

# Auckland Transport Sustainability Strategy

2024-2031



**February 2024**



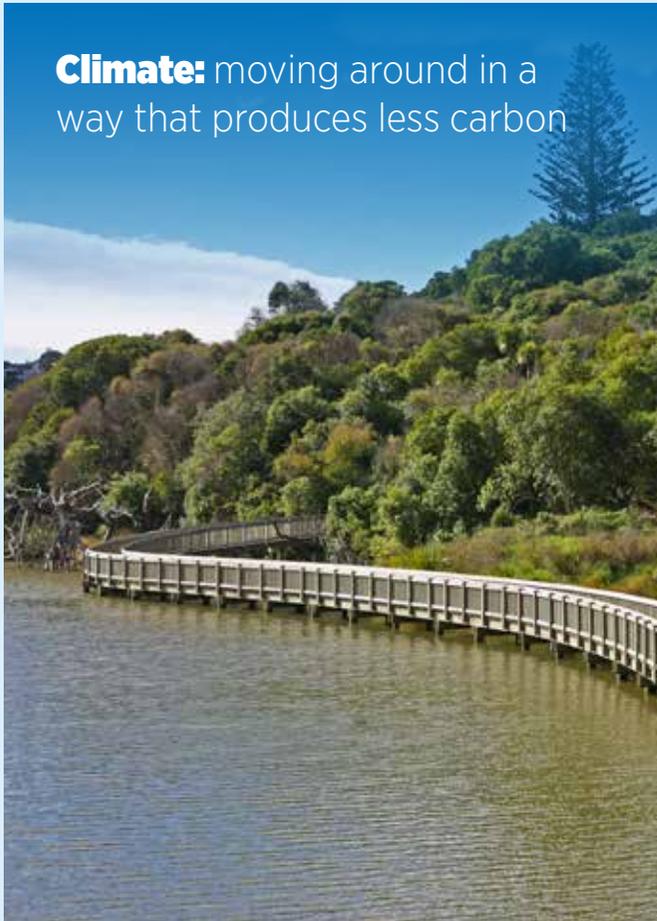
# What does 'sustainability' mean to you?

'Sustainability' is a word that has been in use for a long time yet means different things to different people. With the AT Sustainability Strategy, we have reflected on how different aspects of sustainability influence the way we deliver the transport system for all Aucklanders.

Many people broadly see 'sustainability' as doing things in a way that does not rob the next generation of their future choices.

Our Strategy calls us to use our natural resources thoughtfully and be conscious of the impacts our actions and activities will have on our children and grandchildren. We see the connections between land, water, and air; and the relationship between the natural world and people – who we place at the heart of it all.

**Climate:** moving around in a way that produces less carbon



**Environment:** moving around in a way that protects and restores air, waterways, forests and biodiversity.



**Social and economic:** Moving around in a way that works for people, our communities and local economies



## Tiaki invites us to form a deeper connection with people and place

This approach aligns with AT's purpose "we tiaki all who use transport in Tāmaki Makaurau." For AT, to tiaki is to care for, enable and deliver a transport system that contributes to a more thriving and sustainable Auckland and unlocks our potential as a city. Tiaki invites us to form a deeper connection with people and place, and to reflect this in how we deliver Auckland's transport system. Our purpose acknowledges that AT cares for Aucklanders and our region, as we move and connect. This perspective aligns with a more holistic approach and reflects a te ao Māori view of our world.



## A challenging task, but one we are committed to

The challenge is how to tiaki while also providing fast, frequent, and reliable services for Aucklanders, with limited funding and resources. While this is not a new challenge, weather events made more extreme by a changing climate, and the urgent need to reduce the transport emissions that cause climate change, mean we cannot delay our sustainability work.

Our focus is on our customers, while also supporting more Aucklanders to use public transport and ways of moving around that are good for the biodiversity and health of our land, water, and air - ensuring our children and grandchildren have more choice, not less.

The AT Sustainability Strategy guides us to provide the transport system in a way that is fair, resilient and reduces our impact on nature. A challenging task, but one we are committed to.

# Foreword from Dean Kimpton

In an era where the choices we make today have profound consequences for tomorrow, the imperative of sustainability has never been more evident. As we stand at the intersection of environmental responsibility, social equity, and climate change, our commitment at AT to forging a sustainable path forward is stronger than ever.

This sustainability strategy serves as our compass on this transformative journey. With this strategy, we aim not only to adapt to the changing world as we build, operate and maintain Auckland's transport system, but also to shape it for the better. Our strategy is a promise to current and future generations that we will act with wisdom, foresight, and compassion. It describes our approach to safeguard the delicate balance of our ecosystems, ensure equitable options for our communities, and catalyse progress as we transition to a low carbon transport system. This approach is consistent with our purpose, 'we tiaki all who use transport in Tamaki Makaurau'.

Our sustainability strategy is a living document, providing a roadmap to resilience, and a blueprint for progress. It reflects our commitment to te ao Māori and acknowledges that the well-being of people and the planet are inextricably linked, and that thriving societies are built on a healthy environment.

In these pages, you will find a framework that articulates our objectives and targets, and the concrete actions we will undertake. From protecting biodiversity to promoting diversity and inclusivity, from adapting to climate change to reducing carbon emissions, this strategy encapsulates the essence of our commitment to sustainability.

Our strategy is not just about what we say, but about what we do. It is about the collective actions of our teams, the choices we make in our daily operations, and the partnerships we forge. We understand that the journey ahead will be challenging, and as we embark on this path toward a sustainable future, we invite you to join us. Together, we can drive meaningful change, inspire others, and build a world where the principles of sustainability are woven into the fabric of our existence.



**Dean Kimpton**

Chief Executive, Auckland Transport.



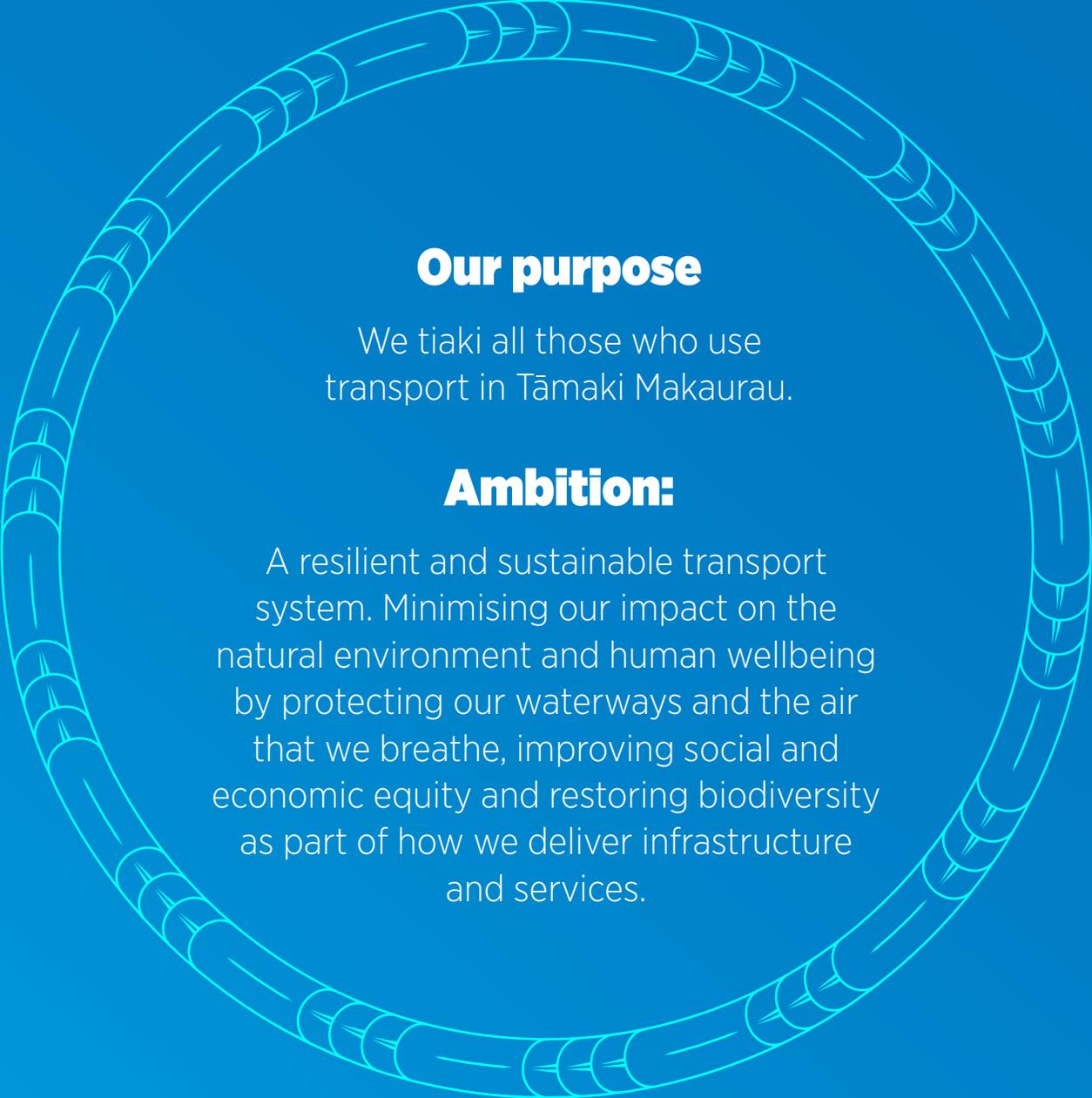
Our commitment at AT to forging a sustainable path forward has never been stronger.





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## **Our purpose**

We tiaki all those who use transport in Tāmaki Makaurau.

## **Ambition:**

A resilient and sustainable transport system. Minimising our impact on the natural environment and human wellbeing by protecting our waterways and the air that we breathe, improving social and economic equity and restoring biodiversity as part of how we deliver infrastructure and services.



Our strategy is not just about what we say, but about what we do. It is about the collective actions of our teams, the choices we make in our daily operations, and the partnerships we forge. We understand that the journey ahead will be challenging, and as we embark on this path toward a sustainable future, we invite you to join us. Together, we can drive meaningful change, inspire others, and build a world where the principles of sustainability are woven into the fabric of our existence.



# Context: our sustainability journey to date

-  Auckland Transport
-  Auckland Council
-  Mana Whenua Kaitiaki Forum
-  Ministry of Transport
-  Ministry for the Environment
-  KiwiRail
-  Central Government
-  External Reporting Board

## 2018

- JUN Auckland Plan 2050 
- AUG Sustainability Review 
- AT joined Climate Leaders Coalition 

## 2016

- SEPT Sustainability Framework 
- OCT New Zealand signed the Paris Agreement 

## 2019

- JUN Climate Emergency Announced 
- AUG Regional Public Transport Plan (RPTP) 
- NOV Zero Carbon Act 
- Auckland Transport Supplier Code of Conduct 

## 2020

- DEC Auckland's Climate Plan 
- DEC Climate Emergency Announced 
- Mana Whenua Kaitiaki Forum 
- 2030 Strategic Plan

## 2022

- MAY Emissions Reduction Plan 
- JUN 2022-2025 Statement of Intent 
- AUG Transport Emissions Reduction Pathway  
- AUG National Adaptation Plan 
- DEC Climate Disclosure Standards 
- Sustainability Strategy 2022-2025 

## 2021

- MAR Decarbonisation added to Government  Policy Statement on Transport
- JUL Regional Land Transport Plan 
- JUL Sustainable Procurement Action Plan 
- JUL Auckland Transport Alignment Project  Investment
- DEC Hīkina te Wero: Environment Action Plan 

## 2023 work in progress

- FEB Climate Change & Sustainability Portfolio 
- Transport Equity Framework 
- Climate Change Transition Plan 
- Climate Adaptation Action Plan 
- JUL Statement of Intent 
- Updated Supplier Code of Conduct

# Sustainability Strategy Cascade

**Government Policy Statement on Land Transport (2023)**

**AT Letter of Expectation / Statement of Intent**

**Auckland Plan 2050**

**Transport Emission Reduction Pathway (TERP)**

External strategies that interact with AT's Purpose and Vision 

**Hīkina te Wero 2021-2030**

**Sustainable Procurement Action Plan**

**Equity Framework**

**Climate Change Transition Plan**

**Climate Adaptation Action Plan**

**AT Sustainability Strategy**

# Our guiding principles

The principles which guide our transport decisions and actions have been drawn from the Mana Whenua Kaitiaki Forum Strategic Plan 2030, Hiikina te Wero and Auckland Transport's purpose and story.

AT acknowledges the holistic intention of the shared values in the Mana Whenua Kaitiaki Forum Strategic Plan 2030, to be applied in an integrated and collective way. In drawing upon only two of these values for the AT Sustainability Strategy, we acknowledge the significance of Whakapono and Kotahitanga when these concepts are considered within the context of AT's work. AT, with the support of Mana Whenua, is keen to reflect and leverage legacy outcomes when drawing on these values. The innate connection of tangata, whenua and wai is central to how the transport system must be considered. Acknowledgment of the past and the deeply held knowledge which guides and informs our future is vital to understand how we might protect and restore Auckland, while supporting Mana Whenua in their role as kaitiaki. AT is grateful to the members of the Tāmaki Makaurau Mana Whenua Forum operational hui for their guidance and input.

Climate change brings with it significant impacts on Aucklanders and the environment we live, work and play in. Not all of these impacts will be experienced equally, and AT will seek to understand and consider how the transport system can be transitioned to a low carbon future in an equitable way.

We also acknowledge the biodiversity crisis unfolding within our world and will seek a holistic approach to nature-positive solutions as we grapple with delivering a climate resilient transport system.

## Whakapono

We act with integrity in all we do, connecting people and places to improve the lives of Aucklanders.

## Kotahitanga

We have a collective voice and approach, fostering our relationships while drawing on knowledge and the past to inform the future.

## Te Ao Māori

We integrate te ao Māori into everything we do, valuing Auckland's biodiversity to protect and restore the mauri of our harbours and streams.

## Equitable transport future

We will prioritise a just and equitable transition to a low carbon transport future.

## Thoughtful stewardship

We prioritise resilience across our networks, assets and services, embracing our role as tiaki of Auckland's transport system.

# Our Goals

This Strategy sets out what we will do during the 2023-2031 period to fulfil our sustainability vision and make Auckland's transport system resilient, sustainable and inclusive. It is structured around three key goals: climate change, the environment and social and economic outcomes.



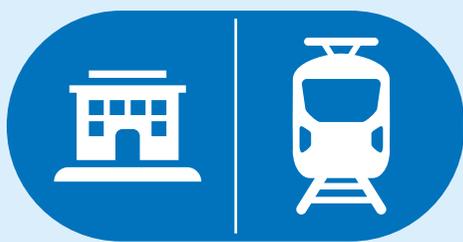
Auckland Transport has the right systems and processes in place to support and deliver its Sustainability Strategy.



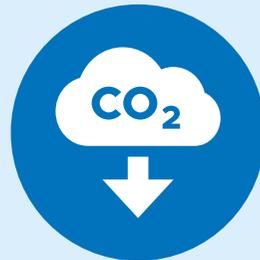
# Climate change

A low emission and resilient transport system

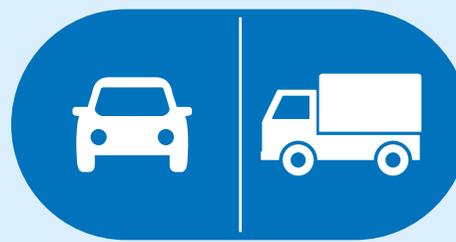
## GHG emissions: our objectives



**Operational emissions are reduced (includes public transport)**



**Embodied emissions are reduced**



**AT actively influences reductions in private vehicle emissions**

## Adaptation: our objectives



**Auckland's existing transport network is increasingly resilient to the physical impacts of climate change**



**AT's planned works are resilient to the physical impacts of climate change**

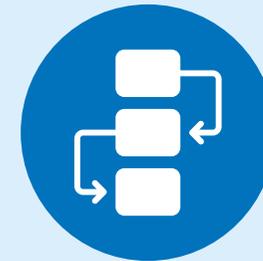


**AT's operations are resilient to the physical impacts of climate change**

## **Transition: our objectives**



**The physical and transition-related impacts of climate change are well understood and effectively managed**



**AT's systems and processes ensure that decision making at all levels and across all business units reduce AT's vulnerability to climate related shocks and are in-line with international and domestic policy settings that aim to limit total warming to 1.5°C**

# Climate change: GHG emissions

## Objectives & Targets: low emissions



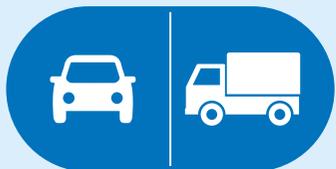
**Operational emissions are reduced (includes public transport)**

**50% overall emissions reduction by 2031 against 2021/22 baseline**, while recognising that some sub-categories may reduce more than others.



**Embodied emissions are reduced**

**50% reduction** by 2031 against the 2021/22 baseline



**AT actively influences reductions in private vehicle emissions**

Auckland's transport system is contributing to national and regional emissions reduction targets in-line with limiting total global warming to 1.5°C

## Strategic Approach – GHG emissions

### AT will:

- adopt an intergenerational mindset; a customer-centric mindset; and a flexible/agile mindset to ensure accountability while encouraging innovation and risk-taking.
- seek continuous improvement in reducing GHG emissions associated with our assets, operations, services and corporate activities including through:
  - decarbonisation plans for public transport services
  - ensuring energy and resource efficiency at all new and renewed facilities
  - continuous monitoring and assessment of the asset lifecycle to identify opportunities to reduce emissions including embodied emissions.
  - moving towards science-aligned reporting of emissions on a well-to wheel (WTW) basis.
- be bold and seek opportunities, innovation and partnerships to influence a significant reduction in the GHG emissions across the transport network, particularly for private vehicles.
- seek opportunities for emission reduction innovation including nature-based solutions
- AT will only consider offsetting once a 90% absolute reduction in emission has been achieved and only when the residual emissions will be neutralised.



# Climate change: Adaptation

## Objectives & Indicators: Adaptation



**Auckland's existing transport network is increasingly resilient to the physical impacts of climate change**

AT's physical networks are in a sound condition and operate to designed level of service



**AT's planned works are resilient to the physical impacts of climate change**

**100% of planned works** integrate the physical impacts of climate change into their design by 2023



**AT's operations are resilient to the physical impacts of climate change**

AT's operations are configured and managed to ensure continuity of service and to be ready respond to anticipated impacts of climate change.

## Strategic Approach – Adaptation

### AT will:

- take responsibility for our own readiness to respond to the impacts and opportunities associated with climate change through:
  - climate adaptation planning based on asset classes and locations, including for managed realignment.
  - ensuring physical risks are integrated into decision-making processes through governance systems and data tools that support transition-related decisions and test assumptions about the social, economic and environmental benefits of transport planning options;
  - using system-wide frameworks for evaluating climate, environment and social outcomes in decision making including integrating emissions reduction into the investment and planning process
  - opportunities for innovation such as nature-based infrastructure solutions
  - applying international best practice to integrate developing climate information into asset management practices

# Climate change: Transition

## Objectives & Indicators: Transition



**The physical and transition-related impacts of climate change are well understood and effectively managed**

Auckland's transport system is resilient to the impacts of climate change and is contributing to national and regional emissions reduction targets



**AT's systems and processes ensure that decision making at all levels and across all business units reduce AT's vulnerability to climate related shocks and are in-line with international and domestic policy settings that aim to limit total warming to 1.5°C**

All Regional Land Transport Plans outline and fund activities to decarbonise Auckland's transport system in-line with limiting total global warming to 1.5°C

AT plays a leadership role in the equitable decarbonisation of transport systems nationally by actively sharing its lessons learnt, systems, capabilities, and supplier relationships with other transport authorities. AT is an "agent of mobility change" in New Zealand, with a firmly established social license to lead

AT has highly collaborative and resilient relationships with key suppliers, decarbonising AT's supply chain and greatly reducing the vulnerability of AT's value chain to climate related shocks

## Strategic Approach – Transition

### AT will:

- adopt an intergenerational mindset; a customer-centric mindset; and a flexible/agile mindset to ensure accountability while encouraging innovation and risk-taking.
- take responsibility for our own readiness to respond to the impacts and opportunities associated with climate change through:
  - a Transition Plan.
  - Carbon Management Systems
  - Governance Systems and data tools that support transition-related decisions and test assumptions about the social, economic and environmental benefits of transport planning options;
  - system-wide frameworks for evaluating climate, environment and social outcomes in decision making including to integrate emissions reduction into the investment and planning processes.
  - effective partnerships, including new partnership models with AT's suppliers that encourage innovation, investment, and risk-taking.
  - opportunities for innovation such as nature-based solutions.
  - work with Central Government, Waka Kotahi, Auckland Council and others to expand AT's readiness to the impacts and opportunities of climate change.

# Environment

Auckland's transport system protects and restores Auckland's environment

## Biodiversity restoration: our objectives



**Biodiversity is enhanced where Auckland's urban and rural streams intersect with the transport network**



**Transport corridors utilise green infrastructure to provide ecological services, support biodiversity and enhance resilience to the physical impacts of climate change**



**The impacts and dependencies of Auckland's transport network on nature are well understood and effectively managed**

## Water quality and waste minimisation: our objectives



**Environmental impacts of stormwater quality from the transport network are reduced**



**The use of potable water in the construction, operation and maintenance of Auckland's transport network is minimised**



**Waste volumes sent to landfill from the construction, operation and maintenance of the transport network are reduced**



**The use of recycled materials in construction and maintenance is actively promoted and increased**

# Auckland's transport system protects and restores Auckland's environment

## Objectives & targets: biodiversity restoration



**Biodiversity is enhanced where Auckland's urban and rural streams intersect with the transport network**

**20% of rural culverts** located on permanent streams have fish passage impediments removed by 2030



**Transport corridors utilise green infrastructure to provide ecological services, support biodiversity and enhance resilience to the physical impacts of climate change**

**10% increase** in pervious surfaces along corridors connecting areas of high ecological value by 2030

**12% average** canopy cover along Auckland road corridors, with a focus on south Auckland, by 2030



**The impacts and dependencies of Auckland's transport network on nature are well understood and effectively managed**

AT network identifies opportunities for biodiversity net gain – restoring and enhancing nature. AT reports under TNFD

## Strategic Approach – Biodiversity

### AT will:

- integrate nature-based solutions for adaptation with asset management and biodiversity objectives
- manage culverts to remove fish passage impediments
- identify, develop and implement ecological corridors in partnership with Auckland Council
- recognise trees and vegetation as key infrastructure components of a transport system, integrating these into new and renewal designs
- assess and report Nature-related Financial Disclosures
- develop a roadmap to implement approach to managing biodiversity dependencies and impacts
- understand risks and opportunities associated with biodiversity
- develop a biodiversity-net-gain (BNG) approach for Auckland's transport system



# Auckland's transport system protects and restores Auckland's environment

## Objectives & targets: water quality and waste minimisation



**Environmental impacts of stormwater quality from the transport network are reduced**

**Stormwater** runoff from 30% of Auckland's busiest roads is treated by 2030



**The use of potable water in the construction, operation and maintenance of Auckland's transport network is minimised**

All of AT capital/maintenance projects >\$5 million seek to use rainwater tanks as a non-potable water source



**Waste volumes sent to landfill from the construction, operation and maintenance of the transport network are reduced**

**50% reduction** in waste volume by 2030 (2021 baseline) or 75% of total waste diverted



**The use of recycled materials in construction and maintenance is actively promoted and increased**

All AT maintenance and capital works contracts >\$1 million include a KPI requiring increasing utilisation of recycled materials

## Strategic Approach – water quality and waste minimisation

### AT will:

- ensure all AT projects consider stormwater quality treatment options to reduce the impact on biodiversity in our streams and harbours
- maintain requirements for measuring and reporting on water consumption in construction and maintenance contracts
- require contractors to install rainwater tanks for works >\$5 million in value
- develop best practice waste minimisation plans for AT facilities and operational sites for reporting on waste volumes
- use procurement activities to support or require use of recycled materials or aggregates in all maintenance and construction contracts >\$1 million in value
- support suppliers and sub-contractors to actively reduce waste
- investigate and transparently report the impact on biodiversity and the environment of using alternative materials in ATs capital and renewals/maintenance contracts

# Social and economic

Auckland's transport system improves social and economic equity

## Social and economic impact and ethical supply chains: our objectives



**Increased access to contract opportunities within AT's supply chains for a diversity of New Zealand businesses and organisations**



**People from under-served communities in Auckland are supported into quality employment with AT's supply chain partners**



**Human rights risks within AT's supply chain are understood and managed effectively**



**AT's suppliers maintain responsible and ethical business practices and supply chains**

## Transport equity: our objectives



**Improved transport access to essential services & opportunities for areas of high deprivation**



**A network where anyone, regardless of age or ability, can move safely without inconvenience, barriers, and with dignity**



**Improved personal safety across transport network for women, girls, LGBTQI people and minority ethnic groups**



**Reduce disproportionate exposure in high deprivation areas to unacceptable transport derived harms**

# Auckland's transport system improves social and economic equity

## Objectives & targets: social and economic impact and ethical supply chains



**Increased access to contract opportunities within AT's supply chains for a diversity of New Zealand businesses and organisations**

### By 2035

**At least 15%** of AT's total spend through the supply chain is with Diverse Suppliers, including Pakihi Māori (Māori-owned businesses), Pasifika and women-owned businesses, social enterprises and impact-driven organisations, and local SMEs

Two thirds of AT's spend with Diverse Suppliers (**at least 10%** of AT's total spend through the supply chain) is with Pakihi Māori



**People from under-served communities in Auckland are supported into quality employment with AT's supply chain partners**

**100% of relevant suppliers** are meeting project-specific quality employment targets, including providing new full-time employment for people from under-served communities and/or delivering recruitment, training, support and career progression programmes for people from under-served communities.



**Human rights risks within AT's supply chain are understood and managed effectively**

Where human rights risks are identified as high at a country, industry or commodity level, self-assessment questionnaires, corrective action plans and continuous improvement pathways are completed with **100% of relevant suppliers**



**AT's suppliers maintain responsible and ethical business practices and supply chains**

**100% of AT's direct suppliers** annually acknowledge that they are committed to meeting the principles of the AT Supplier Code of Conduct

## Strategic Approach - social and economic impact and ethical supply chains

### AT will:

- embed social and economic impact and ethical supply chain requirements into AT project and service planning, systems, processes, templates, and decision-making.
- enable our AT people and suppliers with the knowledge, understanding, resources and skills to intentionally deliver and monitor social and economic impact and maintain ethical supply chains through AT projects and services.
- build connections and relationships with Iwi, local boards, business associations, industry networks and other stakeholders to improve AT accessibility to Diverse Suppliers.
- support Diverse Suppliers, with emphasis on business growth in line with aspirations, business sustainability and the well-being of business owners, employees and communities.



# Auckland's transport system improves social and economic equity

## Objectives & targets: transport equity



**Improved transport access to essential services & opportunities for areas of high deprivation**

Proportion of the population within 800 metres of a Frequent Transit Network bus stop or Rapid Transit Network Station



**A network where anyone, regardless of age or ability, can move safely without inconvenience, barriers, and with dignity**

Customer satisfaction with accessibility of PT, footpaths, and wayfinding information



**Improved personal safety across transport network for women, girls, LGBTQI people and minority ethnic groups**

Customer perception of personal safety on the PT network and on footpaths in key town centre areas



**Reduce disproportionate exposure in high deprivation areas to unacceptable transport derived harms**

Rates of deaths and injuries from road crashes; exposure to air and noise pollution

## Strategic Approach - Transport Equity

### AT will:

- invest in inclusive models
- target investment to locations serving high-deprivation communities
- invest and design for universal accessibility
- optimise operations and maintenance for inclusivity
- reform fares, fees and fines
- influence integrated transport and land-use planning

\*spend threshold to be reviewed annually and potentially adjusted with inflation





# Glossary

# Glossary

Term	Definition
<b>Adaptation</b>	Adjusting our behaviour (e.g., where we choose to live; the way we plan our cities and settlements) and adapting our infrastructure (e.g., greening of urban areas to make space for water) to increase resilience to climate change
<b>Biodiversity</b>	The variety of plant and animal life in the world or in a particular habitat
<b>Culverts</b>	A tunnel or pipe that carries stormwater under roads, rail and other infrastructure
<b>Diverse suppliers</b>	Supplier diversity is a strategic, intentional business process that proactively supports a diverse range of businesses to engage in supply chains and business opportunities. In the Auckland context diverse suppliers include local small-to-medium sized businesses, Māori-, women-, and Pasifika-owned business, and social enterprises/impact-driven organisations (AT Sustainable Procurement Action Plan)
<b>Embodied emissions</b>	Emissions from the materials and methods that AT uses to construct and maintain the transport network
<b>Green infrastructure</b>	Any system that fuses natural and built environments to reduce the environmental impact of core infrastructure and the built environment
<b>High-deprivation communities</b>	Any community ranked Decile 8, 9 or 10 in the New Zealand Index of Deprivation (NZDep) 2018. NZDep 2018 analyses nine variables from the 2018 Census to measure deprivation at the Statistical Area 1 geographic level
<b>Kotahitanga</b>	Kotahitanga means solidarity or togetherness. It emphasises the concept of unity and working together to achieve common goals
<b>Local SME</b>	A small-to-medium sized enterprise based within the Local Board area where the contract is to be delivered
<b>Mana Whenua</b>	Territorial rights, power from the land, authority and/or jurisdiction over land or territory – power associated with possession and occupation of tribal land
<b>Māori, Pasifika, or women-owned businesses</b>	Business with a minimum 50% Māori, Pasifika or women ownership (AT Sustainable Procurement Action Plan)
<b>Social enterprise or impact-driven organisation</b>	An organization that meets one of the following criteria: The social, cultural and environmental mission provides a public or community benefit and is the primary purpose of the organization; the majority of either expenditure or profit is spent in the fulfilment of the purpose of the organization; certified by the Ākina Foundation (AT Sustainable Procurement Action Plan)

# Glossary

Term	Definition
<b>Supply chains</b>	The activities required to deliver goods or services to our customers
<b>Transport Network</b>	A transport network is a system for taking people or goods from one place to another, for example using bicycles, buses, trains or ferries.
<b>Operational Emissions</b>	Operational emissions relate to the Green House Gas emissions emitted directly or indirectly during the operational phase of assets, product, and services of Auckland Transport. These include corporate activities, operational activities of ATs assets and public transport services provided by AT or through operators. These exclude embodied, enabled, avoided and upstream emissions.
<b>Sustainable procurement</b>	An approach to procurement that incorporates broader social, economic, and environmental considerations
<b>Transition</b>	Climate-related risks and impacts associated with the transition to a lower-carbon global economy, the most common of which relate to policy and legal actions, technology changes, market responses, reputational considerations, and access to capital. The transition period is generally taken to be between 'now' and 2050
<b>Transport equity</b>	A fair distribution of the transport system's positive and negative impacts across social groups and geographic areas. (Source: Auckland Transport Equity Framework)
<b>Whakapono</b>	Whakapono means to believe or trust. While often used in a religious context, it encompasses acting with conviction and integrity.
<b>Quality employment</b>	Provision of new full-time employment positions for people from targeted under-served communities, with employers providing appropriate levels of support, training and fair pay to enable employees to build their skills and capability, remain in long-term employment and facilitate career and wage progression (AT Sustainable Procurement Action Plan).
<b>Under-served communities</b>	Communities that face barriers to employment, experience significant inequities or face higher levels of deprivation. Identified target under-served communities include Māori, Pasifika peoples, long-term unemployed, people that are not in education, employment, or training, people who have experienced long-term or cyclical joblessness, particularly young people, people with a disability, refugees, people re-entering the workforce from childcare commitments, ill-health, injury or a correctional sentence, older workers transitioning from other sectors in the workforce, people that are underemployed, and women in male-dominated roles and/or industries.



