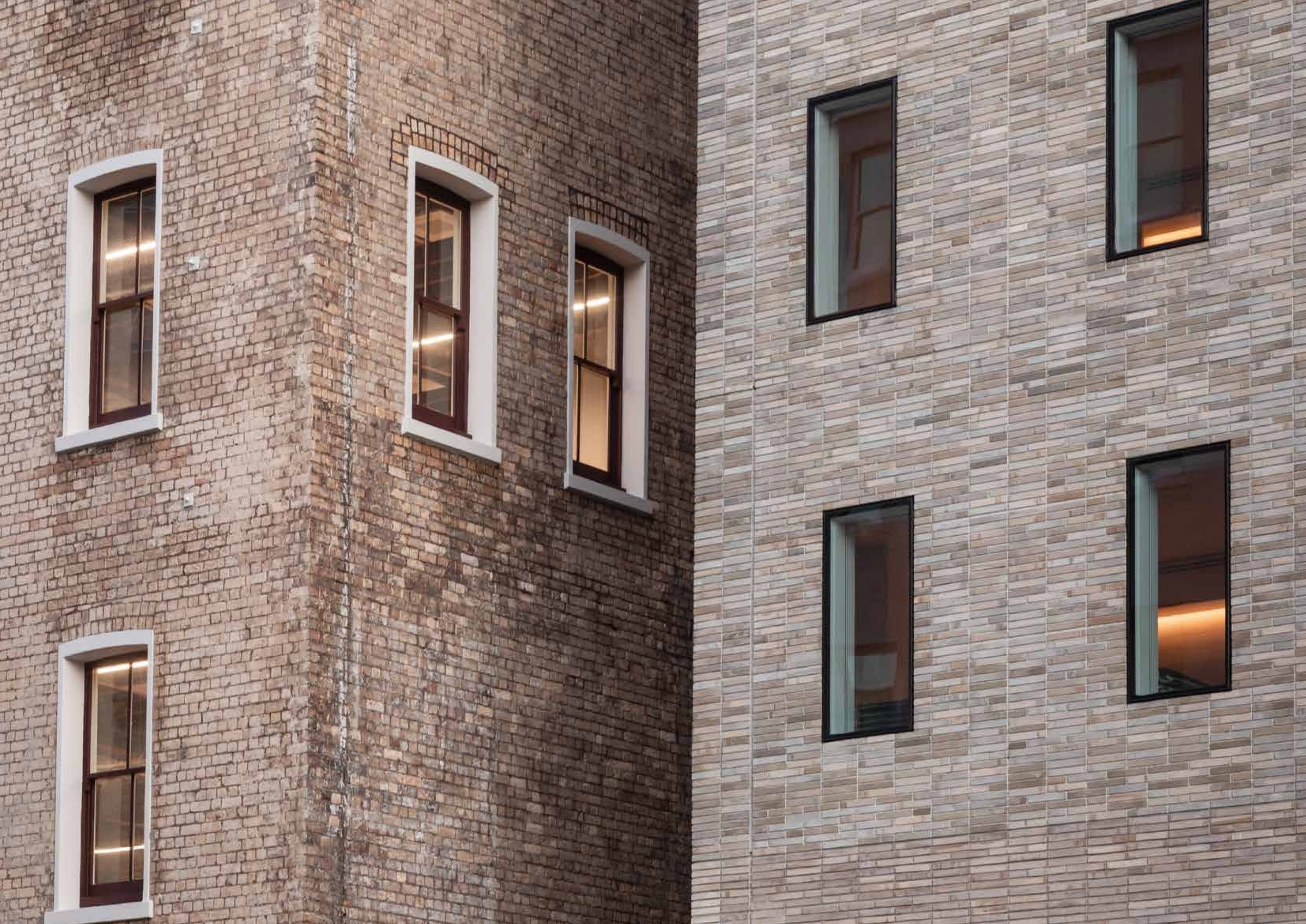




Sustainability Report 2022

The Hotel Britomart





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HAERE MAI

The opening of The Hotel Britomart two years ago was a milestone in our long-term Britomart development project. We had long wanted to build a hotel at Britomart and after investigating several positions and potential partnerships, we settled on a concept for an independent boutique hotel, beautifully appointed and built to be a centrepiece within the Britomart precinct.

The proposed footprint for the hotel was tight, but with its location in a neighbourhood where every food, retail, gym, parking and salon amenity a guest could want was only steps from the front door, we were able to focus on delivering high-quality city guest rooms and five extraordinary suites that would link through their design to the hotel's established sister property The Landing in the Bay of Islands.

Cooper and Company's founding vision for Britomart was to revitalise a historically significant but neglected part of Auckland's central business district. We aimed to build a world-class neighbourhood above a new transport hub, reviving the area's forgotten architectural and cultural heritage and adding forward-looking new buildings that would respond to the history of the area and extend its commercial, cultural and civic possibilities. The Hotel Britomart is one such building.

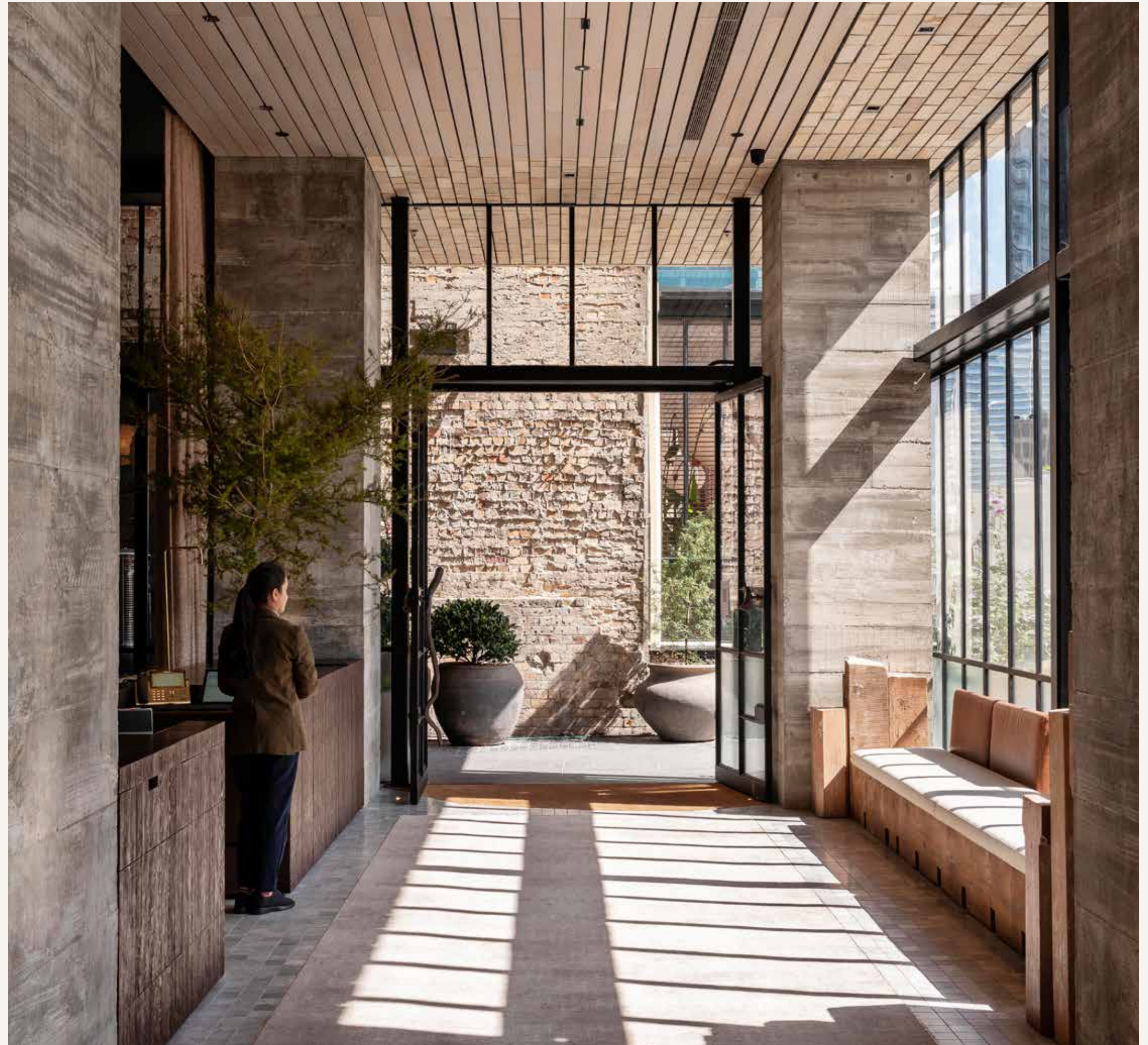
Sustainability – economic, environmental and social – is embedded within our approach at Cooper and Company, being an essential aspect of any long-term development process that responds to the needs and desires of many groups of people.

Committing to the ambitious target of building New Zealand's first 5 Green Star hotel was a way to make real and highly visible the value we place on sustainability and assure current and future business partners that Britomart is a community where sustainability is taken seriously.

The completion of The Hotel Britomart gives us the opportunity to accommodate visitors from outside Auckland and New Zealand, welcoming them into the heart of the precinct we have spent two decades creating, and introducing them to the best New Zealand can offer.

Ngā mihi nui,

PETER COOPER
Owner
Cooper and Company



About The Hotel Britomart

THE PROPERTY

The Hotel Britomart is a 10-storey, 104-room hotel located in the centre of Britomart, a vibrant nine-block retail, hospitality and commercial precinct on Auckland’s downtown waterfront. Completed in late 2020, the new hotel building is set amid refurbished brick and timber heritage warehouses and has been integrated physically and visually with its environment.

From the ground level to the fifth floor, the new hotel building is connected to the adjacent century-old Buckland and Masonic Buildings, with two of the hotel’s premium Landing Suites set on the rooftop of the Buckland Building, and the hotel’s event spaces, The Libraries, found on the second floor of the Buckland and Masonic Buildings. The hotel’s restaurant, kingi, is situated on the ground floor of the Buckland and Masonic Buildings, offering sustainably sourced seafood and local produce. A glass-roofed laneway weaves between the existing refurbished buildings and the new hotel, while the hotel’s cast-brick exterior and windows on the lower levels were designed to reflect the brickwork and window forms of the heritage buildings around it.

Under the direction of Cooper and Company, the hotel was designed to New Zealand Green Building Council’s 5 Green Star standard by Auckland architectural practice Cheshire Architects, and built by Bracewell Construction.

The hotel opened in October 2020, a slight delay from the planned opening in August due to restrictions associated with the Covid-19 global pandemic. These restrictions continued to affect the hotel’s operation for its first 18 months of operation, with New Zealand’s borders closed to international visitors until the start of May 2022.



THE BUSINESSES

THE HOTEL BRITOMART
Single-room hotel guest accommodation in downtown central Auckland.

THE LANDING SUITES
Luxury suite guest accommodation within The Hotel Britomart, designed to reflect the spirit of The Landing, a separate Cooper and Company luxury accommodation property in the Bay of Islands.

THE LIBRARIES
Event spaces available for select private functions and the use of guests of The Hotel Britomart.

KINGI
The hotel restaurant, open to guests and the public.

THE STAKEHOLDERS

COOPER AND COMPANY AND THE BRITOMART GROUP OF COMPANIES
The owner of The Hotel Britomart.

THE HOTEL BRITOMART LTD
The management company and team members who operate the hotel.

THE HOTEL BRITOMART GUESTS
Domestic and international guests who stay at or visit the hotel.

NGĀTI WHĀTUA ŌRĀKEI
The Māori iwi who hold mana whenua over the land the hotel stands on.

BRITOMART AND DOWNTOWN AUCKLAND COMMUNITY
The people who live, work and visit the neighbourhood that the hotel is part of.

TFE HOTELS
The Hotel Britomart’s hotel affiliate partner.





Mana Whakahaere Governance

OVERVIEW

The Hotel Britomart is managed by The Hotel Britomart Ltd, a member of the Britomart group of companies. Monthly management meetings are held with the Cooper and Company team, and quarterly reports are provided to its board of directors.

The hotel's brand and construction were developed within the context of Cooper and Company's long-standing commitment to sustainable development and alongside its Sustainability Framework, which holds sustainability – economic, social and environmental – as one of five central brand values.

The eight core facets of sustainability for the hotel – Governance, Environmental Sustainability, Social Sustainability, Economic Sustainability, Sustainable Building, Operations, Measuring Building Performance, Measuring Carbon Footprint and Reporting – and their key elements are summarized in the Sustainability Overview chart (right).

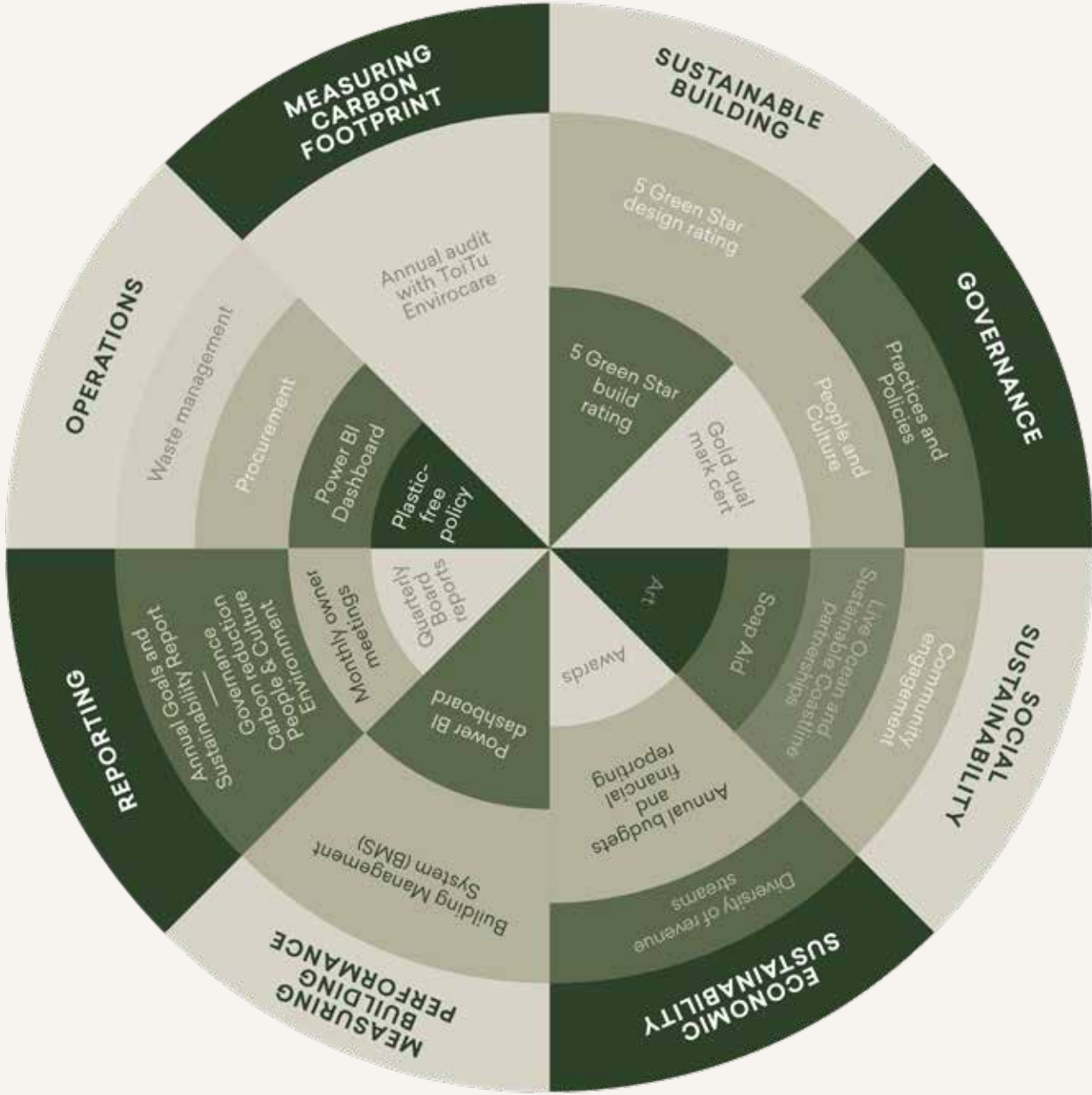
As the owner, developer and manager of two large pieces of land with significant heritage value within New Zealand – Britomart in central Auckland and The Landing in the Bay of Islands – Cooper and Company recognises that it has a responsibility to operate sustainably, and as part of this support the transition to a low-carbon economy.

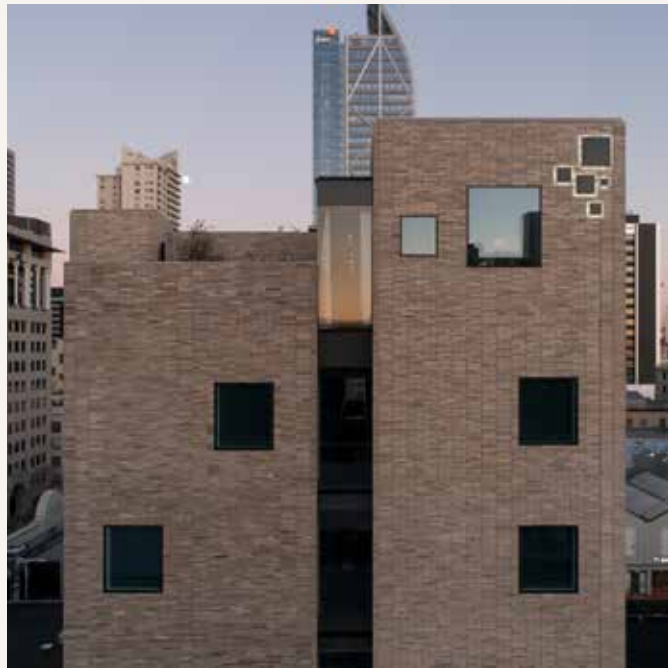
To ensure high performance benchmarks and accountability for its sustainability commitments, The Hotel Britomart is accredited by and in the process of aligning with recognised organisations that advise on and evaluate sustainability performance. These include the New Zealand Green Building Council, which administers the Green Star certification within New Zealand, Toitū Envirocare, who currently work with Cooper and Company to assess carbon emissions for the Britomart precinct and The Landing, and Qualmark, New Zealand tourism's official quality assurance organisation.

Additionally, the hotel has committed to the Tiaki Promise, a commitment among New Zealand tourism industry organisations to care for New Zealand and encourage visitors to do the same, as well as Tourism Industry Aotearoa's Tourism Sustainability Commitment, which involves undertaking 12 sustainability commitments in economic, visitor, community and environmental categories.

The hotel operates internal policies focused on best-in-class sustainability performance, including a Social Procurement Policy that focuses on social impacts of supply chains (detailed within the Te Tangata section of this report), and a Plastic Free Policy, which seeks to eliminate all single-use plastics from the hotel's supply chain (detailed within the Te Taiao section of this report).

The Hotel
Britomart
Sustainability
overview





New Zealand Green Building Council Green Star



The Green Star certification system, administered in Aotearoa New Zealand by the New Zealand Green Building Council, is Australasia’s foremost sustainability rating certification. Originally developed by the Green Building Council Australia, the system has been adapted for local needs and is internationally recognised. It offers a Green Star Design rating, which accredits the design standards of commercial buildings and Green Star Build, which certifies completed projects.

The Green Star system awards commercial buildings a rating from zero to six stars, with one representing minimum practice, five being stringently high and representing excellent performance at a national level and six indicating world-leading standards. Building to a high Green Star standard encompasses a wide range of environmental considerations, including previous site use, concrete mixes, glass thermal performance, insulation levels, plastic minimisation, efficient lighting, water use minimisation strategies, air quality controls, interior and exterior materials and finishes, access to public transport, site plantings, construction waste minimisation and even public-facing communication about the attributes and benefits of Green Star buildings.

The Hotel Britomart holds a 5 Green Star Design and Build certification. It is the first hotel building to be certified to this standard in New Zealand.

Qualmark

Qualmark is New Zealand tourism’s official quality assurance organisation, providing consumers with a guide to quality travel experiences within New Zealand. Businesses are assessed in three key areas: Light Footprint (an environmentally friendly and holistically sustainable experience), Safe & Sound (safe principles and practices are part of every experience) and Warm Welcome (where guests will always find a genuine welcome and true New Zealand hospitality).

Their Sustainable Tourism Business Award assesses a wide range of categories, including Economic (operations practices, reservations, marketing, business planning and information and asset maintenance), Environment & Culture (energy, waste, staff and customer engagement, cultural awareness, manaakitanga), Social (job management, training, service standards, team culture, feedback process and industry engagement) and Health & Safety (reporting, investigations, staff engagement, leadership and wellness). Accreditations are given as star ratings from 1 to 5, as well as a Bronze, Silver or Gold award.

In 2022, The Hotel Britomart was accredited at a 5 star/ Gold award level, with all categories of assessment rated either Excellent or Representing Best Practice. According to Qualmark, “A Gold Award recognises the best sustainable tourism businesses in New Zealand, with the delivery of exceptional customer experiences an integral part of everything they do. A Gold Sustainable Tourism Award identifies those businesses leading the way in making the New Zealand tourism industry a world-class sustainable visitor destination.”



The Hotel Britomart Brand Values

DESIGN
We value the way thoughtful design and attention to detail can transform the experience of place.

NEIGHBOURHOOD
Guests at The Hotel Britomart aren’t just staying in a building, but in a community.

CONNECTION
The Hotel Britomart creates strong and genuine connections with its guests, and in turn connects them with the neighbourhood and city around them.

SUSTAINABILITY
The Hotel Britomart subscribes to Britomart’s values of long-term ownership, stewardship and community-building.

CARE
The Hotel Britomart cares deeply about its guests and the totality of their experience in the city.



TIFFANY & CO.

The United Kingdom

TOWER

JARDEN

allbirds

Campbell Williamson

DEVELOPMENT DIRECTOR,
COOPER AND COMPANY



The development director for The Hotel Britomart explains the detailed work that went into designing and building the hotel to a New Zealand Green Building Council 5 Green Star standard.

MW What did it take to achieve the 5 Green Star Design rating?

CW A lot of it was business as usual for Britomart in terms of construction. The key elements that influence the ‘greenness’ of a build are the concrete mixes, glass, insulation levels, plastics within the building, furniture, timbers and veneers, stains, landscaping and wellness within the building, such as volume of fresh air, carbon dioxide levels and so on.

MW What was the biggest challenge of building to Green Star standards?

CW For us, the big cost was in following through all the documentation and ensuring it was correct, and not just taking it as read when someone said, “Yeah, it’s all right.” Everything needs to be checked and double-checked and checked again. It was important that we got the terminology right because the certifications and labelling are not yet day-to-day business in New Zealand’s construction industry – there are highly technical specifications and nuances that can trip us up.

It wasn’t so much the direct cost as the management and the research requirements that were the most challenging.

There are products that the industry understands well and that everyone has become used to using without any question about whether they satisfy the Building Code and are compatible with all the other components of the building process. But if a new product is substituted in because the usual product is not Green Star compliant, that new product requires thorough research and analysis, as do all the other components the proposed Green Star product relates to, to ensure they are all equally compatible.

For example, a change away from standard timber stains on our project triggered questions to revisit flame spread, colour selection, adhesion, availability, ease of application, safety, warranties, and so on. On first look, a product might have the attribute we need, but it’s not until we’re really digging into all the product attributes that we can be certain it is compatible.

MW Could you give another example of those elements in detail?

CW Sure. In concrete, for example, a big factor is in how far the trucks travel to get to us. You might be able to get sustainable concrete, mixed and at the best price, but if it comes from the Waikato, 100km away, it’s not going to work. You have to get a supplier closer to the site.

MW I understand the timber importing process was one where the challenges of working to Green Star became apparent.



CW For the timber for the floor and wall cladding in the typical rooms, we had our eye on a particular supplier who was off-shore. Selecting the timbers is quite a process, because you have to get the architectural stuff right, the colours and textures, all the parts of the material selection. The off-shore supplier we wanted had the right manufacturing processes to achieve the New Zealand standard for eco-labelling, but the way it was being imported into New Zealand and being handled and looked after meant that it would lose that eco-label. If the warehousing has storage processes that might contaminate the product, or their waste management processes aren’t up to standard, they won’t be able to get the eco-label.

In that case it wasn’t about the importer needing to change their practices, it was just that they didn’t have the certification. So we worked with the supplier company to sponsor the importers to get themselves Green Star Certified to make it all good. That took six to eight weeks of critical path time and several thousand dollars to achieve.

MW Were there any valuable lessons in the hotel build experience to take into the next project Britomart builds to a Green Star rating?

CW For The Hotel Britomart, we needed to get 60 points to get our 5 Green Star Build rating and we got our Design rating based on 67 or 66. Having that leeway was important. Some points can drop off during the process because they’re just not achievable. As much as we tried to be careful with

the waste that came off the site and we were diligent with the recycling, we weren’t able to evidence it well. So we had to let that point go. It just became impossible to prove. We didn’t set it up right to start with. We don’t feel that we were poor in our waste disposal – we think we did well – but we just couldn’t evidence it. That’s something to learn for next time.

MW How has the hotel’s resource usage stacked up against expectations?

CW While we haven’t been able to collect data representative of long-term full occupancy across all the seasons of a year yet, we have been collecting the data we do have and made best use of that. The building was constructed very much as a smart building, with many locations of specific metering throughout the building on the mechanical, electrical and plumbing systems. These meters measure energy and water use electronically, which is monitored live and summarised into regular reports through our Building Management System. We use this data to continually look for opportunities to reduce usage by altering computerised time schedules for turning off electrical equipment and closing water valves relative to occupancy rates and the time of the day or night – all done with a computer interface via our Building Management System, including computerised control of electronic water valves for the plumbing heating system and for the mechanical air-conditioning system.

All in the details

– what makes The Hotel Britomart sustainable

—

Almost 80% of construction waste was re-used or recycled.

—

The hotel’s operations result in 50% fewer greenhouse gas emissions than a building that meets the minimum requirements of the NZ Building Code.

—

All taps and toilets are rated with a 4 or 5 star WELS (water-saving) rating.

—

Low-energy LED lights are used throughout the hotel.

—

Low or zero VOC paints, stains and other finishes were used to improve interior air quality.

—

Mini-fridges and televisions have low-energy ratings.

—

The hotel is designed with high insulation and double-glazing so warmth is retained and external noise is minimised.

—

All timbers were sustainably sourced.

—

The 150,000 bricks for the hotel facade were hand-made in Melbourne (the closest supplier able to produce the bricks required) from local clays.

—

Towels and linens are 100% organic cotton, with duvets and pillows made from a microfibre derived from recycled plastic bottles.

—

Standard hotel slippers have a cork sole, are made from recycled materials and can be composted at end of life. The Landing Suite slippers are high-quality and fully washable for reuse.

—

The hotel’s uniforms are locally designed and made and can be re-dyed, recycled or composted.

—

Sleepyhead (New Zealand owned, Auckland based bedding manufacturer) mattresses are recycled when they are replaced.

—

Locally made, naturally derived skin and haircare products are offered in refillable, recyclable bottles.

—

Bicycles are provided for at least five percent guests of the hotel to use to explore the city.





2022 Governance Goals

GOAL 1

Gain Toitū Envirocare Certification and develop an emissions reduction plan.

Toitū Envirocare is a government-owned sustainability accreditation agency, offering organisations sustainability guidance and range of audited programmes to help reduce their environmental impact. Going through the Toitū assessment process allows organisations to understand and reduce the carbon impact of their operation.

Toitū's Carbonreduce and Carbonzero programmes involve collecting and collating data for greenhouse gas-generating and greenhouse gas-sequestering activities, and converting the figures to carbon dioxide equivalents in order to give a greenhouse gas emissions profile. The organisation then develops an approved plan to reduce those emissions over a number of years.

The Hotel Britomart has embarked on the assessment process for the 2021/22 year, aiming to gain certification for a carbon reduction programme by the end of 2022. Fellow Cooper and Company-businesses The Landing and Britomart have already worked through this process, with The Landing gaining CarbonZero certification, and Britomart gaining a Carbonreduce certification.

GOAL 2

Establish a tracking and communication process for tree-planting associated with the Green Clean initiative.

As part of the hotel's Green Clean initiative*, a tree is planted at The Landing for every Green Clean booked. At present this is done on an informal basis. The hotel will formalise a regular planting schedule with The Landing and establish a process for documenting the plantings and communicating about them to the guests who choose the Green Clean.

*The Green Clean option allows guests to have their rooms serviced and towels changed on request rather than daily by default, in order to reduce washing and save water, chemicals and linen use.



Te Taiao

The Environment

OVERVIEW

The Hotel Britomart sits in a busy urban environment, on a site previously occupied by a container bar, and prior to that, a carpark. From the planning stage, it was considered important that the hotel's construction had a minimal impact on the city environment. No trees or other natural landscape features were removed in the construction of the hotel and the physical quality of the site (which is on land reclaimed from the sea) was improved through the process of digging out the basement areas (removing significant quantities of buried hard and liquid waste). Additionally, greenery was added to the city environment through laneway and balcony plantings. Non-car transport options are encouraged for travel from the hotel – Britomart sits atop the city's central train station, with bus stops only steps away from the hotel, and bicycles are provided for hotel guests to use. A partnership with Corporate Cabs to use electric vehicles for guest transport has been established.

Sustainable construction practices were used to ensure the hotel's long-term operation will have a positive or minimally negative effect on its immediate environment. Long-term benefits of these 'green' construction choices include a healthy interior environment for guests and staff members – regularly replaced fresh air, low noise levels, high thermal comfort and balanced lighting – well-managed waste streams including a minimal plastic waste and sustainable food waste disposal, and having a lower carbon profile than non-Green Star buildings due to efficient energy consumption.

As the hotel sits near the Auckland harbour front, minimising ocean pollution was an important environmental consideration. The hotel's Plastic-Free policy contributes significantly to this, minimising the amount of plastic waste that has potential to escape from the hotel. The wider Britomart precinct also has a LittaTrap system installed in all street drains that run to the ocean. Nets made from a 5mm wire mesh sit underneath each drain to capture plastic waste (such as food product packaging, cigarette ends and road debris) and prevent it from entering the sea. These traps are cleared regularly.

BUILDING OPERATIONAL EFFICIENCY

To deliver an internal environment that is welcoming and comfortable for guests and team members and which uses resources such as electricity, gas and water in a sustainable way, operational excellence is essential.

The Hotel Britomart is operated through a custom-built Building Management System. Live meters (updated half-hourly) centralise all room and building information, including electricity, gas, water, temperature, airflow, room occupancy and window blind position, and track key resource consumption.

The system allows a high level of fine-tuning to reduce power usage. Motion sensors in each room detect when guests go out to shop or dine and adjusts light and aircon levels to save power. When cleaners enter a room for end-of-stay housekeeping, they also use a specific code that puts the room into a ‘not in use’ power mode after they have exited. Guest room blinds can be lowered remotely to reduce solar gain when the room is unoccupied, and the air-conditioning ‘set points’ for lowest and highest temperatures sit at 19 and 25 degrees (rather than 18 and 26) to promote energy savings. The fan speed for the air-conditioning also sits at a low level to reduce power usage, which also offers the benefit of reduced noise.



WASTE MANAGEMENT

All waste within the hotel can be separated into a range of disposal streams, including cardboard, mixed recycling (glass and plastics), polystyrene, soft plastics, oils and fats and landfill waste. General recycling, polystyrene and landfill waste are processed through the Britomart precinct waste management system, which is contracted to Waste Management NZ. Landfill waste goes to the Redvale Landfill, North Shore, Auckland, which has been commended as a high-efficiency gas-to-energy landfill, extracting methane to provide clean power to the plant itself and 14,000 homes on the North Shore.

Soft plastics (which primarily come from guest bins, as the hotel has a single-use plastic-free policy for suppliers) are sent to Future Post, a Waiuku-based organisation that recycles soft plastics into farming fence posts. Future Post fence posts are used in The Landing vineyard.

Oils and fats are recovered by Direct Fats and Oils and put through an extreme filtration and cleaning process to remove contaminants. The product is then developed into biofuel (a renewable, environmentally friendly fuel that can directly replace conventional petroleum diesel), resulting in substantial reductions in tailpipe emissions, carbon footprint and greenhouse gases.

PLASTIC-FREE POLICY

Plastic waste minimisation has been a core goal of the hotel since the build stage. Minimising the use of plastics within the build was part of the Green Star requirements, and during the procurement process, suppliers were chosen in part for their ability to supply plastic-free products for guest use. Bathroom amenities for guest use, for example, are provided in large bottles that are refilled by service staff instead of small single-use plastic tubes.

The Hotel Britomart has a firm business goal of removal of all single-use plastics from supplier product packaging. From 1 February 2022, the hotel requested that all products be delivered in fully home compostable, biodegradable, recyclable, or reusable packaging only. At the time of writing this report, 95% compliance had been achieved across all suppliers.



INTERVIEW

David Oliveri

EXECUTIVE ASSISTANT MANAGER,
THE HOTEL BRITOMART



As Executive Assistant Manager, David Oliveri keeps a close eye on the efficiency and sustainability of operations, and has worked with external accreditation organisations to verify the hotel and team's sustainability performance.

MELINDA WILLIAMS On a day-to-day basis, what are the activities that contribute most significantly to the hotel's sustainable operation?

DAVID OLIVERI We break it up into four key pillars for change, those being water, waste, energy and carbon emissions. They all form part of our goals and reduction plans identified to ensure that we continue to be operationally sustainable.

MW How do you currently monitor and measure those four categories?

DO We have a really smart online Building Management System, which we use to track our data daily. Each month we will review our actuals from our energy consumption, for example, and track that against the number of guests we have staying in the hotel. What that allows us to do is review the exact amount of energy per occupied room – that's one of the key details we use to assess our year-on-year improvements, or our areas that we need to work on.

MW The comparison against occupancy rate would be especially important in light of it being an unusual year-and-a-half operationally because of COVID-19.

DO Exactly. It's been really difficult to track year-on-year growth with such unstable patterns – multiple lockdowns throughout the last 12 months. When we have a lockdown situation, we've obviously still got systems running, so

energy's still being consumed, and that does form a trend spike in energy consumption. So the most accurate way we can assess that is look at sets of months where we have similar occupancies and assess the difference in energy consumption over those periods of time. That gives us a better understanding of whether our systems are using the correct amount of energy or whether we need to make tweaks. The Building Management System is a live environment, so we can go in at any time of the day and see any guest room, how much energy's being consumed at that moment in time. We can see the set-points of the air conditioning. We can see the usage within each of the rooms. So that really gives us a really good understanding of where we sit in this space.

MW In terms of building performance, the hotel's built to a 5 Green Star standard, which includes expected levels of energy and water performance based on the build standards. Have the actual levels of performance been what you were expecting?

DO It's been quite challenging to assess in full detail, given the nature of COVID-19 and how that's impacted our business. The exciting thing about the 12 months ahead is we'll be able to really solidify our expectations alongside the actual results and the performance of the building. However, I think it's fair to say we're pleasantly surprised at this stage as to how the building's performed. Using the Building Management System, we can see a stable pattern of what we're expecting.

MW The 5 Green Star certification sets performance standards, but does that standard stay the same forever or does it have a rising performance expectation?



DO Yes it does. So the hotel was awarded a 5 Green Star rating by the New Zealand Green Building Council, for the design of the property. However, we were then later recognised with the Build certification as well. That took a few months of operating to verify. But we don't just stop there. We're dedicated to looking at ways to keep improving, and other accreditations that we can continue to grow as well. Recently, we were recognised with a Gold Sustainable Business accreditation by Qualmark, New Zealand's tourism quality assurance organisation. They help businesses become more sustainable. We've worked with them to obtain our five-star hotel rating, but the Sustainable Gold Business Award is something that they introduced a few years ago to look solely at sustainability and sustainable business practice. It's an extremely challenging accreditation to earn and we were pleased to obtain it. So that's another testament to the hard work that's put in on a daily basis by the team.

MW In terms of work for the team, does the sustainability focus ask an extra level of effort from the team compared to a similar, less sustainability focused hotel?

DO I think a lot of people would imagine huge change would be required, but I think for us it's quite minimal. The reason I say that is because it's all about the culture, about ingraining a sustainability vision within our culture. Even in the questions we ask as part of the recruitment process for new team members, we touch on what sustainability means to them and their personal connection to sustainability. What that does is naturally allow us to build a team who care about sustainability, so it's ingrained within them and not forced. Last year we also introduced a sustainability

committee for the hotel, made up of one representative from each department across the hotel to allow creative thinking and accountability across all sections of the business. We talk about our yearly goals. We talk about upcoming activities. We talk about strategies. Instead of just being one voice delivering the sustainability message, it's a whole team of people. So it reinforces the message quite thoroughly.

MW For the next 12 months, what are your key goals?

DO We're continuing to look at different sustainability accreditations that we can work towards, with accreditation with Toitū Envirocare being our key future goal. That will look at our carbon emissions and how we can improve in that area. We've been setting ourselves up since we opened with this in mind. It's really about collecting the data needed over a period of time to ensure that we're performing where we need to be.

MW That seems to be a natural progression from Britomart's history working with the New Zealand Green Building Council's Green Star Performance Tool, which has gathering resource use data as a key focus.

DO Certainly. It's really helpful having the support of the wider Cooper and Company team in that aspect. It offers us a level of support and education that we wouldn't otherwise have. Sustainability is something that you can't achieve on your own. It has to be a collective, team effort to become a sustainable business and actually make impacts or a significant impact in that space. Just having the support of the wider Cooper and Company organisation allows us to really focus on bigger goals.



Sustainable Food

The Hotel Britomart's restaurant, kingi, focuses on sustainable seafood, local seasonal produce and wild or game foods. They take a head to tail approach to using fish and game in order to minimise waste and make the most of constrained resources. An example of this usage is the restaurant's snapper head terrine, which uses part of the fish that would normally be discarded. Team members are encouraged to come up with innovative ways to use food or beverage stocks to avoid wastage (eg. Cocktail of the Week, Canape of the Week).

The restaurant also focuses on using seafood species that are abundant in New Zealand or part of a well-managed fishery. These are often species not regularly seen on restaurant menus, such as kina (sea urchin) and flounder. The species are sourced from small-scale, locally operated suppliers that use sustainable fishing practices like hand-collecting, line-fishing and box-fishing instead of major seafood companies that use large-scale techniques like net-fishing or ones that can damage seabeds, like bottom-trawling.



INTERVIEW

Tom Hishon

CO-FOUNDER, KINGI



MELINDA WILLIAMS kingi works with small, sustainable suppliers, as opposed to large seafood companies. How did Covid restrictions over the last two years affect those companies and has it been challenging for you to work with small sustainable operators?

TOM HISHON At the end of the day, our suppliers need to sell to restaurants. It's their main breadwinner. So I think they have definitely been affected by it. But at the same time, they operate out of small communities around New Zealand, small fishing villages. I think a lot of them have just diversified, and probably have done a lot more direct to consumer business. These days with social media, a lot of these suppliers are very visible on those platforms. Their overheads are generally pretty low, I think, and fishing was considered an essential service. So, a lot of them were still out fishing when they could. I think like any other business, they pivoted to maybe do more direct trade. I haven't noticed any drop-off or decline in smaller fishing operations over the past couple of years, which is really reassuring.

MW Could you tell us about one of the key suppliers that you work with?

TH One that springs to mind would be Scott and Maaike McNeil from Awatoru Wild Food. They're based in Kapiti, and they've got a really interesting business, because they champion wild food harvesting. Not only do they dive and fish for things like kahawai and albacore tuna, which is in season right now, but they also gather seaweeds like bull kelp, and they're hunters as well, so they're out hunting for deer and venison in the wild. I've had a relationship with them for many years. They're one smaller operator that

we tend to put a lot of business through, just because I love what they do.

MW They're a wild food supplier – obviously some of the foods you work with are seasonal. So, does their ability to supply a diverse range of foods to you balance out the seasonality of the produce?

TH Definitely. I think people don't necessarily understand seasons with seafood, and how the warmer temperatures affect where the fish go, and how they're breeding at the time. That's what's great about having small suppliers who specialise in, at certain times of the year, maybe one or two fish that are doing well in the area. What's also cool with dealing direct with the fishermen, and Scott in particular, is that I'll call him on a Monday and he'll be out on his boat, telling me what's running, and what the water temperature's doing, and how long he might be, say, catching albacore for. When you're in the CBD in Auckland, it's hard to take those factors into account, so it's really nice to have that connection with how the weather and the environment affect what we get through the door.

MW How do you find customers respond to the wild foods you offer? You're known for being an experimental chef, but when you're operating out of a hotel, you get a wide audience passing through with – possibly – more mainstream tastes.

TH It's been super-interesting to see the cross-section of diners. I think that in itself is a real success, because there are certain things on the menu that typically wouldn't do so well in other contexts. But I think because of our

proposition around being a sustainable seafood restaurant, and how we have a lot of wild food on the menu really played out to our audience well. We're very multicultural, and because of certain things on the menu, we have a really strong engagement with some Eastern countries, we have a lot of Asian people through the restaurant for specific dishes, and also Polynesian and Maori for certain dishes as well. So that in itself is reassuring. It makes me feel good about what we're doing. The engagement that we're getting and repeat business from across the board is really great.

MW What are the dishes people tend to really be delighted by?

TH I think it just comes down to personal preference. There are some things on there that are polarising. For some people in some cultures, they might be more drawn towards the snapper head terrine, which is something that a lot of restaurants might make a stock out of or put in the bin, but we prize these snapper heads above all else and make a beautiful terrine from them. And then there's the kina on toast, which again is a polarising dish, but, because it's polarising, it really appeals to certain palates. Or our whole fish, whole flounder. Not everyone's into eating whole fish, but for those who like it, they really love it. And they come time and time again.

MW For me, that flounder is a really nice connection to the authentic and humble Kiwi lifestyle. I grew up in a suburban family, and as flounder was one of the cheaper fishes available, that was something we ate quite a bit. But it's not the sort of thing that you expect to see on a restaurant menu, so it's really touching that it's there.

TH Yeah. I was the same. We grew up going floundering. It is cool to see how many people do really love to eat flounder like that. It's just the best fish cooked that way. I think the amount of coastline that we're surrounded by, wherever you go in New Zealand, we've got so many estuaries, and mangroves, these nooks and crannies where flounders inhabit and thrive. I think it feels like a really Kiwi dish, and a Kiwi item to have on the menu, and is great that people celebrate that. If I had a last supper, that would be a meal that would feature, for sure.

MW Talking as you were earlier about the snapper head terrine, and using every part of the fish, waste minimisation is a big part of how kingi operates. Could you talk a little bit about that approach?

TH It's all about circularity, and what we can do as a link within the chain to help really maximise produce and make sure we're not cutting any corners in the chain. I think within our industry, the amount of waste that goes to landfill just because it's easy to put it into one bin would be horrific. For us to be able to separate things out is key. That goes from composting, through to recycling. What doesn't go on the bin is important as well. We're about utilising the whole fish, or the whole vegetable, or finding ways to give produce another purpose at what might be considered the end of its life. When you approach food like that, it really opens up pathways for innovation. I think a big part of it is we keep the food humble and honest, so we're not overcrowding the plate in the first place. We're stripping things back, trying to work with the raw ingredient, and not dumb it down with a lot of other ingredients. We operate from a place of purity.

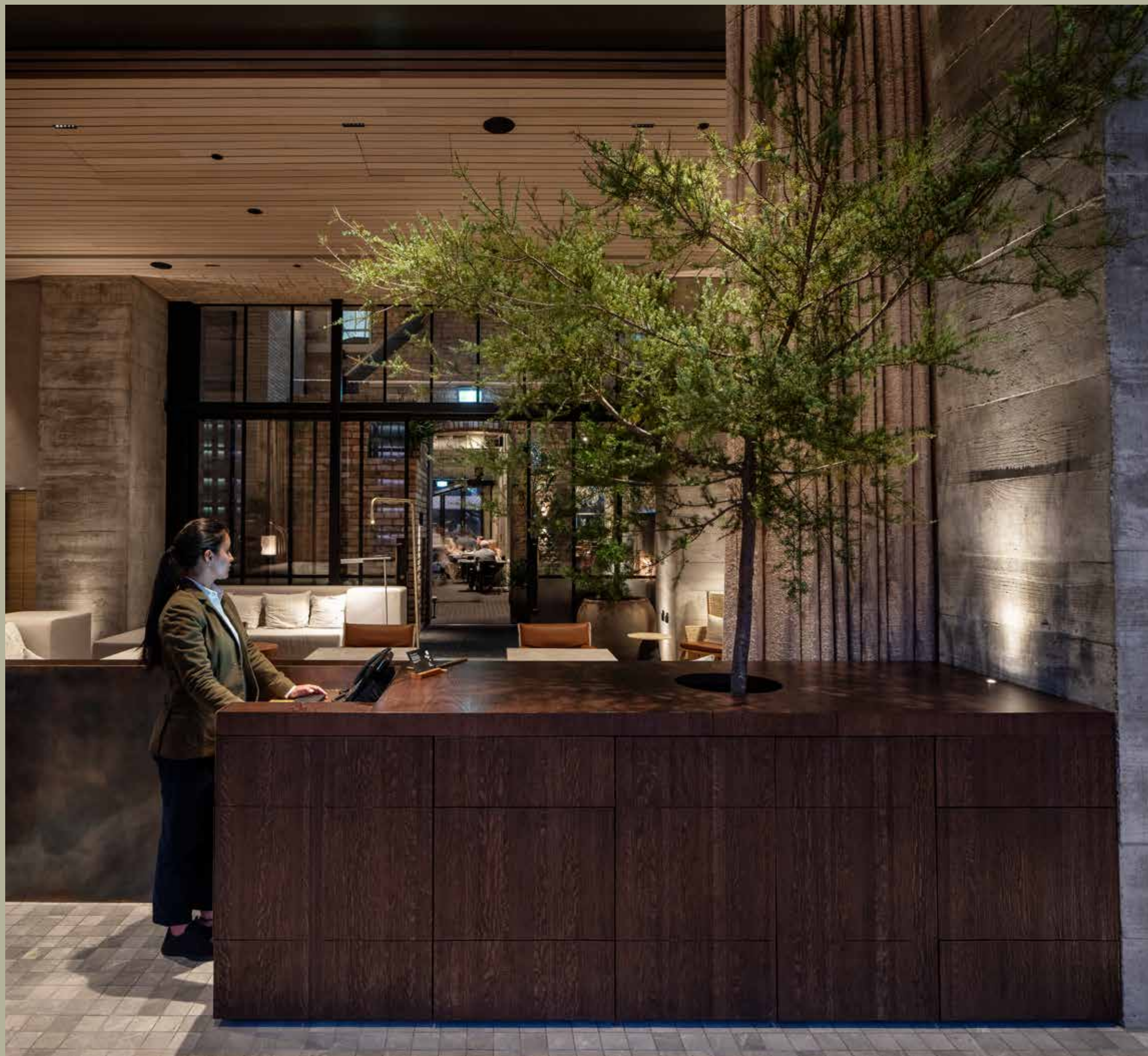
MW Are there any ongoing problems that you wish there was a better solution for? Or a particular project that you have in mind that you would like to work on to improve in the coming 12 months?

TH A lot of it comes down to the suppliers that you work with. For me, I really hate seeing polystyrene coming into the establishment, because I know that that's just going to go straight to landfill. It's a tricky one, because a lot of seafood suppliers choose to use it, because they don't want the integrity of the temperature in the fish to decrease when they send it, which I understand. But what would be great to see is more innovation around packaging, and how that can be either recycled for a different use or composted and broken down. Microplastics seem like a pretty serious issue.

MW Especially when it comes to seafood.

TH And that's the irony, isn't it? It's jeopardising the future of their own resource.





2022 Environmental Targets

GOAL 1
Improve sustainability communication strategies and storytelling.

With the return of international visitors to New Zealand, The Hotel Britomart has the opportunity to share and showcase its sustainability learnings, achievements, credentials and future goals with many more guests. This will include sustainability campaigns within the hotel and storytelling within the hotel's own communication channels or through the media.

GOAL 2
In conjunction with the Britomart precinct operations team, investigate potential alternative waste streams for guest slippers to ensure the optimal solution is being used.

GOAL 3
Increase the percentage of guests choosing the hotel's Green Clean.

The Green Clean is an initiative that reduces water, chemical and linen usage within guest rooms. Using a range of strategies, the hotel aims to have an initial percentage of 2 percent of guests choosing Green Cleans over a 12-month period.



Te Tāngata People and Culture

OVERVIEW

The Hotel Britomart recognises that both the wellbeing of the team members who work in the business, and identification with and support for the business from the local community are critical aspects of sustainable operation and business success.

The hotel employs around 75 full time and part time staff, in the areas of management, front-of-house, cleaning and food service. The team is made up of a diverse range of ethnicities – 30 at last count – with a gender balance that skews female. All members of the team are paid at or above Living Wage standards, and all have access to the Employee Assistance Programme, which provides free anonymous mental health support for employees paid for by the company. Team members are celebrated on their birthdays and other significant occasions and are recognised for good performance and teamwork.

With the hotel standing within the rohe (traditional territory) of Ngāti Whātua Ōrākei iwi, acknowledging the bi-cultural history of the area, as well as its long-standing port-side function as a point of meeting and exchange between New Zealand's people and overseas visitors is an important part of giving the hotel social context. At The Hotel Britomart, this is done in large part through the commissioning and display of artworks by New Zealand artists throughout the hotel and in surrounding public places, and telling the stories of these artworks and the site's history through the hotel's communication channels.

A second important aspect of embedding the hotel in the local community has been the choice to use local suppliers at every stage of commissioning, construction and ongoing procurement so that the economic benefits of the hotel stay within the local community. As part of this, the hotel operates a Social Procurement Policy, which involves considering the social benefits of the hotel-supplier relationship as part of every procurement decision.

Showcasing New Zealand Artists

Creating opportunities for the public to see and appreciate New Zealand art and design has been a long-standing project for the Britomart precinct, and The Hotel Britomart’s approach is a natural extension of this. Every artwork and design item within The Hotel Britomart was created by a New Zealand artist or designer, with many commissioned specifically for the hotel. The stories behind key artworks are detailed in a hotel art guide that is available to guests, and are shared in articles on The Hotel Britomart and Britomart websites, as well as through newsletters to subscribers and on social media.

A central piece is the lobby artwork, Long Burning Flame, Look to Whiria, by Shane Cotton (Ngāti Rangī, Ngāti Hīne, Te Uri Taniwha), positioned at the centre of a cracked clay wall. The painting was commissioned for the space, and tells the story of the explorer Kupe who in Te Ao Māori is said to have discovered Aotearoa. Kupe was guided into Northland’s Hokianga harbour by the light falling upon the maunga of Te Ramaroa, which translates as ‘the long burning flame’ or ‘light in the dark’. In Ngāpuhi legend, all its maunga are sequentially connected: Te Ramaroa in turn looks to Whiria, another sacred peak.

The concept of maunga (mountain) is also at the heart of Shane Cotton’s 5-storey mural on the wall of Excelsior House in the same block as The Hotel Britomart. Across it, 25 images of pots are labelled with the names of 25 maunga around New Zealand. The original artworks on paper of these pots are found throughout the hotel in The Libraries, The Landing Suites and Tuawhiti Lane.

Outside the hotel’s lobby, the perforated and folded aluminium panels of Lonnie Hutchinson’s work Aroha ki te Ora refer to the Ngāi Tahu creation story. The work was commissioned as part of the Toi Tū Toi Ora: Contemporary Māori Art exhibition and later purchased by the Britomart Art Foundation for permanent display.

Several artworks within the hotel link with other Cooper and Company developments. When The Hotel Britomart was under construction, photographers Russ Flatt (Ngāti Kahungunu) and Kieran Scott – Russ is Māori, Kieran Pākehā – visited The Landing together for an art project that responded to the history of the place. Russ and Kieran’s responses to the site led to a series of works that occupy The Landing Suites and The Papuke Room.

The lifts in The Hotel Britomart feature zoomed-in views of mahe, or sinker stones, historical artefacts used by Māori to weigh down their fishing nets. These artefacts are in the collection at the Cooper Residence at The Landing.

Other artworks found within the hotel include Painting on a Hot Tin Roof (Red) by Ralph Hotere, Ngā Uri o Piako – The Descendants of Piako by Chris Bailey, and historic photographs from the Zane Grey Collection and the Ngawini Cooper Trust Collection.





“To have a large artwork such as Shane Cotton’s Maunga on the side of a building declaring itself the way that it does is an amazing contribution to what people are experiencing in these public spaces. Whether it makes them pause or see our built landscape differently, these reactions will have profound implications. They become markers in people’s experiences of space and the city.”

– NIGEL BORELL, *curator Auckland Art Gallery, Toi O Tāmaki*

Social Procurement Policy

Social procurement is an approach that involves choosing business suppliers based not only on cost, but on the social value that the economic relationship can have for the wider community. In this context, ‘social value’ refers to intentionally tackling social issues or helping prevent them through targeted contributions. Some ways social procurement policies can generate social value include:

- Working with diverse businesses, which employ members of under-represented ethnic, age, gender or ability groups
- Working with businesses that have active social giving programmes to address homelessness, women’s rights, health-related charities, food poverty, community support, etc
- Working with businesses that use proven fair-trade and sustainable sourcing and production practices

The Hotel Britomart has a social procurement policy of ensuring 95 percent of all procurement through The Hotel Britomart and food and beverage outlets at the hotel originate from New Zealand suppliers. Further to that, 80% of all procurement is New Zealand made, reducing the need for importation, and localising the supply chain to reduce carbon emissions.

When approaching potential suppliers, the hotel team takes an educational and mindset approach, asking questions that prompt the supplier to consider how their own current business practices and a future partnership with the hotel could create social value. Agreements around social value are then included in business contracts in order to ensure accountability.



Local Supplier Partnerships



NAT CHESHIRE

Principal, Cheshire Architects

Alongside his father Pip and the team at Cheshire Architects, one of New Zealand's leading practices, Nat Cheshire has been laying the groundwork for The Hotel Britomart for a decade and a half. Cheshire Architects are the master-planners of the precinct, and the designers behind many aspects of Britomart's nine blocks. In Nat's words, for nearly 15 years they've been making "a really big thing out of lots of really carefully crafted small things."

TAMZIN HAWKINS

Textile artisan

Nelson-based textile designer Tamzin Hawkins creates linen homewares under her own brand Mavis & Osborn, and supplied the staff uniforms for The Hotel Britomart, guest amenity blankets and washed linen napkins for kingi. Tamzin works with small independent workers and companies around New Zealand to ensure the entire process from start to finish is handcrafted. Each uniform is hand made and unique, utilising renewable materials that can be re-dyed to extend longevity and composted at end of use.

ELENA RENKER

Ceramicist

Elena Renker's textural, organic earthenware vases are found in every room of The Hotel Britomart. Each one is made by hand and fired in a wood-fired kiln on Elena's property in Auckland, a process that can take nearly 24 hours of non-stop work to achieve.



HAYLEY KOERBIN

Sustainability consultant

Hayley Koerbin is the New Zealand sustainability lead at engineering consultancy Norman Disney Young. She was deeply involved in the myriad of decisions required to ensure The Hotel Britomart achieved a 5 Green Star rating for its design and build, as well as a Green Star Performance accreditation once it began operating.

ECOLINEN

Linen Supplier

Provider of the hotel's guest room linen, ecoLinen produces top quality organic cotton bed sheets and bedding. The company was founded by New Zealanders Tim and Jen Ower, and currently operates out of Sydney. They have a commitment to paying fair trade prices to farmers and are certified by the Global Organic Textile Standard.

CHATHAM ISLAND FOOD CO

Seafood supplier

Chatham Island Food Co was founded by Delwyn Tuanui, a third-generation farmer from the Chatham Islands, which lie east of mainland New Zealand. The company sells blue cod, paua, crayfish and other local species that are line or box-caught in small quantities to New Zealand and international restaurants and direct customers.





Clinton Farley

SUSTAINABLE PARTNERSHIPS
AND PROCUREMENT



Hotel general manager Clinton Farley is focused on building organisational and community partnerships that enable The Hotel Britomart to deliver exceptional guest experiences as well as benefits to the wider community.

MELINDA WILLIAMS You came to The Hotel Britomart from a background in luxury hotels, among other experience. Did you have any expectations about challenges in delivering a high-quality experience for guests while keeping sustainability as core concern?
CLINTON FARLEY From a personal perspective, I really am quite passionate about sustainability. When I worked for a multinational hotel brand, I was their Australasia sustainability champion and led initiatives over the group and across Australia, New Zealand, and the Pacific. I think, to some extent, hotels are becoming more aware of the need to impact in their communities in regard to sustainability, and that’s something that comes naturally and passionately with me. I didn’t think there would be challenges along the way, as long as we were telling the sustainability story through everything we do, from the brand foundations up. One key element when we were getting ready to open the hotel was that we knew that we were going to be recognised as New Zealand’s first 5 Green Star hotel by the New Zealand Green Building Council. That helped with staying true to our sustainability objectives and supported decisions on which supply and procurement partners we would work with before we opened.

MW Was it difficult to find the right partners when sustainability was such a high priority?
CF I really loved challenging suppliers to think outside the square. When they presented products to us, I would ask them, “Is that sustainable? The people who made it, were they fairly treated? What does that product do for the community in which we operate?” We were keen to support local industry and small business, and there are a few good examples of local partnerships we have formed, where the products have become a foundational part of our brand. One is our relationship with Mavis and Osborn, the hotel’s

uniform supplier. Mavis and Osborn are a textile business based in Nelson, which employs local cutters, pressers, patternmakers, and tailors throughout New Zealand as part of the manufacturing process. The hotel uniforms are made from sustainably sourced natural fabrics and can be re-dyed to prolong their life, with a recycling programme in place to prevent unnecessary waste going to landfill. Another is our association with Sans [ceuticals], an Auckland-based skin and haircare brand. They worked with us to create a product suitable for the hotel bathroom amenities, including a hotel-sized soap bar and refillable bottles to eliminate plastic waste to landfill. Sans [ceuticals] also work with us on a recycling programme, updating the dispensing bottles six-monthly. And there’s also our relationship with Allbirds, a great New Zealand brand that is very impact-focused, and has their New Zealand flagship store just steps away from the hotel. All our front-line team is proudly kitted out with their sustainable footwear.

MW You mentioned you think there’s a shift in the luxury hotel market towards a more sustainable approach.
CF I think there’s definitely a shift towards people looking at what a business does in their community or from a sustainable perspective. I think to some extent, though, a lot of consumers are still price focused. Sustainability is something consumers think they should be more focused on, but I think we’re still on the verge of them actually making a decision because of sustainability. Having said that, though, I think having the credentials we do have as New Zealand’s first and only 5 Green Star hotel, obviously, does assist us to convert some of our reservations from people who do place sustainability higher than cost. Having said that, though, we don’t charge any more than any other hotel to come and stay with us even though some of our products may be a little bit more expensive than other cheaper imported products. Another part of our procurement push, when we first opened, was we wanted to try to source as much product locally or from the domestic market as we could. It was a great feeling during the Covid-19 pandemic to be supporting smaller, locally based

businesses with our procurement decisions, in comparison to many of our global competitors sourcing from overseas markets with cost a consideration over sustainability.

MW The Hotel Britomart’s commitment to sustainability has resulted in it receiving several awards in the last 18 months for sustainability. Could you outline those, and what they have meant to the hotel?
CF So, we won Best Sustainable Business at the New Zealand Hospitality Awards, the Heritage and Adaptive reuses award at the Property Industry Awards, and we were also a finalist Good Egg in the National Geographic Magazine Award, which is very much a global award. We’ve also achieved some accreditations – the key one is the 5 Green Star rating from New Zealand Building Council. And then, we’re also accredited with Qualmark New Zealand Environmental Award Gold Rating, which is their highest accreditation. This means that our guests can have a reassurance that we are very much focused on sustainability and the auditing and checking has been done. We are not just saying that we’re a sustainable hotel. We are acting upon on that and continuously looking to improve.


MW Speaking of goals, what are the key social sustainability goals for the hotel over the next 12 months?
CF I’d like to see some more focus in the community space. What are we doing locally, within the downtown community? Or what are we doing within our Auckland community to really start making an impact? I really believe in doing as much as do we can to support our community to improve and grow. That also helps our brand because people know that we’re not just that sustainable hotel in Auckland, but also that hotel that helps the community in the area. So some goodwill comes out of community effort and support. It’s that shift in thinking from thinking of the brand being outside the community to the brand being part of the community. We have a great little community in Britomart and we want to be more active within it.

Soap Aid

Outside of his work at The Hotel Britomart, Clinton Farley is a board director for Soap Aid, a nonprofit organisation that operates across Australia, New Zealand, and North America. Soap Aid recycles bars of soap from hotels and sends them to communities that are underserved with hygiene resources. “The reason I love Soap Aid so much is that one of the biggest causes of childhood mortality around the world, and in particular third world countries, is lack of hygiene,” says Clinton. “A single bar of soap can actually save lives. In Australia, where some of the soap goes, there’s an eye disease called Trachoma, which is a blinding disease and unfortunately impacts a lot of indigenous communities. Again, that can be prevented by better hygiene. So some of our soap goes to Australian communities, as well as further afield.”

The Hotel Britomart



5 GREEN STAR — Design NEW ZEALAND GREEN BUILDING COUNCIL	5 GREEN STAR — As Built NEW ZEALAND GREEN BUILDING COUNCIL	WINNER — Sir Miles Warren Award for Commercial Architecture TE KĀHUI WHAIHANGA NZ ARCHITECTURE AWARDS	WINNER — Interior Architecture TE KĀHUI WHAIHANGA NZ ARCHITECTURE AWARDS	WINNER — Commercial Architecture TE KĀHUI WHAIHANGA NZ ARCHITECTURE AWARDS	WINNER — Hospitality NZ INTERIOR AWARDS	HOT LIST 2021 — The world's best new hotels CONDE NAST TRAVELER
WINNER — Tourism & Leisure PROPERTY INDUSTRY AWARDS	WINNER — Heritage & Adaptive Reuses PROPERTY INDUSTRY AWARDS	EXCELLENCE — Green Building PROPERTY INDUSTRY AWARDS	GOLD PIN — Spatial Design Hospitality BEST DESIGN AWARDS	GOLD PIN — The Libraries BEST DESIGN AWARDS	GOLD PIN — Brand Identity BEST DESIGN AWARDS	GOLD PIN — Signage and wayfinding BEST DESIGN AWARDS
GOLD PIN — Kingi BEST DESIGN AWARDS	BEST HOTEL RESTAURANT — Kingi  CUISINE GOOD FOOD AWARDS	WINNER — Best Sustainable Business NZ HOSPITALITY AWARDS	RUNNER UP — Most sustainable hotel NATIONAL GEOGRAPHIC TRAVELLER MAGAZINE	HIGHLY COMMEDED — NZ Property HM AWARDS FOR HOTEL AND ACCOMMODATION EXCELLENCE	HIGHLY COMMEDED — NZ General Manager HM AWARDS FOR HOTEL AND ACCOMMODATION EXCELLENCE	RECEPTIONIST OF THE YEAR — Shebaz Gulamkader AICR INTERNATIONAL ASSN FOR DEPUTY MANAGERS AND FRONT OFFICE MANAGERS OF LUXURY HOTELS



2022 Social Goals

GOAL 1
Develop partnership opportunities with ocean-related charities Live Ocean and Sustainable Coastlines.

As part of the broader Cooper and Company alignment with Live Ocean and Sustainable Coastlines as core charity partners, the hotel will develop one or more projects to contribute to the goals of these organisations.

GOAL 2
Review the range of best-practice social sustainability certifications and accreditations in New Zealand, apply for certifications where deemed beneficial and identify areas for improvement, with or without certification.

GOAL 3
Work alongside the Britomart precinct to enable a vocational partnership with Te Kura Kaupapa Māori at Hoani Waititi Marae.

Te Kura Kaupapa Māori is a full-immersion Māori kura (school) in Glen Eden, west Auckland that serves students from age 5 to 18. Cooper and Company is working with the school to develop an employment pathway plan that connect students with a range of employment opportunities within the Britomart precinct, including at The Hotel Britomart.



The Hotel Britomart 2022 Sustainability Goals Summary

MANA WHAKAHAERE GOVERNANCE

GOAL 1
Gain Toitū Envirocare Certification and develop an emissions reduction plan.

GOAL 2
Establish a tracking and communication process for tree-planting associated with the Green Clean initiative.

TE TAI AO ENVIRONMENT

GOAL 1
Improve sustainability communication strategies and storytelling.

GOAL 2
In conjunction with the Britomart precinct operations team, investigate potential alternative waste streams for guest slippers to ensure the optimal stream is being used.

GOAL 3
Increase the percentage of guests choosing the hotel's Green Clean.

TE TANGATA PEOPLE AND CULTURE

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GOAL 2
Review the range of best-practice social sustainability certifications and accreditations in New Zealand, apply for certifications where deemed beneficial and identify areas for improvement, with or without certification.

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