

Sustainability Report 2025

The Hotel Britomart





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KIA ORA,

As The Hotel Britomart marks its fifth year of operation, the past 12 months have seen us continue to grow, evolve and deepen our connection to people and place. During this time, we've hosted 43,973 overnight guests, welcomed 9,151 meeting and event delegates, and served 95,045 guests across kingi and The Libraries. That's more than 148,000 individuals who we've had the privilege of welcoming, showing manaakitanga to, and sharing our stories with here in the heart of Britomart.

We're proud of the continued progress we've made across all areas of our sustainability journey this year. We continued to deepen our environmental and community impact through partnerships, local engagement, and meaningful actions that support people and place. A key milestone this year has been our move to full Scope 1,2 and 3 greenhouse gas emissions reporting, which gives us transparency and accountability across our full value chain, and enables us to better plan for meaningful reductions in the future.

We also strengthened our focus on our team culture, with the launch of our Future Leaders development programme, reflecting our commitment to nurturing and retaining talent. The initiative was a success and has since grown into a wider programme for our parent company, Cooper and Company. We recognise that our people are the foundation of everything we do, and by investing in leadership, wellbeing and a positive work environment, we are building a strong culture that delivers exceptional guest experiences and improved financial performance.

This year, our collective dedication was recognised in several ways. The Hotel Britomart has achieved #1 Hotel in Auckland on TripAdvisor, and was awarded a Michelin Key, one of only three hotels across Aotearoa New Zealand to receive this honour. These achievements reflect our team's commitment to our brand values, our connection to this country and our belief that genuine care for people and place creates true excellence.

Looking ahead, we remain focused on progress – reducing our impact, strengthening biodiversity initiatives, deepening neighbourhood and supplier partnerships and continuing to embed sustainability into every guest experience.

Ehara tō mātou toa i te toa takitahi, engari he toa takitini – our strength is not that of an individual, but that of many.

Hei konā mai me ngā mihi,

CLINTON FARLEY
*General Manager
The Hotel Britomart*



About The Hotel Britomart



THE PROPERTY

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

From the ground level to the fifth floor, the new hotel building is connected to the adjacent century-old Buckland and Masonic Buildings, with two of the hotel’s premium Landing Suites set on the rooftop of the Buckland Building, and the hotel’s event spaces, The Libraries, found on the first floor of the Buckland and Masonic Buildings. The

hotel’s restaurant, kingi, is situated on the ground floor of the Buckland and Masonic Buildings, offering locally sourced food prepared in thoughtful, innovative and approachable ways, while kingi Private is a private dining and high-end meeting room. A glass-roofed laneway weaves between the existing refurbished buildings and the new hotel, while the hotel’s cast-brick exterior and windows on the lower levels were designed to reflect the brickwork and window forms of the heritage buildings around it.

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

THE BUSINESSES

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

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

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

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

KINGI PRIVATE
A private dining and meeting room.

THE STAKEHOLDERS

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

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

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

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

BRITOMART AND DOWNTOWN AUCKLAND COMMUNITY
The people who live, work and visit the hotel’s neighbourhood.

TFE HOTELS
The Hotel Britomart’s hotel affiliate partner.







Mana Whakahaere Governance

Auckland's hospitality industry continued to face challenging times in 2025, with a lull in the number of big events planned in the city and changes to cruise ship regulations resulting in a drop in the number of vessels making a stop in Auckland. Still, The Hotel Britomart continued to hold a strong place in the market, while following through on sustainability commitments.

A review was undertaken on the hotel's sustainability policies, with updates and new policies added. A full action plan for progressing our sustainability goals was created.

Executive Team

GARTH SOLLY
Director of Hospitality,
Cooper and Company

CLINTON FARLEY
General Manager

CIARAN MOLLOY
Operations Manager

JANE FERNANDEZ
Finance Manager

ROCHELLE GRAY
Head of Marketing

FAY FIALHO
People and Culture Manager

The hotel has a Sustainability Committee, which meets monthly to share new initiatives, and progress on goals. The committee drives awareness of these goals and activities across the wider hotel team and has recently started sending out a quarterly internal sustainability newsletter to keep everyone up to date.



The Hotel Britomart Brand Values

DESIGN

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

NEIGHBOURHOOD

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

CONNECTION

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

SUSTAINABILITY

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

CARE

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

Sustainability Partners

NEW ZEALAND GREEN BUILDING COUNCIL

The Green Star certification system, administered in Aotearoa New Zealand by the New Zealand Green Building Council, is Australasia's foremost sustainability rating certification. It 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 holds a 5 Green Star Design and Build certification. It is the first hotel building to be certified to this standard in New Zealand.

QUALMARK

Qualmark is New Zealand tourism's official quality assurance organisation, providing consumers with a guide to quality travel experiences within New Zealand. Their Sustainable Tourism Business Award assesses a wide range of categories, including Environment & Culture, Social and Health & Safety. Accreditations are given as star ratings from 1 to 5, as well as Bronze, Silver or Gold awards. In 2022 and 2024, The Hotel Britomart was accredited at a 5-star Gold award level, with all categories of assessment rated either Excellent or Representing Best Practice, this is then audited every two years.

TOITŪ

Since 2022, The Hotel Britomart has calculated its annual greenhouse gas emissions and had them verified by Toitū Envirocare, New Zealand's leading greenhouse gas accreditation agency. The hotel holds a Carbonreduce certification, which includes a commitment to making a meaningful reduction in greenhouse gas emissions over a set period of years.

GREEN LOAN BANKING PARTNERS

The Hotel Britomart is one of 12 buildings at Britomart that sit within a portfolio covered by a Green Loan Agreement between Britomart and its banking partners. The agreement classifies the lending that covers The Hotel Britomart and other buildings at Britomart as 'green finance': financing of assets that can be proven to be sustainable, through external certifications from organisations like the New Zealand Green Building Council and NABERSNZ.



2025 Recognitions

1 MICHELIN KEY
Michelin Guide

WINNER
Luxury Travel Magazine Gold List
Awards 2025
Best Hotel or Resort (61+ Rooms)

FINALIST
HM Awards 2025
Best Boutique Hotel category

#1 HOTEL IN AUCKLAND
TripAdvisor, October 2025

FINALIST
New Zealand Tourism Awards 2025,
Industry Collaboration and
Alignment (Nourishing Nature)

FINALIST
Sustainable Business Awards 2025,
Disruptive Innovation
(Nourishing Nature)



2025 Goals: Progress



GOAL	ACHIEVED	IN PROGRESS	NOT ACHIEVED	
MANA WHAKAHAERE GOVERNANCE				
Develop a detailed sustainability strategy that provides a roadmap to Net Zero by 2045 and communicate the strategy through our website.		●		An internal strategy was created in conjunction with Cooper and Company’s sustainability team.
In collaboration with the Britomart facilities management team, analyse the climate risk to The Hotel Britomart over the coming years to understand which hazards may pose an issue for the hotel and how we might prepare for them.		●		This is being assessed by the Cooper and Company sustainability team, with the groundwork underway and will likely become part of a neighbourhood-wide project.
Establish a sustainability dashboard to allow us to track our progress towards the roadmap in real time, promoting awareness across all teams.		●		This is being developed within Cooper and Company as part of a neighbourhood-wide technology platform.
To set up a system to receive more detailed guest feedback on the hotel’s sustainability efforts and guest expectations around sustainability.	●			The short survey that goes out to guests after their stay now includes a question on the importance of sustainability when choosing accommodation. Results show that sustainability was an important factor in booking choice for between 50 and 60 percent of guests who chose to respond to the survey.

TE TAIAO ENVIRONMENT				
To model and understand the potential for our tree-planting programme at The Landing to act as official greenhouse gas mitigation for our emissions over coming years.	●			Although a workable approach was identified to account for the greenhouse gas mitigation, the decision was made to keep the hotel-planted tree removals within the broader programme at The Landing. As all removals are owned by Cooper and Company, these will continue to be attributed wholly to The Landing.
To increase our tree-planting programme at The Landing significantly through tying the additional plantings to additional programmes at the hotel.	●			In August 2025, 2,720 native trees were planted by the hotel team at The Landing. The programmes that the trees were attached to were: Conference and Events guests: 905 trees Green Cleans: 60 trees Hotel Top-Up: 1,755 trees
Collaborate with the Britomart precinct operations team to find a provider to recycle our soft plastics.		●		Abilities Group were identified as a partner for this programme, but in April 2025 a fire devastated their facility on the North Shore. A new facility has been established in Wairau Valley, and the hotel will work to set up this project in Q4 2025.
Find a cost-effective method to weigh our waste to enable better tracking.			●	Due to the limited space available in The Hotel Britomart’s waste room to set up a compression plate scale, this has not been completed. A search for a suitable space within the wider neighbourhood is ongoing.
TE TĀNGATA PEOPLE AND CULTURE				
Have the hotel certified as a Great Place to Work.			●	This was investigated and it was decided to work towards the requirements of this standard without pursuing certification.
Do an accessibility assessment and implement any changes possible.	●			In September, a PEEP assessment (Personal Emergency and Evacuation Plan) was conducted by the back-of-house team to assess whether team members had any vulnerabilities or needs that should be catered for if evacuating team members from the hotel.
Register the hotel with an accreditation provider and framework that showcases safe, inclusive and affirming employment.		●		As a first step, a diversity survey was sent out to members of The Hotel Britomart team. There were 47 respondents to the survey, representing around half of the team. The information from the survey will be used to identify appropriate accreditation providers to align with.
Develop a mentoring programme for members of the hotel team with Cooper and Company executives.	●			The Future Leaders development programme was created and launched in 2025. The programme included being mentored by a Cooper and Company executive. Seven team members from the hotel took part. See pages 47-48 for details of their final presentations and projects. The same programme has now been rolled out across the Cooper and Company portfolio.
Encourage team members to utilise the volunteering hours allocation by providing regular suggestions of activities for individuals to participate in.		●		Each head of department now chooses a charity to work with in order to provide a wider range of volunteering opportunities for team members to take part in. In January, nine team members volunteered at the SPCA, and in August, one team member volunteered at a tree-planting day on Motutapu.

Strengthening Our Sustainability Policies

Over the last year, we updated our policies to ensure they are interlinked, and introduced new policies focused on ensuring our own and our suppliers’ adherence to eliminating modern slavery practices.

ENVIRONMENTAL SUSTAINABILITY (UPDATED)

This policy outlines the key areas of the hotel’s commitment to sustainable practices, including procurement, resource consumption, waste management, freight and courier service use, community engagement, reporting and regular self-review and improvement.

MODERN SLAVERY (NEW)

The hotel has a zero-tolerance policy for modern slavery both within the hotel operations, and within its supply chain. This policy outlines The Hotel Britomart’s standard in regard to modern slavery and expectation that suppliers will apply the same respect for applicable laws, regulations, conventions, and ethics and business principles in the management of their own companies.

PLASTIC-FREE POLICY (UPDATED)

This policy aims to eliminate single-use plastic from all areas of the hotel’s business. Instead, compostable, recyclable, refillable or returnable packaging must be used, with the exception of plastics required for health, safety and logistical purposes.

SUPPLIER CODE OF CONDUCT POLICY (NEW)

This policy outlines the hotel’s expectation that suppliers will adhere to the same high standards of compliance to all applicable laws, regulations and national and international conventions, as well as with best practices, in particular with regards to labour standards and social responsibility, protection of the environment and ethics and business integrity that the hotel follows.

The updated set of policies was sent out to suppliers in January 2025 along with a request for confirmation of acceptance of the conditions.





Mana Whakahaere Governance 2026 goals

To investigate the feasibility of attaining a building performance certification for the hotel.

To revise the onboarding process for new suppliers to ensure they fully understand and commit to the hotel's responsible sourcing and sustainability expectations before any engagement begins.

To provide a minimum of eight hours of sustainability training per team member per year through a mix of internal trainings and collaborations with Cooper and Company and external providers.





Te Taiao

The Environment

This year, the hotel took a deep dive into assessing our greenhouse gas emissions across our full value chain and took our reporting of them to a new level. We found some innovative new ways to reduce waste throughout the hotel and kitchen, and we lowered energy use while increasing patron comfort by redesigning Tuawhiti Lane to reduce wind flow. Our tree planting programme continued (see 2025 Goals on p.18) with a further 1400 native trees being added to The Landing property in the Bay of Islands.

Our Greenhouse Gas Emissions

We’ve taken a big step forward in how we understand – and can therefore reduce – our greenhouse gas emissions.

Every year since 2022, we’ve calculated and reported the hotel’s GHG emissions, as verified by carbon certification agency Toitū. This year, for the first time, we’re reporting our full Scope 3 GHG emissions in addition to our previously reported Scope 1 and 2 emissions.

A quick explainer about scopes: GHG emissions are categorised in three different scopes, according to the internationally accepted GHG Protocol. When companies choose to calculate and report audited GHG emissions, it’s recommended to report Scope 1 and 2 as a minimum. We’ve been reporting these scopes since our first GHG emissions audit in 2022 (along with a little bit of Scope 3 related to business travel).

Our baseline reporting year was 1 April 2021 to 31 March 2022, our first full financial year of operation, although with New Zealand’s international border closed to overseas visitors for that entire period, and several months spent in

lockdown, the data didn’t reflect a typical year of operation. Our second year of reporting was closer to typical.

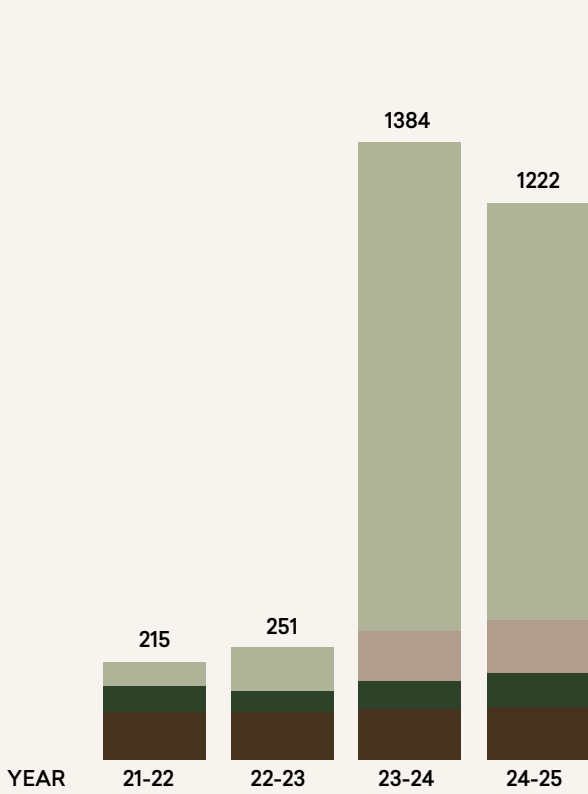
Last year, in our annual Sustainability Report, we reported our third year of Scope 1, 2 and limited 3 emissions (see the graph below left). But we also calculated what our full Scope 3 emissions would be and had them verified in anticipation of reporting them this year.

Those results – and the results of our calculations for this year – can be seen in the graph. As you can see, last year, the hotel’s total emissions came to 1384 tCO₂e (tonnes of carbon dioxide-equivalent gases). This year, our calculations show total emissions are down to 1221 tCO₂e, which is largely due to reductions in purchased goods and services emissions.

Scope 1 and 2 emissions rose due to the Ministry for the Environment issuing a higher electricity emissions factor than the previous year, despite lower real consumption (821,000 kWh in FY24 vs. 779,000 kWh in FY25). Gas and waste-to-landfill emissions both reduced.

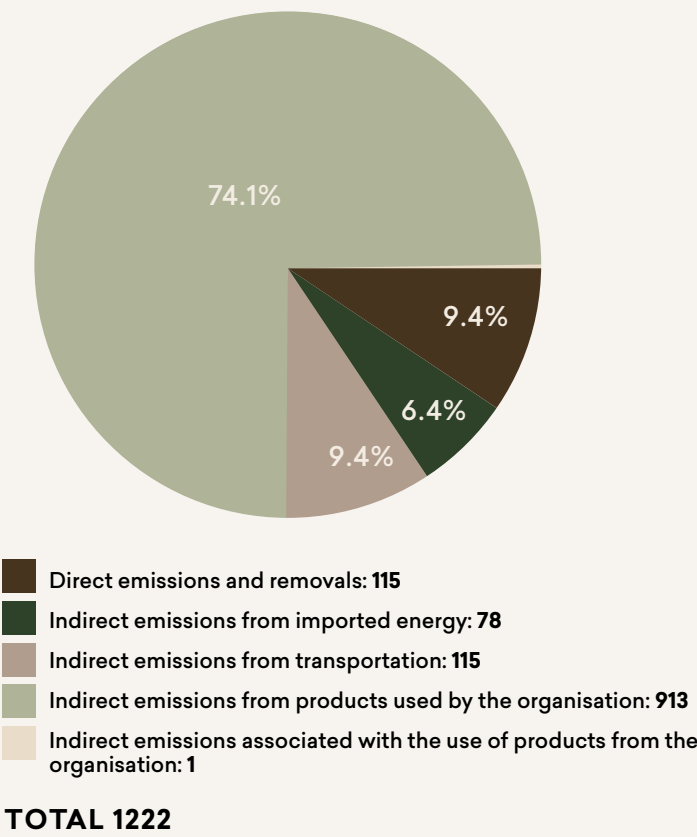
SUMMARY

1 April 2024 - 31 March 2025, location-based method



tCO₂e BY CATEGORY

1 April 2024 to 31 March 2025, location-based method





Tim Evans

COOPER AND COMPANY
SUSTAINABILITY COORDINATOR

Scope 3 emissions – which typically make up 80-90 percent of an organisation’s total emissions – can be tricky to track and evaluate. We talked to Tim Evans, who undertook this year’s greenhouse gas accounting for The Hotel Britomart, about how the system works.

MELINDA WILLIAMS Tim, you’re the sustainability coordinator for Cooper and Company. What does that role involve and how does it interact with the hotel team’s sustainability work?

TIM EVANS I’ve been in the role since June this year, and it involves sustainability strategy and coordination across all the New Zealand companies that Cooper and Company owns, as well as monitoring environmental performance across all those companies and keeping up with how all their yearly sustainability goals are progressing. That’s where the hotel’s sustainability work plays into it, particularly with the annual Toitū Carbonreduce submission.

MELINDA WILLIAMS Did you come from a similar role before joining Cooper and Company?

TIM EVANS Before this, I was working for Winstone Aggregates at Fletcher Building. Half my role was similar sustainability strategy and performance management and the other half was environmental compliance on different sites, making sure the teams weren’t accidentally discharging anything into waterways by ensuring water was getting sampled regularly and the noise levels were all compliant for our neighbours and things like that. That gave me the skills to work across different companies here, because in that previous job it was like working across different business units between the sites.

MELINDA WILLIAMS This year the hotel is publishing full Scope 3 greenhouse gas (GHG) emissions for the first time, in addition to the previous Scope 1 and 2 reporting. Could you give us a simple explanation of what the different emissions scopes or categories are?

TIM EVANS The way I like to think about it is that Scope 1 is all the GHG emissions that we are creating directly onsite. So – burning gas, diesel, petrol, wood – where the emissions are being released there and then by us. That includes refrigerant leaks, because refrigerants themselves are very intensive GHG, although the hotel didn’t have any of those this year.

Scope 2 is indirect emissions created by a supplier in the production of energy that we then purchase and use. For the hotel, that’s electricity. And then Scope 3 are also indirect emissions, which are produced by our value chain. Even though we might not be the producer of those emissions, we do create demand for them. So, for example, if someone from the hotel is taking a business flight, the airline is creating those emissions, but without the travellers buying the flights, there is no demand to make the emissions. There are both upstream emissions, like business travel and staff commuting, purchased goods and services like food and beverage products, and there are downstream emissions, like the end-of-life of any products that we sell, what happens to them after the customer uses them. The hotel doesn’t have many of those, but included are coffee cups and the candles they sell and that kind of thing.

MELINDA WILLIAMS Given that many businesses currently only report Scope 1 and 2 emissions, what’s the value of Scope 3 reporting?



TIM EVANS It’s about making businesses take full account of their entire footprint and the role that they play in creating demand for those emissions. If the hotel’s restaurant decides to sell fish to its customers, that creates demand for the emissions created from the production and the freighting associated with fishing, even though the emissions are technically the food production business’ Scope 1 emissions.

From my understanding, most companies in New Zealand currently only report on Scope 1 and 2 because those are the most straightforward to measure. Measuring Scope 3 is a hugely complex task and it is not mandatory but is expected to be in the future.

The Hotel Britomart is a fairly contained business, so we figured we would be able to deliver Scope 3 reporting before it became mandatory. So, last year we gathered all the data as an exercise in getting our heads around Scope 3. And we also thought it would be good to have a year of data to compare against when we did start reporting, which we have done this year.

MELINDA WILLIAMS Let’s dig into some of those complexities of Scope 3 reporting. Could you give me an example of a category that was difficult to assign?
TIM EVANS To give some context, for Scope 3, emissions are often calculated on the dollar spend for goods or services. Then there’s an assigned emission factor that attributes the spend to a particular amount of CO2 equivalents. As you can imagine, there’s a lot of work involved in creating an emission factor, so there aren’t specific emission factors for every single item. That leaves it up to the discretion of the person completing the submission to choose which category they think certain items should be assigned.

For example, you would think it should be easy enough to categorise eggs. But eggs don’t have their own specific emission factor at this stage. I put our spend on eggs in the category of ‘Sugar, Cocoa and other Food Products’. But if you think about what’s involved in creating sugar or cocoa, it’s different to the emissions associated with having a chicken farm that’s pumping out eggs. But at the same time, although eggs are a product of chickens, which do have their own emission factor, eggs are more of a renewable resource than chickens. I don’t want to categorise our egg purchases as chicken because it’ll inflate our emissions unjustly.

MELINDA WILLIAMS So it’s a learning process. Do you expect that the emission factors and categories will become more expansive and nuanced over time?
TIM EVANS Yes, the Ministry for the Environment already updates emission factors for electricity, for example, every year. I expect they’ll work on getting better and more accurate categories and factors as they go. There are already some supplier-specific emission factors, but we don’t have a specific one for our fishing supplier. All of our fish bought by kingi is line-caught and sustainably sourced, but we are having to use the general ‘fish’ factor supplied by Toitū, which, while it has some accuracy, it’s not accurate to our operations. But unfortunately, a small local fisherman in

Northland is a lot less likely to have the data needed to get a supplier emission factor assessed and verified.

That’s something that I want to work on to help bring our emissions total down. For somewhere like The Hotel Britomart, where a lot of the supply chain is sustainably sourced, getting more supplier-specific emission factors, will reduce their total emissions. I would say we are currently over-accounting in a lot of places.

MELINDA WILLIAMS Speaking of specific supplier factors, does The Hotel Britomart have a verified emission factor that it can supply to customers, for example, for a standard night’s stay?
TIM EVANS We don’t have a specific emission factor yet but there’s potential in the future. If the hotel had an emission factor that was much lower than the standard one for accommodation, for example, then it could be a good tool for marketing and to drive up occupancy.

MELINDA WILLIAMS For many of these categories that we’ve been talking about, the responsibility for emissions would seem to be distributed across multiple people or organisations. For example, employee commuting is partly the responsibility of the business for being located where it is and requiring a commute, and partly the responsibility of the employee who’s getting there. So how do your calculations account for that kind of double-handling?
TIM EVANS Scope 3 emissions do always overlap with another company or organisation’s Scope 1 or 2 emissions. To go back to the business flight example, if an airline is burning jet fuel to make a flight happen, that’s their Scope 1 emissions, but if one of the hotel’s employees is on that flight for business purposes, then that’s their Scope 3. So it is double-counted or there’s overlap, but that’s intentional. It assigns responsibility across the whole value chain of each organisation that is accounting for emissions where they can have some influence. Giving everyone responsibility means everyone is on the same team when it comes to wanting to reduce emissions. Whereas if, say, business flight emissions were only attributed to the airline, the hotel wouldn’t be thinking about how to decrease their demand. It would just be a one-sided thing. This way, everyone’s all in it together. Everyone has to share the responsibility.

However, an important thing to know is that when the New Zealand government is reporting the country’s total emissions, they only report Scope 1 for every company, because Scope 2 and Scope 3 will overlap with another organisation’s Scope 1.

For the hotel’s Scope 2, which is entirely based on electricity use, the electricity is also our power retailer’s Scope 1. Theoretically, since the hotel purchases all electricity through Mercury, which generates 100% renewable electricity, there shouldn’t be any reportable Scope 2 emissions for the hotel. However, in reality, it’s a bit more complicated than that.



The emission factor used for electricity is the same for everyone in New Zealand, regardless of which generator or retailer you purchase your electricity from, and is based off the mix of renewable and fossil fuel required to supply the national grid that year.

New Zealand’s electricity generation is typically 82-84% renewable each year. The remaining 16-18% from coal and gas sets the grid-average emissions factor that all organisations must use unless they hold recognised certificates detailing how much of the electricity they bought was renewable.

It’s not physically possible to trace the electricity we consume back to Mercury’s specific power plants (e.g. wind farm or hydro plant) because all electricity enters the national grid and becomes part of one shared system. Once in the grid, renewable and fossil-fuel electricity mix

together, and every consumer draws from that same shared pool regardless of their retailer. This is why renewable claims must be supported by certificates rather than physical tracing.

MELINDA WILLIAMS So, in the big picture, there’s no distortion of the output per country, but within the country itself, the way that the reporting’s set up allows everyone to gain an understanding of all their emissions and work towards reducing them. Last question: Are there any other further unreported scopes beyond Scope 3? Or does this year’s figure represent a complete assessment of The Hotel Britomart’s emissions?
TIM EVANS No, there’s nothing beyond Scope 3. There’s no Scope 4. So in this year’s reporting, every single purchase of goods or services has been assigned an emission factor. Every single part of our value chain is now accounted for.

Our Waste Management

Running a hotel inevitably produces waste, but we're doing our best to keep it to a minimum. We track our waste daily so we can keep an eye out for changes in the amount of waste that is going into different streams, as well as total waste.

This year, our total waste was lower by 14 percent than last year, and our waste per in-house guest decreased by 17 percent. All four categories of waste (general recycling, cardboard, organic waste and landfill) declined over this period.

Our waste management is characterised by dozens of small daily choices that reduce waste and key long-term procurement choices that eliminate waste coming into the supply chain. We've broken these down here.

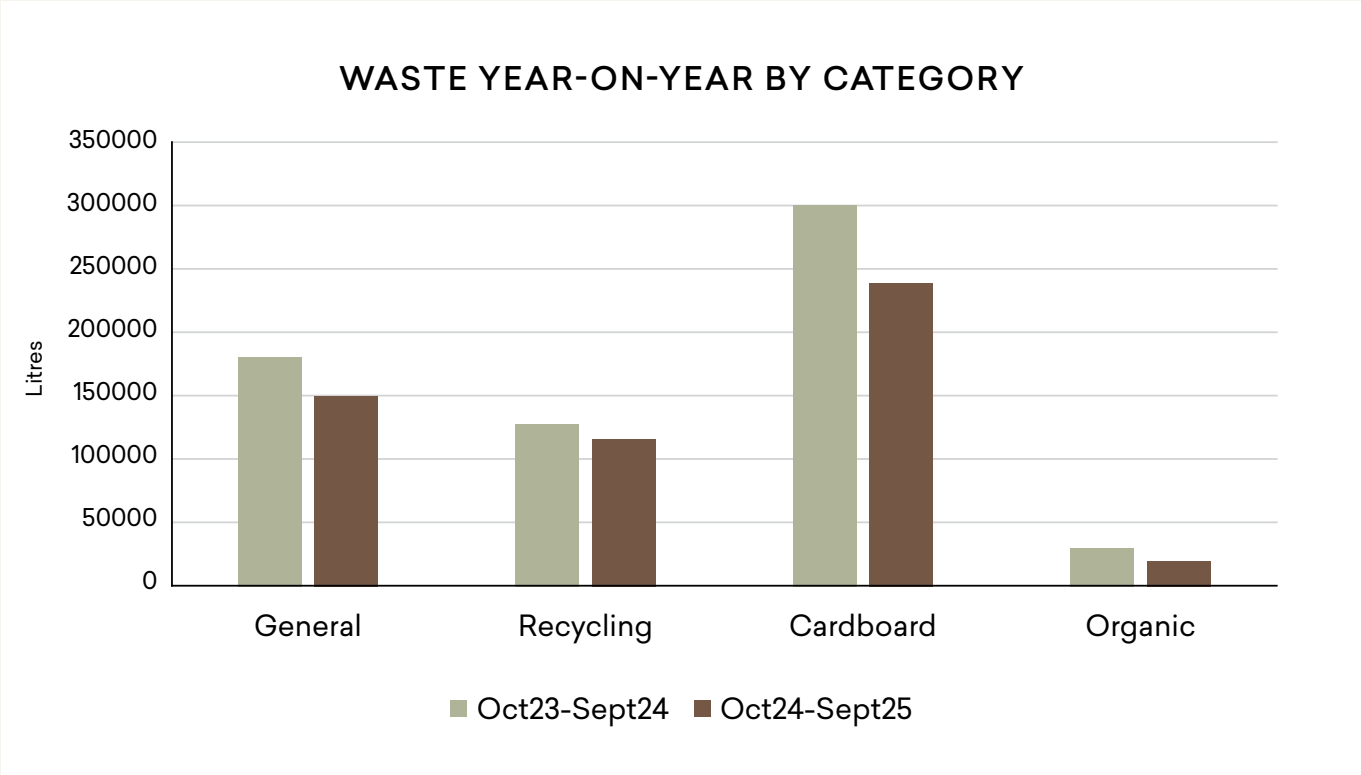


ROOM WASTE

This is a mix of waste generated by guests, and waste generated by room amenities supplied by us. We have several strategies in place to keep amenity waste to a minimum, including:

- Refillable full-size shampoo, conditioner and body products rather than single-use packaging
- Fully compostable linen and flax hotel slippers in paper bags
- This year we worked with Sans [ceuticals], our skin and haircare supplier, to downsize our 30g bar of soap to a 20g bar. Used bars are donated to the SoapAid programme, which distributes them to communities in need throughout Australia and the Pacific. Last year we donated 570kg of soap to the programme
- We are in the process of replacing our 250ml glass milk bottles in the in-room fridge with 50ml bottles, as we noticed most of our guests were not using the full bottle
- Lost property is kept for six months, and after that, if in a suitable condition, it is donated to the Coats 4 Kids programme
- All products in the minibar are sourced from New Zealand in compostable or recyclable packaging
- All signs in the room are printed on card instead of plastic
- Sheets are organic cotton, with recycled polyester duvet inners
- The Sleepyhead mattresses are made in New Zealand from sustainable materials





ONE LESS THING PROGRAMME

Launched in November 2025, the One Less Thing Programme allows guests to make space in their luggage for souvenirs or purchases made on their trip by leaving behind good-condition used clothing that will be donated to one of the charities that The Hotel Britomart works with.

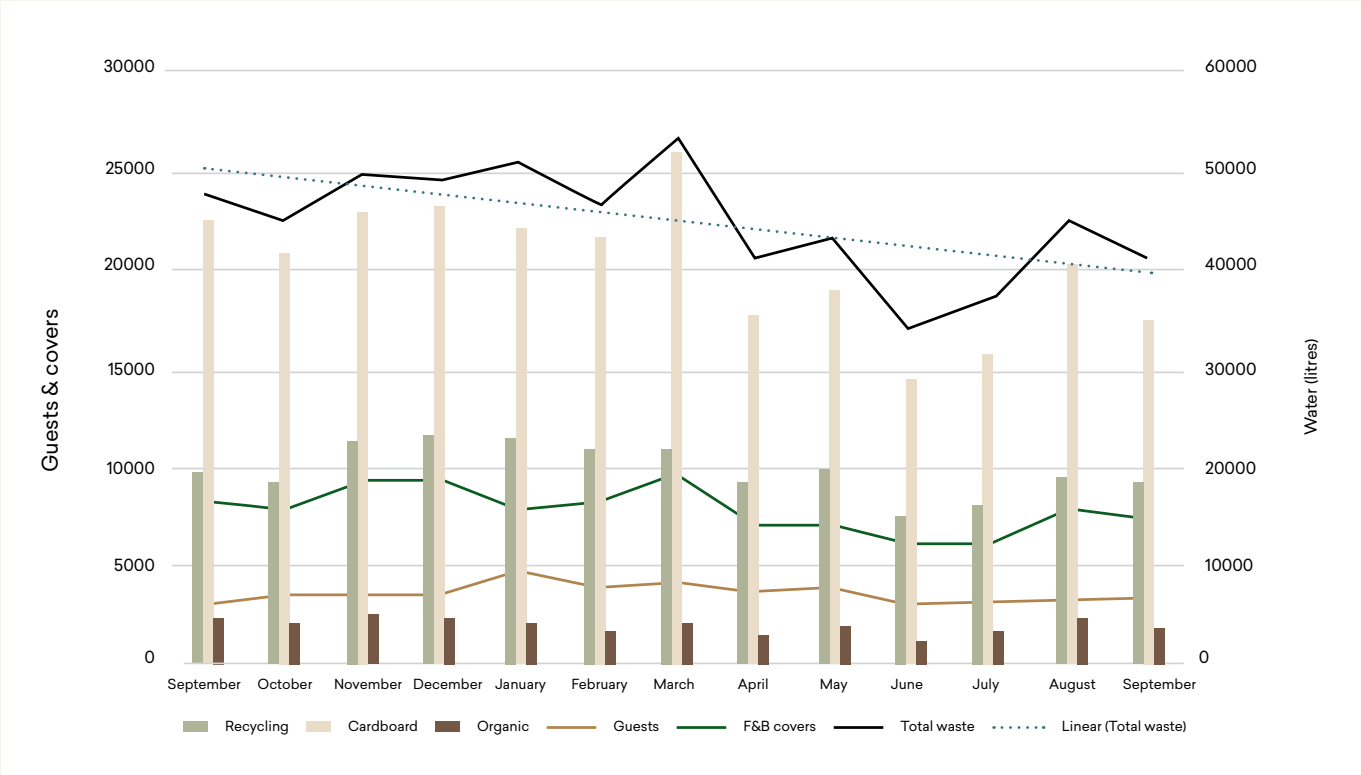
In each room, guests will find a One Less Thing wooden tile, which describes the programme. Guests can leave one or more items underneath the tile when they depart (to show that the item hasn’t been left by mistake), and the garments will be collected by the housekeeping team.

FOOD WASTE

The Hotel Britomart and kingi kitchens are closely focused on minimising food waste. Over the last 18 months, they participated in the Kai Keepers food waste reduction pilot programme, and found that the kitchen was well below the average daily waste per customer for New Zealand restaurants. Some of their daily practices are as follows:

- Fish frames and heads are collected and used to make stock
- Trimmed fat is saved and rendered
- Flavoured oils are made from vegetable offcuts such as garlic and chilli ends
- Leek greens are saved and turned into ash for use as a condiment

- Brown bananas are used for banana bread
- Confit oil is reused to infuse flavours
- As butter is unable to be sourced in sizes larger than 500g individually wrapped packs, the kitchen has halved the amount of butter used in the last year by shifting to more oil use or adapting dishes
- Vegetables are delivered by The Produce Company in returnable, biodegradable bags
- Te Makutu oysters are delivered in returnable sacks
- Lidded containers are used in preference to clingfilm or vacuum seal bags wherever possible
- Cream is sourced in bulk bags
- Milk is delivered in returnable glass bottles by Dreamview Milk
- Leftover half-bottles of wine from the restaurant are repurposed for cooking
- Fresh produce is sourced from Manurewa High School gardens to raise funds for the school
- Coffee grounds are donated to Ngāti Whātua Orākei for their community gardens



BAR WASTE

In kingi, the house wines – a red blend and a white blend – are sourced from The Hotel Britomart’s sister property, The Landing, in the Bay of Islands. The wine is made on-site at the property, and sent to The Hotel Britomart in 10-litre reusable kegs.

Each keg holds the equivalent of around 14 bottles of wine, reducing glass and paper use. The empty and full kegs are transferred by team members already travelling between the properties so as not to incur additional carbon emissions.

- Coffee grounds are used to make espresso martinis
- Pickle gin is delivered in refillable bottles
- Ash from the fireplace is sent to Ngāti Whātua Orākei for use in their gardens (150l in 2025)

REFURBISHMENT WASTE

Over time, we replace items throughout the hotel, ranging from linens and rugs to homewares and furnishings. Occasionally this can be due to wear and tear or breakage necessitating replacement, but to keep the hotel in a high-quality state, replacement is usually scheduled while the items are still in good condition and have life left in them. In these instances, the items are distributed to team members and appropriate charity organisations so they can continue to make use of them. In the last 12 months:

- 94 cushion inneres were donated to team members and 54 to the Salvation Army when the original cushion fillings were replaced with WiseWool filler, a natural, New Zealand-made product with excellent longevity
- 200 towels were donated to team members, Auckland City Mission and De Paul House as part of a scheduled replacement cycle
- 32 used wool rugs by Nodi Rugs were distributed to team members
- Used Allbirds shoes (ex-uniform) were donated to the Coats 4 Kids programme in Northland

OFFICE WASTE

The office is serviced by six waste streams – general mixed recycling, glass, soft plastics recycling, food waste and landfill. Sensitive document waste is taken care of by a document destruction service.

Within the office, we have initiatives to help team members decrease their personal waste, including a book swap programme, and a clothing swap programme.

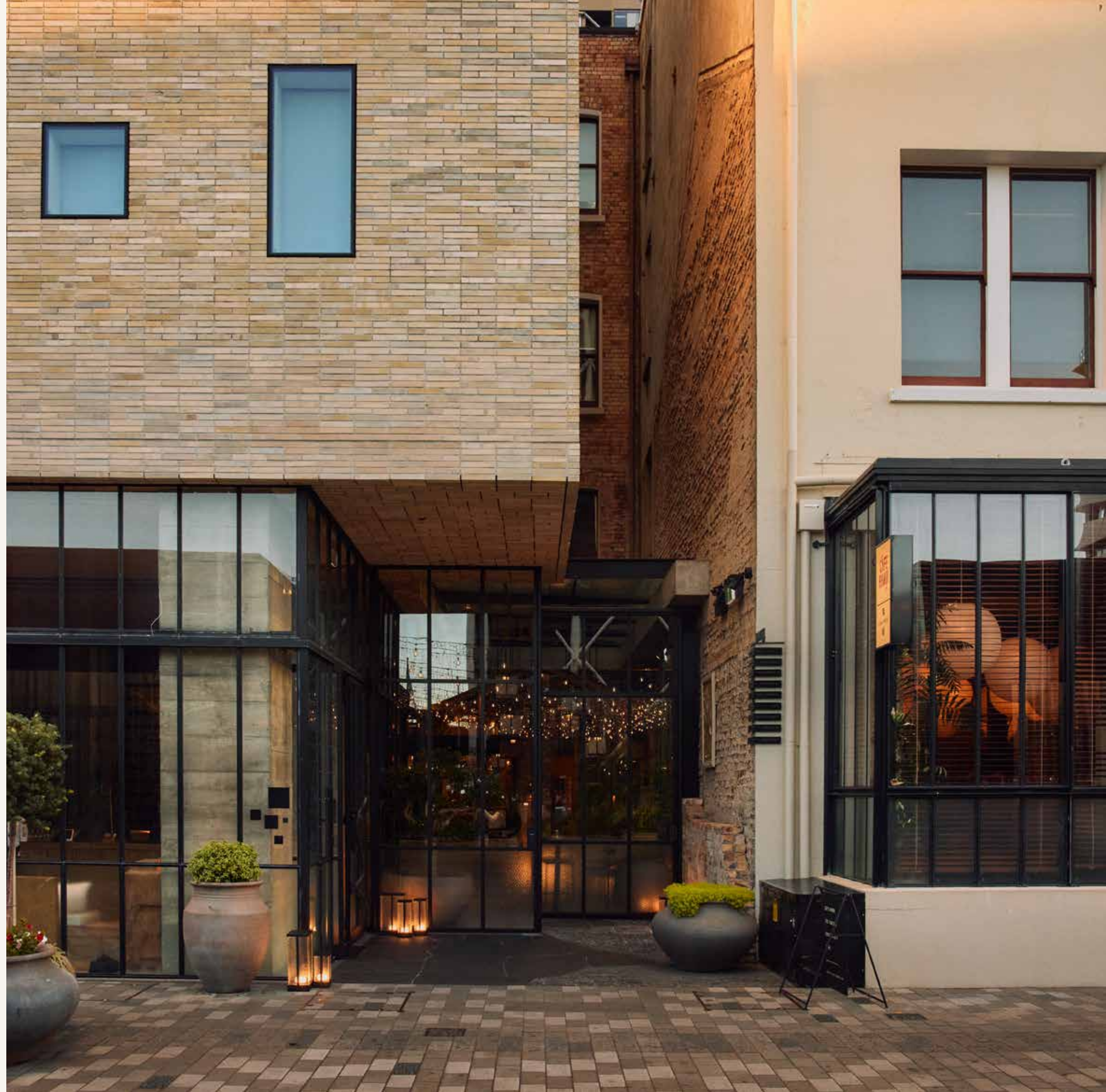
A New Look for the Laneway

In winter 2025, Tuawhiti Lane, which winds between The Hotel Britomart and the restaurants kingi, Cafe Hanoi and Ghost Street, had a significant upgrade that improved its comfort and energy-efficiency.

In a construction project with a three-and-a-half-week turnaround, staggered glass floor-to-ceiling panels were inserted at the laneway's entrance to reduce the amount of wind moving through. The new design makes the laneway a warmer and more intimate space, designed by Cheshire Architects, with beautiful new pendant lights that could be added thanks to the now-minimal wind flow.

Britomart development manager Dave Bensley says the number of businesses affected by the work meant it had to be done as quickly as possible. "It was in the works for about a year, but it was about finding the right time to do it to cause the least disruption. We didn't want to completely block the airflow; we just wanted to take the punch out of it."

The reduced airflow means the entire ground floor area is noticeably warmer than it used to be, and the number of free-standing diesel-powered heat lamps have been reduced from four to one since the installation of the screens.





Te Taiao Environment 2026 goals

To enhance data collection on team commuting by updating the annual survey, supporting more accurate Scope 3 greenhouse gas emissions reporting.

To increase the number of Green Cleans by 100 percent by improving in-room and direct-to-guest communications.





Te Tāngata People and Culture

This year the hotel put a strong focus on developing and supporting team members to grow in confidence and learn strategies that will help them thrive and go further in their career. Members of the team also participated in events organised as part of Cooper and Company's wider Wellbeing Programme, including social cooking and pottery classes, mindfulness meditation, menopause education, virtual golf and fundraising breakfasts for breast cancer and prostate cancer awareness.

DIVERSITY SURVEY

In October 2025, The Hotel Britomart invited team members to participate in a survey to help understand the diversity within the hotel team, with a view to improving the business’ inclusion and equity practices.

Of the 96 team members at the time, 47 took part in the survey. Of these, 51 percent identified as men and 49 percent identified as women. Six identified within the LGBTQIA+ spectrum and a further six preferred not to disclose. At least 12 different ethnicities were represented, including Māori, New Zealand European/Pākeka, Samoan, Fijian, Filipino, Cambodian, Korean, Thai, Sri Lankan, Latin American, South African, European and Indian.

Over half of respondents were aged 18-34, with 16 aged between 35 and 64. More than eight different belief systems were represented, including atheist, agnostic, Buddhist, Christian, Hindu, Muslim and unspecified spiritual or religious beliefs.

More than 25 team members spoke more than one language, with 10 speaking three or more languages.



TEAM DEVELOPMENT
FUTURE LEADERS PROGRAMME

In 2025, seven team members at The Hotel Britomart took part in a new eight-week training programme designed to equip them with leadership skills. “Our Future Leaders programme covers formal training sessions showcasing various aspects in leadership like knowing yourself, the different leadership styles and coaching hats, providing feedback and managing challenges in the workplace,” says Fay Fialho, the hotel’s people and culture manager.

Team members were nominated by their heads of department for showing potential and drive to reach their goals. Mentors with key strengths were matched with mentees to strengthen and develop their skill set.

During the programme, each participant chose a topic, and at the end presented ideas for initiatives that would drive revenue and guest experience or improve profitability, all in alignment with The Hotel Britomart values. Presentations included The Deep Sleep at The Hotel Britomart, an e-boutique, Catch to Kitchen and initiatives designed to enhance guest connection and profitability through intentional use of space, says Fay.

“The programme allowed me to have a deeper understanding of myself and of others, allowing me to gain a broadened strategic perspective and opening the doors to strengthening professional connections and boosting my confidence in future leadership opportunities,” says Mary Climaco, the hotel’s people and culture specialist, and a participant in the course.

For marketing manager Maddie Turnbull, the mentorship aspect stood out as the most useful part. “The experience helped me realise that effective leadership can look different for everyone, and that staying true to my strengths and personality can be just as impactful.”

The panel that was presented to included The Hotel Britomart’s general manager Clinton Farley, as well as Cooper and Company CEO Matthew Cockram and brand and sustainability director Sarah Hull. The quality of presentations was excellent and really showcased each participant’s unique personality and what they had learned from the programme, says Sarah.

Participants in the Future Leaders Development Programme with their mentors after the final presentation.



THE DEEP SLEEP PACKAGE

Developed by marketing manager Maddie Turnbull, the Deep Sleep Package is designed to offer customers a wellbeing-focused stay package. The hotel is already well set-up to offer travellers a great night of sleep, with blackout blinds, soundproofed walls, in-room temperature control, organic linens, a personalised pillow menu and environmentally friendly mattresses.

On top of this, the new package encourages a wind-down ritual using products from sustainable New Zealand suppliers, including a herbal tea by Waitako tea producer Zealong, botanical shower steamers, an organic lavender oil Sleep Deeper Pillow Mist by S  n Living and a Superdose Sleep Infusion Masque by clean beauty brand Sans [ceuticals]. After a restful night, guests can enjoy a late check-out so they can snooze for a couple of extra hours in the morning.



THE KEY TO THE NEIGHBOURHOOD PROGRAMME

A core aspect of The Hotel Britomart ethos is that it was built to fit within the neighbourhood that it’s set in. As an urban hotel with a small footprint and height limitations, space for in-house facilities such as boutiques or a spa was never part of the plan. Instead, these services can be found within steps of the hotel’s front door, as part of the Britomart neighbourhood, which is owned by the same company that owns The Hotel Britomart.

Reservations supervisor Maica Horigue’s concept for the Future Leaders Programme was to introduce a neighbourhood discount to further incentivise guests to make the most of the neighbourhood. The ‘Key to the Neighbourhood’ programme gives guests access to 10 percent off at selected bars, restaurants and stores throughout Britomart, giving guests the chance to shop, dine and experience the district as an insider.



CATCH TO KITCHEN

Business development manager Tayla Brown’s concept is a high-end cooking class that gives foodies the chance to personally trace the origin of a selected ingredient before learning how to prepare it under the guidance of executive chef Andrew Lautenbach.

She proposes to take guests on a visit to one of The Hotel Britomart’s seafood suppliers to learn about sustainable fishing techniques first hand before selecting their own fish to take back to the hotel’s kitchen to prepare. Andrew will guide the class through low-waste preparation techniques and flavour pairing before the participants enjoy a shared meal of the dishes they create.

Sourcing of a suitable seafood partner is currently underway.

TIDE TO TABLE

The Libraries maitre’d Alex Wurtz pitched the concept of an intimate seafood and wine experience that takes up to eight guests through the process of using every part of a fish. First, guests select the kind of whole fish they’re interested in eating, and then at a private dinner in the Chef’s Library, they are guided through how to fillet and prepare it so almost nothing goes to waste.

At present, this project is in development, with Alex working with chef Andrew Lautenbach to source an appropriate fish supplier. Once the busy festive season is over and The Libraries are heading into autumn and a new annual corporate booking schedule, they will look to launch this offering.

HEALTHY HOSPO PROGRAMME

This year, the hotel’s executive chef Andrew Lautenbach undertook leadership training at a two-day retreat in the Coromandel, run by Healthy Hospo, an organisation dedicated to supporting hospitality workers. At the retreat, Andrew learned strategies for better self-management in an industry that can often be high-stress, with long hours. “It was really focused on self-care, because if I can’t look after myself, how can I look after my team?” says Andrew.

Exercises ranged from refining values down to each person’s two most important ones to focus on, mediation techniques, mindful eating and learning about locus of control. “The control exercise was really useful for me,” says Andrew. “Little things used to get to me, so it was really helpful to write down all the things that I can control and can’t control, and to start to let go of the things I can’t control.” Andrew says the retreat would have been particularly useful for him if he had experienced it early in his career. “It’s something I would definitely recommend and push for my younger team members to do.”

EVERYBODY EATS X THE HOTEL BRITOMART

In late October, Everybody Eats and The Hotel Britomart paired up for a one-night-only dining event in The Papuke Room. Executive chef Andrew Lautenbach’s innovative cuisine and the hotel team’s love of hosting worked together with Everybody Eats’ mission to reduce food waste, reduce social isolation and give back to the community, especially to those in need.

Guests enjoyed a three-course meal crafted from rescued ingredients provided by The Kai Ika Project, with optional wine pairings curated by the hotel’s wine experts. Large communal tables created an immersive Everybody Eats experience, combining fantastic food with connection and conversation.

As part of the Everybody Eats Dine for Good series, the proceeds went towards generating two family dining vouchers to Everybody Eats’ community partners in M  ngere and T  maki, who support families doing it tough. These vouchers gift families the chance to enjoy a night out together at one of the Everybody Eats restaurants in Auckland or Wellington.



The Hotel Britomart’s executive chef, Andrew Lautenbach.

PROJECT EMPLOY PARTNERSHIP

For the last two years, The Hotel Britomart has partnered with Project Employ to create employment for young people with neurodiversities. The hotel’s restaurant currently employs two team members who have gone through Project Employ’s work-readiness programme and who were keen to seek permanent employment: Henry and Andre, who are smiling presences at kingi every week.

The programme is just as rewarding for employers as it is for the new team members, says Fay Fialho, the hotel’s People and Culture Manager. “Project Employ team members bring warmth, integrity, and joy to every corner of the hotel,” she says. “Their presence reminds us that true hospitality is not defined by one’s ability but by seeing and valuing humanity in each person and their dignity as a human being.”



Everybody Eats x The Hotel Britomart held at the Papuke Room. Photo by Alex McVinnie

INTERVIEW

Sarah Dann-Hoare

PROJECT EMPLOY



MELINDA WILLIAMS Sarah, you're the founder and CEO of Project Employ. Could you tell us about the organisation and how it got started?

SARAH DANN-HOARE Project Employ is an Auckland-based charity that supports neurodiverse young adults to become work-ready. We do that in our Flourish Cafes – we've got one in Takapuna and a smaller internship cafe in the Air New Zealand building. Our trainees are aged 18 to 28 and they all identify as being neurodiverse and wanting to go to work.

MELINDA When and why did you set it up?

SARAH We became a charity at the end of 2021 and opened Flourish Cafe in Takapuna mid-2022. It all came about because I was a transition teacher at a special education school. My students were aged 17 to 21, and part of my role was to help them gain work experience before they left school. But it didn't matter how good a job I did or how hard they worked it was going to be really hard to convince employers to give them a chance. It was always a really sad time when they left, because you knew that there were little to no employment opportunities for them. So I started looking around for ideas from a teacher's point of view as to what we could do. Then I came across the training cafe idea from overseas, but the only way I could get one started was to leave teaching and give the café idea 100 percent. It took a few years, but we found a suitable cafe in Takapuna, put together a great charity board and with really good community support opened our doors mid-2022.

MELINDA What do your trainees do on the programme and what kind of skills does it equip them with?

SARAH We have eight trainees every six months, who work in Flourish Cafe in Takapuna, three or four shifts a week and receive one-on-one training from our job coaches, until they no longer need it. We step back as they develop and grow more confident to the point where after six months they're confident enough to be taking orders, helping prep the food, pretty much running the cafe themselves, which is always great to see.

Our aim is to create a more inclusive community and workforce. After their six months' training, Emily supports them to find meaningful employment within the community by working with the graduates and employers such as The Hotel Britomart and Fonterra. Our aim is to help them find employment in the career of their choice or at least something they're interested in as a stepping-stone to getting to their dream job. In our internship cafe at Air New Zealand, which has been open about a year and a half now, we employ four Project Employ graduates per year and they do an extra six months' training. They upskill in a much busier cafe and corporate environment, and leave as experienced baristas.

MELINDA There are so many benefits for people with neurodiversities being able to be in work, aren't there – not just for them as individuals, but also for their families and wider society as well?

SARAH Oh, definitely. We hear that from the trainees, obviously, but when we get together with the families at graduation, they're also telling us the difference they've seen in their children. They come to us at 18 to 28, but we still hear parents of 28-year-olds saying their kids finally feel like adults. They've learned about the responsibilities of being an adult, going to work, having a purpose to get up in the morning. They've been making friends, going out in a group and having a social life, and the parents are seeing this new person emerge, which is amazing.

We also know that our training programme and Flourish Cafe are breaking down barriers between neurodiverse and neurotypical people. Some of our customers have said they haven't really had a conversation with someone with autism before coming to the cafe. Chances are they had, but they just didn't know. The interactions that happen in Flourish Cafe are so natural. Customers don't come in and think about a trainee's autism or ADHD. It's more like, they've taken my order, they've brought my coffee to the table, they've asked how my day was, we had a chat. The disability becomes less important. It is about the skills the trainees have got and their individual personalities. Our customers



Team members Henry (left) and Andre (right) joined The Hotel Britomart from the Project Employ programme.

tell us they really enjoy watching our trainees' development during their six-month journey.

MELINDA When you use the word neurodiversity, what sort of range of conditions or diversities are your trainees experiencing?

SARAH As well as neurodiversity, we also use the terms intellectual disabilities or learning differences, due to how our trainees talk about themselves. I was filling in a form recently, and I said, 'How do you want me to word your disability?' And they said, 'Well, I haven't got a disability.' They know they need help getting jobs and they know that they love being here getting support from our Job Coaches, but they don't all see themselves as having a disability as such. The majority that apply for our programme tend to be autistic, or have ADHD, or Down Syndrome. A lot of them also have huge anxiety due to being neurodiverse.

MELINDA So at this stage, you've had two trainees come to The Hotel Britomart after their training, and both of them have permanent jobs now. Is that right?

SARAH That's right. You've got Andre, who's working as a waiter, and then Henry's in the kitchen. They're both loving it. Emily, who helps our graduates find jobs, keeps in touch with them and their managers on a regular basis.

MELINDA Is it challenging to find employers who are willing to take on your graduates on a permanent basis?

SARAH That's one of the biggest challenges. A lot of the time we're encouraging employers to take our graduates on as paid internships initially, to get their foot in the door and prove that they're brilliant workers. That takes the pressure off the employer a little bit. But The Hotel Britomart said, 'No, we don't need to do the internships, we'll offer them permanent employment', which was great.

We've had a couple of graduates who have gone through internships in the hotel and hospitality sectors and then been offered permanent employment, which is really good. But it is hard to find companies. I do a lot of work as CEO to



build relationships, and Emily does a lot of work helping the employees and the staff know what to expect and strategies to just take some of the fear away. But we do need more, because every six months we have eight amazing adults who will go back to staying at home and losing their confidence again unless we find them jobs, which is just such a shame.

MELINDA You're training specifically for the hospitality industry... are you aware of any similar organisations who train for other industries?

SARAH We are definitely training for hospitality, as we're based in a cafe. So yes, they'll be great to go straight into hospitality roles, but a lot of our graduates don't want to go into hospo. We've got one graduate who works for a stormwater company and he cleans out all the equipment for the storm drains. He's a yard man, and he's absolutely loving it. But he learned about getting to work on time, how to talk to your team, how to work as a team, how to have appropriate conversations at work and how to finish a task the best you can, with Project Employ, and he transferred those skills to his new role. It's those key, soft skills that are really important for any job, and we're trying to get that across to corporates and businesses. We've got one graduate completing a paid internship for Oceana Bridge, and he's doing data analysis and things like that. He enjoys that type of work, but before coming to Project Employ he didn't have the employability skills to go to work.

MELINDA What's the most rewarding part of the work you do?

SARAH It's great to see our graduates realising they have a purpose and something to offer their community. A little while ago we had a morning tea for our graduates, and they were all talking about their jobs and that they felt proud of themselves, and finally felt part of their community. One of the graduates said that she was so excited to be paying tax, which we all thought was hysterical, and of course now she says, 'Oh my God, did I actually say that?' But at the time, it was a sign that she was a contributing adult. It is those things that make me proud to do this job. Project Employ is changing lives. My team and I are so lucky to be part of it.



Te Tāngata People & Culture 2026 goals

To arrange six volunteering opportunities throughout the year that team members can choose to take part in.

To ensure that all team members complete training on inclusive service delivery, equipping them with the knowledge and skills to provide respectful, accessible and culturally aware experiences for every guest.

To facilitate a collaborative initiative with a New Zealand environmental or social organisation that invites participation from the wider Britomart neighbourhood.

To formalise the Cocktails for Charity programme to ensure it supports a balanced range of environmental and social organisations on a long-term basis.



The Hotel Britomart Sustainability Goals for 2026

MANA WHAKAHAERE GOVERNANCE

- To investigate the feasibility of attaining a building performance certification for the hotel.
- To revise the onboarding process for new suppliers to ensure they fully understand and commit to the hotel's responsible sourcing and sustainability expectations before any engagement begins.
- To provide a minimum of 8 hours of sustainability training per team member per year through a mix of internal trainings and collaborations with Cooper and Company and external providers.

TE TAIAO ENVIRONMENT

- To enhance data collection on team commuting by updating the annual survey, supporting more accurate Scope 3 greenhouse gas emissions reporting.
- To increase the number of Green Cleans by 100 percent by improving in-room and direct-to-guest communications.

TE TĀNGATA PEOPLE & CULTURE

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