



Section E

Appendices

Appendix 1: Climate reporting (unaudited)

Carbon Neutral Government Programme reporting

Introduction

NZ Transport Agency Waka Kotahi (NZTA) is part of the all-of-government Carbon Neutral Government Programme (CNGP), which was established to accelerate the reduction of greenhouse gas emissions from the public sector. For more information on the programme, see the Ministry for the Environment's webpage About the Carbon Neutral Government Programme (last updated 5 August 2025) at environment.govt.nz/what-government-is-doing/areas-of-work/climate-change/carbon-neutral-government-programme/about-carbon-neutral-government-programme

The CNGP divides greenhouse gas emissions into three scopes for reporting and consistency with international reporting guidance:

- **Scope 1:** Direct greenhouse gas (GHG) emissions from sources the organisation owns or controls (that is, within the organisational boundary).
- **Scope 2:** Indirect GHG emissions from the generation of purchased energy (in the form of electricity, heat or steam) that the organisation uses
- **Scope 3:** Other indirect GHG emissions occurring because of the organisation's activities but generated from sources it does not own or control.

For this report, we group these emissions into corporate emissions (all scope 1 and 2 and some scope 3 emissions) and non-corporate emissions (other material scope 3 emissions)⁵ as set out in figure 7.

In line with the CNGP reporting guidance provided by the Ministry for the Environment, the following sections set out:

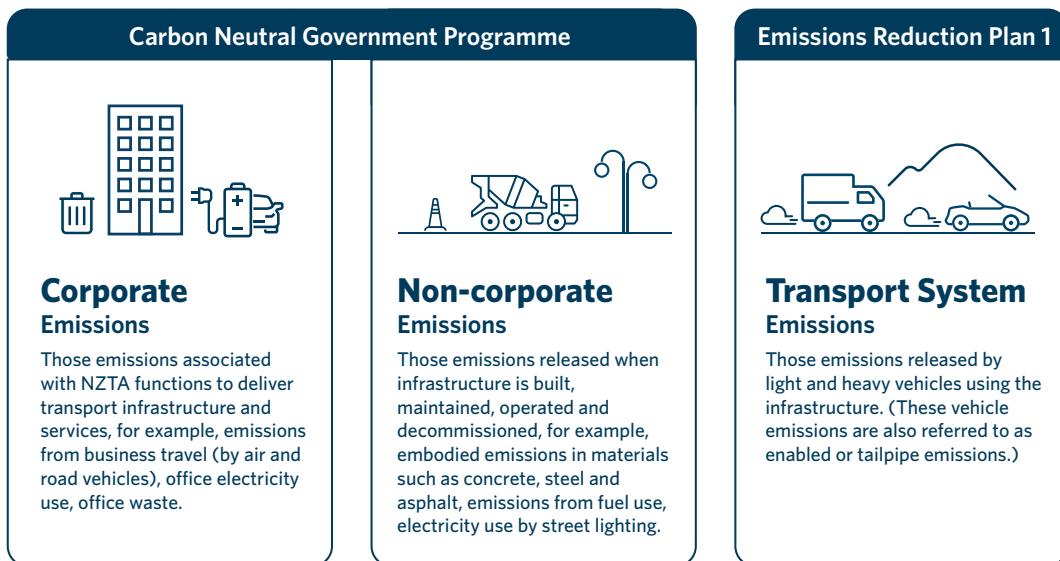
- our corporate and non-corporate emissions profiles for 2024/25
- a summary of progress toward our 2025 and 2030 gross emissions targets.

The CNGP reporting guidance also requires us to report on our number of full-time equivalents and total expenditure for the reporting period.⁶ See pages 173 and 64, respectively, for this information.

⁵ For the purposes of CNGP reporting, we have established an 'operational control' emissions boundary that considers emissions from capital improvements and maintenance and operation activities directly commissioned, funded and delivered by us.

⁶ The Ministry for the Environment provides detailed guidance on how agencies should report on these emissions in its annual reports (see Carbon Neutral Government Programme: A guide to managing your greenhouse gas emissions – measuring, reporting, target-setting and reduction planning (March 2025) environment.govt.nz/publications/cngp-measuring-and-reporting-ghg-emissions

Figure 7 – NZTA CNGP and ERP1 emissions framework



Total greenhouse gas emissions

Our total greenhouse gas emissions are:

- corporate emissions (mandatory and non-mandatory sources): 4013 tonnes of carbon dioxide equivalent (tCO₂e)
- non-corporate emissions: 362,000 tCO₂e.

The following sections provide further information on our emissions.

Corporate emissions

We started reporting on corporate emissions in our 2018/19 annual report. Initially, these emissions included only emissions from staff travel and our vehicle fleet. In 2021, a new measure and reduction target were developed (IPOE2: NZTA corporate carbon footprint) to capture a broader range of emissions sources in line with CNGP reporting guidance. The measure and target cover all corporate scope 1, scope 2 and mandatory scope 3 emissions.⁷ For more detail on how the results are calculated, see the technical notes on our website.⁸

In the 2019/20 reporting year we measured 3619.17 tCO₂e of mandatory emissions. This is used as our baseline. Our target for the 2024/25 reporting year was to reduce this by 44%, to 2027 tCO₂e. We were just short of this target, achieving a 43% reduction from baseline, with measured emissions of 2065 tCO₂e for the 2024/25 year. This reflects our ongoing work to optimise our vehicle fleet by transitioning to electric vehicles and changes in policy to support a reduction in domestic air travel, along with the use of more sustainable energy options at some of our corporate offices.

Table 4 breaks down our mandatory corporate emissions by source. Additional or non-mandatory scope 3 emissions (not included in IPOE2) are shown in table 5.

⁷ Mandatory scope 3 emissions are defined in the CNGP reporting guidance: Ministry for the Environment (2023) Carbon Neutral Government Programme: A guide to managing your greenhouse gas emissions – measuring, reporting, target-setting and reduction planning environment.govt.nz/publications/cngp-measuring-and-reporting-ghg-emissions

⁸ NZTA (2024) NZ Transport Agency Waka Kotahi annual report and National Land Transport Fund annual report – main index. nzta.govt.nz/resources/annual-report-nzta

Table 4 – Mandatory corporate emissions

Scope	Source	2024/25 actual	2023/24 actual	2022/23 actual
Scope 1: Direct greenhouse gas emissions from sources the organisation owns or controls (ie, within the organisational boundary) – for example, emissions from the combustion of fuel in vehicles that the organisation owns or controls.	Mobile combustion – petrol and diesel for NZTA corporate fleet vehicles	239	249	306
Scope 2: Indirect greenhouse gas emissions from the generation of purchased energy (in the form of electricity, heat or steam) that the organisation uses.	Electricity in offices, including electric vehicle chargers	285	255	463
Scope 3: Other indirect greenhouse gas emissions occurring because of the activities of the organisation but generated from sources it does not own or control (eg, air travel). These are broken down into 15 further categories within the Greenhouse Gas Protocol's Corporate Value Chain (Scope 3) Standard (see pages 31-32 of the CNGP reporting guidance).	Business travel – transport (air travel, taxi)	1353	1226	1294
	Freight transport (postage and courier)	99	28	18
	Electricity transmission and distribution losses	21	18	43
	Office waste to landfill	14	14	12
	Rental vehicles and use of private vehicles	14	14	12
Total mandatory emissions		2065	1877	2240

Table 5 – Additional/non-mandatory scope 3 corporate emissions

Scope	Source	2024/25 actual	2023/24 actual	2022/23 actual
Scope 3 non-mandatory emissions: Emissions NZTA has measured in addition to the mandatory emissions sources.	Staff working from home	127	83	96
	Office water supply	7	5	4
	Office wastewater services	58	55	52
	Business travel – accommodation	103	109	110
	Staff commuting	1654	1737	1347
	Paper recycling	1	1	2
	Electricity – electric vehicle chargers for NZTA fleet vehicles (public chargers)	0 ^A	5	6
Total mandatory emissions		1948	1995	1617

^A This result has been moved and is now included in the mandatory scope 2 emissions for 2024/25, following the Toitū auditor's request.

Where a measure has been calculated based on a per capita or full-time equivalent basis, total NZTA permanent headcount has been used, excluding contingent (contractor and temporary) staff.

Some changes in values reflect an update in emissions factors used, for example working from home emissions – the actual unit value increased 16 percent from the previous year. However, a change in emissions factors means the measure shows an increase of 53 percent.

Non-corporate emissions

The CNGP reporting guidance requires each organisation to identify and report, to the extent possible, other material scope 3 emissions in its inventory. This is the third time we (and other organisations) have reported these emissions.

We collectively refer to these indirect emissions sources as non-corporate emissions. The non-corporate emissions for NZTA are those emissions associated with state highway infrastructure delivery and maintenance activities and operation of the state highway network, including emergency works.

These emissions are considered indirect as we contract these services through infrastructure delivery contracts and, for maintenance and operations, network outcome contracts with the delivery undertaken by our suppliers, agents and partners.

The emissions associated with these activities are as follows.



Capital improvement activities: Emissions from these activities are embodied in construction materials (for example, concrete, steel and bitumen) and from the construction activities (for example, transport of materials, use of machinery for earthworks and waste disposal) involved in delivering improvements to state highway infrastructure. These are often referred to as the embodied emissions in a piece of infrastructure such as a road or bridge.



Maintenance and operational activities: Emissions from these activities are associated with the materials and activities required to maintain and operate the infrastructure over its service life. These include embodied emissions in materials (particularly pavement materials) and emissions from fuel used in maintenance activities (similar to the emissions associated with construction described above), as well as operational emissions (for example, from the use of electricity for lighting).



Emergency works: Emissions from these activities are associated with the materials and activities undertaken to re-establish lifelines and access to communities after significant weather events or the impact of a natural hazard on the network. Such works include the removal of debris deposited onto the network from slips or flooding events, repair of underslips and construction of retaining walls.

The non-corporate emissions for CNGP reporting purposes exclude emissions from light and heavy vehicles that use the state highway network. We refer to these vehicle emissions as enabled emissions and they are managed and addressed using wider system policy settings such as the Emissions Trading Scheme, which is outlined in the emissions reduction plan.

Estimated non-corporate emissions in 2024/25

The scale and nature of NZTA non-corporate emissions is complex, with several years of work required before a full and accurate picture of these emissions can be developed. For 2024/25, we refined our top-down estimation approach, applying phase-specific emissions intensity factors and integrating project-level carbon footprint data where available for capital improvement projects. Emergency works emissions were estimated using a simplified cost-based method. Emissions from maintenance and operations were assessed using a hybrid approach, combining asset registry data, average material use estimates, and supplier-reported fuel and electricity consumption. The results of the estimation are in table 6.

We are establishing processes to collect bottom-up data based on actual materials used and emissions associated with these activities. This is a resource-intensive exercise that requires ongoing investment.

Over time, we propose to develop an appropriate overall measure of non-corporate emissions to enable comparisons across reporting years and to better capture changes in practice aimed at reducing embodied and operational emissions.

Table 6 – Non-corporate emissions for 2024/25 (indicative)

Activity	Estimation basis		Indicative total emissions tCO ₂ e 2024/25 actual	Uncertainty discussion
Capital improvements	Based on a hybrid approach using phase-specific emissions intensity factors and integrating project-level carbon footprint data where available, and inflation adjusted published emissions intensity factors for New Zealand heavy and civil engineering construction (tCO ₂ e/\$ output), applied to spend based emissions (eg, pre- and post-implementation phases).	\$1622m 2024/25 expenditure	191,000	This estimate is considered to have high uncertainty; it is a top-down estimate that is likely to overestimate (particularly emergency works) as it assumes all expenditure on heavy construction.
Emergency works	Based on inflation-adjusted published emissions intensity factors for New Zealand heavy and civil engineering construction (tCO ₂ e/\$ output), applied to spend	\$299m 2024/25 expenditure	47,000	
Maintenance and operations (M&O)	Estimation of material quantities from the NZTA Road Assessment and Maintenance Management (RAMM) (plus supplier provided estimates for fuel/energy used)		60,000	This estimate is considered to have medium uncertainty as it is based on the RAMM asset data but makes assumptions about individual material quantities.
Estimated total			298,000	

Progress toward 2025 and 2030 targets compared with base year

Our base year for non-corporate emissions was 2022/23. Further data is needed to better understand the emissions reduction potential associated with our non-corporate activities and for us to set reduction targets for these types of emissions. This requires a significant effort given the scale of our emissions, the limited proven alternative lower carbon materials available to us and annual variations in the amount infrastructure construction, maintenance and operation and emergency works activity we undertake.

We are committed to environmentally sustainable outcomes and reducing greenhouse gas emissions. This commitment is outlined in our statement of intent for 2024–28. We are implementing internal operational policies to drive continual improvement in efficiency of resources, waste and carbon in our projects, including whole-of-life carbon assessments. These policies include our Sustainability Rating Scheme Policy,⁹ Resource Efficiency Policy for Infrastructure Delivery and Maintenance¹⁰ and a key performance indicator for resource efficiency and waste minimisation for existing maintenance contracts (and integrated delivery model from next year, when they replace the existing network outcome contract model).

Climate-related disclosure

We recognise the importance of adapting to climate change, while continuing to reduce the emissions that fuel climate change. We consider climate change a strategic and operational risk that will continue to create significant pressure and uncertainty and will test the resilience of the transport network. Climate-related risks relating to planning, asset management, investment decisions and funding requirements remain an important focus.

This year, we continued our work to reduce emissions and better understand and manage our climate-related risk. This appendix provides a high-level voluntary disclosure that was informed by the External Reporting Board's Aotearoa New Zealand climate standards themes, which are based on the international Task Force on Climate-related Financial Disclosures framework.

Our response to reducing emissions and adapting to the impacts of climate change is guided by the Government Policy Statement on land transport (GPS), which we give effect to through the National Land Transport Programme as required under the Land Transport Management Act 2003. What we must or can do depends on the context and the function we are undertaking. Different functions are subject to additional statutory requirements, including the Climate Change Response Act 2002, Crown Entities Act 2004, Resource Management Act 1991, Government Roading Powers Act 1989 and Civil Defence Emergency Management Act 2002.

The Land Transport Management Act 2003 requires NZTA to undertake its functions in a way that contributes to an effective, efficient and safe land transport system in the public interest.

As a Crown entity, NZTA has received ministerial direction to meet the requirements of the CNGP (see the Ministry for the Environment's webpage About the Carbon Neutral Government Programme at environment.govt.nz/what-government-is-doing/areas-of-work/climate-change/carbon-neutral-government-programme/about-carbon-neutral-government-programme). NZTA is also a reporting organisation for the purposes of the Climate Change Response Act 2002. This means our responsible Minister (the Minister of Climate Change) or the Climate Change Commission may at any time request information in relation to the risks and opportunities arising from climate change.

⁹ Waka Kotahi NZ Transport Agency (2020) Sustainability Rating Scheme Policy (version 2), nzta.govt.nz/assets/resources/state-highway-control-manual/docs/sustainability-rating-policy-202505.pdf

¹⁰ Waka Kotahi NZ Transport Agency (2022) Resource Efficiency Policy for Infrastructure Delivery and Maintenance (version 1.1), nzta.govt.nz/resources/resource-efficiency-policy-for-infrastructure-delivery-and-maintenance

Governance

We ensure climate-related considerations are regularly presented to the Board. In December 2024, the top climate change risk was reframed as 'System resilience – natural hazard & climate' to focus on climate and resilience matters that we have more control over and to align with the increased maintenance and resilience strategic priority in GPS 2024. This risk remains critical and recognises the impact of wider natural hazards as well as climate change on the transport system.

We include an update on top climate risks in our quarterly risk report to the Risk and Assurance Committee and Board. The Board and executive also have oversight and responsibility for funded projects that improve transport system resilience to climate impacts and for critical portfolio, project and programme risks, which may include climate risks. Climate risks identified in projects must be appropriately mitigated and actively managed. Our risk management process is based on ISO 2018: 31000 – Risk Management Guidelines, which we tailored to our context and requirements.

During 2024/25, our focus changed to align with the revised government priorities outlined in GPS 2024, and a new strategy director – environment was appointed within the new Strategy unit. Governance of foundational initiatives to deliver on CNGP requirements were overseen by a steering group with additional oversight by the Enterprise Executive Subcommittee.

Strategy

Our strategic direction, as expressed in our statement of intent for 2024–28, includes a system outcome focused on environmental sustainability. This outcome includes a focus on climate change adaptation and reducing GHG emissions, including meeting the requirements of the CNGP. For measures and targets relevant to climate change associated with this system outcome area, see from page 35.

The government has indicated, through GPS 2024, its Climate Strategy (published in July 2024) and the second Emissions Reduction Plan (published in December 2024), it is taking a different approach to reducing emissions, including from transport. Our role in reducing transport system emissions is guided by these policy settings and requirements. Looking ahead, further work is required to align our existing climate change-related sub-strategies and plans (including Toitū te Taiao, our Sustainability Action Plan, and Tiro Rangi, our Climate Adaptation Plan) to ensure they reflect current government expectations and how we are positioning the organisation to transition to a low-emissions, climate-resilient future.

This year, we established new systems and processes to meet the requirements of the CNGP and transitioned these into standard organisational practice (for example, a new digital tool enables the efficient capture of detailed non-corporate (infrastructure) emission data). Insights from this data and reporting will be key to informing our strategic approach to emissions reduction.

Work to progress elements of an enterprise climate risk assessment, focused on physical climate risks to state highway assets and local roads assets that we invest in, was also undertaken this year. This work is shaping our future strategic approach to climate risk and resilience.

Risk management

The resilience of the land transport system is being regularly tested through increasingly frequent and severe weather events related to our changing climate. We face climate risks to critical infrastructure and strategic assets (including the state highway network, the Auckland Harbour Bridge and tunnels) from, for example, rising sea levels, flooding, high winds and rising temperatures, all of which need to be considered in our planning, investment and management of the network.

The land transport system's medium-term and long-term investment needs are growing due to climate risk and resilience challenges. Weather events have disrupted the delivery of projects, supply chains and communities. The need to respond and recover from these disruptions puts pressure on already constrained funding.

We manage aspects of our climate-related risk under our enterprise risk framework and as part of our programme and project risk management practice. Consideration of system resilience to natural hazards and climate is being increasingly incorporated into our core activities, including planning, investment, procurement, asset management and delivery of infrastructure and services. Our enterprise risk management framework also allows for the development and use of climate scenario-based risk assessments.

Over the longer term, we are committed to enhancing the way we identify and manage climate risk as part of our risk management approach, reflecting best practice guidance for New Zealand Climate Standard and international standard ISO 14091.¹¹

In October 2024, the Board approved 13 risk appetite statements to guide the amount of risk NZTA is willing to accept in pursuit of its objectives. The statements include climate (adaptation and emission reduction) and environmental (protection). These statements are integrated into the enterprise risk framework and are being rolled out across business groups to inform risk-based decision making.

The top climate change risk 'system resilience – natural hazard and climate' is also a key driver for two other related enterprise top risks:

- resilience of critical infrastructure – our critical infrastructure and strategic assets¹² are not resilient to physical threats (for example, natural hazards and malicious human-made activity), limiting their ability to fulfil their intended purpose (rated critical)
- funding sustainability – our inability to efficiently plan longer-term investment and meet stakeholder expectations due to funding uncertainties (rated high).

Table 7 outlines our mitigation actions and controls for managing the system resilience – natural hazard and climate risk.

¹¹ ISO (2020) ISO 14091:2021 Adaptation to climate change: Guidelines on vulnerability, impacts and risk assessment, International Organization for Standardization.

¹² Including the state highway network, Auckland Harbour Bridge and tunnels.

Table 7 – Key mitigations for the top climate risk

Risk definition	Key controls/actions	Residual risk rating
System resilience – natural hazard and climate (last reviewed December 2024)	<ul style="list-style-type: none">Establish strategic governance of relevant system resilience mattersDeliver on NZTA obligations in the national adaptation plan and emission reduction planDeliver resilience improvements and the cyclone recovery programmeImplement Tiro Rangi actionsIntegrate consideration of future implications of a changing climate and natural hazards in decision makingRevise the investment decision-making framework and investment prioritisation method for the NLTP to incorporate climate mitigation and adaptationEstablish an enduring enterprise climate and natural hazards risk assessment process including the strategic application of the national resilience assessment tool	Likelihood: Almost certain Consequence: Extreme Rating: Critical

Metrics and targets

For reporting on measures and targets relevant to climate change, see from page 38. These measures are guided by our strategic direction in our statement of intent for 2024–28 and our efforts to reduce emissions in line with the requirements of the CNGP.

Previously, we reported our contribution to emission reduction using transport system-wide emission metrics. This year, we have put effort into developing and using new monitoring systems and metrics that are more reflective of emission reduction activity within our direct control.

As noted above, we previously established targets to reduce our corporate emissions, and we achieved our 2024/25 target. However, we need more data to better understand the emissions reduction potential associated with our non-corporate (state highway infrastructure) activities before we can set reduction targets for these types of emissions.

Consideration of more meaningful transport-related climate resilience metrics is an emerging area of focus for us and many other similar government transport entities overseas. This year, we began working with Austroads to research international best practice to identify metrics that would improve how to track our performance in addressing climate resilience.

Appendix 2: Asset performance (unaudited)

All government agencies must report on the performance of their assets in their annual reports. Agencies must capture and use in internal management and decision-making processes relevant indicators of past and projected asset performance such as asset utilisation, asset condition and fitness for purpose.

This appendix discusses the performance of our state highway assets and information and communication technology (ICT) assets.

Performance of state highway assets

Future approach

The New Zealand Government is revising its requirements of asset intensive agencies. Enhanced and standard reporting requirements are being drafted and will be adopted after consultation at the end of 2025.

The NZTA has drafted its criticality framework. The current work programme includes completion of asset registers, improvements to condition data, and implementation of the Asset Management Excellence improvement project. These will close the current gaps on the ability to report on all significant asset classes and for critical assets.

NZTA expects to develop its asset reporting practice to meet the emerging government requirements and augment basic measures where transport specific measures provide a richer insight for our sector. Until the new requirements are available NZTA will continue its current reporting approach.¹³

Current approach

To monitor the status of our state highway assets we use 4 indicators (discussed below): the asset sustainability ratio, proportion of the state highway network that meets minimum asset condition requirements, number of bridges with restrictions rated as high priority, and proportion of unplanned road closures resolved within standard timeframes. For measure definitions and data sources, see the explanatory notes on our website.

¹³ NZ Transport Agency Waka Kotahi annual report and National Land Transport Fund annual report – main index. nzta.govt.nz/resources/annual-report-nzta

Asset sustainability ratio

The asset sustainability ratio assesses the relationship between expenditure on asset renewals relative to depreciation, where depreciation accounts for a decrease in asset condition and monetary value of an asset due to use, wear and tear, or end of life.¹⁴ It captures the extent to which assets are being renewed or replaced as they reach the end of their useful life and eventually wear out. For example, the 2024/25 ratio for pavement surfacing assets broadly implies that, given the rate at which the asset is wearing out (or depreciating), investment is at 71 percent of the level needed to sustain the asset base condition (see figure 8 and table 8). The ratio is an indicator of the level of investment, but a low asset sustainability ratio for a fixed period is not necessarily evidence of underinvestment.

Figure 8 – Asset sustainability ratio

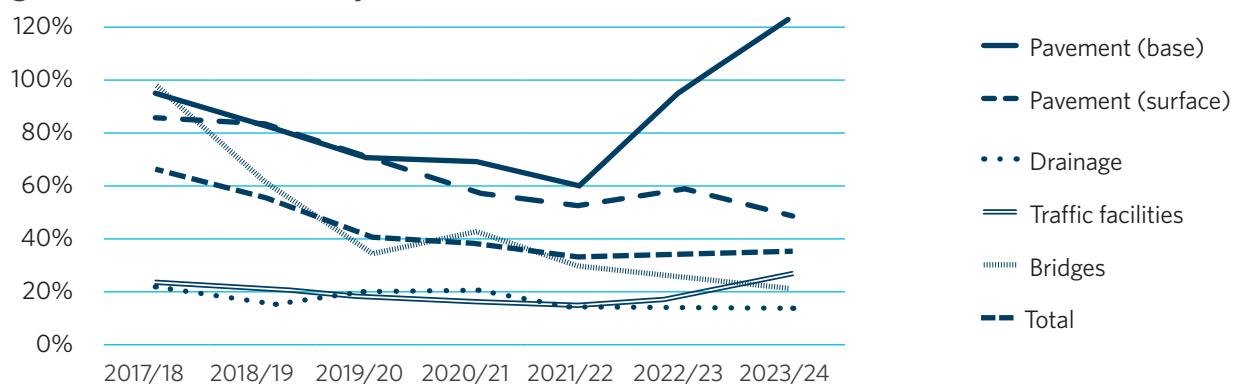


Table 8 – Asset sustainability ratio (%)

Scope	Target	2024/25 (provisional)	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19
Pavement (base)	35-100	316	122	95	60	69	70	81
Pavement (surface)	70-110	71	48	58	52	57	69	82
Drainage	25-100	19	13	13	14	20	19	15
Traffic Facilities	20-75	16	25	17	15	16	17	21
Bridges	20-65	17	20	26	30	42	35	61

We made a strategic push to deliver more in pavements (base and surfacing) during the 2024-27 National Land Transport Programme (NLTP) period, which is reflected in the results in table 8. Drainage renewals also improved during 2024/25. While pavements are our area of focus, a small improvement remains to be made in the delivery of our other assets to prevent unnecessary strain on drainage, traffic services and bridges. Investment in these other assets should be maintained for an asset sustainability ratio of 20-25%.

A state highway strategy has been developed to support the National Tactical Plan and Lifecycle Asset Management Plan to improve how we manage and maintain our assets. This includes consistent asset condition data and record keeping to improve asset valuation, and development of 1-year, 3-year, 5-year and 10-year programmes. These programmes will outline minimum asset maintenance and renewal activity, which should improve the asset sustainability ratio.

A review of the target ratio for asset renewals will be undertaken next year, following the integrated delivery contract tenders. Using the new rates, the Asset Management Planning team will be able to more effectively and accurately determine the level of need and the capability and capacity required to deliver.

¹⁴ This excludes expenditure on activities creating new or additional assets and undertaking maintenance that are used by NZTA in the wider management of state highway infrastructure.

Proportion of the state highway network that meets minimum asset condition requirements

See the results and commentary for MEET2: Proportion of the state highway network that meets minimum asset condition requirements on page 20.

Number of bridges with restrictions rated as high priority

This measure captures the total number of bridges along state highways that have restrictions for heavy motor vehicles and were assessed during the year as high priority (that is, the restriction needs to be addressed) (see table 9). Short-term or long-term restrictions are put in place on state highway bridges due to deteriorating condition, due to damage caused by illegal overloading, or where they were originally designed for lower load limits than current general access limits. A notification of weight and/or speed limits on state highway bridges is posted on our website annually in October, although additional postings may be made during the year. Restrictions include mass (weight) limits, speed limits, or both mass and speed limits for all heavy motor vehicles. Any restrictions that can affect network availability are generally considered high priority and are dealt with promptly.

Table 9 – Number of bridges with restrictions rated as high priority

Target: Maintaining or decreasing

2018	2019	2020	2021	2022	2023	2024
2	2	2	3	2	3	4 ^A

Source: Notification of weight and/or speed limits on state highway bridges 2024/25. Details can be found at nzta.govt.nz/roads-and-rail/bridges-and-structures/bridge-restrictions

^A Includes two restrictions being mitigated through the implementation of temporary Bailey bridges, which enable continued network availability with no weight restrictions.

We made steady progress on removing bridge restrictions over the year, although a new 30km/h speed restriction for heavy vehicles has been implemented on State Highway 4 Manganui-a-te ao River Bridge, which is used as the Desert Road bypass.

The design of mitigation measures to address the weight restriction on the State Highway 50 Ngaruroro River Bridge (Fernhill, Hawke's Bay) has been completed. Funding for the physical works is yet to be confirmed.

Two Bailey bridges are in place to mitigate the loss of network connectivity following Cyclone Gabrielle: at the State Highway 2 Waikare River Bridge and State Highway 35 Hikuwai #1 River Bridge. No weight restrictions are placed on either bridge, although a 10km/h speed restriction is in place. Both Bailey bridges are temporary solutions to enable continued network availability while replacement bridges are progressed. Construction is underway to replace the Hikuwai Bailey bridge, and funding has been confirmed for the Waikare Gorge realignment that will ultimately replace the Waikare Bailey bridge.

Proportion of unplanned road closures resolved within standard timeframes

See the results and commentary for RES1 on page 26.

Performance of information and communication technology assets

This section provides information on the performance of our information asset management systems, including our critical ICT systems.

ICT asset performance measures

We use 5 ICT asset performance measures¹⁵ to assess how well our systems are working. These measures are cover availability, condition and fitness for purpose, and align with expectations set out in Cabinet Office Circular CO (23) 9.¹⁶

We use these measures to monitor the performance of our critical systems – those systems that could seriously affect operations and service delivery if they failed. The 10 systems defined as critical are:

- ITS Network – telecommunications network infrastructure for our transport operations
- DYNAC – our traffic management system used by Transport Operations Centres
- Sydney Coordinated Adaptive Traffic System (SCATS) (traffic light control systems)
- Driver Licensing Register (DLR)
- Motor Vehicle Register (MVR)
- FLIR – manages the closed-circuit television cameras used on state highways
- Enterprise Resource Planning (ERP) System (SAP)
- National Incident and Event Management System (NIEMS)
- Traffic Road Event Information System (TREIS)
- Common Payments System (CPS).

As part of ongoing Digital Systems asset management, we updated the list of critical systems in 2024/25. The SAP and CPS were added, while the Automated Invoice Processing system was removed.

Table 10 shows how we're tracking against our ICT asset performance measures for critical systems. The number of Priority One (P1) and Priority Two (P2) incidents stayed about the same as last year. We're starting to see fewer incidents overall, reflecting the impact of major upgrades across several critical systems. The total number of outage minutes was higher in the first half of the year due to several extended outages, but this settled in the second half of the year as system stability and resilience improved.

Table 10 – ICT asset performance for critical systems

System name	Availability		Condition		Priority 1 incidents		Priority 2 incidents	
	Percentage up-time (%) ^A		Priority 1 outage time ^B		2024/25	2023/24	2024/25	2023/24
	2024/25	2023/24	2024/25	2023/24				
ITS Network	100.00	99.95	0:00	4:40	0	1	2	3
DYNAC	99.96	100.00	3:24	0:00	1	0	4	4
SCATS	100.00	100.00	0:00	0:00	0	0	3	8
DLR and MVR	99.60	99.79	9:30	4:32	2	5	4	10
FLIR	100.00	100.00	1:45	0:00	1	0	10	5
AIP 2023/24 only	-	99.79	-	9:06	-	5	-	0
SAP New	99.96	-	0:50	-	1	-	0	-
NIEMS	100.00	100.00	0:00	0:00	0	0	3	0
TREIS	99.90	99.97	9:03	2:27	7	2	7	6
CPS New	100.00	-	0:00	-	0	-	0	-
Total			24h 32m	20h 45m	12	13	33	36

^A The percentage of time the system is available for use.

^B Average time for resolving priority 1 incidents.

Technology remediation programme

Over the year, we continued to address technology risks through our Technology Remediation Programme. This multi-year programme helps us improve the health of our systems by fixing outdated technology and making sure critical systems are well designed, up to date, secure, and reliable.

Table 11 shows how fit for purpose our critical systems are and outlines the work underway for each system.

Table 11 – Extent to which critical systems are fit for purpose and remediation work underway

System name	Is the system fit for purpose?
ITS Network	A project continues to migrate roadside devices to our new modern network.
DYNAC	Fit for purpose.
SCATS	Fit for purpose. An upgrade is scheduled to ensure platform currency.
DLR and MVR	The registers are fit for purpose, being operationally fit and technically robust but retain legacy mainframe limitations. Funding has been approved for 2025/26 to accelerate strategic roadmap creation and start reducing technical debt and address system limitations.
FLIR Latitude	Fit for purpose. An upgrade has been delivered to Lyttleton Tunnel and the Wellington Transport Operations Centre. The Auckland Transport Operations Centre upgrade is underway.
SAP	Our SAP ERP platform remains resilient and operationally fit while undergoing planned remediation for technology refresh.
NIEMS	Meets core requirements for Wellington Transport Operations Centre and Christchurch City Council but is not an integrated national solution. Upgrades will progress from the Future State Transport Operations Centre project currently in its business case phase.
TREIS	This is a legacy bespoke system for transport incidents. Upgrades will progress from the Future State Transport Operations Centre project currently in its business case phase.
CPS	Fit for purpose. This system was recently migrated to a cloud environment. This represents an important milestone in improving the scalability, resilience, and supportability of CPS and positions the platform well for future growth and digital service delivery.

¹⁵ For further information on our ICT asset performance measures, including a description of each measure, the matrix we use to determine incident priority and a glossary describing these critical ICT systems, see the explanatory notes for our performance measures at nzta.govt.nz/resources/annual-report-nzta/2024-25

¹⁶ Cabinet Office (2023) Investment management and asset performance in departments and other entities (Cabinet Circular CO (23) 9), dpmc.govt.nz/sites/default/files/2023-09/co-23-09-investment-management-asset-performance.pdf

Appendix 3: Significant capital projects performance against milestones (unaudited)

The performance assessments are based on achievements against annual milestones under the 2024/25 statement of performance expectations. For more details, visit nzta.govt.nz/resources/nz-transport-agency-statement-of-performance-expectations-main-index/spe-2024-2025

A four-rating scale was used for the assessment:

Achieved	All milestones fully achieved
Good progress made, but not achieved	At least 67% of milestones achieved
Progress made, but not achieved	At least 33% of milestones achieved
Not achieved	No SPE milestones were achieved

Table 12 – Roads of National Significance

Project	2024/25 SPE milestone	2024/25 result	Commentary
Northland Corridor ^A	Investment case approved by the Board. Expression of Interest for procurement for Northland Corridor issued.	Good progress made but not achieved	The Implementation investment case for Section 1 Warkworth to Te Hana was approved by the Board in February 2025. A Public Private Partnership (PPP) procurement commenced, with expression of interest issued in March 2025. The corridor route protection investment case (for the remaining sections) was completed and will be considered by the Board in August 2025.
SH16 North-West Alternative State Highway	Strategic property acquisition commenced.	Achieved	Strategic property acquisition and route protection are underway through the supporting growth alliance programme.
East-West Link	Pathway forward agreed post approval of the macro scope by the Board.	Achieved	Pathway forward was agreed post approval of the macro scope by the Board. An updated emerging preferred option was noted by the Board in May 2025. Work on the investment case is underway and will be considered by the Board in August 2025.
Mill Road	Stage 1 property acquisitions commenced. Stage 1 Investment Case approved by the Board.	Achieved	Property acquisitions for Stage 1 have commenced. The Stage 1 investment case was endorsed by the Board in April 2025.
Hamilton Southern Links	Investment case approved by the Board.	Good progress made but not achieved	Work on the emerging preferred option is underway. This will inform the investment case, which will be considered by the Board in September 2025.

Project	2024/25 SPE milestone	2024/25 result	Commentary
SH1 Cambridge to Piarere	Property acquisition commenced. Notice of requirement via interim fast-track consenting pathway lodged. Detailed design for work packages 1 and 2 commenced.	Achieved	Property acquisition is well underway. Notice of requirement was lodged in December 2024 but suspended in May 2025 to allow NZTA to address matters raised in the submissions and prepare for responses for the consenting panel. Suspension was subsequently lifted in June 2025. Detailed design work packages 1 and 2 are now more than 50 percent complete.
Takitimu North Link Stage 1	Minden gully main alignment bridge completed. Takitimu Northbound flyover bridge completed.	Progress made but not achieved	Completion of the Minden Gully Main Alignment Bridge has been delayed to February 2026 due to quality issues that required rework and a change in methodology. Completion of the Takitimu Northbound flyover bridge has been delayed to September 2025 due to unforeseen ground conditions. These delays do not affect project completion date.
Takitimu North Link Stage 2	Notice of requirement for designation and resource consent applications lodged. Procurement strategy confirmed. Property acquisition commenced.	Good progress made but not achieved	A ministerial decision to confirm if the project is eligible under the Fast-track Approvals Act 2024 (due to the Māori freehold land impacted by the project) was received in June 2025. Consent application is expected to be lodged in July 2025. The procurement strategy has been confirmed. Property acquisition is underway.
SH29 Tauriko West - Omanawa Bridge	Property acquisition for Omanawa Bridge replacement commenced.	Achieved	Final property acquisition was secured in April 2025.
SH29 Tauriko West - Wider scope	Investment case approved by the Board.	Achieved	The investment case was approved by the Board in April 2025.
SH2 Hawke's Bay Expressway	Stage 1 investment case approved by the Board. Stage 1 design and development phase commenced.	Achieved	The Stage 1 investment case was approved by the Board in December 2024. Stage 1 design and development phase commenced in January 2025 and is progressing well.
Petone to Grenada Link Road and the Cross Valley Link	Investment case approved by the Board.	Good progress made but not achieved	The emerging preferred options for Petone to Grenada including State Highway 1 interchange and for State Highway 2 interchange and Cross Valley Link were approved by the Board in April and May 2025, respectively. Work on the investment case is underway and will be considered by the Board in August 2025.
Ōtaki to North of Levin	Detailed design commenced. Management plans and outline plans of works for construction lodged. Enabling works commenced.	Achieved	Detailed design is well underway. Outline plans of works for construction have been lodged. Enabling works commenced in early 2025 and are in progress.
SH1 Wellington Improvements ^B	Investment case approved by the Board.	Good progress made but not achieved	The emerging preferred option has been confirmed. This will inform the investment case, which will be considered by the Board in August 2025.

Project	2024/25 SPE milestone	2024/25 result	Commentary
SH1 Belfast to Pegasus Motorway and Woodend Bypass	Investment case approved by the Board. Detailed design contract awarded and detailed design commenced. Property acquisition commenced.	Achieved	The investment case was approved by the Board in November 2024. The professional services contract for detailed design was awarded in February 2024. Detailed design is underway and approaching 30 percent completion. Property acquisition is progressing well.
SH6 Hope Bypass	Investment case approved by the Board.	Good progress made but not achieved	The emerging preferred option was approved by the Board in May 2025. Work on the investment case is underway and will be considered by the Board in August 2025.

^A Northland Corridor comprises 3 sections: SH1 Warkworth to Te Hana, Te Hana to Port Marsden and Port Marsden to Whangarei.

^B Previously SH1 Second Mt Victoria Tunnel and Basin Reserve Upgrade.

Table 13 – Roads of Regional Significance

Project	2024/25 SPE milestone	2024/25 result	Commentary
O Mahurangi - Penlink	Duck Creek Road Bridge completed. Season 2 earthworks completed.	Progress made but not achieved	Duck Creek Road Bridge was completed in June 2025. Season 2 earthworks have not been completed due to a significant slip that occurred at the largest fill site (Fill Site 9) in December 2024. As a result, there are significant delays to earthworks as other work sites are dependent on it for their fill disposal.
SH1 Papakura to Drury	Stage 1A completed. Chorus exchange centre completed. Construction for Stage 1B1 commenced. Stage 1B2 detailed design completed.	Achieved	Stage 1A was completed in December 2024. The Chorus exchange centre was completed early last year. Stages 1B1 and 1B2 were combined to form Stage 1B. The detailed design for the combined stage was completed, and construction commenced in January 2025.
SH2 Melling Transport Improvements	Project alliance agreement signed. Detailed design commenced. Construction commenced.	Good progress made but not achieved	The project alliance agreement (PAA) was signed in April 2025. Detailed design is well underway. The construction programme was re-baselined to align with the PAA. Construction (main works) will commence in September 2025.
Queenstown Package	On-site project compound established. Off highway stormwater and potable water reticulation and utility relocation works commenced.	Achieved	The on-site and the main project compound have been established. Utility relocation works commenced and are progressing to schedule.

Table 14 – Other major projects delivered under the National Land Transport Programme

Project	2024/25 SPE milestone	2024/25 result	Commentary
Waitematā Harbour Connections	Procurement for the next phase (for detailed investigation and route protection) completed. Design for the preferred option commenced. Site investigations commenced.	Achieved	The milestones are no longer applicable because a different approach was agreed in September 2024 following direction from the Minister to undertake further investigations on both the bridge and tunnel options. Site investigations commenced in December 2024 with marine geotechnical drilling commencing in March 2025. Design work for both bridge and tunnel options has also commenced. This will inform the investment case, which will be presented to the Board in 2026.
Te Ara Hauāuru – Northwest Busway ^A	Westgate station construction commenced. Scheme design completed. Investment decision taken to the Board for approval. Procurement strategy for pre-implementation approved.	Achieved	The investment case was endorsed by the Board in April 2025. Westgate station enabling works commenced in December 2024 and is near completion. Westgate station main works will commence in August 2025. A scheme design for effects assessment was completed and will be part of the notice of requirement documentation. The procurement strategy for pre-implementation – statutory approvals was approved in December 2024.
Te Ara o Te Ata SH3 Mt Messenger	Final property acquired. Tunnel excavation completed. Bridge 1 temporary staging completed. Pest management transition implemented.	Good progress made but not achieved	The final property has not been acquired. NZTA is doing all it can to progress acquisition through the courts. However, court timing is beyond NZTA's control. Tunnel excavation commenced in January 2025 (later than scheduled) and is due to be completed in March 2026. Bridge 1 temporary staging was completed. A pest management transition plan was also completed, setting out a two-year transition period to mid-2027.
Te Ahu a Turanga: Manawatū Tararua Highway	Parahaki Bridge and Eco-Viaduct Bridge completed. Pavement basecourse and surfacing works completed. Practical completion achieved and highway open to traffic.	Achieved	The Parahaki, Eco-Viaduct bridges, pavement basecourse and surfacing works were all completed. Practical completion was achieved, and the highway was open to traffic on 11 June 2025.
Te Ara Tupua: Ngā Uranga ki Pito-One (Ngauranga to Petone)	KiwiRail Traction Station building completed. Shared path bridge piling completed. Utilities and pavement works completed.	Good progress made but not achieved	The KiwiRail Traction Station building and shared path bridge piling were completed in February 2025, ahead of schedule. Common services utilities construction is progressing and will be completed in 2025/26 quarter 4.

^A Previously Northwest Rapid Transit Network.

Appendix 4: Vote Transport appropriation measures

NZ Transport Agency Waka Kotahi (NZTA) must provide year-end performance information on appropriations it is funded for. This section delivers against our reporting requirements under Vote Transport Estimates of Appropriations 2024/25 – Economic Development and Infrastructure Sector and Vote Transport Supplementary Estimates of Appropriations 2024/25. Note that the budget standard targets for some measures have been updated in the 2024/25 Supplementary Estimates. Changes are noted in footnotes for the applicable performance measures.

Table 15 - Vote Transport appropriation measures

Ref	Appropriation and measure name	Result status	2024/25 Budget standard	2024/25 Actual	2023/24 Actual
Non-departmental output expenses					
Land transport regulatory services					
CAS1	Average number of days taken to enter fatal crash reports into the Crash Analysis System	Achieved	10 working days or less	0.8 working days	2.6 working days
LIC1	Number of drug or alcohol assessments funded	Achieved	700 or less ^A	372	368
LIC2	Number of older driver licences subsidised	Achieved	116,889 or less ^A	113,685	107,750
MIN1	Proportion of requests completed within specified timeframes – Ministerial correspondence	Achieved	95% or greater	100%	99.9%
MIN2	Proportion of requests completed within specified timeframes – written Parliamentary questions	Achieved	100%	100%	99.1%
MIN3	Proportion of requests completed within specified timeframes – Official Information Act requests	Not achieved	100%	99.5%	99.5%
CPO1	Number of community provider organisations who have accessed a Community Driver Testing Officer or Driver Testing Officer for dedicated Class 1 practical tests for students	Achieved	26 or greater	39	33
CPO2	Number of testing days that community provider organisations have booked for Class 1 practical dedicated student bookings	Achieved	600 or greater	1950	1411
REA1	Number of advisors supporting community driver training, education and testing	Not achieved	11 or greater	9	11

Ref	Appropriation and measure name	Result status	2024/25 Budget standard	2024/25 Actual	2023/24 Actual
Public transport bus decarbonisation					
ZEV1	Increase in the number of zero-emission vehicles deployed into the public transport fleet, measured annually	Achieved	Increasing from prior year	2 buses	11 buses ^B
EUB1	Reduction in the number of Euro III and below buses deployed in the public transport fleet	Achieved	Decreasing from prior year	203 buses	214 buses
Retaining and recruiting bus drivers					
RBD1	Proportion of scheduled bus service trips not operated	Achieved	4% or less ^C	2.3%	3.9%
Road user charges investigation and enforcement					
REV1	Proportion of unpaid road user charges identified through investigations and assessments that are collected ^A	Achieved	65% or greater	82%	79%
Road user charges refunds					
RUC1	Average number of days to process road user charges refund applications	Achieved	20 working days or less	3 working days	5 working days
Waka Kotahi regulatory functions PLA					
WRF1	Number of regulatory guidelines and standards (non-legislative) reviewed and/or updated	Achieved	20 or greater	63	30
WRF2	The regulatory policy work programme is delivered as agreed with the Ministry of Transport	Achieved	Achieved	Achieved	Achieved
Non-departmental other expenses					
Bad debt provision – Land transport revenue collected by NZTA					
BDP1	Proportion of debt written off for road user charges against forecast revenue	Not achieved	1.2% or less	1.14%	0.74%
BDP2	Proportion of bad debt provision movement (before bad debt write off) for road user charges against forecasted net revenue	Not achieved	1.8% or less	1.03%	New for 2024/25
Clean Vehicle Standard - issue of credits					
CVS1	Credits issued in accordance with Clean Vehicle Standard regulations	Achieved	100%	100%	100%
Eastern Busway project					
EBP1	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	Achieved

Ref	Appropriation and measure name	Result status	2024/25 Budget standard	2024/25 Actual	2023/24 Actual
Non-departmental capital expenditure					
Capital Investment Package - Funding for Crown assets					
NZUP1	Proportion of NZTA projects under the Capital Investment Package delivered to agreed budget and timeframes ^D	Achieved	80% or greater	87%	93%
Government Policy Statement on Land Transport - Capital Grant (2024-2028)					
GPSG1	Funds are drawn down for capital purposes	Achieved	100%	100%	New for 2024/25
Government Policy Statement on Land Transport Loan (2024-2028)					
GPSL1	The loan will be drawn down for the purposes and on the terms agreed between NZTA and the Minister of Transport	Achieved	100%	100%	New for 2024/25
Housing Infrastructure Fund loans 2023-2028					
HIF1	The loan will be drawn down for the purposes and on the terms agreed between NZTA and the Minister of Transport	Achieved	100%	100%	100%
National Land Transport Programme Capital PLA					
SHI1	Proportion of state highway improvement activities funded by the National Land Transport Fund delivered to agreed standards and timeframes ^{E, F}	Achieved	80% or greater	90%	81%
Ngauranga to Petone shared pathway project					
NPP1	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	Achieved
NLTF borrowing facility for short-term advances					
NLTFA1	The loan will be drawn down for the purposes and on the terms agreed between NZTA and the Minister of Transport	Achieved	100%	100%	100%
North Island weather events - state highway recovery					
SHR1	Reporting on an annual basis	Achieved	Achieved	Achieved	New for 2024/25
Regional state highways					
RSH1	Proportion of NZTA Regional Investment Opportunities (RIO) activities delivered to agreed budget and timeframes	Achieved	80% or greater	74%	92%
Multi-category expenses and capital expenditure					
Capital investment package - operating					
Overarching measure					
CIPOO	Reporting on an annual basis	Achieved	Achieved	Achieved	Achieved

Ref	Appropriation and measure name	Result status	2024/25 Budget standard	2024/25 Actual	2023/24 Actual
Non-departmental output expenses – operating costs					
CIPO1	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
Non-departmental other expenses – third party projects					
CIPO2	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	Not applicable
Community Connect Programme					
Overarching measure					
CCPO	Reporting on an annual basis	Achieved	Achieved	Achieved	Achieved
Non-departmental output expenses – administration of the Community Connect programme					
CCP1	Community Connect is implemented in at least one major urban area in the short term	Achieved	Achieved	Achieved	Achieved
Non-departmental other expenses – Community Connect programme – public transport concessions					
CCP2	Number of public transport boardings using Community Connect concessions ^G	Achieved	9 million or greater	8.7 million	51.3 million
Non-departmental other expenses – Total Mobility scheme local share funding shortfall					
CCP3	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
Non-departmental other expenses – Total Mobility services concessions					
CCP4	Number of trips using Total Mobility concessions	Achieved	1.6 million or greater	3 million	2.6 million
COVID-19 – NLTF funding for cost pressures and revenue shocks					
Overarching measure					
CPRSO	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
Non-departmental output expenses – COVID-19 – NLTF operating cost pressure and revenue shortfall funding					
CPRS1	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
Non-departmental capital expenditure – COVID-19 – NLTF capital cost pressure funding					
CPF1	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
Improving resilience of the roading network					
Overarching measure					
IRO	Reporting on an annual basis	Achieved	Achieved	Achieved	Achieved
Non-departmental output expenses – improving resilience of the roading network - operating costs					
IR1	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%

Ref	Appropriation and measure name	Result status	2024/25 Budget standard	2024/25 Actual	2023/24 Actual
Non-departmental other expenses – improving resilience of the roading network – local roads					
IR2	Percentage of the 3 year programme completed for local roads	Achieved	20%	20%	New for 2024/25
Non-departmental capital expenditure – improving resilience of the roading network – state highways					
IR3	Percentage of programme completed for state highways (measured annually)	Achieved	90%	92%	80%
Mode shift – planning, infrastructure, services, and activities					
Overarching measure					
MSOCO	Reporting on an annual basis	Achieved	Achieved	Achieved	Achieved
Non-departmental output expenses – mode shift – operating costs					
MSOC1	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
Non-departmental other expenses – mode shift – third-party projects and activities					
MSTP1	Funding is drawn down and utilised for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
MSTP3	Kilometres of cycle ways delivered	Achieved	50 kilometres	66 kilometres	19 kilometres
MSTP4	Number of new or upgraded bus stops	Achieved	500	608	76
MSTP5	Kilometres of bus priority lanes	Achieved	5 kilometres	6.7 kilometres	1.5 kilometres
MSTP6	Number of suburbs that received walking and improvement projects	Achieved	30 suburbs	58 suburbs	20 suburbs
MSTP7	Number of improvements for access to schools ^H	Achieved	50 schools	88 schools	34 schools
North Island weather events - road response and reinstatement					
Overarching measure					
NIWE0	Reporting on an annual basis	Achieved	Achieved	Achieved	Achieved
Non-departmental output expenses – local road recovery costs					
NIWE1	Percentage of Local Road recovery programme delivery completion across North Island weather events impacted councils will be no less than	Achieved	35%	35.8%	New for 2024/25
Non-departmental output expenses – local road response costs					
NIWE2	Percentage of Local Road response programme delivery completion across North Island weather events impacted councils will be no less than	Achieved	100%	100%	New for 2024/25
Non-departmental output expenses – state highway recovery costs – operating					
NIWE3	Percentage of State Highway programme delivery completion across Northland, Coromandel and East Coast will be no less than	Achieved	65%	100%	New for 2024/25

Ref	Appropriation and measure name	Result status	2024/25 Budget standard	2024/25 Actual	2023/24 Actual
Non-departmental capital expenditure - equity injection to NZTA					
NIWE4	Funding is drawn down and used for the purposes and on the terms agreed to by Cabinet	Achieved	100%	100%	100%
Non-departmental capital expenditure - minor resilience works					
NIWE5	Percentage of minor resilience works completed (measured annually)	Achieved	100%	100%	60%
Non-departmental capital expenditure - state highway recovery costs - capital					
NIWE6	Percentage of programme completed for state highways (measured annually)	Achieved	100%	100%	100%
SuperGold Card enhanced public transport concessions scheme					
Overarching measure					
SGO	Reporting on an annual basis	Achieved	Achieved	Achieved	Achieved
Non-departmental output expenses - administration of the public transport concessions scheme					
SG1	Proportion of payments made by NZTA, from the date the claims were submitted by approved organisations within 20 working days	Achieved	100%	100%	100%
Non-departmental other expenses - public transport concessions for cardholders					
SG2	Number of boardings using SuperGold concessions	Achieved	12 million or greater	13.5 million	12.9 million
Tuawhenua Provincial Growth Fund - transport projects					
Non-departmental output expenses - supporting regional and infrastructure projects					
PGF1	Average number of days to release Provincial Growth Fund (PGF) funding to support regional and infrastructure projects once approved	Not applicable	20 working days or less	No claims made	No claims made
Non-departmental other expenses - enabling infrastructure projects					
PGF2	Average number of days to release PGF infrastructure funding once approved	Achieved	20 working days or less	1.8 working days	9 working days
Non-departmental capital expenditure - infrastructure projects					
PGF7	Proportion of NZTA projects funded by the PGF delivered to budget and timeframes	Achieved	80% or greater	93%	86%
Non-departmental output expenses					
National Land Transport Programme PLA					
Investment management					
IM1	Proportion of total cost of managing the investment funding allocation system to total National Land Transport Programme expenditure ^l	Achieved	1% or less ^k	0.76%	0.86%
Local Road Improvements					
LRI1	Proportion of local road improvement activities funded by the NLTF delivered to agreed standards and timeframes ^l	Not achieved	80% or greater	75%	30%

Ref	Appropriation and measure name	Result status	2024/25 Budget standard	2024/25 Actual	2023/24 Actual
State Highway Improvements					
SHI1	Proportion of state highway improvement activities funded by the NLTF delivered to agreed standards and timeframes ^{I,J}	Achieved	80% or greater	90%	81%
Public Transport Services and Public Transport Infrastructure					
PTS1	Number of boardings on urban public transport services ^I	Achieved	Greater than 129 million	159 million	154 million
PTI1	Punctuality of metro rail services ^I	Not achieved	95% or greater	85.6%	85%
Walking and Cycling Improvements					
WCI1	Proportion of cycleways, pathways and shared paths delivered against what was funded ^I	Not achieved	80% or greater	69%	65%
Rail Network					
RN2	Freight travel time reliability ^I	Achieved	90%	90%	89%
RN1	Amount of freight carried by rail (million net tonne kilometres) ^I	Not achieved	4170 or greater	3373 million net tonne kilometres	3482 million net tonne kilometres
Non-departmental capital expenditure					
National Land Transport Programme Capital PLA					
SHI1	Proportion of state highway improvement activities funded by the NLTF delivered to agreed standards and timeframes ^{I,K}	Achieved	80% or greater	90%	81%

^A Results are dependent on the number of applications received.

^B This figure was incorrectly reported as 13 in the 2023/24 annual report.

^C The target change from 13 percent to 4 percent did not get published in time in the 2024/25 Vote Transport Estimates of Appropriations and was updated in the 2024/25 Supplementary Estimates.

^D This refers to Major Crown Investment Projects delivered by NZTA.

^E This is a performance measure for the National Land Transport Programme PLA and the National Land Transport Programme Capital PLA appropriations.

^F 'Agreed standards and timeframes' relate to schedule, budget and quality. Schedule is assessed by year-end achievements against milestones that are set at the beginning of the year for projects that are due for practical completion in the year. Budget is assessed by actual spend by year-end compared with financial baselines set at the beginning of the year. Quality is not an actual assessment but embedded in various gateways in managing the project.

^G Government policy changed, resulting in the measure now covering only Community Services Card holders. The Community Services Card boardings for 2023/24 were 6.4 million.

^H The measure is the 'sum of all schools that benefit from the interventions completed by councils and approved organisations, expressed as a numerical value'.

^I This is also an output class measure.

^J This is also a performance measure for the National Land Transport Programme Capital PLA appropriation.

^K This is also a performance measure for the National Land Transport Programme PLA appropriation (State Highway Improvements).

^L The 2024/25 standard has been changed to 1 percent or less to show our intention for continuous improvement and the change was made in the 2024/25 Supplementary Estimates.

Appendix 5: Our people (unaudited)

This appendix summarises our workforce at the end of 2024/25 and describes the actions we took in 2024/25 to continue to meet our commitment to being a good employer.

Our workforce

As at 30 June 2025, we had 2803 permanent employees (1.2 percent more than the previous year), totalling 2755.8 full-time equivalents (FTEs). The increase reflects the additional capacity and capability needed to meet our expanded delivery programme.

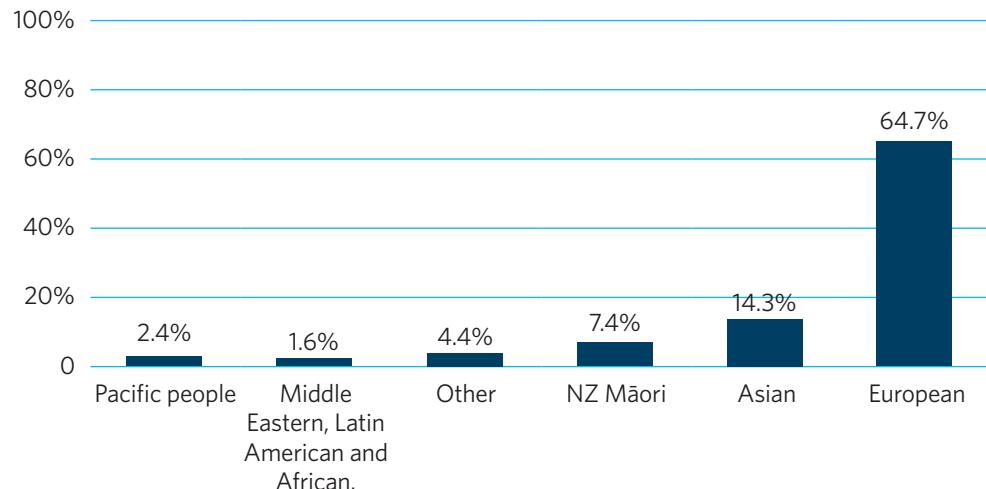
Annual voluntary turnover of permanent employees decreased 1.9 percentage points (from 10.0 percent last year to 8.1 percent this year).

This year, we employed 87 people on fixed-term agreements (3 percent of our employees).

Ethnicity profile

Almost two-thirds of our permanent employees identified as European and 7.0 percent as Māori (see figure 9).

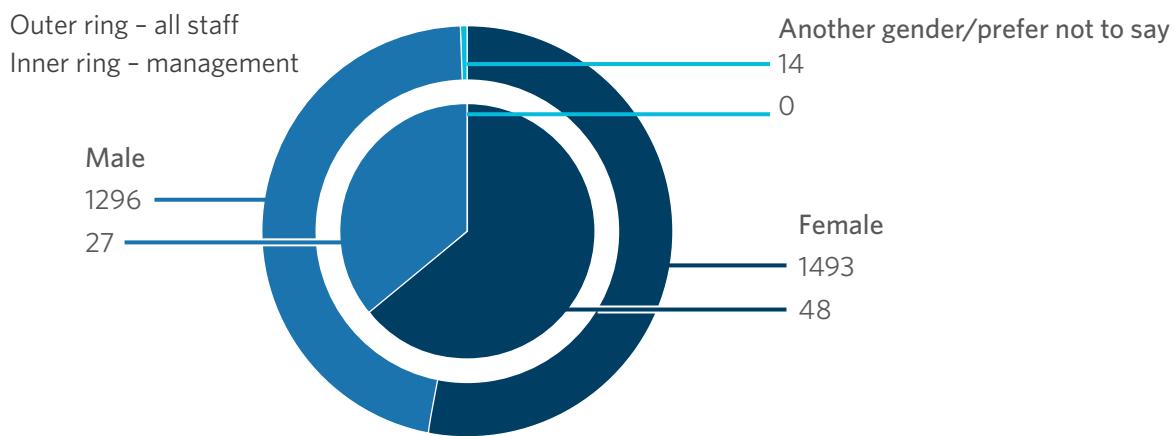
Figure 9 – Ethnic groups with which permanent staff identify (self-identified, staff can self-identify with more than one group), as at 30 June 2025



Gender profile

We have more female (1493; 53.5 percent) than male (1296; 46.5 percent) permanent employees, and 14 people identified as another gender or preferred not to say. Of our permanent senior managers (tiers 1 to 3), 64 percent were female (48) and 36 percent were male (27). Part-time employees (people employed less than 40 hours per week) made up 6.6 percent of our permanent workforce. More females (9.3 percent) in our permanent workforce work part time than males (3.5 percent). Part-time arrangements are one of the flexible working options available under our flexible working policy.

Figure 10 – Gender profile of permanent staff, as at 30 June 2025



Closing the gender pay gap

We are committed to ensuring gender is not a factor in determining what people get paid. Our overall gender pay gap continues to decrease, from 18.2 percent at 30 June 2024 to 16.6 percent as at 30 June 2025, a reduction of 1.6 percentage points.

The primary driver of the remaining gender pay gap relates to representation in different job bands, with female employees over-represented in lower paid job bands and under-represented in higher paid job bands. For example, 59 percent of people identifying as female are in band 16 or higher, compared with 83 percent of people identifying as male.

There are minimal differences in gender pay within jobs of similar size. The gender pay gap by band is shown in table 16. A negative value means the average pay for female employees is higher than the average pay for male employees.

Table 16 – Gender pay gap by band, as at 30 June 2025

Band	Average gender pay gap (%)
11	-1.3
12	-1.0
13	-5.5
14	-3.4
15	-1.3
16	-0.3
17	1.1
18	0.2
19	0.0
20 and over	-4.3

Promoting diversity and inclusion

We continue to progress the 6 key elements Te Kawa Mataaho | the Public Service Commission identified to promote diversity, equity and inclusion: cultural competence, addressing bias, inclusive leadership, fostering diverse leadership, employee-led networks, and Kia Toipoto – addressing gender, Māori, Pacific and ethnic pay gaps.

Our work has included:

- improving our cultural competence through a variety of opportunities such as te ao Māori and te reo Māori learning, welcoming new starters with mihi whakatau (welcome ceremony), and ensuring our meeting rooms have karakia clearly displayed
- identifying key Māori kaimahi to participate in Te Ara ki Mātangireia, an emerging leadership programme grounded in te ao Māori to support early-in-career Māori with the skills and confidence to step into leadership and governance roles in the future
- continuing to address bias in our employee experience through education and guidance
- publishing our second Diversity, Equity and Inclusion Roadmap, which includes our commitment to Kia Toipoto Pay Gap Action Plan (nzta.govt.nz/resources/kia-toipoto-pay-gaps-action-plan)
- supporting employee led networks – Wāhine (Women), Rangitāmoko (Tangata Whenua), Lālanga Moana (Pasifika), Neurodiversity and Pride and launching 2 new employee led networks, Asian and New Wave (new professionals) in early 2025
- celebrating our diversity and providing a variety of learning experiences
- supporting initiatives to grow a more diverse talent pipeline, including through our emerging professionals programme, Māori and Pasifika internships (TupuToa), and Wāhine and Māori leadership development programmes
- continuing to build our capability to deliver accessible communication
- promoting the use of pronouns, including in te reo Māori, in email signatures to help build respectful and inclusive relationships for everyone and normalise the use of pronouns.

8.0

Our diversity and inclusion score reflects how our people view our efforts to create a diverse and inclusive workplace. It increased over the last year from 7.9 to 8.0 out of 10. This reflects people's increased satisfaction with our efforts to support diversity and inclusion. However, there is still more we need to do to ensure all our people feel valued, heard and empowered.

Our commitments to being a good employer

We are shaping a strategy-led, future-ready organisation where our people are at the heart of everything we do. We are focused on enabling our people to perform at their best and building a workplace culture that energises our people and is underpinned by fairness and transparency. Our values and behaviours define what's important to us and help us deliver our best work, every day. They influence how we work both within our organisation and how we engage externally with iwi, partners, stakeholders and other communities.

We recognise, respect and value diversity in our workforce. Our continued focus on providing equal employment opportunities contributes to better outcomes, not only for NZTA but for New Zealand as a whole. We work actively to remove barriers to inclusion and ensure our people have a voice and engage with our people and unions when developing people policies or initiating change.

The policies, programmes, and initiatives outlined in the following section reflect our commitment to being a good employer, in alignment with the standards set by Te Kāhui Tika Tangata Human Rights Commission.

Leadership, accountability and culture

Our main people policies and practices

Culture and leadership are one of our strategic priorities. We know leadership capability is a significant lever and has an impact on the day-to-day experience of our people.

As part of our ongoing commitment to this priority, we have clear leadership expectations, have strengthened accountability through shared people leader and team member goals, goal-setting performance cycles and development planning alongside coaching and feedback. We are also supporting our leaders to grow through resources and opportunities such as:

- Pā Harakeke, which articulates the capability areas our leaders must have and build on
- the Accelerate Leadership Programme which explores 6 facets of leadership: courageous, strategic, people, team, adaptive and inclusive leadership
- a leadership suite with essential knowledge, processes, mind sets and conversations and facilitated peer-learning
- a 360-degree feedback tool so senior leaders can better understand their impact and identify strengths and development opportunities
- opportunities to connect with senior leaders.

Our employee engagement and satisfaction survey tells us we are going in the right direction. Our people feel supported by their leaders. The 4 key elements contributing to this driver are:

- my manager provides me with the support I need to complete my work
- my manager supports me in my performance with regular development conversations
- my manager cares about me as a person
- my manager communicates openly and honestly with me.

Recruitment, selection and induction

Our main people policies and practices

Our recruitment processes are designed to ensure we select suitably qualified people in an objective and impartial way, enabling us to provide equal employment opportunities, mitigate bias, address barriers and support our people's growth. We grow our people through active succession planning, identifying and progressing key talent and addressing barriers to participation and progression.

We use creative solutions to search for and source talent, ensuring our recruitment collateral uses inclusive language and features employees from diverse backgrounds. We are also an accredited employer with Immigration New Zealand.

We ensure our people feel engaged, included and supported from day one through our induction programme Whiria te Ngākau (weave the heart). This programme speaks to the importance of binding our work to our hearts and infusing our actions with purpose, meaning and passion.

Programmes such as our Emerging Professionals graduate programme and our work with TupuToa help us identify and engage with emerging talent, increase the diversity of our graduate pipelines and build a more inclusive workforce with the right skills.

Employee development, promotion and exit

Our main people policies and practices

We promote a culture of learning and continued development at all levels. Our work includes:

- being an accredited Institute of Professional Engineers New Zealand professional development partner
- providing opportunities such as project work, acting in other roles, secondments, mentoring and coaching, and online and face-to-face learning
- continuing to develop insights to support capability mapping, talent management, succession planning and progression and, developing frameworks to support this work
- encouraging regular employee-people leader development conversations throughout the year and offering user-choice exit interview options.

Flexibility and work design

Our main people policies and practices

Our flexible working guidelines highlight the scope of options available to support our people to participate and perform. Examples include part-time work, variable start and finish times, remote and hybrid working, job-sharing, condensed working weeks and purchased leave options. These options help create a more diverse, equitable and inclusive workplace and enable our people and leaders to discuss and agree on the best working arrangement for the person, team and organisation. Tapatahi; our employee engagement survey's engagement result aligned to flexible working is 8.6. We remain in the top 25 percent of the government sector.

Strengthening our ways of working (behaviours and practices) is ongoing to ensure flexible working supports individual, team and organisation performance and wellbeing. We encourage our people to maintain their wellbeing by taking annual leave in the year it is accrued and managing their hours.

Remuneration, recognition and conditions

Our main people policies and practices

We use a formal job evaluation process to ensure our remuneration practices are equitable and gender neutral. Remuneration ranges are benchmarked against the public sector market and compared with other organisations where relevant.

Annual remuneration increases reflect individual performance against agreed goals.

We encourage recognition and use a variety of ways to celebrate success and recognise people publicly and privately.

Remuneration paid to the NZTA leadership team increased \$616,000 compared with 2023/24. The increased remuneration reflects the cost of transitioning to the new chief executive, as well payment of leave entitlements for some departing team members.

Harassment and bullying prevention

Our main people policies and practices

We are committed to maintaining a safe working environment for all our people by fostering a culture of mutual respect, trust, dignity and security. Ensuring the psychological safety of our people is paramount to this. We offer free counselling support in partnership with EAP Services and encourage staff to speak up using confidential reporting channels such as Kōrero Mai (our health, safety and security incident reporting tool).

Our Sensitive Reporting tool makes it easy for people to report concerns early and confidentially, enabling earlier invention and a case management approach to ensure appropriate and consistent approaches to staff wellbeing.

We work with our people's unions to better understand workplace issues and provide tools and support for our people dealing with or affected by unacceptable behaviour.

We have bullying and harassment and sexual harassment policies and an online learning module to support employee understanding of these policies.

Every year we celebrate Pink Shirt Day, an antibullying campaign that celebrates diversity and promotes the need for the workplace to be an environment where everyone feels safe, valued and respected.

Safe and healthy environment

Our main people policies and practices

We continue to focus on our aspiration that our people and partners go home safe and well every day. Our Health, Safety and Wellbeing Strategy for 2022-2025 focused on three key strategic threads of safety leadership, critical risks, and an approach that is systemic and sustainable. We have implemented processes to provide insights and information about our health, safety and wellbeing performance and that of our key partners. We continue to strengthen our collaboration with our external partners to achieve our combined desired outcome of safer and healthy workplaces. Our critical risks continue to remain a focus, with continuous assessment on their risk ratings and controls.

As part of continual improvement and management system and maturity reviews, we have engaged external providers to undertake various assessments. We continue to hold ourselves accountable to continuously enhance our practices, process and implementation of our Health, Safety and Wellbeing management system.

Our assurance and monitoring programme has deepened its focus in our Health, Safety and Wellbeing audit programme of our partners to assess how they are delivering Health and Safety on our projects.

We continue to focus on our wellbeing programme, identifying areas of trends and concerns and, providing enhanced EAP services where required.

In 2024/25, we supported the roll out of the New Zealand guide to temporary traffic management. We developed training to help our suppliers better understand site-level risk management and we continue to support our suppliers with assurance.

In 2025, we will have a refreshed Health, Safety and Wellbeing strategy for 2025-2028, with a stronger integration of wellbeing into health and safety. We will also review and update our critical risks to ensure we remain focused on the most important areas for controls, and we will have a deeper approach to our health, safety and wellbeing assurance programme.

We are refreshing the strategy to mature and simplify our approach and systems to achieve our aspiration that our people and partners go home safe every day. Our work is guided by insights from an independent SafePlus assessment carried out as planned in June and July 2024, and the Accident Compensation Corporation Accredited Employers Programme Pre-Audit was completed in April 2025. We received a 'performing' rating from the SafePlus assessment, with positive engagement and feedback from businesses.

Specific work included addressing our 5 critical Health, Safety and Wellbeing risks (harmful interactions, roadside work, construction work, driving, and mental health or psychological harm) and working closely with our construction industry partners to improve health and safety practices and outcomes for contractors and traffic management providers.

Appendix 6: Governance report (unaudited)

Functions and operations

The Board is NZTA's governing body with authority to exercise its powers and perform its functions. All decisions relating to NZTA operations must be made by or under the Board's authority.

The Board is appointed by and accountable to the Minister of Transport and responsible for NZTA:

- acting consistently with its objectives and functions
- carrying out its functions efficiently and effectively
- operating in a financially responsible manner.

The Board operates according to its charter, which sets out its governance arrangements and responsibilities.

Membership

The Minister of Transport may appoint up to 9 members to the Board. Board members are appointed for a period of up to 3 years, which may be extended. The Board appoints members to its 3 standing committees (listed below).

Disclosure of interests

Before being appointed to the Board, potential members must disclose all interests to the Minister of Transport. Following their appointment, Board members must disclose all interests to NZTA as soon as practicable. A register of interests is kept and provided to the Board at each scheduled Board meeting.

Delegations

The Board operates through delegation to the chief executive. The chief executive and the Executive Leadership team are charged with the day-to-day leadership and management of NZTA. Our chief executive sub-delegates authority to the Executive Leadership team and others within specified financial and non-financial limits. Formal policies and procedures govern the parameters and operation of these delegations.

Board performance

The Board reviews its overall performance and the performance of its committees and individual Board members.

Risk management

We are committed to managing our risks and ensuring effective risk management in everything we do. This is to enable better coordinated and better informed planning and decisions, enabling performance, improvement and resilience.

In accordance with the International Organization for Standardization's standard 31000:2018 effective risk management is achieved through a structured and consistent approach and activities outlined in the risk management framework and applied across the organisation to assess, treat, monitor, review, record and report risk.

Everyone has a role in managing risk, so critical risks are appropriately managed and enable the organisation's continuous improvement.

We are committed to a culture of transparency, openness and inclusivity that encourages everyone to identify risks and treat them appropriately.

Thirteen key strategic financial and non-financial risks are owned by executive and senior leadership and fall into 3 categories (delivery, enabler and external risks) – see table 17.

Table 17 – Strategic financial and non-financial risks by category

Risk category	Strategic financial and non-financial risks
Delivery	<ul style="list-style-type: none">▪ Resilience of critical infrastructure▪ Infrastructure programme▪ Road safety outcomes▪ Non-infrastructure programmes▪ Regulatory
Enabler	<ul style="list-style-type: none">▪ People safety▪ People▪ Funding sustainability▪ Fraud and integrity▪ Technology systems
External	<ul style="list-style-type: none">▪ Cyber and information security▪ System resilience – natural hazard and climate▪ Trust and confidence

Board committees

The Board has 3 standing committees: Risk and Assurance, Regulatory, and People and Culture Committees. The Investment and Delivery Committee was dissolved in May 2025. Matters previously considered by that committee are now considered by the full Board.

Committee membership is shown in table 18.

Table 18 – Membership of the Board's standing committees

Committee	Members (as at 30 June 2025)
Risk and Assurance Committee	<ul style="list-style-type: none">▪ Cassandra Crowley (Chair)▪ Simon Bridges▪ Warwick Isaacs
Regulatory Committee	<ul style="list-style-type: none">▪ Catherine Taylor (Chair)▪ David Smol▪ Mike Rudge▪ Pat Dougherty
People, Culture and Safety Committee	<ul style="list-style-type: none">▪ Mary-Anne Macleod (Chair)▪ Catherine Taylor▪ Rob Gilmore

The committees are governed by Board-approved terms of reference and assist the Board by focusing on specific matters in greater detail than is possible for the Board as a whole.

The Board may establish other standing or ad hoc committees to assist it in carrying out its powers and functions. During the year, the following ad hoc committees met: the Public-Private Partnership Subcommittee, Northland Roads of National Significance Subcommittee and Financial Review Subcommittee.

Attendance at Board and Committee meetings

Table 19 shows attendances at scheduled and special board meetings and standing board committee meetings. The table shows attendance by committee members. Board members who are not committee members also attend committee meetings (those attendances are not shown in the table).

During the year, 5 new members were appointed to the Board, and 3 Board members left. The table shows attendance relative to the number of meetings held while the person was a Board member.

Table 19 – Board and committee attendance for the year to 30 June 2025

	Board meetings	Special Board meetings	Investment and Delivery Committee	Regulatory Committee	Risk and Assurance Committee	People and Culture Committee
Total meetings held	9	4	6	6	4	4
Simon Bridges	9/9	2/4	4/4		4/4	
Cassandra Crowley	9/9	4/4	6/6		4/4	
Catherine Taylor	9/9	4/4	4/4	6/6		4/4
David Smol	8/9	3/4	3/4	5/6		
Mary-Anne Macleod ^A	6/6	2/3	4/4			2/2
Mike Rudge ^A	6/6	3/3	4/4	4/4		
Pat Dougherty ^B	9/9	3/3	4/4	4/4		
Rob Gilmore ^B	9/9	2/3	4/4			1/1
Warwick Isaacs ^B	8/9	2/3	4/4		2/2	
John Bridgman ^C	3/3	1/1	2/2			
Ngarimu Blair ^C	2/3	1/1		0/2		0/1
Victoria Carter ^D		1/1				

^A Appointed to the Board 1 November 2024.

^B Appointed to the Board 9 August 2024.

^C Left the Board 31 October 2024.

^D Left the Board 9 August 2024.