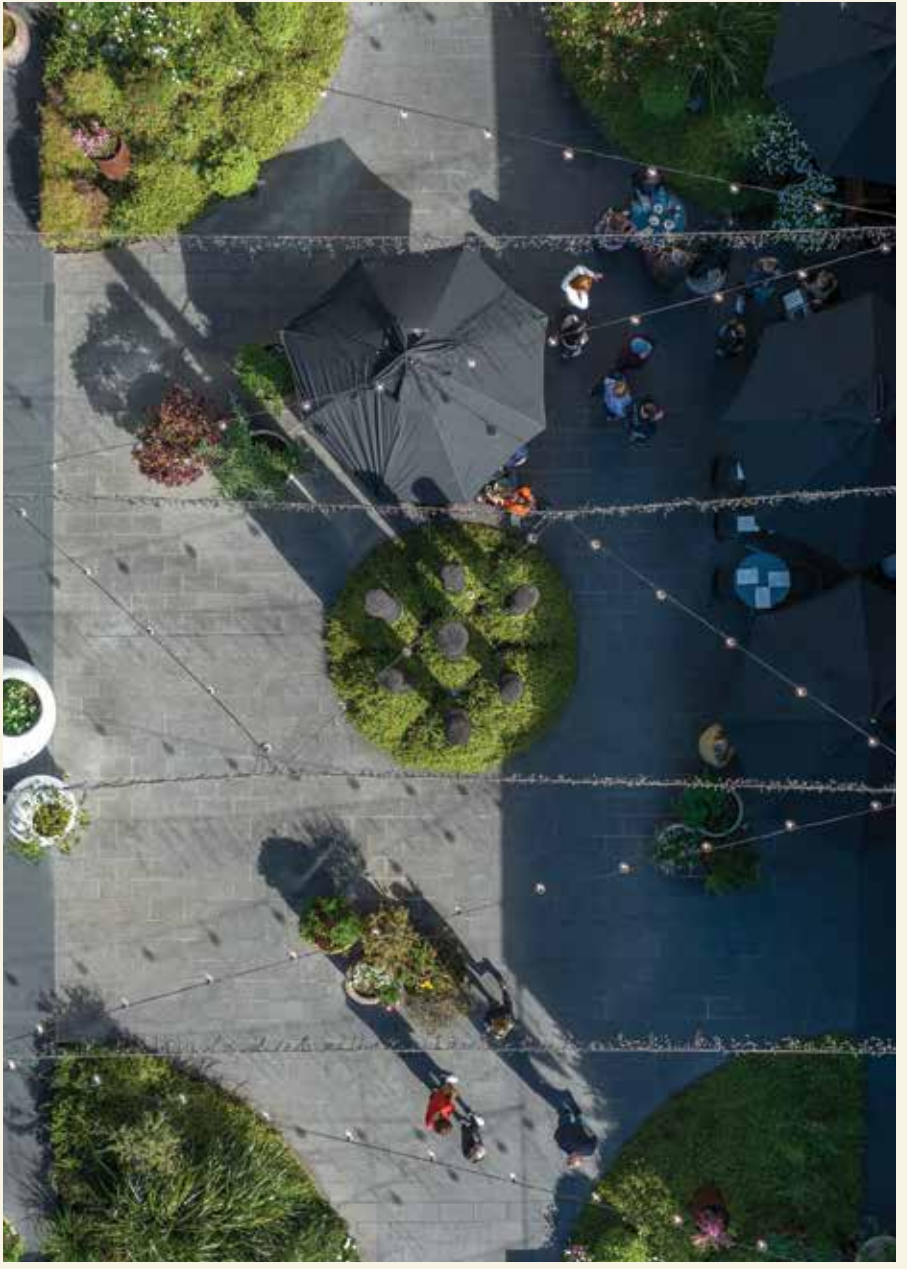


# Sustainability Report 2022

**BRITOMART**

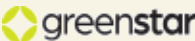




# Contents

INTRODUCTION		PART 02 TE TONUITANGA   ECONOMY		PART 03 TE TĀNGATA   PEOPLE AND CULTURE	
04	Letter from the Chief Executive Cooper and Company's Matthew Cockram on a year of sustainable progress	26	<b>Interview   Melanie Barber</b> Cooper and Company's Chief Financial Officer on moving to greener finance	44	<b>Social Sustainability</b> A round-up of the events and activations we've held to celebrate local artists and bring people together this year
PART 01 MANA WHAKAHAERE   GOVERNANCE		28	<b>Interview   Kate Archer</b> Westpac's director of sustainable finance on banking on green assets	PART 04 TE TAIAO   ENVIRONMENT	
08	<b>About Britomart</b> Our stakeholders, sustainability partners and values	30	<b>City Futures</b> Reviving the central city after Covid-19 lockdowns	60	<b>Environmental Sustainability</b> How we're bringing nature and environmental awareness into the heart of downtown
12	<b>Our 2023 Goals</b> Our sustainability targets for the year ahead	32	<b>Interview   Karen Walker</b> How to restructure your supply chain	66	<b>Interview   Shane Belch</b> How keeping good data helps reduce emissions from buildings
14	<b>Report Card 2021/22</b> How we've done on the goals we set ourselves last year	34	<b>Interview   Belinda Van Eyndhoven</b> How to use banking to build a more sustainable economy	68	<b>Interview   Campbell Williamson</b> Refurbishing heritage to modern Green Star standards
18	<b>Toitū Envirocare</b> The work we're doing to measure and reduce our carbon emissions	37	<b>Interview   Nathan Houppapa</b> How to hold a team together through a crisis	72	<b>Essay   Emily Parr</b> The turbulent history behind one of Britomart's heritage buildings
20	<b>NABERSNZ ratings</b> Measuring the energy efficiency of our buildings	39	<b>Welcome Back to the Waterfront</b> Creating community downtown	74	<b>Britomart Neighbourhood</b> A short guide to Britomart
21	<b>Waste Management</b> What we're doing to manage waste well				
22	<b>Interview   Sarah Hull</b> Cooper and Company's new Director of Sustainability and Brand				

The lawn on Takutai Square in front of Britomart's East Building. Photo by Joe Hockley.



Cover and back cover photos by Petra Leary.



# Letter from the chief executive

MATTHEW COCKRAM



Cooper and Company has always taken a long-term view of the way we work. We are engaged in the ongoing regeneration of nine blocks of central Auckland, refurbishing venerable heritage warehouses for a new age, inserting contemporary architecture and creating public spaces in which people can connect.

Above: Matthew Cockram, CEO of Cooper and Company, which manages the businesses in Britomart Group. Illustration by Lucy Han. Above right: Our Greening the City giveaway of Native Trees in April raised funds for the Native Forest Restoration Trust. Photo by Joe Hockley.

A successful long-term approach is one in which economic, environmental and social outcomes support one another. But as we approach the task of sustainability in more granular detail, we are finding the short term – by which I mean the way we go about our day-to-day activities – is just as important.

Here's an example: This year we have been working with Westpac to restructure Britomart's lending as Green Loans. Restructuring our debt as Green Loans builds on the years of effort we've put into ensuring our buildings comply with the requirements of a range of accreditation programmes, including the NZ Green Building Council's Green Star ratings and NABERSNZ assessments for energy efficiency. With Westpac's help, we've drawn up a Sustainable Debt Framework that governs our loan criteria and how these loans are allocated to our buildings. This detailed day-to-day work involving a number of organisations took place over a six-week period. There is no financial incentive for us to do this; we do it because it aligns another aspect of our business with our core values and our approach to sustainability. Achievements like our Green Loans transition can seem like small wins, but the cumulative effect of them is powerful.

This is our fourth annual Sustainability Report. The creation of them sprang from a desire to bring focus and clarity to our sustainability efforts: to celebrate our successes,



certainly, but to also be frank about the areas in which we can improve. We have found that being explicit about our commitment to sustainability and honestly assessing how we measure up has served as an invitation to our partners to explore better ways of working together.

Last year, for example, we reported on the creation of The Hotel Britomart, New Zealand's first hotel to receive a 5 Green Star rating from the NZ Green Building Council. This year, the lessons from that project – including the rigorous attention to detail needed to ensure every product selected complies with Green Star requirements – have been applied to the refurbishment of the Hayman Kronfeld Buildings, two heritage warehouses that are also targeting 5 Green Star certification on completion.

We make buildings and public spaces so that people can connect in them, something that has assumed particular importance in the wake of Covid lockdowns. This spring, it's been gratifying to see greater numbers of people returning to their Britomart workplaces, sharing free coffee together in on our Reusable Tuesday event during the Climate Festival or simply enjoying the sun on the lawn in Takutai Square.

On the face of it, you might say these connections have little to do with sustainability. But sustainability is the ultimate collaborative endeavour, and it is our hope that making

places that people enjoy connecting in – and, through this report and other means, being vocal about our long-term efforts to make these places better for people and the planet.

Matthew Cockram  
Chief executive, Cooper and Company





PART — 01

# Mana Whakahaere Governance

As our sustainability policies and practices become more granular, we report on some key changes in our approaches and on our performance against last year's targets.

Children look through the glass to Britomart Transport Centre below Takutai Square. Photo by Petra Leary.





Britomart is a nine-block business community in downtown waterfront Auckland featuring a mix of carefully refurbished heritage buildings, new buildings designed to high environmental standards, and welcoming public spaces. The Britomart Group of companies operates under the oversight of Cooper and Company.

Britomart's sustainability efforts are focused on three interrelated pillars: economic sustainability, environmental sustainability and social sustainability.

Left: Maunga, a mural by Shane Cotton on the exterior of the Excelsior Stanbeth buildings. Photo by David St George.

As urban developers with a long-term focus, our core work is refurbishing, designing, building and operating resource-efficient, healthy, beautiful buildings and public spaces that invite people to connect in a thriving central city district.

As part of this, we operate social programmes to support the wellbeing of the people who work within our organisation, and activations for the benefit and enjoyment of the people who spend time in the Britomart community.

We regularly report on our sustainability efforts, both internally and externally, and work with recognised accreditation agencies to verify the value of the efforts we have made.





## Britomart Group's Stakeholders

### Peter Cooper

Cooper and Company's founder and owner.

### Britomart Board of Directors

The group of people governing Britomart's work.

### Ngāti Whātua Ōrākei

The local Māori iwi who hold mana whenua over the land Britomart is built on.

### Auckland Council and AT

The city council that Britomart works alongside and the Council Controlled Organisation responsible for the Britomart Transport Centre that runs under the precinct.

### Britomart management and staff

The team members who develop, manage and run the Britomart neighbourhood.

### Lease partners

The corporations, organisations, retailers and hospitality outlets who lease space within Britomart.

### Downtown community

The residents, workers and businesses who form the downtown community.

### Visitors and guests

People who shop, eat and spend time in Britomart.

Left: Te Rou Kai, an artwork in Takutai Square, is comprised of a pop-jet fountain and 16 sculptural stones by Ngāti Whātua artists. Photo by David St George.

## Sustainability Partners

### NZGBC

The Green Star certification system, administered 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.

The 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. The Hotel Britomart and East Building hold Green Star certifications and the Hayman Kronfeld Buildings are being refurbished to 5 Green Star standards.

### NABERSNZ

NABERSNZ is a system for rating the energy efficiency of office buildings. It is an independent tool, backed by the New Zealand government, which assigns star ratings to commercial buildings based on their level of energy efficiency. Britomart currently holds ratings of 4.5 stars or above for five buildings within the precinct.

### Toitū Envirocare

Toitū Envirocare is New Zealand's leading carbon emission assessment and accreditation agency. The agency works with all types of businesses to assess, accredit and give guidance on managing environmental impacts. Britomart is currently part of Toitū's Carbonreduce certification programme.

## Britomart's Values

### Community

We create more than just a place to shop, work and eat. Britomart is a community where people feel they belong.

### Design

We value the way thoughtful design and attention to detail, as well as the combination of heritage and modern architecture, can transform the experience of place.

### Sustainability

Britomart takes pride in making decisions for the long term and working with recognised organisations to accredit our sustainability work.

### Care

Britomart cares deeply about the experience of its workers and visitors and the totality of their experience in the precinct.

### Boldness

Britomart pursues the unexpected, the new and the next with confidence and in a style unique to the precinct.



# Our 2023 Goals

Every year we set ourselves sustainability goals to achieve over the next 12 months. Some of them relate to longer-term commitments – like our Toitū Carbonreduce programme – and others are one-off projects that help make Britomart a more sustainable place to work, play and spend time.

## Mana Whakahaere | Governance

- Investigate and scope the potential for a material issues assessment for Britomart.
- Achieve a WELL Performance certification for the Maritime Building.

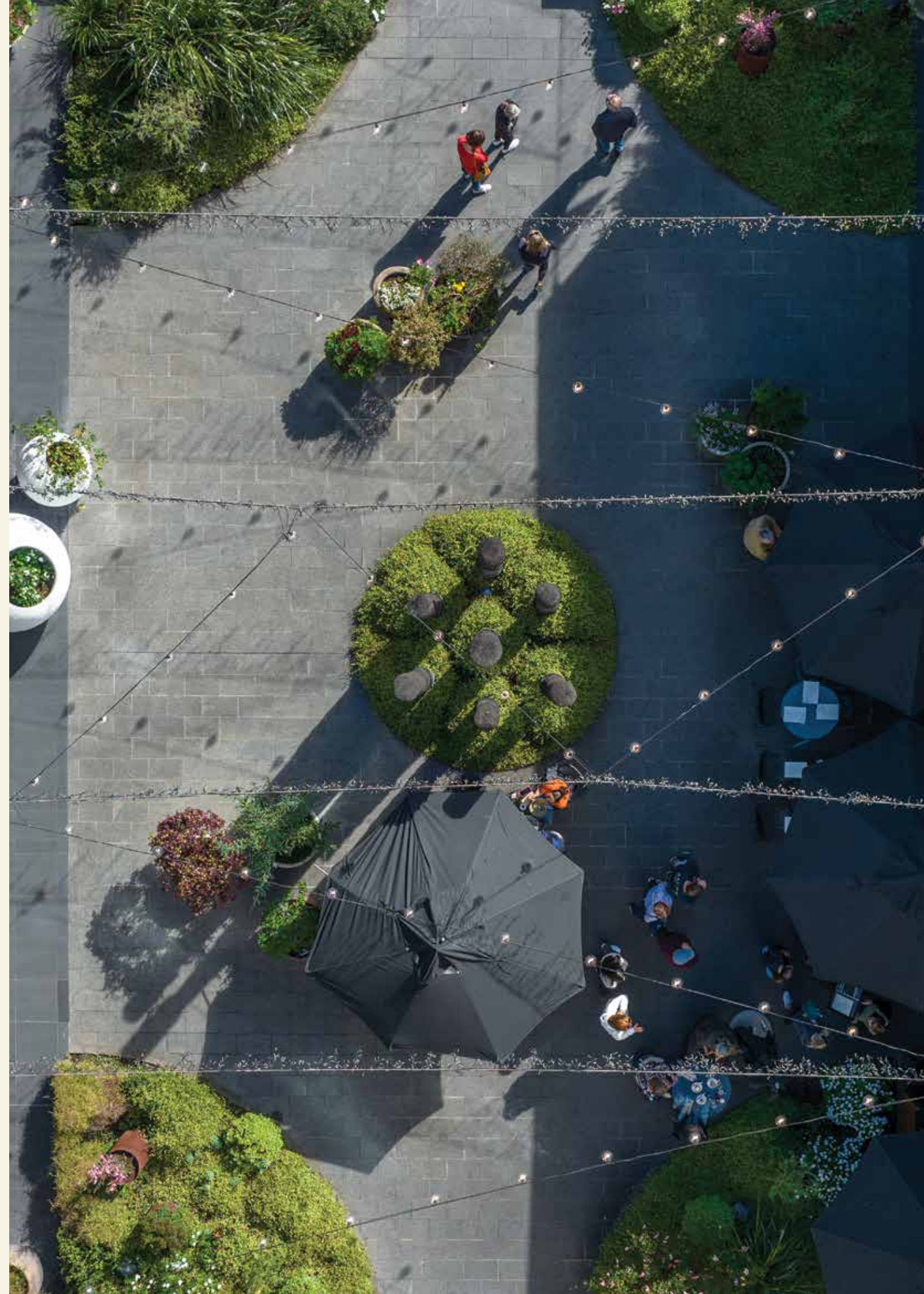
## Te Tāngata | People and Culture

- Work with Te Kura Kaupapa Māori o Hoani Waititi Marae to establish a vocational programme that introduces their students to a range of career possibilities and work experience options at Britomart, using this as an opportunity to connect Britomart businesses with the Kura community and each other.
- Engage the Britomart community with at least six displays of art and photography around Britomart, with a focus on sustainability and social issues, and measure the impact of these activations.
- Run at least three events to build community and connect our Britomart lease partners with each other, centred around an element of environmental, social or economic sustainability.

## Te Taiao | Environment

- Continue to work towards our Toitū Carbonreduce emissions reduction goal of 5 percent by 2026.
- Run a communications campaign for our Britomart community to share the lessons learned from managing waste well during our 2022 waste investigation.
- Continue to scope the feasibility of installing PV panels (solar) on the roof of existing Britomart buildings.

Right: The courtyard between The Pavilions at Britomart, with artist Chris Bailey's work, Pou Tū te Rangi, at its centre. Photo by Petra Leary.





# Report card 2021/2

Every year in our annual Sustainability Report we review the sustainability goals we set ourselves for the year and report on how we did.

Right: Te Pā Harakeke celebrated the first-ever Matariki public holiday with a day of music, kapa haka and food in Takutai Square.



## Original Goals

01

Reduce our carbon emissions according to our Toitū Carbonreduce plan

Status: *Currently not on track*

Three years ago we started working with Toitū Envirocare and developed a carbon emissions profile based on the 2019/20 financial year, along with a detailed multi-year plan to reduce those emissions over a period extending to 2026. During the last two years, in the course of regular monitoring, we identified some serious refrigerant leaks that substantially increased our direct emissions figures and set us a long way off track from our reduction targets. The leaks were quickly remedied and in the course of investigating the scale of the leaks, we discovered an error in the way our contractor was recording refrigerant refill data. We believe this means the true scale of leakage has been significantly over-represented, but are unable to redress this retroactively.

02

Improve our Green Star Performance Tool rating

Status: *Adapted*

In 2019, Britomart was the first property company in New Zealand to adopt the NZ Green Building Council’s Green Star Performance Tool and achieved a 3 Star rating for the environmental performance of buildings in the precinct as a whole, representing ‘good practice’. During the same period, we began working with Toitū Envirocare for carbon emissions assessment. We are also investigating WELL Building certification and are upgrading our own policies and systems around resource tracking and management. On review, we decided that while the Green Star Performance Tool was valuable in helping us develop stronger systems, the external assessments overlapped substantially

with our assessments through NABERSNZ, Toitū Envirocare and (in future) WELL Performance for the Maritime Building and other WELL certifications for buildings within Britomart. Consequently, we decided not to proceed with another three-year commitment to the tool.

03

Continue to lead tenants and find common ground to reduce emissions

Status: *In progress*

We felt this goal wasn’t worded specifically enough and have written a new one that is more measurable. See our ‘Extended Goals’ section.

04

Achieve a 5 Green Star rating for the Barrington Sofrana (now Hayman Kronfeld) redevelopment

Status: *On track to achieve*

The refurbishment of these two heritage buildings is set for completion by the end of 2022, and we are confident of achieving the targeted 5 Green Star rating. You can read more about the Hayman Kronfeld project on p.68.

05

Create a separate base-case emissions profile and emissions reduction plan for The Hotel Britomart

Status: *Achieved*

We worked with Toitū Envirocare to separately measure The Hotel Britomart’s emissions in order to create a base year of data and an emissions reduction plan. We expect our submission to be audited and certified in December 2022.



## Extended Goals

During the year, we assessed our sustainability goals and extended them. This page details those extended goals and reports on our progress in achieving them.

### 01

To measure the impact of our social sustainability initiatives using pedestrian data, digital engagement, and social media impressions to establish a baseline for measuring future activations.

Early feedback from our sustainability impact tracking is positive – we're seeing above-average open rates, engagement rates and an uptick in pedestrian numbers during our activations. Our Greening the City tree giveaway, for example, saw an extra 1000 pedestrian movements in Takutai Square for each afternoon of the giveaway.

### 02

Work with For the Love of Bees to explore opportunities for a regenerative organic rooftop garden of 300sqm on the roof of the Britomart Carpark.

A substantial amount of work was put in by the operations team, community team, sustainability team and For The Love of Bees to evaluate this proposal. Unfortunately, it ultimately proved unfeasible for structural reasons relating to the weight of the garden on the carpark roof.

### 03

Obtain a NABERSNZ rating for the Hayman Kronfeld Building.

The refurbished Hayman Kronfeld Building will open in December, once streetscape works in Galway Street are completed. We will obtain a NABERSNZ rating once the building is fully operational.

### 04

Investigate WELL Building certification potential for the Maritime Building (Cooper and Company office).

An investigation was completed, which showed that WELL Building certification would be difficult to achieve within a heritage building. Instead, a WELL Performance rating will be pursued.

### 05

Review and update the Power BI dashboard to ensure the data can be used by the Facilities Management team to use to assist with the day-to-day running of the buildings.

The dashboard underwent design modifications to fit the facilities management team's requirements.

### 06

Review the Green Star Performance Tool criteria and ensure it is reflected in Britomart protocol and policy.

All of the policies have been updated and digitised. 'As Built' documentation has begun.

### 07

Create an asset register of all water meters in the precinct, including type of meter and pipe size.

A full audit of the 198 water meters in the precinct was completed.

### 08

Update our standard lease document to include sustainability requirements.

This has been completed, with a Green Star MOU included in the lease for the lease partners in the Hayman Kronfeld Building.

### 09

Work with Te Kura Kaupapa Māori o Hoani Waititi Marae to establish a vocational programme that introduces their students to a range of career possibilities and work experience options at Britomart, using this as an opportunity to connect Britomart businesses with the Kura community and each other.

This programme was postponed due to Covid-19 but will start in Q1 2023. Students will visit six Britomart businesses for initial orientation, then choose which business they would like to start work experience with. Participating businesses are EY, Monk Mackenzie, Karen Walker, The Hotel Britomart and Café Hanoi/ Ghost Street.

### 10

Engage with communities throughout Auckland with ongoing displays of art and photography around Britomart, including our annual Matariki celebrations, with a focus on sustainability and social issues.

We have continued to run a full programme of social, cultural and environmental activations and art displays in Takutai Square and throughout the neighbourhood. Read more about these activities in our Social and Environment sections.

### 11

Continue to connect Britomart's lease partners with each other in our shared pursuit of sustainability goals through in-person gatherings and digital communications.

We send out regular updates to our leasing partners, letting them know what's going on in the neighbourhood. We've also started a programme of sending welcome packs to graduates joining firms at Britomart, to give them a sense of place and information on sustainability. Our City Futures project invited our lease partners to attend a lunch discussion of how to revive the central city post-Covid, and our Britomart Nights campaign celebrated workers who keep the neighbourhood buzzing 24/7. See more of these activities later in this report.

### 12

Work to decrease our carbon emissions by 5 percent by 2026 through the actions in our Toitū Carbonreduce plan.

As above, this work is ongoing, and detailed in our Toitū Carbonreduce section on p.18.

Britomart's CPO building completed the first stage of a long refurbishment this year, with scaffolding coming down from the exterior of the building in October. The next step is a renovation of the office floors, which will commence in two years. Photo by David St George.





# Toitū Carbonreduce: Our Progress

Britomart Group began working with Toitū Envirocare in 2019 to develop a base-case emissions profile for our group of businesses, which gives us an overall picture of our environmental impact. We also have a Toitū Carbonreduce plan to decrease our emissions over time.

At a broad level, we've committed to a 5 percent reduction in total emissions by 2026, a target to be achieved through a wide range of undertakings, from monitoring building air temperatures to increase energy efficiency, and investigating solar power for some buildings and converting some vehicles to electric or hybrid. Some of the initiatives we are currently working on to reduce our emissions include:

- Weekly technical meetings are held to collaborate on ideas for reducing overall utilities across Britomart.
- Monitoring of building temperatures via our Building Management System is ongoing.
- A solar panel project for several buildings in the precinct is currently being scoped, with the Maritime Building likely to be the test project.
- Conversion to LED lighting is complete within the carpark,

Altrans Quay common staircase, the Australis Nathan Building and 80 percent complete for the Maritime Building.

**Our emissions are reported in the following categories:**

## **Direct emissions**

This includes emissions from diesel used in generators, natural gas use, fuel use and refrigerant leaks. This year, during our day-to-day tracking of our building systems, leaks of refrigerant gas — which is meant to circulate in air-conditioning systems without loss — were discovered in some buildings. During the repair process, the systems were emptied of refrigerant gas, repaired, tested and refilled. When we were reporting the refrigerant gas losses for our Toitū submission, the unusually high total triggered us to investigate further.

We discovered our refrigerant contractor was recording the full amount of gas resupplied after each leak was repaired, instead of the amount of gas lost to the

atmosphere. We believe this means the number recorded has substantially overstated the real level of loss, but cannot ascertain this retroactively. This uncertainty means we can't confidently state our direct emissions in this report.

## **Indirect emissions from imported energy**

Our emissions from electricity use are tracking downwards and are currently down 12 percent from the base year. We will monitor this closely, as this figure may rise as more people return to office work.

## **Indirect emissions from products**

This category relates to transmission losses — such as leaks or heat loss — as gas and electricity is transmitted to each building. Emissions in this category rose slightly in the last year.

## **Indirect emissions from transport**

Long haul air travel has not been included in our emissions for the last two years, but will return in next year's figures, so we expect an increase related to that category.

Right: This year's Greening the City native tree giveaway was held during the April school holidays and featured planting workshops for children. Photo by Joe Hockley.





# NABERSNZ: Our Energy Efficiency Ratings

Britomart’s buildings are rated under the NABERSNZ scheme, an independent tool that rates the energy efficiency of buildings. The maximum possible rating is six stars. Britomart has what is called ‘Base Buildings’ ratings, which cover energy use in core services and common areas – lifts, stairwell lighting, common toilets, air conditioning and ventilation, and so on. The ratings do not apply to energy use by building tenants.

In 2022, one Britomart Building was re-rated within our NABERSNZ line-up: Altrans Quay, which received a rating of 5.5 stars – which indicates Market-Leading performance. Next year, energy data for the refurbished Hayman Kronfeld Building will be recorded for a NABERSNZ submission in 2024.

# What We’re Doing To Manage Waste Well

Britomart has its own management system for waste produced within the precinct instead of using Auckland Council's system. This gives us a higher degree of control over the waste streams we offer and where waste produced within the precinct is ultimately directed.



Right: Alex Cruz and Shiena Bilarca from Britomart’s cleaning team. Photo by David St George.

THESE ARE THE BUILDINGS WE CURRENTLY HAVE IN THE NABERSNZ PROGRAMME, AND THEIR RATINGS.

BUILDING	NABERSNZ RATING	NABERSNZ EVALUATION
Altrans Quay (Whole Building Rating)	5.5 Stars	Market-leading
Australis Nathan Building	5 Stars	Market-leading
Charter Customs Building	4.5 Stars	Excellent Performance
East Buildings (Westpac and EY Buildings)	4.5 Stars	Excellent Performance
Excelsior Stanbeth	6 Stars	Aspirational Performance

NABERSNZ ratings apply only to buildings over 1000m2 and that are 80% office space, which is why not all Britomart buildings have NABERSNZ ratings.

**We currently operate seven waste streams for our leasing partners:**

- Cardboard • Mixed plastic, glass and metal recycling • Soft plastic recycling • Polystyrene
- Compostable/organic waste • E-waste • Landfill

We also run a Littatrap system in stormwater drains in our neighbourhood, capturing street waste such as food wrappers, cigarette butts and plastic bottles in a fine steel mesh net to prevent it from being washed into Waitematā Harbour. These traps are cleaned on a regular basis.

Waste management is a complicated topic, with many challenges around accurately measuring waste volumes, the emissions created by different

recycling and disposal methods and tracing where recycled material ultimately ends up. While sustainable waste management has always been a priority for us, with measurability tools improving, we decided it was time for an in-depth review of our waste systems to ensure we’re doing things as well as we can.

Over the last six months, our sustainability and operations teams within Cooper and Company, Britomart and The Hotel Britomart have been meeting with our waste management partners – such as Waste Management’s Redvale Landfill and Abilities Group – at their recycling or waste disposal facilities to see their systems up close, and ask detailed questions so we can evaluate

whether we are achieving the optimal outcome for each stream.

Once we have directly visited every waste management organisation we work with, we will review our entire system to see whether changes could be made to improve recycling levels or end results, like decreasing waste to landfill, reducing carbon emissions or improving social outcomes.

When that’s completed, we will run a communications campaign for our leasing partners to give them insights into how the waste system works, any changes we might make, and how they can help reduce waste in the neighbourhood. We’ll also do a full report of progress on our waste review in next year’s Sustainability Report.



# A step up for sustainability management at Britomart

SARAH HULL



With the appointment of a Director of Sustainability and Brand, Cooper and Company is making sustainable action broader-reaching and more deeply integrated across its wide range of businesses, including at Britomart.

**MELINDA WILLIAMS** How did the role of Director of Sustainability and Brand at Cooper and Company come into being?

**SARAH HULL** As I've worked in various roles across The Landing, Britomart, The Hotel Britomart and Ata Rangi, sustainability was always a part of what I was aiming to implement – which has been a process of learning as we go for all of us – but I felt like it didn't get enough of my attention. The Cooper and Company approach to sustainability rests on three pillars – economic sustainability, environmental sustainability and social sustainability – and all are important in making a business work well over the long term. We like to do things in a considered way, continually improving without getting ahead of ourselves, as that's unsustainable in itself.

After we did our first sustainability report for Britomart a number of years ago, we then did them for all the companies under the Cooper and Company umbrella. By the time we got all those written with a set of goals attached to each one, there was a lot to achieve. And while the teams within the individual companies do most of the actual work, I felt their efforts could be coordinated and given support to make sure we achieved all the goals. I also felt there were quite a lot of synergies across the companies and that there was potential

to do a piece of work for one company – like establishing an emissions reduction programme alongside Toitū Envirocare – and then recycle the learnings from that across to another company, and then another. We already worked in a cross-company way for branding, so I could see that gathering all our sustainability strategies under one remit would mean Cooper and Company's top-level sustainability goals were reflected in a consistent way across all our businesses. Sustainability is a brand value for each company so combining the two roles was a natural fit.

**MW** What has the role's central remit been since you started in February?

**SH** It's really been about understanding the sustainability landscape within each of our companies and how they can all work together better. While I've worked with various teams within the individual companies in different ways in the past, my work since February has really been about digging into what the detailed sustainability picture looks like for every company and working out how to draw it all together. There are very few parts of any company that sustainability doesn't touch in some way because it covers the people, the economic side, the culture, as well as the environmental aspect. Moving forward, we'll be aiming to get our annual practices like certifications, annual reports, goal-setting and strategising all aligned and in a standardised way, so we make the process more efficient and free up time to stretch into other projects that add sustainable value to our places, people and the environment.

**MW** Where did your engagement with sustainability first begin, and why did it become an important value to you?

**SH** I grew up on a farm, where we lived sustainably off the land because we were in a remote location. You look after the land, grow and produce as much as possible yourself to sustain you through the seasons. Of course, when we talk about sustainability in farming today, we're thinking about broader impacts on waterways and soils and carbon emissions, rather than self-sufficiency, but I think that was first and foremost what sparked my interest of living in a sustainable way.

After my tertiary studies, I travelled for four years, going to countries where I could see the natural environment was being decimated by pollution, and you could really see people's impact on the planet. Returning to New Zealand felt so different in terms of how in comparison we looked after our natural environment and resources. I think also having lived on Waiheke Island for 20 years brings another perspective around our personal impact on the environment you live in; it's a very environmentally aware community to be a part of. When you're out experiencing the climate every day on a ferry, you notice the tides, and the weather and you can actually see and experience the impacts of climate change. I think all those things as well as what we have been doing within the Cooper and Company businesses have given me a connection to the concept of sustainability and our personal impact on the environment and other people.

**MW** Looking to a bigger picture, what do you think will be the biggest sustainability challenges and opportunities for Cooper and Company, over, say, the next decade? Obviously climate change is going to be the big one. But what are the others you see as being important?

**SH** Managing carbon emissions is a big priority across our businesses, and particularly so for Britomart, as buildings account for a significant share of the country's carbon emissions through their construction and operation. We're approaching that through, firstly, our refurbishment of heritage buildings which not only preserves the architectural and cultural character of the city but avoids creating the embodied carbon emissions associated with new construction. Secondly, when we refurbish or build new, we target high Green Star ratings that have carbon reduction practices integrated within them. And through our Toitū Carbonreduce programmes, NABERSNZ ratings and other certifications, we keep a close eye on our operational efficiencies, which allows us to minimise those emissions.

In the more immediate future, a pressing issue is social sustainability. Covid has been a huge disruptor and has made everyone more aware of the importance of looking after the wellbeing of workers and communities. Like many workplaces, we have a real focus on looking after our people and have been implementing new mental health and financial advice support programmes as we come out of the pandemic. We are also continuing our strong programme of social and cultural activations that increase the sense of community at Britomart, which can be as simple as putting out bean bags and umbrellas on the lawn in Takutai Square so people can enjoy sitting in the sun, to bringing the community together for celebrations like Matariki.

**MW** Could you share a couple of examples of ways that implementing sustainable practices have measurably added value to Cooper and Company businesses?

**SH** With certifications like Toitū, there's a very direct correlation between those certifications and managing building efficiencies. The certifications narrow down your focus onto every electricity meter, for example, the use of refrigerants and so on. It becomes pretty hard to have any irregularities that could signal a spike in use or a problem like a leak flow through and not be noticed. There's a direct correlation between what you're tracking for the submissions and the management decisions the team make.

**MW** Finally, looking to the next year, what are the top sustainability priorities for you?

**SH** I would like to continue refining our sustainability strategy by drilling deeper into the details of our practices, particularly in regard to how we're managing emissions and waste on the environmental side, and wellbeing on the people side. At the moment, we set goals for 12-month periods – while keeping an eye on the big picture, and the long-term view – but it'll be good to extend that out further and engage with the team to create some even longer-term visions of what we want to achieve.





An aerial view of  
Te Ara Tahuu, the  
pedestrianised  
walking street at  
Britomart's centre.  
Photo by Petra Leary.

PART — 02

# Te Tonuitanga Economy

This year, Britomart Group refinanced with Green Loans and worked with neighbours on the post-lockdown regeneration of the central city. In this section, we also talk to three members of Britomart's business community about their sustainability efforts, from reimagining housing loans and supply chains to new ways of nurturing a team.



# Finance is going green. That means debt can be green, too

MELANIE BARBER



Financial institutions are increasingly focusing attention on the carbon impacts of the money they lend to corporations and individuals. This year, Britomart worked with a group of lending partners, led by Westpac, to restructure Britomart's lending as Green Loans across our asset portfolio. As chief financial officer at Cooper and Company for the past 18 years, Melanie Barber worked with Westpac and the collective of banks to oversee the transition of Britomart's lending to Green Loans.

Above right: Melanie Barber. Illustration by Lucy Han.

**MELINDA WILLIAMS** What was your role in this project?

**MELANIE BARBER** It was really managing from the finance perspective – liaising with the banks as I would normally on a loan facility – and evaluating our buildings and loan allocations under our Sustainable Debt Framework. The Sustainable Debt Framework is a document that governs the Britomart Group in how they will manage their green loans. It sets out the green loan criteria, how Britomart allocates the loans to our buildings. We have to notionally allocate the loans to individual buildings that are classified as eligible projects. And the framework also sets out how you rate a building as an eligible project, through achieving and maintaining Green Star and NABERSNZ ratings.

**MW** Which banks were involved and was it challenging to restructure to a Green Loan across several banks?

**MB** It wasn't challenging in that respect. Our existing lenders are BNZ, Westpac, ASB, ICBC and CCB, and Westpac largely managed the process with each of our lenders, as we appointed Westpac as our Green Loan Coordinator. Westpac had one-on-one conversations with the other lenders and I think they were all very welcoming of it. Sustainability and sustainability reporting is something all the banks are running with now, so they were very pleased to have another borrower convert to a Green Loan. The banks have their own internal reporting, so it helps them

with that. And they all recognise that we've been doing this for so long, and that it's intrinsic in what we do.

**MW** How long did the process take overall?

**MB** We probably started around July 2022 and finished up in mid-September. We have had discussions with Westpac about it before – all the banks talk to us about sustainable finance, and we give them our sustainability reports. But we felt it was the right time now. We've been building with a focus on sustainability for a long time but there's a lot of focus on it within the banks now, and we felt it was time to formalise what was already in place.

**MW** How do banks decide whether a project is 'green' or not?

**MB** They look at the New Zealand Green Building Council criteria and whether the building could be an eligible project. It depends on whether it's a new building or an existing building but in our case, it was mostly existing buildings. We had to have a NABERSNZ rating of 4 stars or above, and all our buildings in the Green Loans portfolio have 4.5 to 6 stars. The hotel was a bit different because it's not an office building or a retail building but it was reviewed and regarded as eligible because it had a 5 Green Star Design and Built rating. Going forward, we will ensure that new buildings will have at least 5 Green Star ratings. We also had to get an assurance report from an assurance provider and we engaged EY to do that. They met with Sarah Hull (Director of Sustainability and Brand) and me and looked at whether our policies and procedures in our Sustainable Debt Framework were aligned with Green Loan principles, did an audit and certified it all. Some companies do that every year but that's optional for us. However, we will do it periodically. Annually we also have to report on and certify all those aspects.

**MW** Were you familiar with the concept of 'green debt' before this project or was this something new?

**MB** I was familiar with the concept but not as much as I am now. There are different types of sustainable finance – green loans, green bonds, sustainability-linked loans – so I wasn't as familiar with all those different concepts, and that's where Westpac were really helpful in taking us through all that. There are also sustainable types of interest hedging for swap instruments. We haven't done that yet but it might be something we look at in the future for our interest hedging.

**MW** What are the benefits for Britomart in transitioning its loans to 'green debt'? Does it mean more favourable interest rates, or are there bigger-picture benefits for the company?

**MB** I think the benefits are more in the recognition of where we are at. There isn't a benefit in terms of lower interest rates, but it is aligning our debt with our core values and approach to sustainability. I think it also sets us up well for the future, in that it's becoming a much more common way of financing. If you look at the Reserve Bank, they're really leading things in terms of sustainable financing and monitoring how many sustainable loans there are out there. So I think it's going to become more important over time. It enables the public to monitor and appreciate good sustainable assets and investments.

"There isn't a benefit in terms of lower interest rates, but it is aligning our debt with our core values and our approach to sustainability."

**MW** What would happen if one or more of the buildings lost their 'green' ratings?

**MB** If one of our buildings lost their green rating, we would stop classifying them as an eligible project. You have to have the value of your green buildings at least equal to the value of the debt. So as long as the overall value of the portfolio of green buildings doesn't fall below the value of the Green Loans, it's fine. We have 72 percent of our buildings classified as green buildings, so it shouldn't be an issue.

**MW** Publicly listed companies may have a higher degree of shareholder pressure to move towards green loans and bonds, but as a private company, Britomart doesn't necessarily have the same pressure. Is this an unusual step forward for a private property development company to take?

**MB** I can't speak for other private property companies, however for Britomart and Cooper and Company it seems natural for us to take this step. We are led by our stakeholders – our leasing partners – rather than shareholders, and sustainability is one of the values of our community. Britomart has held sustainability as a business value and objective for a long time, having adopted a Sustainability Framework in 2017 and evolving it over time. Our commitment to sustainability and constructing and managing buildings to achieve leading green building certifications positioned us well to establish a Green Loans programme. It was timely and made sense to align our financing with our sustainability initiatives and philosophy. It enables us to formalise from a financial perspective our core values of creating a sustainable environment within our Britomart community.



# Sustainable buildings are assets you can bank on

KATE ARCHER



Kate Archer is Westpac's director of sustainable finance for institutional and business banking. Her team works alongside corporate relationship managers at Westpac to help facilitate transitions to sustainable lending and offer advice on how to make finance more sustainable. She was part of the team that helped Britomart restructure its lending with Westpac and several other banks into a Green Loan Agreement.

**MELINDA WILLIAMS** As a starting point, could you share how Westpac defines sustainable finance?

**KATE ARCHER** The way we look at it, sustainable finance is structuring or enabling lending that either funds more sustainable assets – environmental or social – or incentivises customers to improve their sustainable performance. The Green Loan is one of our sustainable finance structures that encourages borrowers to invest in environmentally beneficial assets and activities. Green building's a very clear example of that, where the building meets certain criteria, such as being built to a high Green Star level, five stars and above, or a high NABERSNZ rated level, which means they have strong energy efficiency performance. As a bank, we are trying to accelerate more lending towards those types of activities. There's also another category of sustainable finance, which is called sustainability-linked loans. With that, it's not focused on the assets or how you use the money, it's just based on setting targets for customers to hit so that they perform more sustainably.

**MW** From Westpac's point of view, why is it important to encourage companies to move to sustainable finance?

**KA** As a bank, for the last few years, we've been looking at our own emissions profile and our corporate emissions. But that's just our operating emissions. Our real impact is in what we lend and who we lend to. Last month, we announced that we're committing to the Net Zero Banking Alliance. That sets the target of trying to measure the emissions of our entire

lending book and reduce that on a 1.5 degree trajectory [the maximum acceptable global warming increase] by 2030. Obviously, the property sector has a relatively high portion of emissions – it's 20% of New Zealand's profile. So that's a key sector we want to engage with. We really want to align with companies that are building to a high Green Star standard. We think there are a whole lot of benefits to that. One, we're making sure we're doing business with the right people. Two, the leadership of these companies and these Green Loan structures are going to incentivise other companies to move forward and we want to be part of that leadership. Then, three, we can communicate to our own stakeholders that we are aligning our lending book with companies that are taking action on sustainability.

For the other side, why borrowers and companies are doing this, I think corporates are more and more aware of the stakeholder pressure on sustainability. Some of them have reporting processes and commitments underway, but a Green Loan pulls that all together. To qualify for a Green Loan, you need to align to certain market standards, such as the Green Loan principles. It really does require a high standard of certifications to be in a position to do that, and not many companies can do these types of green loan structures. That's why the commitment is impactful and credible – because it has that verification, and a third-party alignment aspect as well.

**MW** Britomart's Green Loan Agreement came about because Westpac identified Britomart as a good prospect for moving to a green loan and approached the team about it. Could you talk about how that happened?

**KA** Westpac's had a long relationship with Britomart Group and we've known that you've been doing all the right things for years, just as part of normal business and operating processes. So you were perfectly positioned to do a Green Loan because you're doing all these steps already. It made sense that there was that natural alignment in terms of your existing sustainability strategy.

**MW** What are the main steps in setting up a Green Loan Agreement?

**KA** First, you're looking at what the key assets or buildings are and whether they meet a high standard of third-party ratings or market standards. New Zealand Green Building Council has very clear guidance as to what impact level has to be met, which is 5 Green Stars. There are also four-star NABERSNZ ratings, which, I think, nearly 70 percent of your property portfolio met, which is very high. Most property companies we talk to have a few new buildings, which they'll get a Green Star rating for, and then the rest of the ratings drop off. This loan stood out to me because a lot of property companies just build new green buildings and say, 'Yep, it's built to Green Star', and then don't look at the energy efficiency performance. Whereas Britomart has an ongoing commitment to look at energy efficiency and maintain it at a high level. That was a point of difference.

The second step is that the borrower pulls together a sustainable finance framework. That's a document that sets out what your strategy is and the kind of governance you

"Britomart has an ongoing commitment to look at energy efficiency and maintain it at a high level."

have in place to manage the Green Loan and what your reporting commitment is on an ongoing basis. Then, our role is in sustainable loan structuring. If there's a broader lending group, we coordinate with them for any questions they have on the structure of the framework and the documents, and then we ensure the financing documents align to the Green Loan principles and embed those commitments.

**MW** Is credibility the main incentive for corporations to transition to sustainable loans? Green Loans don't necessarily have better interest rates, do they?

**KA** That's right. In Green Loan products, there's not a consistent approach for pricing discounts. We're starting to see pricing discounts play out in the Green Bond market, which is the traditional sustainable finance product, particularly overseas. In the future, I think, that will translate through to sustainable loan pricing. But the key benefit for companies isn't pricing reductions by any means. It's the broader stakeholder and lender peace of mind. For key stakeholders, it's a way for them to know that they're aligned at the top. Your internal employees, they're another stakeholder. Your tenants. For all these other stakeholders, it's a clear signal that you've got your house in order. I think that's the key driver, the stakeholder piece, and what it embeds in your company in terms of reporting verification and credibility.

**MW** From Westpac's perspective, what share of your lending is going towards these sustainable finance products and do you have goals for how that will change over time?

**KA** Yes. It's a good question. Probably for eight or so years, we've been tracking internally what our lending is to climate change solutions, to companies like Britomart Group that have a portion of portfolio that is Green Star rated. We used to have a target for \$2 billion in lending to that. Then, we increased that in 2020 to say, 'By 2025, we want to have \$10 billion in sustainable finance'. That was a pretty chunky and ambitious target, which we are making good progress towards hitting.

**MW** And the ultimate target is for everything to be sustainable?

**KA** Totally. I think we will get there, say, in five or 10 years. It won't be a green label, and it won't be a social label. It'll just be, 'This is financing and the cost of your sustainability performance will be reflected in the pricing because that is your credit, and the financial risk will integrate the sustainability risk.' But we are not quite there yet. I think these are probably transitional financing instruments to help get us there.



## City Futures

Parts of central Auckland felt hollowed out in the wake of Covid lockdowns, with closed stores and diminished pedestrian numbers. Flexible working habits increased the pressure on many city centre businesses, and workplaces struggled to entice people back to the office. Britomart's City Futures project was a multi-pronged effort to stimulate conversation about the future of work and the central city. We interviewed members of Britomart's working community – including recent graduates at Westpac, senior partners at EY and leaders at small and medium-sized enterprises – and others including Auckland Central MP Chlöe Swarbrick.

We featured these interviews online and in a free printed publication distributed around Britomart (with panels in the Atrium on Takutai at right highlighting key quotes). We also hosted business and community leaders at a lunch to discuss central city issues which featured Deputy Prime Minister Grant Robertson as a guest speaker.

Since then, we've stayed in regular contact with central city stakeholders to share information and inspiration, expanded our interview series on the Future of Work, and joined taskforce groups and other organisations focusing on city centre regeneration. Pedestrian numbers are up, but there is still work to be done.

Right: Our City Futures project created a booklet of interviews about the future of work and the central city, distributed in the Atrium on Takutai, Photo by Joe Hockley.





# How to restructure your supply chain

KAREN WALKER



Karen Walker has run her eponymous fashion design and retailing business for 30 years, and opened a new store on the ground floor of The Hotel Britomart in 2020. For the last decade, much of her attention has been focused on bringing transparency and a stronger sustainability focus to the famously opaque supply chains of the fashion industry.

**JEREMY HANSEN** The fashion industry has changed radically since you started out, and not only in terms of sustainability. Can you give me a sense of what it was like when you began?

**KAREN WALKER** I've been in business 30-plus years – the business of fashion and retail – and nothing is the same as what it was when I came into it. The conversation and thinking around sustainability when I came into the business in the late 80s was non-existent. There were some exceptions – Patagonia, for example – but most companies wouldn't have even known what the word sustainability meant. Now I think it's the opposite. You wouldn't have a single company out there now who doesn't have that on their agenda, to different degrees.

**JH** A lot of your focus around sustainability has been on your supply chain, which must be complicated in this era of diffuse globalisation. Can you talk a bit about that?

**KW** We started the conversation with our supply chain around transparency and who they are and what they do between 15 to 20 years ago – we started manufacturing offshore, so that kind of had to go hand-in-hand with it. Some brands or makers will work with an agent who sends the work out, and you've got no idea where it goes to. That was never going to be right for us. We always wanted to engage directly with factories.

Similarly, there are a lot of makers in this business who'll buy fabric off what they call the stock market – not

the financial stock market, but stocks of fabrics in China and other countries where there's just millions of metres of fabrics you can choose but you have no idea where they're made, who made them, where the fibres come from or anything like that.

That's something we did do in the early days, but we haven't done that for about a decade. With our fabric supplier, we can go and visit any factory we work with at any time. We know the owners, we know the teams. I've been to most of our factories in China, and my production team's been to all of them. We have an independent, third-party quality control manager on the ground there who's in and out of all of them, probably on a monthly basis. I think that was always the approach we took: that we wanted to know the people, be able to visit, be able to go and take photos and meet the teams.

Most of our partner factories are small, family-owned businesses, maybe the owners and 10, 20, 30, 40 people on the team. And from day one, we have a very clear Code of Conduct for Social Compliance that all our factory partners have to agree to and work to. If they don't, then we won't work with them, because if your partner isn't going to be transparent and commit to working in the way that you want them to work, then they're not the right partner.

**JH** I imagine that for a long time it was difficult to get a lot of the things you needed in a partner certified by an official third-party organisation.

**KW** Yes. For a lot of our partners, the code of conduct and the people going in to do checks and all that kind of stuff was the first time they'd ever had people ask for that. Some of them were happy to go on the journey with us and learn about it and make improvements where necessary, and others found it too hard, so we couldn't work with them anymore. I think most of them realise that's going to be the new normal, and they might as well just do it now.

**JH** From the outside, fashion can look like the most unsustainable of industries, because it can look like it's predicated on unnecessary consumption.

**KW** It can. Fashion with a capital F is about built-in obsolescence, and I've never really been personally interested in that. I like pieces that are solid and real and beautiful and well-crafted, and well-made and well-designed, and that's always what we present to our customers. I think that tendency towards built-in obsolescence is changing across the board, because the community on either side of the counter is demanding that change. We all know that the most sustainable wardrobe is the one you already own, or the one you swap with friends. So that idea of new for new's sake, I don't see that around much anymore.

**JH** How does all this change the way you design and bring products to market?

**KW** When we design we start by asking, what does our community actually need or want? It's about items that are going to be functional and a little bit fun and exciting as well. People need a uniform, in a way, with tweaks around the edges. It might have a little bit of fun and glamour and

“Fashion with a capital F is about built-in obsolescence, and I've never really been personally interested in that.”

fairy dust in it, but ultimately when you peel that back with everything that we make or we sell, they're elevated uniform pieces. When people buy product from us, we want it to be in their wardrobe for years, if not decades. We want it to be multi-generational, or something that they can send to the second-hand shop and there's a market for it. Those things only come about by designing well and making well.

We also design to best use the skills of the makers we work with. We don't dream something up and make them shave their margins so it meets an arbitrary price point we've imposed.

**JH** To you get more granular, how has your examination of this process affected things like fabric selection, for example?

**KW** It definitely has shifted things. Two-thirds of the product we now make in terms of number of units is GOTS certified organic cotton grown in India. Every cotton piece you'll see in our stores is certified organic and Fair Trade-made. There's a lot in that, but what it comes down to is that we know exactly where it has come from. We know the teams who've turned it into fabric and have sewn it and that they're being paid well and taken care of.

The other thing I love about using organic cotton is the way they're finding ways to use it better. When you cut from a roll of fabric for a pattern piece, about 10 percent of that roll – the offcuts – isn't used and is traditionally sent to landfill. Our teams in India gather those offcuts and break it back down to yarn, then re-knit or reweave it.

With other fabrics, about 18 percent of our styles are 100 percent cashmere, and that's partly sourced from Inner Mongolia and partly from Nepal. About 8 percent is silk blends. If we do use polyester – it's generally one or two percent of total fabric composition – it's 100 percent recycled. All our puffer jackets that we've got in the range for next year, they're all recycled polyester.

**JH** What's your end game in terms of sustainability, the ultimate goal?

**KW** There's no end game. It's never done. You have to be questioning all the time. The situation changes, the world changes. Even if you think everything is really good and you're happy, something's going to come along tomorrow that's out of your control, and you're going to have to be flexible and go back to questioning what is in line with your standards.



# How to use banking to build a more sustainable economy

BELINDA VAN EYNDOHOVEN



Belinda van Eyndhoven is the Head of Sustainability at Westpac, with oversight of a huge range of initiatives aimed at everything from housing to agribusiness, as well as the emissions of Westpac’s staff and customers. Here, she talks about the difference the banking system can make in creating a greener economy.

**JEREMY HANSEN** Belinda, people reading this might wonder how a bank, which doesn’t produce physical objects, addresses sustainability. So I wondered if you could start by outlining what a bank like Westpac can do to help achieve better climate outcomes for everybody.

**BELINDA VAN EYNDOHOVEN** It’s a good question and I think there are probably three parts to the answer. The first and, to my mind, the most important one is to really encourage and support those that we lend to to reduce their emissions.

I think the second one is to really consider emissions in the goods and services we procure: things like how we get around, the makeup of our fleet, our air travel, all of that. How do we score our suppliers around Environmental, Social and Governance (ESG) metrics? And how do we help them become more sustainable themselves?

The last one is about helping our staff to reduce their emissions at work and at home. We’ve started a whole range of work in that area, looking at things like the way staff commute to and from work and helping them understand the emissions of some of the things they do.

**JH** It sounds like it’s quite finely balanced between carrot and stick, incentives and penalties. I wondered if you could talk a little bit about how you navigate that path in terms of encouraging people that the bank has relationships with to do better, and what foundations you put under that to make it more than encouragement, but possibly enforceable.

**BVE** The approach we’re taking is, how do we walk that fine line between really encouraging people and providing them with a level of support to transition to a lower-emission way of doing business? We’re a member of the Net Zero Banking Alliance, which is a really good example of the stick and carrot approach: it requires us to set portfolio emissions reductions targets in line with a 1.5 degree [temperature increase] pathway, and work with customers to achieve this. The cost of capital could change, for example, if you aren’t aligned to the 1.5 degree pathway and don’t have a credible transition plan to get you there. The cost of lending could actually decrease if you have a really good transition plan in place and can access a sustainability loan or another sustainable finance product. It’s about doing both.

**JH** I know you’ve only been in your job a relatively short time, but how do you feel Westpac and the wider industry are progressing on the issues you’ve identified?

**BVE** I think it’s been a massive shift for the industry in the last couple of years. Things like the Net Zero Banking Alliance and our climate-related disclosures regime in New Zealand are based off international frameworks and best practice. Things like that are really pushing the finance sector to think more about not only our own emissions, but the emissions that we finance.

For Westpac, we released our first climate risk report in 2020, and we’ve been working over the last couple of years to really try and improve the quality of our data so we can better understand what emissions we are actually financing. That involves a lot of talking to our customers. And then I think it’s about continuing to estimate and disclose the emissions intensity of our portfolio so we’re being really transparent with people.

We’re also continuing to show the areas where we are most exposed, and for New Zealand generally that’s in the agri sector. So, what are the services and expertise we can support them with? Investors and stakeholders are now far more interested in this space. They don’t want to hear any more talking – they want to see action, to see what we’re actually doing to transition.

**JH** You’ve mentioned the agri-finance initiatives that Westpac has. I was thinking of how there’s been rapid movement in markets like the EU to specify the emissions requirements for exporters who bring their products to market there. Could you tell me a bit more about how the agri-business sector is changing, and what part Westpac is playing in that?

**BVE** I’m not an expert in this space, but I can certainly talk to you about some of the work that Westpac is doing, much of which is beyond agri. A lot of the thinking we’ve been doing at Westpac is about how we position customers to be able to reduce their emissions. We’re trialling sustainable agri loans at the moment, which is a really exciting step for Westpac to think about how we can reward customers with a lower cost of capital for standout emissions and environmental management on farms.

This year we’ve also released our EV [electric vehicle] loan. It’s for everyone – you don’t have to be a Westpac

“I think it’s been a massive shift for the industry in the last couple of years.”

customer to apply and get a rate which is significantly lower than a normal car loan.

We’ve also been looking at the areas where we can help customers most, and one of them is the expansion of our Westpac Warm Up home loan, which went from \$10,000 to a possible \$40,000 and is interest-free for five years. That enables you to do things like put solar on your roof, put solar battery storage in, put some EV charging in, double-glaze your home, install heat pumps and so on. All of those things will hopefully reduce costs and reduce emissions. There’s more to come in those spaces. We’re just working through the next steps.

Beyond climate change, and while we’re talking about housing, the affordability piece is huge for New Zealand right now. Financial stability is an important part of social sustainability and home ownership can play a big part in that. We’ve tried to look at funding solutions to overcome a whole heap of challenges. Prefab homes, for example, could be built more cheaply and taken to site, but traditional funding models don’t allow for prefab buildings because they are built offsite. So we’ve developed a product called Prebuilt Home Loan, which has helped well over 200 customers by addressing the issue with how the lending was structured.

Another big one is papakāinga, shared land and resources that are not owned exclusively by the homeowner. A beautiful example of this is we did some work with Ngāti Korokī Kahukura, who have a piece of hapū-owned land where whānau wanted to have individual lots on the land and individual mortgages, but share a common bespoke wastewater system, common water, and common communal gardens promoting an environmentally sustainable papakāinga. The finance system isn’t structured to give individual mortgages to the homes on a shared piece of land, so we’ve done a lot of work to provide financial solutions via a shared-equity model that would make it useful and affordable for the whānau who wanted to live there.

We’ve also worked on a broader shared equity model, because a massive issue is people being able to save the deposit for a home when they’re paying high rent. We’ve partnered with Kāinga Ora on their First Home Partner initiative, which is a shared equity model for when the homeowner has a deposit that isn’t sufficient to meet traditional banking lending criteria. Kāinga Ora steps in and contributes up to 25 percent of the purchase price and owns some equity in the home, and the homeowner



eventually pays that off. That enables the bank then to lend to Kāinga Ora and the homeowner together, which is exciting because it helps that many more people be able to get onto that home ownership ladder.

There's another thing we're proud of in the housing area: Queenstown Lakes Trust owns a whole heap of land in an area where housing affordability is crazy. So they're setting up a system where they can build some great energy-efficient new homes and allow people to purchase those houses on trust land, and when the owner wants to sell, the trust buys it back. It's quite a different model, but it still enables people to get into a home that they own. It's a great blueprint for how we could do that in other areas of New Zealand.

Along with all this, the Westpac Government Innovation Fund this year has a specific focus on housing with the theme 'Quality Homes Within Reach', which is really exciting. We've got a million dollars available to fund ideas that will bring quality homes within reach of more New Zealanders. The ideas that we are really looking for address questions like, how do you repurpose existing buildings? How do you redefine our relationship with ownership like in the examples I've mentioned? How do we remove barriers and create conditions to enable innovation to thrive in the housing system in New Zealand? How do we include Indigenous and historical models as well as new technologies?

**JH** These all sound like great initiatives, but if you don't mind me asking, what's in it for the bank?

**BVE** It all comes down to climate risk being a financial risk. If we lend to customers who aren't thinking about this and aren't transitioning to a lower-emissions way of doing business, they're not necessarily going to be in a position to thrive in future. The opportunity is if we lend at a lower cost of capital to the people and businesses that are really thinking about the future, that's a safer investment for our money. They will likely be more resilient and more likely to prosper in those situations. For housing we have a core strategy outcome of caring for our customers and being fierce advocates for inclusion. Helping people into a home is both good for the customers and their communities and good for the bank. If our customers are financially fit the bank lowers its risk from lending.

**JH** After many years of what felt like a lot of talking, does it feel to you now that some critical momentum for action is rapidly being achieved?

**BVE** Absolutely. I think there are a few things that have just taken time to get in place, like the architecture for how we address climate change globally and in New Zealand. We now have a legislative framework for thinking about this; government and business know the roles they're going to play. I think those things are massive.

Another huge shift is that investors are seeing climate change as a long-term risk now. This line has been drawn in the sand that we have to quite aggressively stick to a 1.5 degree target or face some of the consequences if temperature rise is more than that. So I feel like the whole system has started to gear up. Of course it's not fast enough



— we need to be going faster and doing more. But this year has really felt different from my perspective.

**JH** Your job is right at the nub of these pretty fundamental challenges we face. How do you stay optimistic in the face of what can seem like intricate issues to unpick?

**BVE** You have to be an optimist in this space, or it would just get too depressing. The scale of it is so big and the implications of getting it wrong are so significant. And there's so much hope in the way people come together and in the things that we can change when we work together. Some of the things that make me super-optimistic at the moment are what we talked about in terms of the government architecture landing. That has been a real barrier for action, because it has allowed people to say they're not sure where government's going and they therefore can't put policy frameworks in place and get on with things. But now that's done, it's in place and we've got emissions budgets, so we can just get on with it.

I felt like the discussion a couple of years ago was, 'this is going to cost too much and it's too hard'. You still get a lot of that, and it does cost a lot and it is hard, but the cost of inaction is greater. A dollar spent on this now is going to save multiple dollars in the future. There are also massive opportunities, not just in the commercial space but for creating the country and the world that we want to live in. We can start putting nature-based solutions at the heart of some of the climate challenges we're facing. There is the chance to think more systemically around some of these solutions and how they can solve multiple issues that we are having in society — we can solve some really complex problems by using climate as an opportunity. I know there's some stuff that we are not going to be able to avoid, but I think there is some good that can come out of it.

Above: Westpac's headquarters overlooking Takutai Square. Photo by David St George.

# How to hold a team together through a crisis

NATHAN HOUPAPA



Nathan Houpapa is executive chef of Café Hanoi and Ghost Street restaurants on Britomart's Tuawhiti Lane. He talks to us about how his team pulled together through the COVID-19 pandemic to survive as a company, and then adapt their systems in order to be more resilient in a hard-hit hospitality landscape.

Above right: Nathan Houpapa. Illustration by Lucy Han.

**MELINDA WILLIAMS** If you can cast your mind back, can you describe the team you were leading when the pandemic hit?

**NATHAN HOUPAPA** Pre-COVID we had Cafe Hanoi and Ghost Street in Britomart and Saan up in Ponsonby so it was quite a big team, about 85, 90 staff, of which I was directly responsible for probably 45. We were doing very well as a company, really humming. So when the first lockdown came along, it was a big shock to everybody. In hospitality you've got to roll with the punches quite a lot, making changes on the fly, but this was something we hadn't had before.

**MW** Can you remember the ways you initially moved to support your team?

**NH** Initially everyone was in a bit of shock. The directors of the company were definitely in shock. We just didn't know what was going to happen. There were a lot of Zooms, a lot of worry, a lot of what-ifs. It was quite a stressful time. We had, I think, about \$8000-10,000 worth of stock just sitting in our chillers, so we gave all of it to our staff. They were grateful for that. But that was a huge loss of money, and I'm sure most restaurants unfortunately experienced the same thing.

We had a couple of Zoom meetings for the staff to ask questions and Krishna, our director, was very available and sending out emails every couple of days with updates of what was going on and what we were trying to get done. But yeah, I remember that first week being pretty hectic. A lot of it was



just me calling people, or my head chefs calling people. I'd be in touch with my senior staff in the kitchens and they'd be saying, 'Oh, this person is worried about this. This other person is a bit upset'. So then I'd call them. But it was very hard. At the same time, I was in lockdown with my young daughter and we were trying to figure out her schooling and how that was going to work.

**MW** You managed to hold onto pretty much all your staff, even through a very bumpy period. How did you achieve that?

**NH** I put a lot of it down to a decision that our directors made very early on that they did not want to lose any staff. That became one of the biggest goals for our company. That posed some challenges, but we got through to the other side. Actually, unfortunately we did lose a few who did not want to get vaccinated. That was a really tough time because I respect everybody making their own decision. But the mandate came in, so we had no choice.

The directors made some immense sacrifices over the last two years in order for everybody to keep their jobs. And I think people could see what they were going through to keep the lights on, and that has generated loyalty. But we did lose a business, Saan, the restaurant in Ponsonby. It just became unmanageable. We needed to do something to survive and that was what we had to do.

**MW** What forms of external support from the industry or wider community helped you get through?

**NH** One advantage we had was we had very understanding landlords both down in Britomart and in Ponsonby. Hospitality restaurants are a cash business, so you don't have a lot of cash reserves and a few weeks of poor trading can really put you in trouble. We had a good relationship with our bank, so that really helped. But the landlord support and the wage subsidy from the government are the two reasons we're actually still operating.

**MW** Where did your leadership team – that's Krishna, Tony, yourself and others – resource yourselves in terms of your mental health and learning how to support your team?

**NH** Family mainly. Our family spent a lot of time in touch with each other during that lockdown period. Some of them were isolating and some of them weren't. I think just talking to each other every day really helped. Krishna, my immediate boss, one of the directors, while she had a whole lot on her shoulders, she was my rock at the time as well. She was always available to me. I think it was a two-way street, we'd talk each other off the ledge some days.

I did reach out more recently for a bit more professional help, which was really helpful as well. In hospitality you're used to dealing with a stressful environment. When you're working a busy night service, the pressure is immense and that probably helped me in that period as I'm used to dealing with extreme pressure. But I guess the difference is that's for short periods of time.

**MW** Do you think one of the positive things to come out of the pandemic is a stronger recognition of mental health and

removing the stigma of talking about feelings?

**NH** 100 percent. Something that has been discussed at management meetings is how it has become okay now to say that you're not all right. I think it's a really positive thing. There used to be a kitchen mantra when I was a young chef – 'You leave your shit at the door; no one wants to know your problems'. It wasn't great advice in hindsight, and now, having more of an understanding of where staff are at makes a big difference. If you know what's going on, they feel more able to approach you. If I'm honest, I'm now allowing a lot more time off than I used to. And that comes back in loyalty. So it's just a much better way to operate, isn't it?

**MW** Hospitality is an industry that doesn't work 9-5 hours, so it must be challenging to help staff achieve a good work-life balance. How are you thinking about that?

**NH:** We just don't have set rosters. We're very flexible. If people need time off, they can get it. I remember as a young chef, I missed pretty much every family event or friend's birthday because I had to work and I wouldn't even bother asking. I think if that was the attitude now, we wouldn't have any staff. I have staff that don't want to work days, they just want nights. It's just about appreciating that private lives are important and if you're respecting that, then it plays into longevity of your staff. A lot of my staff are now on four-day working weeks and they're so happy.

**MW** Do you think there's been a shift from seeing staff as fundamentally replaceable 'workers' to a more realistic and holistic view of them as individuals?

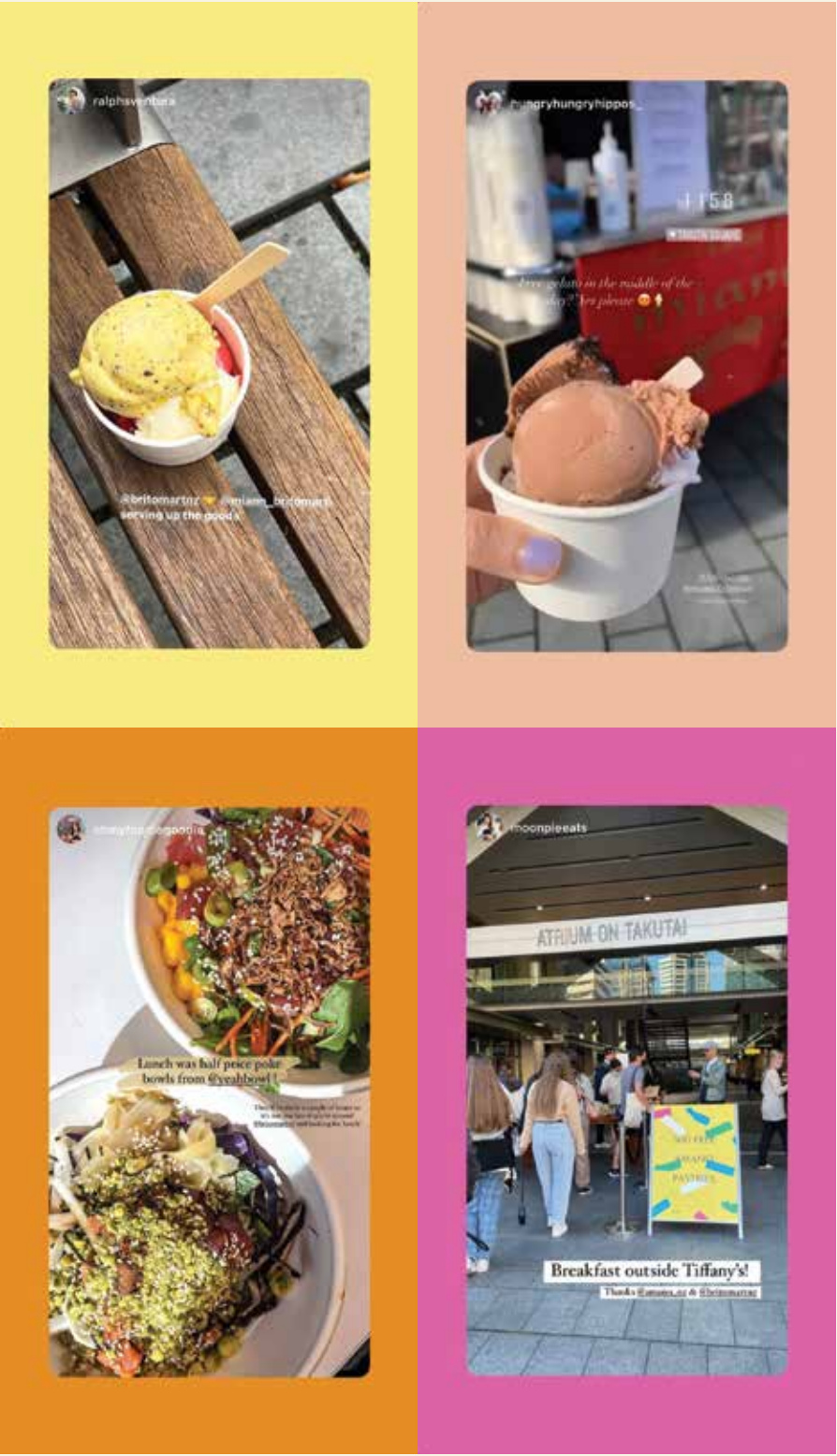
**NH** Absolutely. I think maybe five years ago I saw staff as replaceable, and that was a big change that I had to go through myself as a manager. Now my staff have become the most important thing to me, so it's good to be aware of what's going on with their lives and being able to be flexible and approachable enough for them to tell me when something's going on. It results in a much better relationship. I mean, juggling the roster can be a bit of a headache, but it's worth it for the payback.

**MW** Do you think that there's a greater recognition at the broader hospitality industry level that things need to change?

**NH** I think hospitality still has a bit of a way to go. Hospitality is getting a bit of criticism in the media at the moment, around immigrant workers and pay rates and things like that. And to be fair, the industry needs to take that criticism on board. I think for quite a long time, pay rates especially haven't been that attractive.

**MW** How have you managed to juggle staff shortages alongside your more flexible approach?

**NH** I think we're very lucky compared to a lot of other restaurants who I know have had to close for periods of time. We're actually overstaffed at the moment in our kitchens, which I think just comes down to how well we've looked after them throughout. I get a lot of comments from customers saying, 'Oh, your team, they just work so well together. They look so organised and happy'. And for me that's the biggest compliment – even more than the food.



Above: Our Welcome Back to the Waterfront campaign involved working with our central city neighbours to celebrate in-person connection after Covid lockdowns.

## Welcome Back to the Waterfront

Our Welcome Back to the Waterfront project was a key element of longer-term efforts focused on the regeneration of the central city, where many of the effects of lockdowns and border closures have been most acutely evident. Our team members have been active participants in additional and ongoing regeneration initiatives with Heart of the City, Eke Panuku and Auckland Council.

For Welcome Back to the Waterfront, Britomart worked with its immediate neighbours, Commercial Bay and Viaduct Harbour, to develop a campaign to welcome people back to the central city and encourage them to reconnect with friends and colleagues in person after a long period of lockdowns and working from home. We were conscious of the isolating effects that work from home practices can have on people, and of the challenges this had caused for retail and food and beverage businesses in the central city.

The campaign consisted of a generous prize – including hotel nights and vouchers for shopping and eating experiences – as well as daily activities that included giveaways of free coffee, pastries, gelato and more. The idea was that, with these welcoming gestures, we could remind people of the pleasures of connecting in person in the central city and encourage them to support businesses through a tough period.



PART — 03

# Te Tāngata People and Culture

Britomart is a place founded on making connections. Our active social sustainability programme creates arts and culture events designed to foster an enhanced sense of connection to community and place. These are some of the highlights of our arts and cultural programming from the past year.

This photo: One of the participants at the free crochet workshops artists Lissy and Rudi Robinson-Cole held for Matariki. Photo by Joe Hockley.





For Te Timatanga during Auckland Pride, Britomart displayed the work of three Takatāpui Māori artists, including Hana Burgess's poster series, *Infinite Formations*, displayed here on Customs Street while the refurbishment of the Hayman Kronfeld Buildings was under way. For more about Te Timatanga, see the following page. Photo by David St George.



## Te Tīmatanga

A collaboration with Auckland Pride in February 2022, Te Tīmatanga (the beginning) was an art trail that featured the work of three Takatāpui artists. Kahu Kutia (Ngāi Tūhoe) (she/her) created a work on Galway Street (right) entitled *Te Pō/ when we were erased we came back here*, visually influenced by woven whāriki patterns and featuring a poem about the infinite potential of the darkness that preceded the world's origins. Hana Burgess (Ngāpuhi, Te Roroa, Te Ātihaunui a Pāpārangi, Ngāti Tūwharetoa) (she/her) devised *Infinite Formations*, a poster series for Customs Street that explored Māori futurism beyond colonial confines (previous spread). *Te Tinana*, a work by Liam Brown (Ngāti Kahungunu ki Wairoa, Tūhoe) explored the body through abstracted self-portraiture, and featured on panels in the Atrium on Takutai. The art trail ran throughout Britomart, Commercial Bay and Wynyard Quarter for the duration of the Pride Festival.

Right: Kahu Kutia's ground-based work *Te Pō / when we were erased we came back here* in Galway Street, below the aluminium panels of Lonnie Hutchinson's *Aroha ki te Ora*. Photo by David St George.





To Grow Roots  
Where They Land

To celebrate Lunar New Year 2022, Britomart worked with artist Talia Pua to showcase the stories of Chinese immigrants to Aotearoa New Zealand. Early Chinese immigrants to the country were predominantly men, who first sought their fortunes in the Otago goldfields. Later arrivals worked as market gardeners, laundrymen and fruiterers, many of them struggling to pay an onerous poll tax imposed on Chinese migrants by the government. Talia’s project involved interviewing the descendants of the first influx of Chinese women immigrants in 1939 who were given permission to join their husbands in New Zealand and escape the havoc of the Sino-Japanese war. As well as highlighting this transformative period for Chinese New Zealanders and the country, Talia’s project focused on the unfairness of past immigration policies and the intolerance many of the migrants faced when they came to New Zealand.



Above: Artist Talia Pua, who created the To Grow Roots Where They Land project (top right) as well as the whale tail at right. Photos by Joe Hockley.



Whale Tales

The World Wildlife Fund’s Whale Tales Art Trail raised awareness of (and funds for) ocean conservation with the placement of more than 80 fibreglass ‘whale tails’ painted by different artists throughout the city. Britomart was proud to support the art trail with sponsorship and hosting of two tails: one by artist Talia Pua, and the other by artist Greer Clayton. The art trail was popular with families and school children, who were regularly seen passing through Britomart to tick the tails of their trail lists.

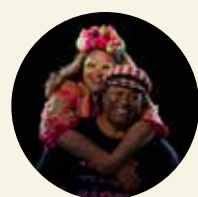
Above: Tivaevae Tataura, a quilt using the embroidered applique technique. The chrysanthemum design was envisioned and sewn by Mrs Tou Pukeiti while part of the Atiu, Cook Islands, Enuamanu Vainetini group based at Māngere, Auckland. Collection of the Auckland Museum Tāmaki Paenga Hira, 2001.12.23 2843mm(L) x 2130mm(W). At right, the installation on Te Ara Tahuu. Photo by Joe Hockley.

The Art of Tivaevae

Britomart collaborated with Auckland Museum Tāmaki Paenga Hira to produce *The Art of Tivaevae*, a celebration of the hand-sewn bed coverings made by women of the Cook Islands and in the collection of the museum. Fuli Pereira, curator of the museum’s Pacific and World collections, selected the photographs of tivaevae with her colleague, Andrea Low, which were made into 15 large panels adorning the side of Britomart’s Pavilions. The exhibition was part of the City of Colour Festival, one of the many central city revitalisation efforts after Auckland’s lockdowns.







Above: Elements of Wharenuī Harikoa were photographed and featured on Britomart's Pavilion Panels on Galway Street and Te Ara Tahuu (top). Wharenuī Harikoa is being crocheted by Lissy and Rudi Robinson-Cole (above). Photos by Russ Flatt.

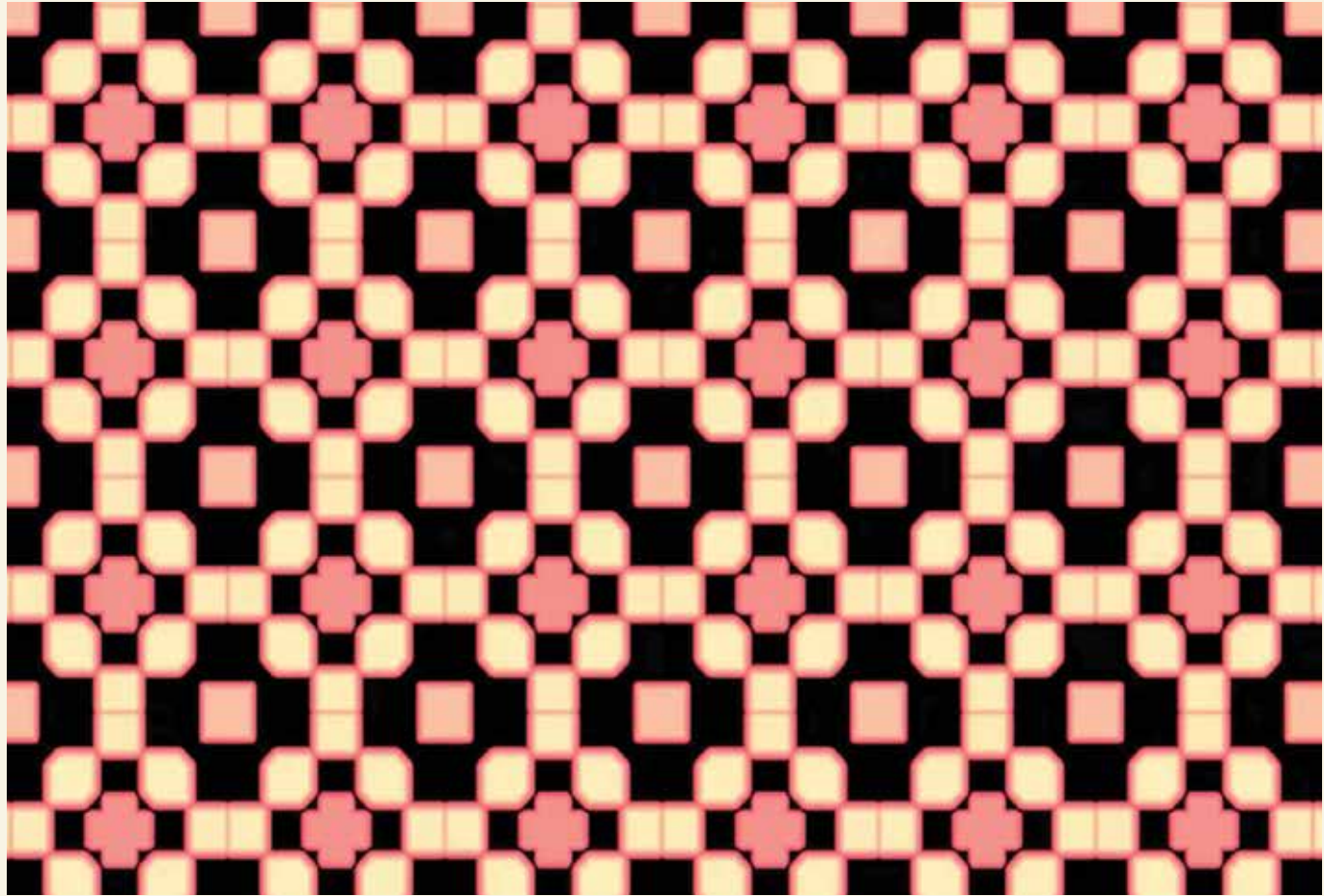
## Wharenuī Harikoa

Lissy and Rudi Robinson-Cole are artists who are currently creating Wharenuī Harikoa (House of Joy), a full-size wharenuī that they are crocheting loop by hand-crafted loop. Lissy and Rudi see the wharenuī as a space for cross-cultural communication, where Māori, Pākehā and Tauīwi can gather, heal and hold conversations about a brighter future for a decolonised Aotearoa New Zealand. For Matariki 2022, Britomart featured photographs by Russ Flatt of Wharenuī Harikoa as a work in progress, and invited Rudi and Lissy to hold a four-day residency in one of the precinct's retail spaces, where they held free daily crochet workshops and a public talk.



This page: For their Britomart residency, Lissy and Rudi Robinson-Cole hosted free crochet workshops in one of the precinct's retail spaces. Photo by Joe Hockley.





Onga mei he tapa fa (sounds from the four corners)

Above: The contemporary tivaevae-like patterns (above and right) by Sione Faletau were generated using sound recordings from the space in which they were eventually exhibited. Photos by Joe Hockley.

Artist Sione Faletau created *Onga mei he tapa fa (sounds from the four corners)*, a series of works in which he developed kupesi (patterns) from sound recordings taken in the Atrium on Takutai and Takutai Square. The work was made in conjunction with *Ongo Ongo*, a video that was a centrepiece of *Turning a page, starting a chapter*, an exhibition at nearby Gus Fisher Gallery. "There's this kind of repetition within the architecture of these patterns, and in that I saw links to my traditional Tongan culture, where tapa cloth has the same kind of repetition with these repeated geometric motifs," Sione says. The exhibition was staged in the Atrium as part of the City of Colour Festival.



Twin Cultivation

Above: Ceramic vegetables (top) by Cindy Huang (above) were exchanged by strangers for Matariki at the Twin Cultivation installation in Takutai Square (right). Photo of Cindy by Joe Hockley; other images by David St George.

*Twin Cultivation* was an installation by artist Cindy Huang, producer Rosabel Tan and designer Micheal McCabe that reflected on relations between tangata whenua and Asian immigrants. Drawing on the history of market gardens in the Auckland region, the installation (which featured furniture by designer Micheal McCabe) set up interactions between strangers, who were led through a series of questions by a host and were then invited to gift each other ceramic vegetables crafted by Cindy. Supported by the Ministry of Culture and Heritage Manatū Taonga, *Twin Cultivation* invited visitors to use Matariki (traditionally marking the end of the harvest period) as a time of reflection on notions of belonging. The encounter sessions were booked out through *Twin Cultivation's* week in Takutai Square.







This photo: Te Pā Harakeke filled Takutai Square with kapa haka, music, food and people for the first Matariki public holiday. Photo by Joe Hockley.

## Te Pā Harakeke

Britomart celebrated the first-ever Matariki public holiday by hosting Te Pā Harakeke in Takutai Square, an inspirational day of Māori food, music and kapa haka performances. Thousands of people gathered throughout the day, enjoying the festival atmosphere and the huge variety of musical entertainment.



## To Fashion

This collaboration with the NZ Fashion Museum and photographer Edith Amatuana resulted in an arresting exhibition on the Pavilion Panels on Te Ara Tahuu, where a diverse range of New Zealanders posed in their favourite outfits and talked about the complexities and joys of self-presentation through clothes. This thoughtfully curated show was part of the Auckland Arts Festival and re-presented fashion as an exploration of identity. QR codes on the panels opened audio recordings of each of the people photographed discussing their clothing selections. During the exhibition, a street style photographer roamed Britomart and took images of people that they could share on their own social media accounts.

Top row, from left: Viv Beck, Fatima Sanussi, Mariadelle 'Abbey' Gamit, Navakatoa Tekela-Pule and Sulieti Fiem'a Burrows. Bottom row, from left: Six, John Kirwan, Andrew McMillan, Tayi Tibble and Taane Mete. All photos by Edith Amatuana for the NZ Fashion Museum.







Above: The finalists in NZ Geographic magazine's Photographer of the Year awards were displayed on Britomart's Pavilion Panels and the Atrium on Takutai. Photos by Samantha Totty.

**NZ Geographic Photographer of the Year**

NZ Geographic magazine's Photographer of the Year award is a snapshot of a nation as well as being the country's most prestigious photographic award. Expert photographers from across the country submit entries in categories including Landscape, Wildlife, Society, Aerial, Built Environment and Adventure. Britomart collaborated with NZ Geographic magazine to display the finalists on our Pavilion Panels and the Atrium on Takutai and invite public votes on the People's Choice Award. The exhibition was part of Britomart's participation in the second annual Auckland Climate Festival.



This page: The Makers Market allows artisans to access greater numbers of potential customers on busy Saturdays every few months in Britomart. Yoko Shimoyama (above), the proprietor of Britomart store Wonder Journal, is the founder of the Makers Markets. Photos by Samantha Totty.

**Makers Market**

We worked with Yoko Shimoyama, the proprietor of Britomart store Wonder Journal, to present the Makers Market, a quarterly event in Te Ara Tahuu where Britomart provides free space and promotion for a gathering of local craftspeople and artisans, including ceramicists, candle makers, carpenters and more. These events have been increasingly well-attended, generating income and publicity for a range of small local businesses and connecting them with a greater number of potential customers.







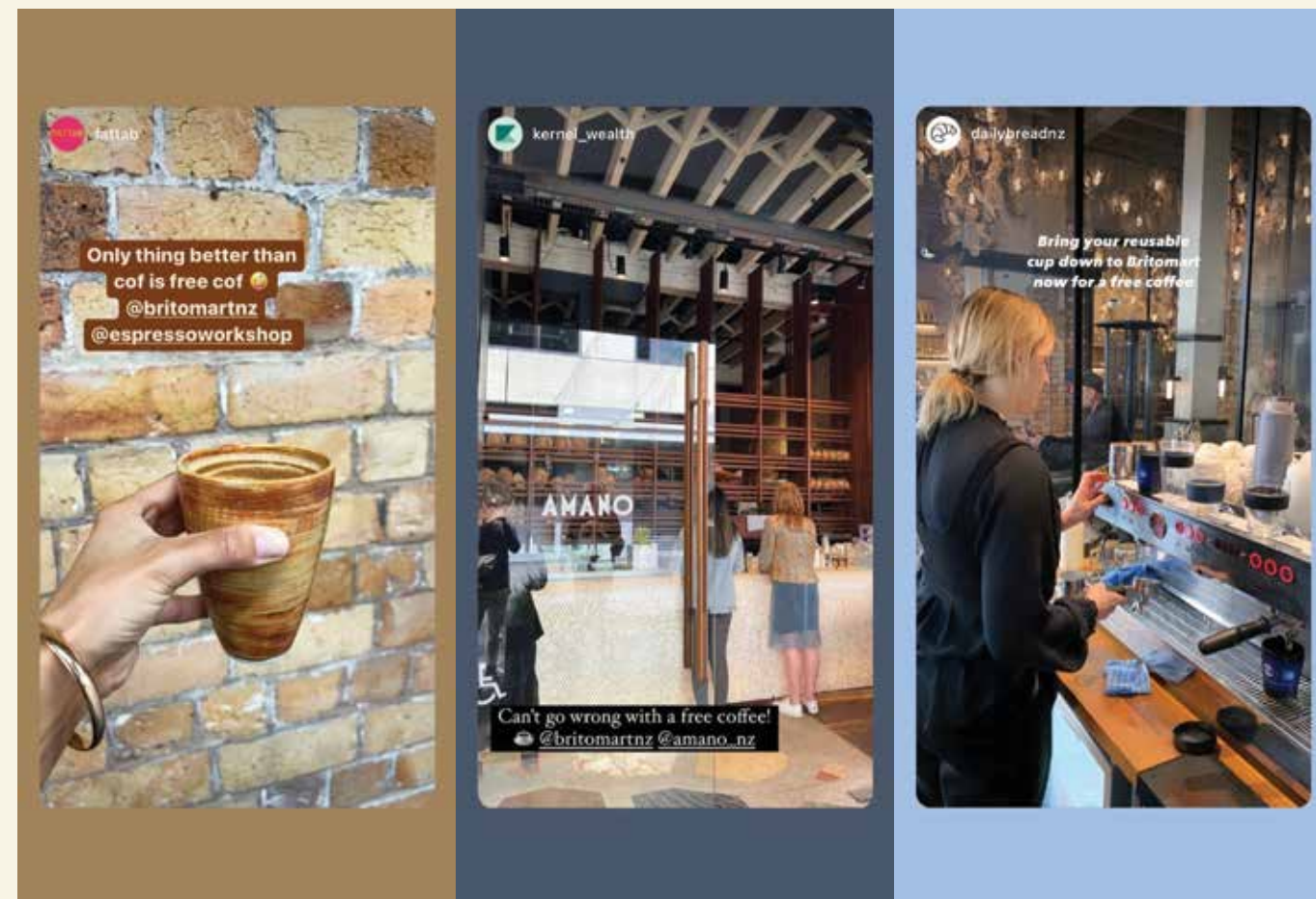
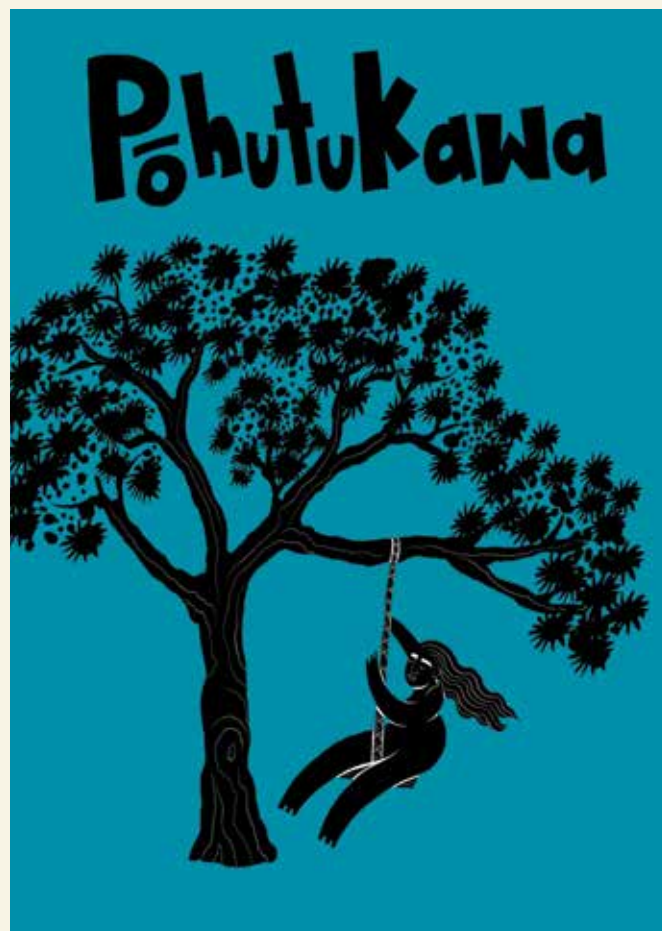
PART — 04

# Te Taiao Environment

Britomart's environmentally focused activities range from the creation of 5 Green Star buildings to public events in Takutai Square. It's a broad scope of engagement with a two-pronged focus: raising environmental awareness, and working to ensure our buildings meet nationally accredited standards.

Our Greening the City initiative gave away over 2000 native seedlings from The Landing and raised money for the Native Forest Restoration Trust. Photo by Joe Hockley.





## Greening the City

Above: Artist Miriama Grace-Smith created illustrations (top left) for our Greening the City activation, a native tree giveaway that attracted thousands of people and raised money for the Native Forest Restoration Trust. Photo by Joe Hockley.

Britomart's Greening the City event invites people from all over the city to come and pick up free native saplings to plant themselves – raising awareness of the importance of reforestation as a way of mitigating climate change.

This year we gave away over 2000 native trees over a three-day period in late April that incorporated Arbour Day. The trees came from the nursery at The Landing, the Bay of Islands property which, like Britomart, is under the stewardship of Cooper and Company. Nursery manager Caleb Scott came to Britomart to offer free advice to aspiring tree-planters each day, as well as host planting workshops (including school holiday planting workshops for children).

We commissioned artist Miriama Grace-Smith illustrate some of the natives species being given away and displayed her work on large panels in Takutai Square. We also encouraged donations in exchange for the trees and raised almost \$4000 for the Native Forest Restoration Trust.

## Auckland Climate Festival

Above: Our free activations for the Auckland Climate Festival fostered in-person connection and generated strong social media buzz.

Britomart renewed its sponsorship of the Auckland Climate Festival for its second year and developed a new series of events to raise awareness of the importance of climate action and the wide range of ways people can engage in it. We worked landscape architects on climate-themed designs (see more overleaf) and with NZ Geographic magazine to display the finalists in their Photographer of the Year award on our large-scale frames throughout Britomart – and enjoyed seeing how many people stopped to take in these incredible images.

We also hosted a free Zero Carbon Breakfast with All Good Oat Milk and Bananas, Blue Frog Cereal, Everybird Coffee and Raglan Coconut Yoghurt, raising awareness of the carbon impacts of what we eat and drink and providing a social connection point in Takutai Square. Our Reusable Tuesday activation celebrated Recycling Week (which occurred during the Climate Festival) by offering free coffee for everyone with a reusable cup at all Britomart cafes – more than 600 people took up the offer.





# Nohonga Tuarua

Nohonga Tuarua was a collaboration with the NZ Institute of Landscape Architects Tuia Pito Ora, Brick Bay Sculpture Trail and Resene. Teams of landscape architects were invited to enter designs for seats that responded to the theme of Climate Resilience, with four of the designs chosen to be funded for construction and placed in Britomart's Takutai Square for October's Auckland Climate Festival before being moved to Brick Bay in November.

The benches (Nohonga is the Māori word for 'a place to sit') added a new layer of vibrancy and thematic richness to Takutai Square – as well as becoming popular places for people to sit beside the lawn on sunny lunchtimes.

The designers of the Nohonga also spoke at our first Britomart Neighbourhood Drinks event, giving them a platform to speak to the theme of climate resilience and the difference they felt landscape architects could make in adapting the built environment to mitigate climate change and cope with its effects.

These pages: The Nohonga Tuarua designs included The Stack by Boffa Miskell landscape architects (above); The Sound of Life by students Bo Hong, Kelly Ting and Lei Chen (top right); Tauta by WSP NZ (opposite page, bottom left); and Mataora by Thomas Consultants (opposite page, bottom right). Photos by Joe Hockley.





## World Park(ing) Day

World Park(ing) Day is an annual global event that draws attention to the amount of public roadway space that is occupied by cars, and proposes alternative, low-emissions, people-focused uses for these spaces. For the event in September (which was part of Auckland Architecture Week), Britomart hosted five installations by architecture and landscape design firms that transformed parking spaces into areas where passersby could sit, play games, take home native seedlings and more.



Right: The architecture firm CAAHT Studio created a bright yellow bench made of plywood and cardboard tubes outside WORLD boutique in Britomart's Tyler Street, and nestled it under a cloud of yellow balloons for World Park(ing) Day. Photo by Samantha Totty.



# When it comes to emissions reductions, there's no progress without good data

SHANE BELCH



Shane Belch leads the Facilities Management team at Britomart, who look after maintenance and upgrading of plant and equipment in buildings through the precinct, ensure buildings are compliant, respond to tenant queries and issues and oversee building security.

**MELINDA WILLIAMS** This year you were tasked with assembling the data for the Britomart Toitū Carbonreduce submission. Could you walk us through what the process involves?

**SHANE BELCH** We're mainly looking at the data that relates to the shared spaces in each building at Britomart, because individual tenants are responsible for their own power and water use. We do also cover the air-conditioning within the tenant spaces and the gas used in the boilers for heating, as that's part of the air-conditioning system. That's one of the bigger usages. We also cover the lighting in the Square.

First we send out a request to the utility companies, asking for information about the units consumed in the reporting year for gas and electricity. They send us spreadsheets with the data. In addition, some electricity use is recorded by the Facilities Management team using information obtained from invoices as some data isn't readily available from the supply company. Some data also comes from the check meters at the Buckland Masonic Building.

The accounts team provides fuel usage records for the company vehicles at the Britomart Carpark. The company travel we include is for staff working in the Cooper and Company office in the Maritime Building. We also report diesel used for the standby generators, which is recorded by the contractors. In addition, the contractors provide their records for the reporting year. The diesel there is generally

used for testing or if there's a power cut.

Data about refrigerant losses from the air conditioning system are sent to the Facilities Management team from the mechanical contractor who weighs and keeps a record of reclaimed gas. The difference between what is reclaimed and what the system will hold is recorded as a loss.

Finally, there is what's known as Greenhouse Gas Liability, which are things like the diesel and refrigerants stored on site. If, for example, there was an earthquake or some other disaster and all of the diesel stored on site for the standby generators leaked out, that would be terrible for the environment. So we keep a record of that.

**MW** Did the assembling of the data lead to any surprising discoveries?

**SB** Yeah, the big one this time around was a significant increase in refrigerant leaks in the East Building, Excelsior Stanbeth, and Altrans Quay buildings caused by leaks in the air conditioning equipment. We also found out that the total amount of refrigerant the system holds was being recorded by the contractor, not the amount that was being lost to the atmosphere, which is what they should have been recording and reporting. Now that we know this, in the future, only the gas leaked into the atmosphere will be recorded. This means next year's emissions from this source should be a lot lower.

**MW** So that's good news isn't it, that you're not losing as much as it seemed, because refrigerants can be quite intensive greenhouse gases. What tends to cause the leaks?

**SB** It can just be a loose nut on a piece of pipe, as simple as that. Our systems mean we notice leaks really quickly, but we want to avoid them as much as possible.

**MW** What are the biggest challenges in gathering the data needed to give an organisation like Toitū assurance?

**SB** Some of the utility retailers can be quite slow in providing information. There was also the challenge of just understanding where we could get all the information from in the first place. Now that we have an understanding of that, we've put together a document so that all the sources are listed there for next time.

It's also challenging to ensure all the recorded data for usage are correct by cross-checking invoices and spreadsheets. A lot of work has gone into setting up a system for reporting to make the process quicker in the following years. Jamie Urqhart-Hay and Sarah Hull on the sustainability team played a big part in this.

**MW** When working with a precinct the size of Britomart, which involves well over 100 tenancies, how do you go about actively reducing resource usage?

**SB** The biggest challenge of reducing use is trying to keep the tenants comfortable. We could save a lot of electricity just by turning the air-conditioning off! But of course then they would get all toasty warm in summer and cold in the winter time. You can make little adjustments to the air-conditioning to reduce electricity but that can actually cause massive effects on the floor. So it's just trying to manage those fine

"A lot of work has gone into setting up a system for reporting to make the process quicker."

details and find a medium where everyone is happy. In some of the smaller buildings, the tenants do have control over the air-conditioning, but we keep it restricted to just a few degrees of difference.

**MW** Is that so individual people can't pump the heating up to 26 degrees in winter?

**SB** That's right. But if there are complaints, we'll look at it, put in a monitoring kit over the space of a week to see what's going on, and it may be that there are some adjustments that are needed, so we'll get contractors in to make those adjustments. Sometimes that will even help reduce the electricity that's being used.

**MW** How did the changes in workplace patterns during the Covid lockdowns affect the last year's data?

**SB** Fuels and air travel have decreased due to closed borders and fewer staff working in the car park due to Covid lockdowns, so now the borders are open, fuel and air travel will likely go up. But that's not a big portion of our total emissions. Electricity and gas usage actually tended to stay about the same.

**MW** What, in your view, will likely be the biggest challenges and potential opportunities as Britomart works on its Toitū Carbonreduce status over the next few years?

**SB** There may be an opportunity to install solar panels on some buildings and replace existing light fittings with LED lights. The big issue is finding a suitable alternative to natural gas. Natural gas is used to run the gas-fired boilers to heat our two most significant buildings, and the hot water supplies in the building. An investigation and trial study has begun looking at hydrogen becoming an alternative to natural gas or boilers that use the air temperature to heat – there are a lot of people looking into different things. By 2030 we may see a blended gas supply available with a change from natural gas to hydrogen by 2050. Hydrogen can be generated by large biomass projects, food waste, and wind or solar electricity.



# Old building, new tricks: upgrading a heritage warehouse to modern green standards

CAMPBELL WILLIAMSON



The refurbishment of the Hayman Kronfeld Buildings (a reversion to their original names – they were known as Old Sofrana House and the Barrington Building) brings the buildings to 5 Star Green Star standards. Britomart Group’s development director Campbell Williamson oversaw every stage of this intricate project.

**MELINDA WILLIAMS** When did you decide to target a 5 Green Star rating for the refurbishment of the Hayman Kronfeld Building?

**CAMPBELL WILLIAMSON** We held back on going for the Green Star rating until we were some way into the refurbishment. I wanted to be sure we knew Green Star from beginning to end before making a commitment to it. We were in the process of completing The Hotel Britomart, which already had a 5 Green Star Design rating, but at that time the Build ratings were done separately as the follow-on verification of the design through to built. We were already six months into the Hayman Kronfeld project before we received final confirmation of the 5 Green Star Build for the hotel.

It was from there that we felt confident with the whole process for achieving a 5 Green Star rating for this project. We're committed to building in an environmentally friendly way anyway and Green Star is very much integrated with everything else, so as soon as we made that decision, we had everybody sitting around the table, ready to go. There was some minor tweaking to the design, although we were generally well prepared.

**MW** What were some of the ways existing materials were put to new uses within this building?

**CW** One feature that is really nice is the brick floor in the Galway Street lobby. During the build we had to put a few holes through walls to make openings as we joined the

Hayman and Kronfeld buildings together. So what we did was recycle those bricks so they now form the floor of the lobby, which is really cool. We used as much as the original wood flooring as we could, as we usually do. There was also a lot of lovely kauri timber wall panelling which we decided to use for cladding on all of the bathroom blocks. We didn't have quite enough of it to clad all the blocks, but we were able to get some more kauri timber from a recycler to make up the difference. We always look as much as possible at what we can recycle back into the building and how we might challenge ourselves to think differently about what we could reuse that we might otherwise overlook.

**MW** What's another example of re-use in the project?

**CW** There was an old safe room, completely in the wrong place and structurally impossible to retain. It was dangerous. We carefully dismantled the brick construction and cleaned them all up, and a lot of them now form the lobby floor. We then had this massive steel safe door with the old-school large keyhole lock, chunky hinges and riveted steel plate. And we thought, 'Well, where can we put that?' We had an old doorway in the new lobby area that we had filled in with brick, and it looked a bit odd with its concrete lintel seemingly doing nothing. But as it turned out, the odd door head and the safe door matched up perfectly. So we pulled off one layer of brick and recessed the safe door underneath the door head. And it looks very cool. When people are standing in the lobby waiting for their cup of coffee, they might spend some time puzzling over it, and a few may recognise it for what it was.

**MW** Has bringing a heritage character building up to a 5 Star Green Star standard of heating, ventilation, air tightness, daylight, acoustic comfort and so on been more challenging than designing a 5 Green Star building from scratch, as was done with The Hotel Britomart?

**CW** We always want buildings to perform to modern standards of good structure, strength and safety and to be warm and healthy. So, yes, it can be a challenge working out how to preserve as much as possible alongside what it takes to bring the building up to the premium office standards we're aiming to achieve. For instance, it would be very easy to take the original windows out and put in modern, perfectly waterproof, soundproof, temperature-proof windows with solar shading. But then you lose the beautiful character. So we're always working out where the line is drawn between what we reuse and what we put in brand new.

We take care to remind ourselves to stand back and check we're not going too far to try to preserve something from the original building, to the point that the preservation becomes environmentally unsustainable. There are situations where we'd need to do so much to adapt or accommodate an existing element that putting in a brand-new element is definitely the lower-impact way to go. Heritage is not a line that we hold at all costs, even though we never drop our focus on this – we always question our decisions and choices as to whether we have the overall sustainability balance right.

Another comparison of new build versus refurbishment is that when you design from scratch, you can design

so everything is perfectly efficient and compatible with everything else. You can create long, beautiful beam spans with as few columns and walls interrupting them as possible. You have a lot more opportunity make the most of what is called the usable space.

With a heritage building, there are all those walls and columns already in place that you have to live with and work around. But what's kind of fun is that those oddities actually give the spaces a richness that you would never design into a new building. And when it's all fitted out, people walk in and go, 'I love this'. They will put desks up against a column or make it into a breakout space. That awkward stub of a wall with old door openings in it adds beauty and interest and enrichment. So refurbishing rather than designing new adds complexity, but in a way, it makes it more interesting and fun because we are forever working with a puzzle that has many solutions and the trick is finding the best solution.

**MW** One aspect of heritage buildings that can make them challenging as office spaces is that they can be quite dark, in contrast to light-filled modern glass-wall offices. How was daylighting increased in this refurbishment?

**CW** That is very true. The dominance of the dark heavy timbers in combination with the relatively small window openings can feel gloomy. A really important goal we set ourselves with the design here was that the core area and stairs and lift areas had to lighten the building up. They were a fundamental part of the structural upgrade, although we wanted them to celebrate the heritage elements of the building in terms of its brick and steel and timber, and also be something that looked stunning from the ground floor entrance lobby all the way up through to the top of the building.

We've put a skylight at the top with fine steel window joinery, so now we have lots of light pouring down through the steel-and-glass lift shafts and the lift cars themselves are also glass. The natural light makes it all the way down to the ground floor lobby, which gives a really nice experience, along with the natural light coming through the original heritage windows into the stairs as well. We hope all that light will encourage people to not only want to use the lifts, but the stairs as well, given that it's only a four-storey building.

The entrance lobby is going to be amazing – it's not massive in comparison to some modern office buildings but it has a very high ceiling and there's a heritage grandeur about it. The filtered light that comes down will give us something special, celebrating the heritage fabric of the building. It's magic.

Then in the office floors, we selected a light fitting that is quite sleek in profile, with the light globes recessed so that they don't catch the eye, giving the impression that the light is pouring in naturally from the heritage windows and the exterior views beyond. The fitting also lights up, highlighting the kauri floor joists above the light fittings, in stunning balance to the kauri board flooring underfoot.

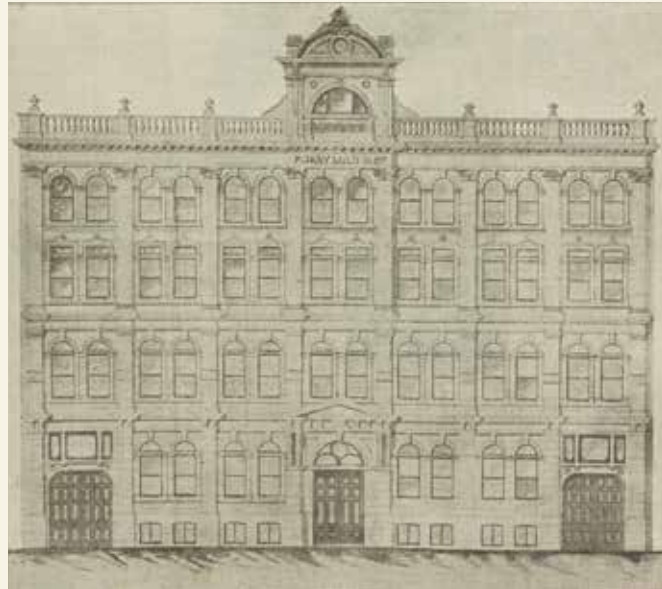
**MW** Were there any particular lessons learned from The Hotel Britomart Green Star build process that you were able to take into this project?





Above: The Kronfeld (left, with red window surrounds) and Hayman (white, with restored pediment) Buildings on Customs Street in October. Photo by David St George.

Above right: An early drawing of the PG Hayman & Co Building, one of many historical references that were used to help recreate the building's imposing pediment.



**CW** There were a lot. We've the same main contractor with many of the same subcontractors – structural, acoustic, fire and services engineers. We've also got the same Green Star consultants. That was about 75 percent of the key people who needed to understand Green Star and what we were trying to achieve in really fine detail. So we just went straight to it, with the perfect head start.

**MW** Have Green Star standards changed a lot since the time the East (Westpac and EY) Building, which has a 4 Star Green Star Design rating, was constructed?

**CW** I wasn't involved in the East Building project, but I know there's been a lot of maturing of the way we look at things since then, not just us but across the whole construction industry. Green Star was quite new to the industry [in 2011 when the East Building was finished], so there was a lot in the design of the building that was theoretical or aspirational. That is not at all a criticism: quite the contrary, you've got to start somewhere.

It turned out to be really hard to follow through on some of the construction of the original design because the industry was not yet up to speed. But just the fact of designing to Green Star standards was the beginning of getting people familiar with what we needed to do and how to do it. By the time we got to building The Hotel Britomart, the industry was very much focused on delivering the aspiration. Now with Hayman Kronfeld, there's no separation between Design and Built ratings like there was

previously, it's all done together. And it's a really good thing. With time, everybody gets more sophisticated, more aware and more able to do better.

**MW** Within this 5 Star Green Star space, individual companies who lease the spaces can also fit out the spaces to Green Star standards and apply for an Interior Green Star rating, can't they?

**CW** Yes. One of the Green Star rating points that we chose to pursue for this refurbishment was that we would include a commitment from our tenants to fit out their spaces in a way that didn't compromise the ability of the building to perform to the standards we have set and, further, that their fit-outs would use our Base Build to stretch their own sustainability goals. We've set up technological systems in the building to monitor water usage and power usage and air conditioning systems and air quality and so on.

Our tenants have committed to work with us to ensure that we collect all the data from both our organisations so that together we can fine-tune the office spaces to minimise energy usage and negative impacts on the environment, because we will be seeking a NABERSNZ energy efficiency rating for the building. At least one of the tenants is even taking that a step further and going for the Better Buildings Challenge standards.



This page: At Liquidstone in west Auckland, workers spent months reconstructing the Hayman Building's pediment, removed decades ago as an earthquake risk. The new version was designed using archival photographs and built from glass-reinforced concrete. Photos by Joe Hockley.



# When built history gets personal



Above left: Gustav and Louisa Kronfeld with their children and grandchildren in 1912. (For cultural reasons, copying or reproducing this photograph requires specific permission. Image courtesy of the Kronfeld/Parr family).

Above right: An early photograph of the Kronfeld Building from Customs Street East. Top right: The Kronfeld Building can be seen at left in this 1905 photo by Henry Winkelmann, courtesy Auckland Libraries Heritage Collections.



Some buildings contain a lot of history. Almost 120 years old, the newly refurbished Kronfeld Building at Britomart is one of them, a former warehouse with a fascinating backstory that takes in Tonga, Samoa, Germany and the First World War.

The building was constructed in 1904, but its story begins long before, when Gustav Kronfeld emigrated Prussia for a new future across the seas. He travelled and lived throughout the South Pacific Islands, charting a course that led him to establish a trading company on Auckland's waterfront. The lettering G KRONFELD — which could be seen by vessels approaching the port — is still visible on his warehouse today.

Gustav left his home town of Thorn as a teenager, following his siblings to Australia, where he learnt accountancy and merchandising. After seeing an advertisement for a clerical position with a German trading firm in Sāmoa and obtaining the role, he set sail for Apia in 1876. It was here that Gustav met and fell in love with Louisa Silveira. She was born to a Portuguese sailor and the daughter of High Chief Fiamē of Lotofaga, but orphaned young and raised in a convent by Catholic nuns. There was a small issue: Gustav was Jewish. The nuns, although approving, wouldn't marry them.

Their mismatched religions and a promotion to a station in Vava'u led Gustav and Louisa to elope to Tonga, where they were married by a sympathetic Wesleyan Minister.



Seven years and five children later, Gustav and Louisa relocated to Aotearoa, arriving in 1890 to a very different Tāmaki Makaurau to the one we know now. Gustav established himself as a general merchant, and five more children joined the Kronfeld family. Although study towards a bar mitzva began and Louisa attempted to convert to Judaism, the question of the children's religion was ultimately answered by the acceptance of the Anglican Church — Sundays were spent at St. Paul's in Symonds Street.

After a decade of shipping produce, copra, and other goods between New Zealand, the Pacific Islands, and Europe, Gustav had the money to build a warehouse and family home. The Kronfeld Building was constructed in 1904 on Customs Street East. With ornate detailing and four storeys, the brick building's arched windows looked across railway lines and smoke plumes to the Waitematā — the waterfront followed a different route back then. A brief walk uphill would take you to Eden Crescent, where until 1976 a beautiful house with 20-plus rooms, wide balconies and stained-glass windows stood. The house was named 'Oli Ula, in reference to a garland strung with the fragrant red flower of the Sāmoan 'oli tree. It was the cosmopolitan home of Gustav and Louisa, their 10 children, and many visitors from the islands of Te Moananui-a-Kiwa.

Memories recorded by the Kronfeld children recall bustling pre-war years. In the warehouse, measurements of goods were chalked onto beams in the cellar, while

one in the top floor's ceiling had the initials of Gustav's sons carved into it (by said sons). At Christmastime, toys, food and other goods were packed into crates and sent to an orphanage connected to the nuns who raised Louisa. Nearby at Wynyard Pier, the younger children learnt to swim from their older brother. They chased each other across floating kauri logs that had been hauled across the harbour. Flounder and mullet were netted by local fisherman, and a few shillings worth of fresh fish fed the large family.

Up at the house, Louisa looked after girls sent from the Islands for schooling and hosted many guests. The hall was full of artefacts that Gustav collected around the moana, and the storeroom always smelled of freshly ground coffee and in-season fruit. Gustav travelled to the Islands several times a year by schooner, and while he was gone the younger children took their mattress down to Louisa's room: two slept with her and two on the floor.

These prosperous, vibrant days came to an end with the onset of the First World War, when anyone considered German was suddenly suspicious. Throughout 1914-16, the New Zealand Military Police intercepted Gustav's correspondence and interrogated him in an attempt to prove he was 'trading with the enemy'. Hoping to protect the business and his children, Gustav gifted his shares to family members and 'G. Kronfeld Limited' became the 'Pacific Trading Company Limited'. Ultimately, despite having been a naturalised British subject for over twenty years — and having renounced German citizenship the moment he emigrated Prussia — Gustav was declared an 'enemy alien'. The nail in the coffin was meeting with Germans in Victoria Park, for which he was arrested and interned in the prisoner of war camp on Motuihe.

Gustav spent nearly four years interned with German businessmen, where he faced anti-Semitism. The warehouse was sold in 1917 and the company later wound down. Gustav was allowed home for one night to attend the funeral of his and Louisa's youngest child, Tui, with guards stationed outside their bedroom door. He was finally released on parole more than three months after the war ended. Unlike many of the internees who were forced to return to Europe, Gustav was permitted to remain in New Zealand with his family. He died at 'Oli Ula in 1924.

Louisa lived on until 1939, with the company of her daughters and support of several sons who were still in Auckland. Several months before she passed, Louisa gifted the Kronfeld Collection to the public museum — the taonga and measina that once adorned the walls of 'Oli Ula are now housed by Te Papa Tongarewa.

While 'Oli Ula was demolished in 1976, the brick and timber of the Kronfeld Building holds many other stories of the family that are beyond us now. Many more are alive, still, within the descendants of Gustav and Louisa. In the words of my great-grandfather Samuel Tonga, you can find us all over the universe now.

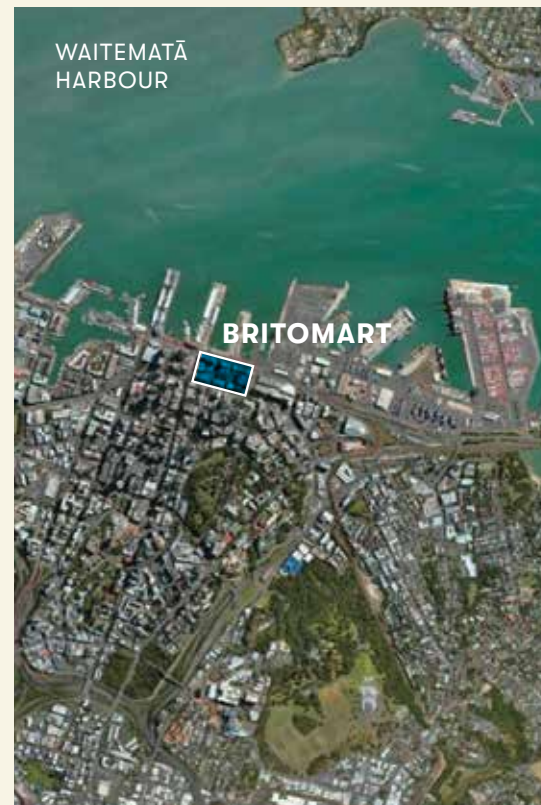
*Written by Gustav and Louisa's great-great-granddaughter Emily Parr, with the help of notes left by Moe, Tony, Sam and Tui Kronfeld.*



# Britomart Neighbourhood

Britomart is founded on a 2004 agreement between Britomart Group and Auckland Council. Cooper and Company is the asset and development manager for Britomart Group, which holds a contract for the long-term ownership and development of the Britomart precinct.

Britomart is a nine-block precinct in central Auckland, above and around the Britomart Transport Centre, the city's busiest public transport hub. It is an area that combines heritage warehouses with new architecture, buildings that host a thriving business community of over 5,000 workers as well some of the city's best food, beverage and retail offerings.



Above right: The nine-block Britomart precinct is situated on the edge of the Waitematā Harbour, just east of Queen Street.

Right: Looking along Te Ara Tahuu from Takutai Square. Photo by David St George.



## BRITOMART PRECINCT





