expanding the travel and trade markets. We accomplish this by working with our airline and airport partners, supporting New Zealand tourism operators, and through facilitating access to markets for New Zealand businesses.

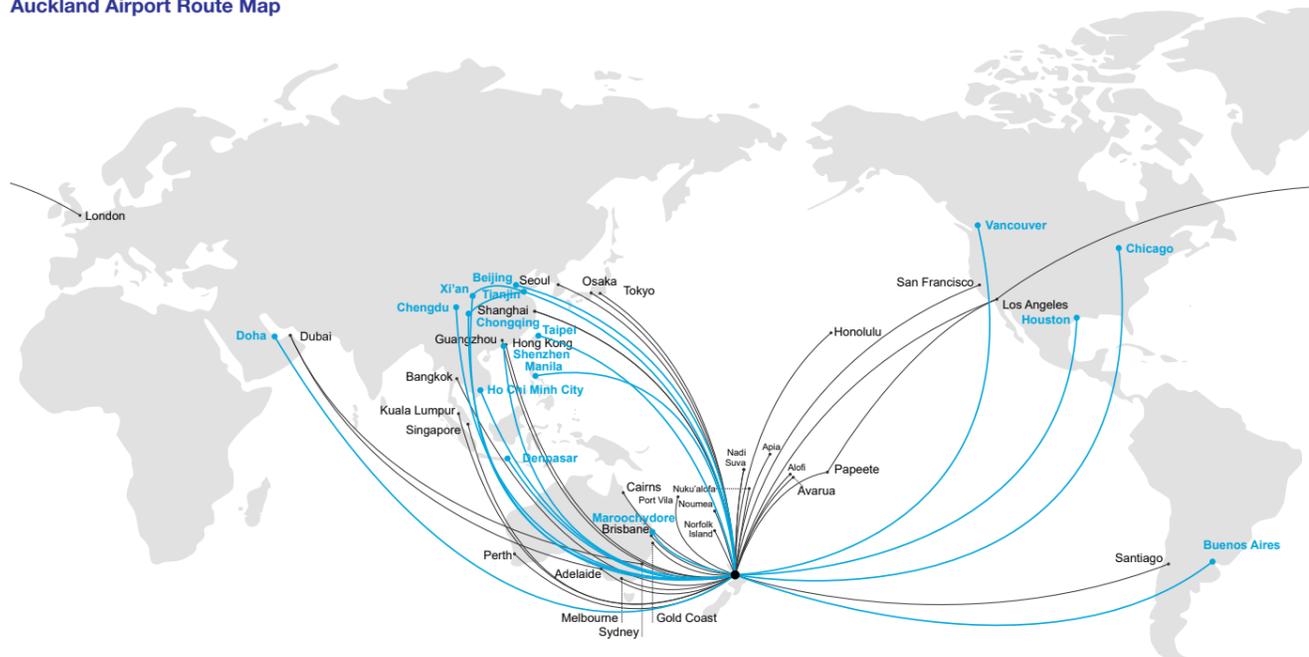
Travel and trade markets

Growing travel and trade markets is a strategic priority for our company. We work closely with tourism and government partners to improve New Zealand's connections to international markets, encourage sustainable tourism growth and increase the volume of trade. Over the past few years, we have increased the number of destinations served. There is also greater frequency of flights on many of our routes.

Working with airline and airport partners

In 2019 Auckland Airport continued to work alongside our partners investing in emerging and more established markets to drive growth and to support airlines in operating within sustainable air routes. The aviation market remains dynamic and we are focused on building a diverse network to create resilience.

Auckland Airport Route Map



In the China market, our focus has been on supporting airline partners with e-commerce, travel trade distribution, and public relations activity to attract higher-value, independent Chinese travellers to New Zealand. In Australia, we continued to work alongside our airline partners, Tourism New Zealand and regional tourism organisations, such as Auckland Tourism, Events & Economic Development (ATEED), to encourage Australians to visit Auckland and the central North Island all year round. In the United States, we focused our efforts on growing visitation from the eastern states of America. We recognise the potential of other promising markets, such as India, where we appointed a representative to grow our interests there. We also continue to work with our partners in South Korea, Taiwan and Indonesia to develop these markets.

As a result of this work, in the year to 30 June 2019, 21.1 million passengers travelled through our airport (up 2.8 per cent on the previous year): 11.5 million international passengers¹ (an increase of 2.2 per cent) and 9.6 million domestic passengers (up 3.6 per cent).

Supporting New Zealand tourism operators

Tourism is one of the country's most important industries for good reason. The sector employs at least 8.0 per cent of New Zealand's workforce and directly contributes \$15.9 billion to gross domestic product (GDP); this makes it New Zealand's most valuable export earner. Auckland Airport is committed to ensuring our tourism industry continues to flourish.



21.1m
Passengers



Multi-billion-dollar infrastructure development programme underway

The growth in tourism numbers has the potential to provide enormous benefits to New Zealand economically but at the same time it will also create challenges from a sustainability perspective. Auckland Airport believes the tourism industry needs to better understand and manage the industry's impact, to ensure it can continue to successfully grow without undermining sustainability, and to continue to hold its social licence to operate within the community. Otherwise we risk losing the support of our local communities and impacting our environment and visitor experience.

Our strategy to support the New Zealand tourism industry over the past five years has been executed under three main themes:

- 1. Air Service Development** – We are working alongside our airline partners to grow airline seat capacity, connectivity and destinations available to/from Auckland Airport. This means Auckland and New Zealand are better connected to major Asia-Pacific rim and Middle-East cities and hub airports, with more direct air services and connectivity. The greatly improved air connectivity at Auckland Airport has already unlocked high-value international visitor source markets for New Zealand's tourism industry and export destination markets for New Zealand's trade sector.
- 2. Market Development** – We work with our airline and tourism industry partners to drive demand for visitation, in particular from high-value visitors.
- 3. Tourism System Capability** – We have supported New Zealand tourism industry development through sharing of research and insights, and by supporting the development of new tourism products. We are keen to support New Zealand's tourism industry and its ability to offer a world-class product in the globally competitive tourism industry.

In addition to enabling travel routes into New Zealand, we work with tourism operators and our partners to help attract visitors from existing and emerging markets. We do this through combined marketing as well as direct support to help tourism operators commercialise new products.

Sustainable Tourism Growth Monitor

Tourism growth must be sustainable for the community and environment. If growth and sustainability don't go hand in hand, the tourism industry risks losing the support of local communities, negatively impacting the environment and the experience of our visitors. This year we commissioned research carried out by Sense Partners to develop the Sustainable Tourism Growth Monitor (STGM) which seeks to demonstrate how the industry could measure the factors that contribute to sustainable tourism growth.

The STGM offers a framework for the tourism industry to measure itself on a range of factors, including infrastructure, congestion, the environment and community well-being. Sense Partners found that while the quality of data was good in some areas, it was less ideal in others. In particular, potential sustainability metrics are not well captured, and regional coverage is often low. This is important because tourism is experienced locally, and a local focus is critical to ensure we measure the real benefits and impacts of tourism. There are many gaps to fill before the STGM could be used to reflect how New Zealand is truly performing as a tourism destination, especially at a local and regional level.

As a result, we will be collaborating with key tourism industry participants to stress-test the framework, agree on the best data, and lead efforts to improve information where necessary, with the goal of developing a robust STGM for New Zealand tourism. We are now gathering input from the industry and are working to develop a platform to monitor progress over time. This includes addressing current limitations in data, particularly around sustainability measures. As we move forward, we will work with the industry to examine other metrics that are important to achieve a truly sustainable tourism industry.



¹ Including international transit passengers

Customer experience

Making journeys better

As Auckland Airport is the main gateway to Aotearoa New Zealand, we have a role as custodian of the experience our customers receive as they arrive in or depart from New Zealand. This means facilitating the operations of the many partners (airlines, border agencies, security partners, ground handlers and retail providers) that make up the complex and interconnected system of a modern international airport.

We have strengthened and extended our retail, transport and accommodation business partners to ensure we can respond to evolving customer needs. Shopping is now an integral part of the air travel experience, and our customers continue to tell us they want best-in-class retail experiences. In response, we have increased the range of products and services we offer. Alongside this, we are continuing to improve many of the customer amenities at the airport including seating, toilets and dwell areas, making Auckland Airport more appealing to our customers – thereby making their journeys better. During 2019, we achieved a significant milestone: the completion of our expanded departures area in the international terminal – a 36,000m² upgrade to the aviation security screening area and retail precinct providing a sophisticated new retail high street and a modern food and beverage area.

A key focus of making journeys better for our customers is preparing for the future. This means undertaking significant infrastructure works so we can continue to provide our unique customer experience as the number of customers we serve increases into the future. We are now moving into a period of sustained and extensive construction to deliver new infrastructure for our airport of the future. We are aware that there will be disruption to our customers from these activities as they make their way through our hub. We are planning the works carefully to minimise disruption where we can and are providing our customers with information about the development, together with effective signage to help them reach their destinations as seamlessly as possible.

Growing travel markets with our airline and industry partners makes journeys better too. With more markets, we are able to provide customers with greater choice, deliver more convenient flight schedules and offer better value for money for all customers and partners of Auckland Airport.

Measuring our progress

We measure our progress in customer satisfaction using a variety of methods. We track and benchmark our performance surveys, in-terminal kiosks, calls to our dedicated Customer Contact Centre team who manage feedback and complaints, and through a programme of ad hoc research to understand the needs and expectations of our travelling customers. The data collected is reviewed for trends and immediate actions we can take to respond to feedback. This information is reported to the Leadership team and the Board.

Airport Service Quality programme

Every quarter, a representative random sample of 500 departing passengers (both domestic and international) is surveyed to assess how satisfied they are with our services. We use the Airport Service Quality (ASQ) customer experience measurement programme to benchmark and analyse satisfaction level against our peers. Over 340 airports around the world participate in the programme - including major airports in New Zealand, Australia, Europe, America, UK and Asia.

The response from our customers to the new departures area in the international terminal this year has been very positive, with sustained uplift in overall customer satisfaction.

During the third quarter of the financial year, following the completion of improvements to retail, food and beverage and dwell spaces in the international departures area, our customer satisfaction rating at the international terminal improved to its highest point in 12 years – 4.36 out of 5. This placed Auckland Airport third out of a comparative international peer group of 22 airports². Relative to our peer group, the Auckland Airport international terminal now ranks in the top five airports for both overall customer satisfaction and the top ten aspects of terminal experience that are most important to driving customer satisfaction (except for 'flight information screens', where we rank eighth).

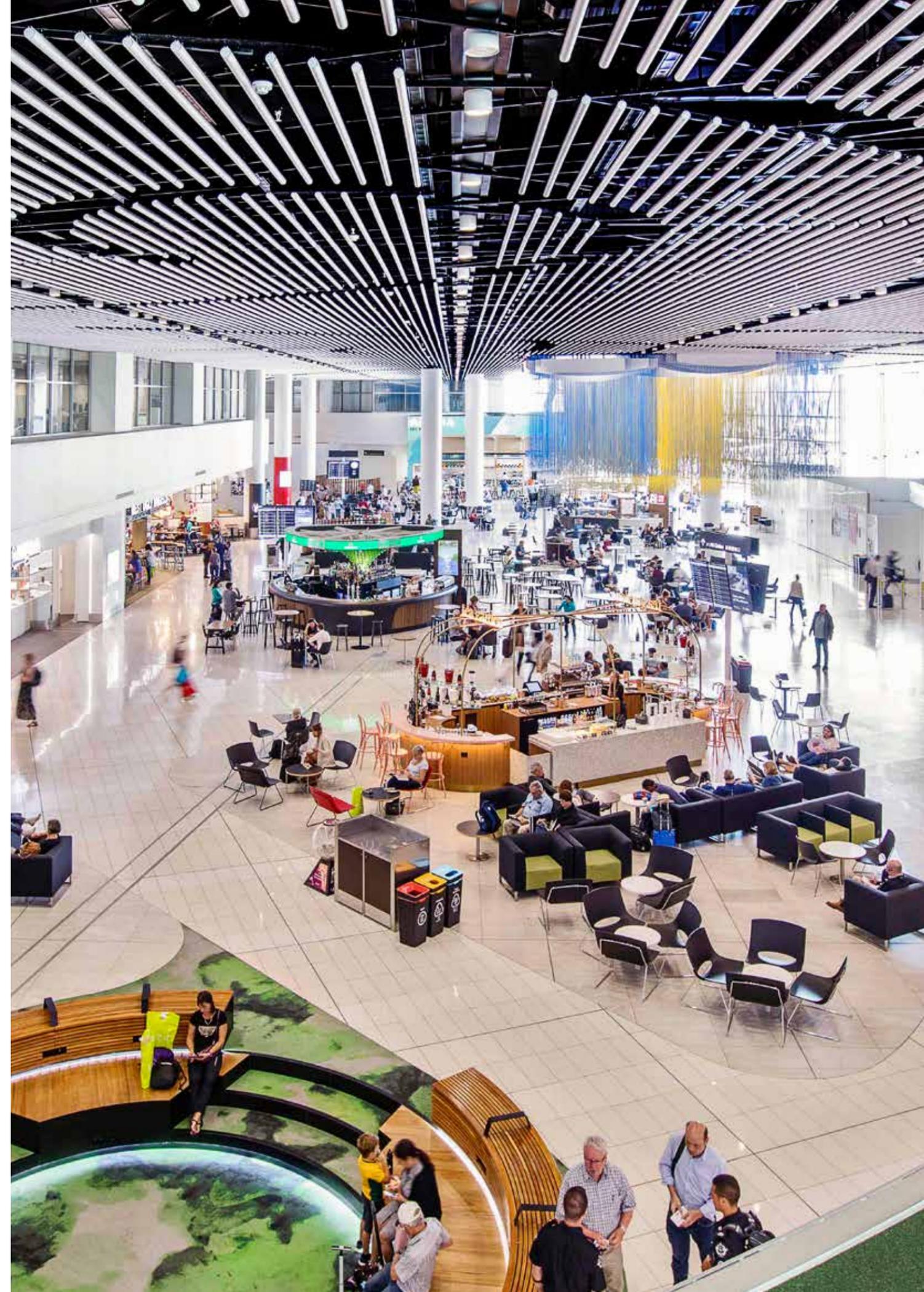
We surveyed 2,000 passengers in the year to 30 June 2019 via the ASQ Departure Gate Survey.

Scores (out of 5)	FY15	FY16	FY17	FY18	FY19
Overall satisfaction score – international terminal	4.16	4.21	4.19	4.12	4.26
Overall satisfaction score – domestic terminal	4.02	3.98	4.02	3.97	4.03
Benchmark	4.02	4.06	4.06	4.06	4.06

Activities this year

The redevelopment of the departures area of the international terminal improves customer experience through:

- Upgraded and expanded bathroom facilities
- A dedicated 'recompose area' post security to enable customers to repack and reorganise
- Numerous new charging points to power technology devices, as well as two hours' free WiFi for all visitors and extended hours for members of our loyalty programme, Strata Club
- Contemporary Māori design and illustration by award-winning artist Dr Johnson Witihera, featured in digital panels through to carved details on columns, doorways and pillars
- 14 new food and beverage outlets from Vietnamese cuisine, to award-winning Italian meals and authentic Chinese dumplings, as well as popular New Zealand high-street brands such as Al Brown – Best Ugly Bagels, Mexico and Better Burger
- 32 new retail concepts opened in 2019, showcasing the best of New Zealand, from Icebreaker merino clothing to Manuka honey, Whittaker's Chocolate and an All Blacks adidas outlet. Luxury international brands include Kate Spade, Weekend Max Mara and Michael Kors – the first time these stores have opened in New Zealand.



² Peer group selected on the basis of size, passenger volumes, routes and ownership structure



Guest Promise

Through the changes in our operations structure and the adoption of a new operations strategic plan, we identified an opportunity to redefine the service levels we provide at the airport. In November 2018, we started work to change how we provide service to our customers. This is driven by a desire to provide a welcoming place that our people are proud to be part of, and where customers' problems are solved in a way which reflects individual customer needs.

We worked with award-winning design group ThoughtFull Design to help us design a truly customer-centric approach to the journey through our facility. We engaged with our customers to understand their current experiences, and with our teams to understand the roadblocks they see to providing the service they would like to offer our customers.

We synthesised what we heard, to focus on what is most important to our customers. We need to offer our guests:

Clarity
Making it feel like a walk in the park.

We need to help our guests easily understand where to go and what to do.

Control
Helping our guests enjoy their time, their way

This means providing a feeling of control by providing information and predictability, so our guests can make informed decisions and can shape their own experiences.

Comfort
Making relaxation our guests' destination

We want to provide an environment that supports our guests' physical and emotional well-being. Our guests are often tired and stressed, and how we manage sights, sounds, smells, space and temperature can play a role in lessening physical and emotional discomfort.

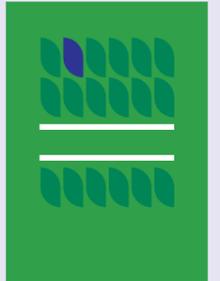
Care
Treating every guest like they're our only guest.

This means looking out for our guests and caring for them, so they have the best-possible experience. It is particularly important for our guests who struggle to navigate processes on their own, such as those with a physical impairment, large groups, young families and those with limited English proficiency.

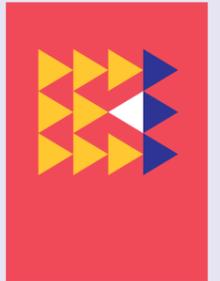
Importantly, this work has empowered our people who work most closely with our customers to lead the way. Our people know we value their work and ideas so we can collectively create an environment of manaakitanga.

Over the year ahead, we will be training 280 of our people to implement our guest promise. We look forward to providing a welcoming place for our customers and improving the experience they have while they are moving through our airport. We believe that by delivering according to these principles, we will ensure every guest leaves wanting to come back.

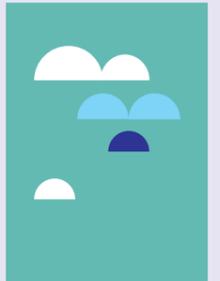
Manaakitanga (noun):
hospitality, kindness, generosity, support – the process of showing respect and care for others.



Make it feel like a walk in the park



Help guests enjoy their time, their way



Make relaxation our guests' destination



Treat every guest like they're our only guest

Employer and work location of choice

Being a good employer and creating a vibrant business hub

The airport is a major business hub and source of employment. We want to be a good employer for our own employees, to encourage other businesses to see the airport as a location of choice, and to be seen by South Auckland people as a local source of long-term employment. We also want everyone working here to benefit from the facilities we offer.

Our airport development plans run much deeper than investing in infrastructure. They are founded on a long-term commitment to invest in our people. It is also about continuing to develop the area around the airport as a desirable business hub where thousands of Aucklanders work each day.

Being a good employer

We are working hard to create an environment where people want to work, providing new opportunities to develop, support and empower them. As our workforce continues to grow to drive our infrastructure programme and manage our increasing asset base, we also recognise that work-life balance is important for our people and are reshaping our practices to meet the needs of a flexible, modern workplace.

To support our commitment to diversity, we are a founding pledge partner in the Champions for Change movement - a New Zealand-wide business-led initiative. Modelled on similar overseas movements, the principal objective of Champions for Change is to radically increase diversity among New Zealand companies' boards of directors and executive leadership teams. Auckland Airport also participated in the pilot of a new Cultural Capability Assessment tool developed in support of Champions for Change. Our People and Capability Committee of the Board receives an annual report from management on diversity within the company, which encompasses the number of female employees, level of participation and representation by department. In addition, the Senior Management team receives regular reports on diversity and wider gender demographics.

This year we increased female representation in key positions across the business, including at Board level (38 per cent to 50 per cent increase year-on-year) and in our Leadership team (13 per cent to 22 per cent increase year-on-year). Overall, the number of female managers across the business rose from 27% to 32%.

Our new Parental Leave Policy supports diversity in our workforce. We offer parents greater financial support and flexibility through a wide range of key benefits, including two weeks' extra paid leave for the partner of a primary caregiver and up to 10 days' paid special leave for a mother during pregnancy, allowing her time to attend special appointments, such as scans and antenatal classes, and offering primary caregivers 80 per cent of their base salary for a period of 18 weeks during their parental leave, as well as personal coaching to help make their transition back to work as smooth as possible.

Safety is also an important focus for us. For information on how we keep our people safe every day they come to work, see page 25. We are working on providing favourable employment conditions through

investing in an engaged and developed workforce, and creating a diverse and inclusive environment.



Celebrating diversity: Students from James Cook High School Kapahaka group – Te Kapunga -- sharing their culture with our corporate team at Quad 5 over lunch.

Engaged and developed workforce

We help our employees develop their career paths by offering them a combination of formal and informal programmes. We seek to recognise the contributions of our employees and focus on creating an engaged environment.

This year, we continued to implement our multi-year employee engagement action plan based on our 2018 Employee Engagement Survey results. As part of this plan, employee Engagement Champion groups have been established, and an employee engagement training programme developed and rolled out to all group members. Regular progress reports on the employee engagement action plan are provided to the Leadership team via the General Manager Corporate Services.

Examples of engagement activities actioned by our Engagement Champions include:

- **Bright Sparks:** a programme designed to bring forward ideas from across the company and support the best ideas to progress to a business case presented to the Leadership team for operationalisation
- **Knowledge sharing:** Airport Emergency Services shared their knowledge with corporate and operational staff, including how to perform CPR and stop a baby from choking
- **Celebrating diversity:** morning teas celebrating various cultural activities such as the Diwali Festival, Lunar New Year and Māori Language Week, as well as annual sponsorship of ASB Polyfest including performances from local secondary schools at staff lunchrooms
- **Charitable contributions:** supporting the Auckland City Mission and the Middlemore Trust.



573

permanent, fixed-term and casual staff

40%

female employees overall. 32% female managers, 50% female Board members.

45

recorded ethnicities

29%

Employees belong to a union

59%

of employees eligible to purchase Auckland Airport shares chose to do so³

137

contractors

64

Blue Coat ambassadors



³ All permanent staff can take advantage of staff share issues which are made from time to time. This is assisted by the company with an interest-free purchase loan paid off through salary contributions over a period of three years.



Award winning DSV headquarters at The Landing Business Park

To help our people develop, we are moving towards a conversations-based evaluation system, which is in line with global leading practice. This performance appraisal approach will ultimately apply across our company. By adopting this approach, objectives and agreed measurable targets for individual staff are reviewed as part of these regular conversations across the course of the year.

The following section outlines the other ways we have supported our employees this year:

Involving our employees

Our executives regularly provide briefings to our teams on what's happening across the company, both in person and via our staff intranet, The Radar.

Members of our team also share what's happening in their area via Soundbites. These regular sessions throughout the year are a way for our people to share insights and stories about their role/work and its impact on the operation of the business. They bring together speakers from across Auckland Airport on topics of interest, such as 'What's in Lost Property', 'The Life of a Blue Coat', 'The Weird and Wonderful World of GIS' (Geographical Information Systems), 'Mean Tweets about the Airport (and what we did about them)' and 'Demystifying Leadership Team Meetings'.

Creating a vibrant business hub

Our airport precinct comprises many businesses working together to provide an enjoyable experience for our travelling customers, as well as a place for New Zealand businesses to thrive and access local and international markets.

Our business hub is home to 135 tenants, including two hotels, the offices of our airline and border control/security partners, and logistics and distribution facilities. In addition to over 100 retail shops in the domestic and international terminals, we also host a shopping precinct catering to travellers, local residents and those working in the area.

We track the satisfaction of our tenants through our average lease term, which is currently sitting at 9.38 years – one of the longest in New Zealand's listed property sector.

The quality of our delivery model has also been recognised in both the property and architectural sectors. In 2019, we were awarded the Ignite Urban Design Award in the Property Council's 2018 Auckland Property People Awards for urban planning at The Landing Business Park, the NZ Institute of Architects' Auckland Architecture Award (Commercial Architecture) for Rohlig Logistics New Zealand HQ, and the DSV Air & Sea building was awarded Best in Category at the 2019 Property Council Industry Awards.

The 2019 year was a record one for Auckland Airport's investment property business, which now owns and manages one of New Zealand's largest investment-grade portfolios. During the year, new development projects were completed for EBOS and DSV Logistics, while 13 hectares of land was prepared and added to our development-ready reserves.

Our investment programme also includes the expansion of our hotel portfolio. Auckland Airport already operates two hotels: the Novotel Tainui Auckland Airport Hotel and the ibis Budget Auckland Airport. When the Pullman TeArikinui and our fourth hotel are open, it will make Auckland Airport one of the largest hotel operators (by number of rooms) in New Zealand.

Values refresh

This year we commenced a refresh of our values, which had been in place for ten years. We recognised that with the amount of change and growth at the Airport, it was time to refresh.

To update our values, we undertook an inclusive, multi-stage process to determine the values that resonate most with our people and our organisational objectives. We ran an employee-led process, which began with four workshop consultations with employees, helping us to uncover the values that resonated with them the most. These workshops included a wide range of representation, including employees from frontline personnel to senior managers, as well as employees with varying lengths of service from 6 months to 30 years.

These workshops helped identify a shortlist of 12 values. We used this list to send a survey to all employees to gauge their views. This allowed everyone to participate in the values refresh process. The chosen values were then given clear definitions to make sure they are relatable and easy to understand.

In the coming year, we will be launching the new values and integrating them into the employee life cycle, with the aim of seeing the refreshed values become everyday language used at Auckland Airport as well as to help guide ideal employee behaviour in the workplace.

Bright Sparks

Our people are creative and innovative and come up with wonderful ideas to help our company improve. This year, we launched a programme that offers a formal way for anyone across the business to put forward their ideas. Bright Sparks is an innovation hub for great ideas that will make a positive difference to our people, customers and company.

It is a place for our people to submit any innovative idea, whether big or small. These ideas might help to prevent accidents, increase quality, improve a service, reduce costs, increase revenue, raise morale, save time, improve sustainability, and more.

All ideas are reviewed by our Bright Sparks review committee, where the best ideas proceed to the next stage of the process. In the second stage, the best ideas will be supported by the Bright Sparks team and subject-matter experts to form a business case for the idea, to be presented to the Leadership team. To further incentivise sharing the great ideas our people have, the top five business cases will be rewarded with additional leave and contributors have an opportunity to win our annual innovation award.

We are looking forward to collating the ideas received, and eventually implementing these into our business operations.

DSV Air & Sea building, The Landing

The DSV Air & Sea building is located within The Landing Business Park.

This facility is purpose-built to consolidate multiple DSV warehousing operations into one headquarters. The result is a distinctive double-height, glazed office building overlooking lakes and extensive landscaping. The building boasts a highly functional freight-forwarding facility accommodating warehouse, office and amenity areas that blend with the surrounding environment to create a sense of 'a place rather than a building'. Lighting, accessibility, security and energy designs create an integrated building to meet DSV's specific warehousing needs.

The design also considers future use – being able to be split into two tenancies if required.

The thoughtful features of this design led to it being awarded Best in Category in the 2019 Property Industry Awards. The development was also delivered within a tight 14-month programme and was completed at two per cent under budget.

Safety and security

Keeping people healthy, safe and secure

Safety and security of everyone across our airport hub is a top priority. Our vision is that our business activities will result in 'zero harm' and that we will be a benchmark for health, safety and security among peer companies.

Safety

Our safety management system is audited and certified by the Civil Aviation Authority. A strong safety culture is maintained through our Just Culture programme, along with a range of health and safety forums across the company. We have targets against lead indicators where all people within Auckland Airport are held accountable and all employees are required to undertake safety training.

With significant construction commencing across our airport precinct, we are also very focused on working in partnership with our contractors to keep everyone safe. We track contractor safety performance on a monthly basis and have quarterly contractor safety forums where ideas and learnings are shared, to ensure we continuously improve safety.

This year, we maintained our focus on the safety and well-being of our employees, creating a workplace culture that supports people to stay well, from both a physical and mental health perspective.

In 2019 we registered a decrease in the number of recordable injuries (lost time, medical treatment and restricted work) among our people, in comparison with the previous year. This resulted in a reduction in our employee recordable injury rate of 2.2 per cent.

We are pleased that proactive attitudes and increased staff engagement relating to safety were reflected in the number of safety observations and hazards reported, increasing 6.8 per cent year-on-year. Looking ahead, we will continue to support our employees through our digital well-being programme Tracksuit, which offers a range of health information and challenges to engage our people and ensure their well-being is front of mind.

Customer safety

We are focused on ensuring the safety of our customers too. The following are some of the ways we improved customer safety this year:

- Provision of 4,000 new braked baggage trolleys across our domestic and international terminals, including an upgrade in safety, design and functionality
- Establishment of a Common User Safety Protocol (CUSP) with airport partners (airlines, border agencies, security partners and ground handlers) making a commitment to provide the safest working environment possible in common-use areas in and around the terminals
- Reallocation of staff resourcing to high-accident areas, helping to reduce our passenger injury rate by 41.3 per cent.

Physical security

Security comprises both the physical security of our passengers and employees, and protecting New Zealand's unique natural environment by adopting strong biosecurity practices. We manage physical security through fences, gates, checkpoints and controlled access doors. To test the effectiveness of our security system, we undertake regular overt and covert security tests of doors and gates within the airfield and terminals.

Biosecurity

Auckland Airport is licensed as a Place of First Arrival (POFA) by the Ministry of Primary Industries (MPI) and the Ministry of Health (MoH). To meet our legislative obligations and protect New Zealand's natural environment and agricultural value, we maintain a high level of training and oversight of aircraft, cargo and passengers entering New Zealand. Our internal Quality Assurance team regularly tests our controls and identifies opportunities to enhance protection. We also check that key suppliers and tenants are meeting their biosecurity requirements.

Key actions we undertake to meet our obligations include:

- Organising and holding stakeholder user groups for parties providing biosecurity-related services, collaborating closely with MPI, MoH and Auckland Regional Public Health Service as well as airlines, ground handlers, cargo terminal operators and cargo agents, to raise awareness of biosecurity requirements and issues
- Requiring all third parties to complete our online biosecurity awareness training course before granting them access airside at our airport. To date, approximately 3500 people have completed this course
- Operating a Transitional Waste Facility for the processing and sorting of biosecurity-risk waste from inside our terminals and from aircraft cabin rubbish
- Carrying out twice-weekly monitoring for exotic mosquito breeding habits and running a trap programme checking to ensure no unwanted exotic mosquitoes have hitch-hiked their way onto the airport
- Robust pest trapping and management on airport lands by our Wildlife team
- Treating high-risk areas of the terminals with residual pest treatments
- Commencing a project to incorporate biosecurity requirements into all of our leases, licences, terms of use and supplier agreements.

✓ **6.8%**

increase in reporting of safety observations and hazard

✓ **2.2%**

decrease in employee recordable injury rate

✓ **41.3%**

decrease in passenger incident rate

	Unit	FY15	FY16	FY17	FY18	FY19
Lost-time injuries (employees)	Number	5	3	2	4	3
Lost-time injuries (contractors)	Number	4	6	4	1	4
Lost-time injury frequency rate (employees)	Injuries per 200,000 exposure hours	1.50	0.86	0.51	0.90	0.66
Lost-time injury frequency rate (contractors)	Injuries per 200,000 exposure hours	1.70	2.24	0.43	0.10	0.70
Customer safety rate	Public injuries per 1 million passengers		10.06	18.37	8.63	5.1



International departures passport control and security screening

Mosquito Mega Survey

As a point of entry for over 21 million travellers each year from all around the world, Auckland Airport is a vulnerable place that is exposed to biosecurity risks such as unwanted pests. Exotic mosquitos can spread serious diseases, such as Ross River virus and dengue fever, and are a key target for our biosecurity activities.

This year, due to higher ambient temperatures at the beginning of the mosquito season, we undertook a Mosquito Mega Survey, together with key partners, to target these exotic species. The survey was led by Auckland Regional Public Health Service (ARPHS) and jointly carried out by Auckland Airport, the MPI, and NZ BioSecure (NZB).

The survey was designed to look at local mosquito breeding areas around the airport hub, both landside and airside. It sought to provide the current status of mosquito breeding habits and to offer recommendations for ongoing mosquito control. Our three teams, each focused on different species, found two sites that were positive for mosquito larvae, and treated these sites to interrupt the larvae growth patterns. Although no mosquito activity was found this year, some potential breeding habitats were identified in both landside and airside environments.

To get everyone involved in managing this risk, we shared simple steps that people across Auckland Airport and our partners can take to help prevent opportunities for exotic mosquitos to establish. Most of the identified potential breeding sites this year were artificial containers, uncovered tyres and uncovered rubbish bins. We encourage all our people to move all equipment, rubbish, and water containers indoors, and make sure there is no standing water at any time.

These simple steps are important for protecting the health and safety of our people and natural environment.

Stop Mosquito Breeding Habitats

Cover / Tape Up Road Barriers



Mosquitoes lay eggs in still water, which hatch in 7 to 10 days. Ensure that all road barriers have lids and always covered. If the lid is missing, duct tape up the hole to prevent mosquitoes from flying into the barrier.

Remove anything that can hold water. Keep areas clear of containers or boxes that can hold water.

See, Contain, Report

If there is a possible sighting, call Airport Operations on 256 8813 or MPI on 909 8615 immediately.



Māori and community engagement

Helping local people get ahead; respecting mana whenua

Our land has historical and cultural significance to indigenous Māori and remains a key link to ancestors for mana whenua.

We are privileged to have the Te Manukanuka o Hoturoa Marae at Auckland Airport. The Marae is our cultural heart and a valued venue for community meetings, workshops and celebrations.

We also want to be a good neighbour and play an active part in building strong local communities. These communities include people working around our airport precinct and living in South Auckland and the Auckland region. Our role as an airport places us in a unique position to support these communities.

Engaging with Māori

Building strong relationships with local Māori is important to us. We continue to develop our company's cultural capability and our relationships with mana whenua.

We collaborate with mana whenua in the preparation of our 30-year development plans. We value these partnerships, as well as the cultural advice and services local Māori provide, including pōwhiri to welcome new airlines and site blessings at the commencement of construction projects.

In 2019, members of our Leadership team completed a specialised Indigenous Growth Cultural Capital programme to enable executives to enhance their understanding of mana whenua, cultural protocols and the importance of recognising indigenous employees. The wānanga (course) was facilitated by Indigenous Growth Limited at Te Manukanuka o Hoturoa Marae.

We also embarked upon a design collaboration with local iwi, as part of the upgrade of the international departures area. Mana whenua, Te Ākitai Waiohua, Te Kawarau ā Maki and Makaurau Māori Trust shared stories aligned with the main design narrative of 'a journey through New Zealand from the sea to the sky'.

These stories inspired award-winning artist Dr Johnson Witehira to design contemporary manifestations that were interwoven through the fabric of the interior architecture in the form of routed relief, waterblasted etching and laser-cut stainless-steel inserts (see page 40).

In partnership with the Tainui people, we continue to maintain and administer our airport Marae, Te Manukanuka o Hoturoa. The Marae is an important community and cultural asset and we hosted many groups here during the year, including the Government's Māori Ministers. This event was one of many occasions where our airport waiata (song) was performed.

Supporting our local community

Our location in South Auckland means we are part of a strong and vibrant community. Members of our local community tell us



\$238,126

contributed to our community through sponsorships, grants and scholarships

that they value education and sustainable employment. We have taken these views into account in designing an annual community engagement programme which helps South Auckland people build their knowledge, skills and careers, and celebrates diversity. This programme benefits our company and others at the airport precinct by helping develop a skilled local workforce. It is an example of true 'shared value'.

The cornerstone of our programme is Ara – our Auckland Airport Jobs and Skills Hub. We also support school educational programmes, provide sponsorships and community grants, and facilitate our airport customers to support fundraising for charities.

Ara, our Auckland Airport Jobs and Skills Hub

Ara is a charitable trust established in 2015 that connects South Auckland people with job and training opportunities as we build and run the airport over the next three decades. Ara also connects South Auckland secondary students with work experience at the airport to support their NCEA studies.

In 2019, Ara was awarded the NZ Airports Association Community Engagement Initiative of the Year. Judges commented that it was a superb example of innovation, providing benefits to the community and the airport. Ara continues to connect South Auckland people with training and employment pathways. Highlights for 2019 include:

- 210 job placements as a result of the programme
- 175 of these people reside in South Auckland
- 784 people completed training opportunities offered through Ara
- 696 participants engaged in training

- 77 students from five local South Auckland secondary schools graduated from a year-long working experience programme working with businesses within the airport hub, gaining valuable skills and earning credits to support their National Certificate of Educational Achievement (NCEA) studies.

Ara further strengthened its service during 2019 by relocating to new headquarters and establishing new partnerships. As Auckland Airport's development programme continues to evolve, opportunities for job seekers have expanded beyond construction and building to include hospitality and logistics.

Next year Ara will be continuing a new pilot model to expand its reach outside of clients of Ministry of Social Development (MSD). The model involves engaging with Manukau Institute of Technology (MIT), Corrections, and Māori Pacific Trades Training providers, as well as MSD.



Powhiri welcoming China Eastern services to Auckland, direct from Shanghai, China 1 September.

Ara and schools' engagement

	FY16	FY17	FY18	FY19
Ara placements		190	215	210
People who came off government benefits		74	105	
Training courses completed through Ara		1355	1082	784
Schools and students involved in Ara work experience	1 school 4 students	5 schools 68 students	5 schools 68 students	5 schools 77 students
Primary and intermediate students supported through Life Education Trust ⁴	7176	4115	5396	5671
Secondary schools supported with customised engagement activities	n/a	14	11	11
Scholarships supporting students to enrol in tertiary education	5	8	9	10

⁴ Data for Counties-Manukau Life Education Trust are for the calendar year in line with current Trust reporting. These outputs have previously been provided on a financial year basis.



Students from Southern Cross Campus celebrating their successful completion of the Ara Schools Programme – September 2018

Being a good neighbour

We continue to empower people through offering a range of community programmes and community giving in South Auckland and across the wider Auckland region. Highlights for 2019 include:

- Auckland Airport continues to be the principal sponsor of the Counties-Manukau Life Education Trust. During the year, the programme supported 25 primary and intermediate schools in the Counties-Manukau area. In addition to our financial contribution, our Facility Maintenance team also supported the upkeep of the six mobile classrooms the Trust uses to help teach students valuable life skills such as good nutrition and how to say 'no' to bullying.
- In addition to our work through Ara and the Life Education Trust, we engage directly with 11 secondary schools in our immediate vicinity.
- Our people teamed up with staff and students from Tangaroa College to participate in our annual environmental coastline clean-up initiative adjacent to the airport's runway on Manukau Harbour.
- Ten Year 13 school-leavers were awarded Auckland Airport Education Scholarships, including a financial grant, laptops and a mentor from the airport team to help kick-start their university careers.
- We supported several local organisations and events through our sponsorship programme, including Counties-Manukau, ASB Polyfest, the Auckland Arts Festival's schools' programme, Firefighters Sky Tower Stair Challenge (benefiting the Leukaemia and Blood Cancer Foundation), and the Second Nature Charitable Trust. The total amount of these sponsorships (including leverage funding) was \$148,107.
- We granted \$50,000 to local community groups through our He Tangata programme, where recipients are selected by community leaders, and \$30,000 to 30 community groups across Auckland as part of Our Auckland grants programme, where recipients are nominated by our people who often have a personal affiliation or connection with the group.
- We redistributed \$120,000 of donations made by generous travellers into charity globes in our terminals to 12 Auckland charities as part of our annual 12 Days of Christmas, supported by The New Zealand Herald.

Community giving

	FY16	FY17	FY18	FY19
Education and community sponsorships ⁵	\$195,000	\$180,204	\$158,320	\$148,107
He Tangata grants ⁶	\$30,000 in total	8 grants, \$40,000 in total	10 grants, \$50,000 in total	10 grants, \$50,000 in total
Our Auckland grants	N/A	18 grants, \$18,000 in total	30 grants, \$30,000 in total	30 grants, \$30,000 in total
Twelve Days of Christmas grants	12 grants, \$120,000 in total			



FY19 recipients of Auckland Airport Education Scholarships with their Auckland Airport mentors

⁵ Note that FY17 and FY18 data has been restated to align with the subset of Auckland Airport's contributions that this data describes – sponsorships of community and education activities.

⁶ Known as the Gold Medal grants in FY16

Coastal Clean-up 2019

Auckland Airport is surrounded by the Manukau Harbour. This means we are responsible for this stretch of coastline, so it is important that we as guardians of the area keep it clean and well cared for.

This year we hosted a coastal clean-up, together with Tangaroa College, to tackle the vast coastline adjacent to the runway. The coastal clean-up included airport employees, Tangaroa College staff and students, and Sustainable Coastlines volunteers, allowing us to engage with a number of different community groups.

For the students, the clean-up provided a rare and unique opportunity to combine classroom lessons about societal impact on the environment with real-life experience on the Manukau Harbour. It also gave us an opportunity to get to know our neighbours and share our passion for reducing our impact on the environment.

In addition, Auckland Airport made a financial donation to Tangaroa College, which will be used to set up an Envirogroup. This group will drive opportunities for community engagement, with students planning to work more closely with Sustainable Coastlines, attend environmental events, and work on sustainability school projects.

Ara: Increasing our connection with our local community

This year, as well as providing training and placements for local people, Ara has focused on increasing its visibility in South Auckland through several key channels.

In the digital space, Ara has doubled its mailing list of organisations receiving weekly job vacancies, and increased its Facebook presence, resulting in a three-fold increase in messages to our inbox from the Facebook page. Ara produced a series of new videos – targeting job seekers, employers and students. This marketing collateral will be used extensively to support Ara's online presence, as well as at careers expos and other community events and meetings.

To further connect with the local community, Ara has been discussing an engagement strategy with The Vodafone Warriors. This partnership will raise the visibility of both parties in South Auckland and kicked off at ASB Polyfest in March 2019. At this event, over 340 people registered to receive further information. The Warriors further promoted Ara at their home games during the season, playing a promotional video featuring Vodafone Warriors players. Opportunities for this partnership will be further explored in the coming year.

Energy and carbon

Minimising the energy our operations use and the carbon they emit

We acknowledge that the aviation industry contributes to climate change. The impacts of climate change, including rising sea levels and temperatures, and unpredictable weather patterns, will impact our company, our community, the country and the planet.

We seek to take a leading-practice approach to managing and reducing our carbon emissions. In addition to our first target, set in 2013, to reduce our carbon emissions 20 per cent per passenger by 2020, we set ourselves an ambitious goal of reducing carbon emissions 45 per cent per square metre of terminal area by 2025, from our base year of 2012. This is a science-based target, set through the Science-Based Target Initiative (SBTi), and commensurate with 2 degrees warming.

As an airport operator, the biggest contributor to our carbon footprint is the energy we use to operate our terminal buildings (heating, cooling and lighting). In the past year, we consumed 45.07 gigawatt hours of energy (electricity and natural gas) for airport operations. Our carbon emissions⁷ per square metre this year were 36.86 kgCO₂-e/m² terminal area.

We have measured and disclosed our carbon footprint every year since 2007 through the CDP. From 2013 we have had our footprint externally audited and assured through the Toitū carbonreduce programme (formerly Carbon Emissions Management and Reduction Scheme - CEMARS). We achieved Toitū carbonreduce accreditation again for 2019.

Our current emissions target is based on our 2012 baseline, which was set in 2013. As is the nature of carbon accounting, the availability of data and the boundary of our inventory has changed over this time. For the year ahead, as we determine our strategic approach to sustainability, we will be resetting this baseline to better reflect our current operations and most recent data.

Managing our own footprint

We were proud to sign the Climate Leaders Coalition commitment in 2017, making a public pledge to work with other New Zealand businesses to reduce carbon emissions. This year we also made a formal submission to the New Zealand Government supporting the Climate Change Response (Zero Carbon) Amendment Bill, which will formalise New Zealand's commitments against the Paris Agreement and create a whole-of-economy pathway to net zero by 2050.

We target reducing our energy through our energy management plan, which runs until 2020. In addition, we will be exploring new opportunities to increase the efficiency of our existing buildings, as well as ensuring our new developments are as energy efficient and low-carbon as possible (see page 39 for more information).

Auckland Airport is committed to transitioning our operational fleet from diesel to electric transmission, which will help improve the air quality of our operational environment and reduce our carbon footprint.

Supporting our business partners

Airlines flying to Auckland are continuing to upgrade their fleets to more fuel-efficient aircraft. Auckland Airport recognises we have a role to play in assisting airlines and we work with Airways and airlines to help reduce the fuel they burn, with fuel-saving flight paths and shorter taxiways.

We also support our airline partners to reduce their carbon emissions through the introduction of equipment to reduce their dependence on high-carbon-intensity aviation fuel while at our airport. This includes our ongoing programme to install ground power units (GPUs) and provide pre-conditioned air (PCA) so that international aircraft can be serviced by New Zealand's low-carbon electricity grid while they prepare for their next flight, instead of burning their own jet fuel. All our international stands now have GPUs and PCA units. We are currently planning GPUs and PCAs for our domestic stands.

	Unit	FY15	FY16	FY17	FY18	FY19
CO ₂ -e emissions per passenger ^{8,9}	kilograms	0.51	0.44	0.40	0.41	0.35
CO ₂ -e emissions reduction per passenger from 2012 baseline	%	-27%	-38%	-42%	-41%	-50%
CO ₂ -e emissions per m ² terminal area ¹⁰	kilograms	46.34	43.62	43.08	40.23	36.86
CO ₂ -e emissions reduction per m ² terminal area from 2012 baseline	%	-24%	-29%	-29%	-34%	-40%

⁷ Scope 1 and 2 emissions in accordance with SBTi methodology

⁸ Scope 1, 2 and mandatory scope 3 emissions

⁹ Note that carbon emissions per passenger have been updated for revised passenger numbers for FY15 and FY17.

¹⁰ Scope 1 and 2 emissions as per SBTi methodology

Waste and water

Minimising the waste we create and the water we use

We focus our efforts on three key areas – reducing waste in our terminals, working with our partners to reduce waste from inbound aircraft, and understanding and reducing our operational water use.

We set a goal of reducing waste to landfill and potable water use by 20 per cent per passenger by 2020 from the 2012 baseline.

As we draw to the end of our target period, we can see that our early progress against our 2020 targets for water and waste (as well as carbon and energy) was strong. Over recent years, following uptake of ‘low hanging fruit’ initiatives and the implementation of key projects, such as the establishment of the Transitional Waste Facility to help divert waste from landfill, the pace of our progress has slowed. In addition, the scale of activities planned as we develop our hub means that the scope of previous targets are no longer appropriate going forward. As we develop our new strategic approach to sustainability, we will be setting new targets to help us take the next step in reducing the impacts of waste and water use.

We manage our waste through:

- Working closely with our airline customers, MPI and our waste management supplier OCS to divert non-quarantined aircraft cabin waste like plastic bottles and newspapers away from landfill
- Sorting recyclables out of waste coming from our airlines in our Transitional Waste Facility
- Encouraging airlines to increase the reuse of items such as trays and headphones
- Developing a programme of upgrading fixtures and fittings, and rolling out water metering to both reduce water use and allow us to track usage more closely.

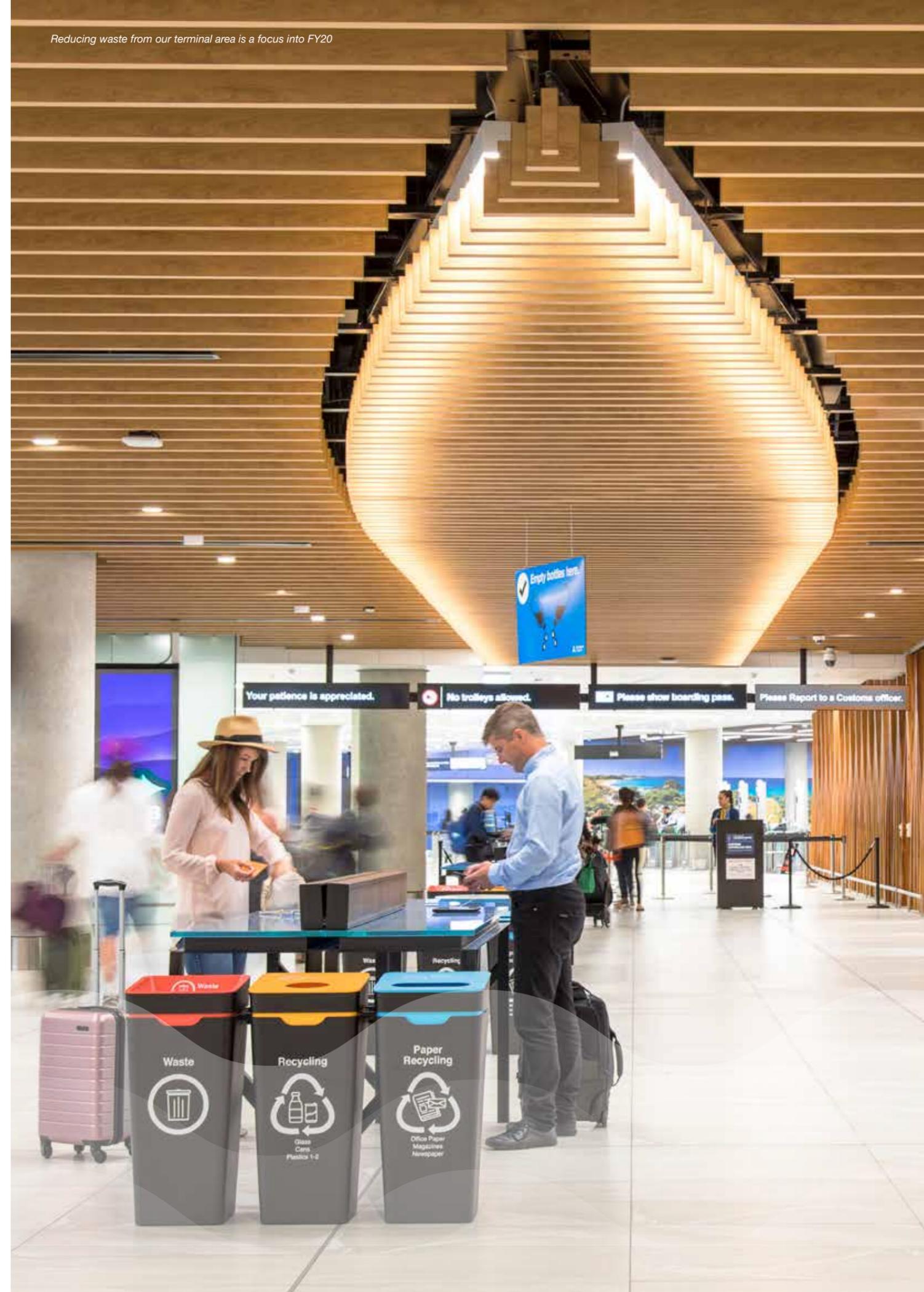
In late 2019 we commenced the next step in our work with our terminal retail tenants to improve their sustainability efforts. With an initial focus on waste, Auckland Airport and our terminal tenants have committed to reducing reliance on single-use items, improving recycling rates and removing waste by leveraging our supply chain relationships. Targets and actions are intended to be established in 2020. We are also investigating full back-of-house sculleries so food and beverage outlets can reuse crockery and cutlery instead of supplying single-use packaging and utensils.

As part of our development programme, we are also investigating a number of significant waste and water interventions. These include the expansion of the Transitional Waste Facility to allow all our domestic and international terminal waste to be sorted prior to collection to improve recycling rates, as well as the best way to deliver recovered water for non-potable purposes to our operations and our tenants’ sites.

	Unit	FY15	FY16	FY17	FY18	FY19
Waste to landfill per passenger ¹¹	kilograms	0.22	0.15	0.14	0.14	0.14
Reduction in waste to landfill per passenger from 2012 baseline	%	-15%	-42%	-46%	-46%	-47%
Waste recycled ¹²	%	29%	45%	44%	39%	31%
Potable water use per passenger	Litres	18.4	15.9	11.8	15.8	17.8
Reduction in potable water use per passenger from 2012 baseline	%	13%	-2%	-28%	-3%	9%

¹¹ Operational control including quarantine waste

¹² Operational control



Noise and emissions

Minimising the impact of aircraft noise and spills

Aircraft noise is an issue for airports worldwide. We continue to work with airlines, government and the community to manage aircraft noise to international best-practice standards. Our location on the beautiful Manukau Harbour makes Auckland Airport unique. We work hard to care for the area's unique habitats, heritage and waterways. This is particularly important as we are refuelling and removing liquid and solid waste from aircraft.

We measure how well we are managing noise by monitoring community feedback and noise breaches. We record and act on all spills across the hub. We are pleased to report we continued to have no noise breaches or significant spills during 2019.

Managing aircraft noise

Together with our partner Airways, our air navigation service provider, we actively manage and monitor aircraft noise. We also engage with the Aircraft Noise Community Consultative Group (ANCCG) in monitoring and managing community concerns. The ANCCG comprises Auckland residents, representatives from Auckland Council, the Board of Airline Representatives New Zealand (BARNZ), Airways, Auckland Airport, the business community and mana whenua.

To manage aircraft noise, we work on the aircraft approaches to Auckland Airport to balance noise in the city's most populated suburbs as well as on the efficiency of these approaches. Over recent years, this has meant the introduction of new night approaches, which make up approximately 11 per cent of flights, to reduce noise between 11pm and 6am. In 2019 Airways made several process changes to reduce noise within our communities (see page 36 for more information).

For homes within the High Aircraft Noise Area (HANA) and the Moderate Aircraft Noise Area (MANA), where we are not able to reduce noise, we provide noise mitigation packages through the Auckland Airport Community Trust (AACT). For homes in the HANA built prior to 2001, there is a 100 per cent subsidy for the installation of noise mitigation packages, and a 75 per cent subsidy for properties in the MANA. Homeowners within the MANA can apply for financial assistance from the AACT to help cover the 25 per cent contribution they need to enable a noise mitigation package to be installed.

As the number of homes that require retrofit for noise mitigation has decreased over time, and the contribution Auckland Airport makes to the AACT is held constant (corrected for CPI), funds are now also distributed to schools, community groups and organisations living within the aircraft noise area to support their activities.

	Unit	FY15	FY16	FY17	FY18	FY19
Noise notifications per 1000 air traffic movements	number	22.7	12.5	3.4	2.7	5.1
Noise infringements	number	0	1	0	0	0
Total spills per 1000 aircraft movements ¹⁴	number	0.66	0.74	0.95	1.03	0.93

¹³ Annual contribution of \$250,000 CPI adjusted from the 2003 baseline

¹⁴ Note that FY15 and FY18 data has been restated. This data reflects all incidents Airport Emergency Services (AES) responded to across the airport hub in the reporting period. This could be any incident on the hub, attributed to any airport user, and not necessarily under Auckland Airport's operational control.

Auckland Airport's contribution to Auckland Airport Community Trust ¹³

FY15	FY16	FY17	FY18	FY19
\$327,000	\$328,415	\$329,783	\$335,530	\$345,781

Our noise monitoring programme involves: continuous 'on the ground' monitoring at three sites on the boundary of the HANA; noise contour calculations for actual and projected aircraft activity; engine testing noise monitoring; and noise complaint monitoring. 2019 saw a slight increase in measured noise levels compared with the previous financial year; this is due to a four per cent increase in night-time movements and a five per cent increase in daytime movements. The projected Annual Aircraft Noise Contours (AANC) for the next financial year shows an expected slight decrease compared with 2019.

This year there was an increase in the volume of complaints compared with the previous financial year, with a slight decrease in the number of individuals complaining. The complaints received for 2019 were spread over South Auckland and the central suburbs of Auckland, with a small number from other areas. Most people made less than 5 complaints with 15 people making more than 5 complaints. The increase in the number of complaints this year correlated with usage of departures to the east as well as helicopter noise.

Although there have been more complaints in 2019, the numbers are lower than the historical peak in 2014. There was a marked increase in the number of complaints in that year due to the trial of three new SMART approaches at the airport. The number of complaints and complainants has reduced appreciably since then but continues to be well above historical levels seen prior.

Managing stormwater and spills

We clean roads, cesspits and interceptors regularly to reduce their flow into the stormwater system and ultimately the Manukau Harbour. We also test discharges from our catchments into our receiving environments regularly to ensure the area's unique habitats, heritage and waterways are maintained.

The number of spills fell slightly in 2019, from 179 in 2018 to 167. Our Airport Emergency Services (AES) team are trained and equipped to deal with spills, whether they comprise oil, effluent or other hazardous substances. This data reflects all spills attended to by AES across the airport hub, attributed to any airport user, and not necessarily under our operational control.

Airways route structure upgrade

In 2019, Airways New Zealand undertook a review of the Standard Instrument Departures (SIDs) and Standard Instrument Arrivals (STARs) coming into and out of Auckland Airport to ascertain whether tracks could be optimised to fly higher and avoid residential areas. Enhancements to some key tracks were made, based on the following:

- Increased climb on initial departure
- Avoidance of built-up areas where possible
- Aircraft profile efficiencies.

Changes to the SIDs also included allowance of an unrestricted climb for jets to lessen their noise impact. For non-jet SIDs, climbing clear of populated areas was achieved as far as practicable, and an allowance to climb unrestricted to 5000ft was implemented.

Changes to the STARs included changes to Runway 23 arrival from the south to no longer overfly Pukekohe. For Runway 05 arrivals, approximately half now fly seaward of the coast to the final approach, avoiding land. Other slight track realignments included avoiding Clarks Beach, Awhitu Peninsula, Waiuku, Tuakau, the Auckland isthmus, as well as realignment over the Waitākere Ranges to avoid urban areas within west Auckland.



Ground transport

Improving access to, from and around the airport

We want Auckland Airport to be well connected with the rest of the city and beyond. Solving this transport challenge is critical to many of our ten material sustainability issues, including economic contribution, employer and work location of choice, and energy and carbon emissions.

We are investing in infrastructure and supporting systems for our own precinct, and working with transport partners on key projects in our area. We are also advocating transport network improvements by central and local government.

Getting to our precinct

In 2019 we saw a slight increase in the number of customers who travelled to our terminals by taxi and 'other' means.

Passenger transport to the Airport terminals (international and domestic)

Transport mode	FY18	FY19
Private car	44%	43%
Bus	25%	25%
Taxi	12%	14%
Rail	0%	0%
Rental car	10%	8%
Other	8%	9%

To help ease congestion over the peak 2018/19 summer period, we introduced a range of initiatives. This included a new 'drop and ride' service away from terminal buildings to reduce forecourt traffic, and a travel reward campaign to encourage airport hub workers to use public transport, which has proven particularly beneficial. In partnership with Auckland Transport (AT) and SkyBus, eligible precinct workers were issued with SkyBus passes and/or fares loaded onto an AT Hop card to allow them to travel to and from work for free in December.

As part of building over 2,000 new car parks, we provisioned for 20 electric vehicle charging stations. These new stations complement the existing electric charging stations we have at the domestic terminal and at our Valet storage area. We have also introduced a new real-time and guidance system to more efficiently guide customers to available car parks.

Moving around in our precinct

In 2019 we initiated a project to better understand the traffic flows to Auckland Airport. We installed technology to track and measure traffic flow across our primary and secondary roads. This data is used in historical reporting and real-time dashboards, allowing transport staff to plan and make decisions.

In 2019 we also started working with AT to help develop the Auckland Freight Strategy, acknowledging Auckland Airport is a key strategic freight centre.

Collaborating with transport agencies

Auckland Airport is continuing to work closely with New Zealand Transport Agency (NZTA) and AT to coordinate network operations and improve access to and from the airport, benefiting workers, travellers and freight carriers.

In collaboration with NZTA and AT, the first stage of the Southwest Gateway programme began in late 2019 and is due to be completed in 2021 with the following benefits:

- A new rapid transit link between Auckland Airport and Puhinui Station, including widening State Highway 20B to provide two new priority lanes for bus and high-occupancy vehicles
- A new bus and rail interchange at Puhinui Station, allowing quick travel to and from the airport
- Fast and convenient 10-minute bus services to run between Puhinui Station interchange and the airport
- A shared-use path providing improved walking and cycling opportunities along State Highway 20B.

In the year ahead, we will continue our programme of work to create a resilient transport network, ensuring consistent, reliable journeys for people travelling to, from and around Auckland Airport.



Multi-storey carpark 3

This year we completed a new parking building with an additional 500 spaces. This phase is a critical enabler for future elements of our development programme. This building was also our first Design and Build carpark. The Design and Build approach, with a single contract rather than the traditional separate contracts for each of designing and building, proved to be a success. It shortened the construction phase by at least four months, reducing disruption for our customers, and enabling other works to commence.

Key stats:

- Capex: \$18.9m
- Timeline: 9 months
- Person hours: 51,156
- Embodied carbon¹⁵: 1974 tCO₂-e

Stay in the know: Communicating to many

There will be some substantial changes at Auckland Airport in the coming years – with new roads, upgraded terminals, and an expanded airfield. There are currently a number of significant roadworks projects in place to deliver these new facilities.

As work begins on the major infrastructure projects, we have launched a new website that is aimed at ensuring travellers, local businesses and workers know what is happening at the airport and how it might impact their journey.

Stayintheknow.co.nz is regularly updated with the latest status of roadworks, as well as any road closures and potential delays due to construction works. This site also provides tips and information for travellers to enable them to better plan their journey – from their front door to the departure gate. Supported by the airport's mobile app, travellers can create an itinerary to access up-to-date flight alerts, book a car park, see the estimated security screening processing times and obtain advice on when to leave home to make a flight.

This is just one example of how we communicate to keep our customers informed and help make their time with us as easy as possible, particularly during this period of disruption so they can plan ahead and keep safe on the road.

¹⁵ Based on as-built bill of quantities for concrete, steel, aggregate and asphalt. Excludes emissions associated with construction activities (e.g. fuels to power machinery). Emission factors from Ministry for the Environment as applied for Toitū carbonreduce certification.

Sustainable design and construction

Sustainable design

In the design and construction of new buildings and infrastructure, we are focusing on designs that reduce energy, carbon and waste, while improving the customer experience for passengers.

We are working with key partners and drawing on best practice in sustainable design to guide our decision-making through the planning, design and construction phases. This includes consulting with the New Zealand Green Building Council (NZGBC) and the Infrastructure Sustainability Council of Australia (ISCA).

To ensure that we deliver on the opportunity to minimise negative environmental, social, and cultural impacts, and create enduring environmental, social, cultural and wider-economic value, we are preparing a sustainable design and construction manual to guide Auckland Airport's activities and our suppliers'. This will leverage NZGBC's GreenStar tool and ISCA's Infrastructure Sustainability rating system to support the delivery of sustainability outcomes through the design and construction process.

Leveraging technology

To manage the scale and complexity of the work ahead, we have embarked on a digital transformation journey to enhance our building programme and the way we manage our assets over their life cycles, from early design through to end of life.

Over the past two years, Auckland Airport has trialed and adopted integrated Building Information Modelling (BIM) and Geographical Information Systems (GIS) software – leading-edge design technologies that have allowed us to start creating digital 3D replicas of our airport assets. Blending geospatial and engineering, architecture and construction data, this technology enables designers to work together throughout every phase of a project. It provides a complete picture of an asset, from its nuts and bolts to its steel framework, helping project teams to streamline processes and resolve complex construction challenges prior to the start of building works.



New recompose area after security screening reflects elements of sea to the land to the sky as well as contemporary Māori design featured in digital panels, columns, doorways and pillars

International departures experience

Our international departures area offers a uniquely New Zealand experience – our gateway to the world. The upgrade completed in 2019 has delivered a streamlined and enhanced the customer journey, before passengers leave our shores.

The new design creates a world-class travel experience and provides passengers with a positive final memory of Aotearoa. With signage that is easy to find and understand, and details such as toilet cubicles large enough to include personal luggage and a crater pit for families, passengers can enjoy a departure lounge which they can relax in ahead of their flight and a retail hub more than twice the size of the previous space.

As passengers make their way through the new departures area, they are taken on a visual journey from the sea to the land to the sky, from security screening to the departure gates.

The natural elements of New Zealand are acknowledged with the prominent installation of natural wood accompanied by carvings and design elements inspired from consultation with local iwi along with imagery of beautiful local landscapes. Leaving Auckland has never been this good.

The efforts to achieve the functionality and comfort of the space were awarded with the design and its architects – Jasmx and Gensler – receiving the honour of being named the 2019 Auckland Architect Awards Winner.

Taxiway Mike

The first anchor project of the next decade is the airfield development 'Taxiway Mike'.

Taxiway Mike is one of Auckland Airport's single largest capital investments in the airfield since it was built in 1966. It will deliver an additional taxiway, and extension of an existing taxiway. The taxiways will accommodate all types of planes – including the world's largest passenger planes with a wingspan of 65 to 80 metres.

The work will also include six new remote stands for the parking and servicing of aircraft. This means we can provide more efficient and reliable service for our airline and passenger customers, because it will allow terminal stands to be used for embarking and disembarking only.

To achieve these outcomes over the next three years, more than 250,000m² of land (or about the size of 30 rugby fields) will be converted into new airfield space at the western end of the airport beside the international terminal. This will add more than 18 per cent surface area to the airfield and will include a new 7,000-metre stormwater drainage system.

As part of the project, we are also planning to minimise the use of virgin materials where possible, this includes using old concrete from other parts of the airport in the foundations.

Combined, these projects will provide additional airfield capacity to accommodate the relocation of existing aircraft activities. This is important for the following stages of the future domestic jet terminal.



Andre Lovett (GM Airport Development and Delivery) and Adrian Littlewood (CEO) join project leads from CPB to commence the early-works for Taxiway Mike



Artist's impression of George Bolt Memorial Drive ~2021

Northern Network

Work is underway on one of our most significant roading projects in decades, with the upgrade of our core roading network – one of the hardest working roading systems in Auckland.

The Northern Network project was the second of eight anchor projects to begin in 2019 and will transform the main entranceway into the airport, as well as provide critical support for new public transport connections.

It will add capacity to George Bolt Memorial Drive (GBMD), the main road into the airport from the north, as well as include new roads constructed around the core airport network. This will support getting people to, from and around the hub quickly and efficiently as passenger numbers increase in the years ahead.

The project will see GBMD widened to create high-occupancy vehicle lanes, with shared pedestrian and cycle paths alongside.

Simultaneously, other roads will be added to the airport network including a new one-way loop road that will allow traffic to flow efficiently through a pick-up/drop-off zone at the international terminal before connecting back into GBMD.

The new Altitude Drive will provide additional roading capacity, allowing terminal-bound traffic greater journey time reliability.

This investment supports our long-term strategy to enable public transport. It aligns with the investment being made by the New Zealand Transport Agency and Auckland Transport in the wider transport network serving Auckland Airport, including the new Puhinui Station and State Highway 20B works.

Looking ahead to the 2020 financial year

In the coming year we plan to expand our sustainability efforts to minimise the collective impact of our operations on climate change and support our local communities.

Our plans include:

- Updating our strategic response to sustainability across the company
- Resetting our targets to support our next step forward and better reflect our scope of operations
- Implementing our new sustainability guidance for all design and construction activities in our commercial development
- Commissioning a new, integrated sustainability and safety management system.

Thanks to our valued partners

Sustainability is about people and partnerships. We are grateful to everyone who helped us make progress in the past year, including:

- Our Auckland Airport employees
- Our business partners, including airlines, border control agencies and suppliers
- Our tenants
- Mana whenua: Te Ākitai Waiohū, Te Kawerau ā Maki and Makaurau Marae Māori Trust
- The community groups we partner with
- Our transport partners including the New Zealand Transport Agency and Auckland Transport
- Our Ara partners: Southern Cross Campus, Aorere College, Māngere College, Manurewa High School and Onehunga High School; the Ministry of Social Development; the Ministry of Business, Innovation and Employment (MBIE); the Tertiary Education Commission and Ministry of Education; Auckland Tourism, Events & Economic Development (ATEED); Manukau Institute of Technology, AUT, Fletchers; Hawkins; local employers; and the South Auckland community
- The 11 secondary schools we work with directly, and the 25 primary and intermediate schools we work with directly and through the Counties-Manukau Life Education Trust
- The Aircraft Noise Community Consultative Group (ANCCG)
- The trustees and administrators of the Auckland Airport Community Trust (AACT)
- The millions of travellers and visitors who donated money into our collection globes and supported charities' fundraising in our terminals
- The panel of local experts who helped us allocate our He Tangata community grants
- The New Zealand Herald, our partner on our annual Twelve Days of Christmas grants
- Toitū envirocare, which verifies our environmental data, carbon footprint, and energy and carbon reduction management plan annually
- The Sustainable Business Council and our community of leaders in the Climate Leaders Coalition
- The New Zealand Green Building Council (NZGBC), for their support of our commitment to leverage GreenStar status in the design of our terminal buildings
- The Infrastructure Sustainability Council of Australia (ISCA), for their support of our commitment to leverage the Infrastructure Sustainability (IS) framework in the design of our new infrastructure assets
- The Energy Efficiency and Conservation Authority (EECA), for their ongoing support of our energy and carbon reduction programme
- Everyone on our hub who used a reusable coffee cup and our recycling facilities and said 'no' to a plastic bag.



Thank you to our valued partners, including our Coastal Clean-Up crew