

COOPER
AND COMPANY

SUSTAINABILITY REPORT

NEW ZEALAND 2026





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KIA ORA,

At heart, Cooper and Company's sustainability approach is to stay engaged in constant conversation with the past, present and future. Some of our proudest work is the conservation and careful restoration of important aspects of New Zealand's built and natural heritage, from the 25-year native reforestation efforts at The Landing in the Bay of Islands to the refurbishment of Britomart's 19 century-old heritage buildings. This is work we take a lot of pleasure in and are committed to continuing over the long-term.

Equally important is for us to project ourselves into the future by creating buildings that will stay at the forefront of environmental, technical and aesthetic design for many years, remaining relevant to the businesses, workers and guests that inhabit them.

The present is the point of connection between these two timeframes, so naturally connection is what we focus on most closely on a day-to-day basis. That might be through creating memorable in-person experiences at The Landing's Residences or winery, The Hotel Britomart or onboard Ata Rangi, or by going beyond buildings to make Britomart a place where businesses and their workers are drawn by an appealing mix of wellness amenities, social and cultural opportunities and highly considered outdoor spaces.

During the 2025/26 financial year, we've been pleased to see this approach recognised in several ways: through the award of a Michelin Key to The Hotel Britomart, a Best Luxury Hotel award for the south Pacific region for The Landing, and multiple gold medals for The Landing wines at local and international competitions.

Looking outward, we were also delighted that our annual Greening the City native tree giveaway generated record donations for the Motutapu Restoration Trust, and that despite the ongoing challenges faced by the central city, Britomart has seen consistent year-on-year pedestrian and occupancy numbers, as well as receiving very positive feedback from our community about Britomart's performance in the Material Factors assessment we conducted last year. It's positive validation that a sustainability focus sustains our business, just as it sustains other businesses, our shared history and our environment.

I hope you enjoy reading the details of these efforts in this year's Sustainability Report.

Ngā mihi nui,

A handwritten signature in black ink, appearing to read 'Matthew Cockram'.

Matthew Cockram
CEO, Cooper and Company New Zealand



PART ONE

ABOUT COOPER AND COMPANY NEW ZEALAND



COOPER
AND COMPANY
NEW ZEALAND

REAL ESTATE

HOSPITALITY

WINE

BRITOMART



THE LANDING



WINE

COOPER AND COMPANY PARKING

The Libraries
At The Hotel Britomart

THE LANDING
BAY OF ISLANDS NEW ZEALAND

kingi

kingi
PRIVATE



ATA RANGI

Cooper and Company is a private investment company, established in 1989 by Northland-born Peter Cooper (Ngāti Kahu, Ngāti Kuri, Te Aupouri) which develops and invests in assets on a long-term ownership basis. The organisation has offices in three locations: Newport Beach, California; Auckland, New Zealand; and Southlake, Texas. Within New Zealand, Cooper and Company mainly operates in real estate development, with properties in Britomart and the Bay of Islands serving as the base for a number of interrelated businesses. Cooper and Company invests in businesses that are inherently sustainable and scalable. With the assumption of long-term ownership and stewardship, the company takes a holistic approach that has sustainability as its foundation, with positive environmental, social and economic outcomes building and supporting one another. This philosophy is underpinned by robust third-party auditing, which enables a clear-sighted view of progress and pathways for improvement.

STAKEHOLDERS

PETER COOPER Owner and founder of Cooper and Company

COOPER AND COMPANY BRITOMART BOARD

THE LANDING, THE LANDING HOSPITALITY AND THE LANDING WINE BOARDS

MV ATA RANGI BOARD

COOPER AND COMPANY TEAM MEMBERS

CLIENTS, GUESTS, LEASE PARTNERS AND CUSTOMERS OF COOPER AND COMPANY BUSINESSES, PRODUCTS, SPACES, SERVICES AND EXPERIENCES

COOPER AND COMPANY SUSTAINABILITY STRUCTURE



COOPER AND COMPANY NEW ZEALAND SUSTAINABILITY FRAMEWORK

Cooper and Company’s sustainability approach is founded on the company values and formalised by a Sustainability Framework adopted in 2017. Since that time, the sustainability framework has been revised on two occasions and will be further revised in 2026 in line with the Britomart Innovation Programme (see page 40). The central organising principle for the sustainability framework is the adoption of the following Sustainability Policy for Cooper and Company and its related and managed entities.

COOPER AND COMPANY SUSTAINABILITY POLICY

Cooper and Company adopt Sustainability as a business value and objective. We will develop, adopt and follow a Sustainability Framework to guide our endeavours. We are doing this because not only do we derive inspiration and personal satisfaction from it, but because it forces outcomes that have a greater benefit than just a short-term monetary result.

We will focus on those initiatives that deliver real and meaningful environmental, social and economic results across our businesses and for our assets. We will measure our progress, believing that what is measured is done to a higher standard. Our experience also demonstrates that carefully selected performing assets that are thoughtfully designed and built have a longer life and through that deliver a greater return over time. The value and objective of sustainability is thus economically underwritten also.

- As our own assets and experiences show us where we apply the principles of sustainability, across all three dimensions we enjoy success.
- We carefully build places, allowing them to find their own cadence of development – working with what is there – nurturing and evolving – not forcing.
- A focus on good environmental, social and economic outcomes, which are each self-validating and build and support each other.

SUSTAINABILITY PARTNERS
Cooper and Company are aligned with a number of external sustainability agencies that assess and accredit sustainability-related performance, with most evaluating and certifying on an annual basis. This gives ongoing assurance to our audiences and institutional partners of the credibility of our sustainability efforts.



COOPER AND COMPANY SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

The 17 United Nations Sustainable Development Goals were established in 2015 and have since become a widely accepted framework for businesses and other organisations to identify the most important areas of sustainable development to focus on within their work.

The following eight Sustainable Development Goals have been identified as being the most closely aligned with sustainability work across the Cooper and Company business portfolio:



GOVERNANCE



ENVIRONMENT



SOCIAL





COOPER AND COMPANY INVESTMENT PHILOSOPHY

Cooper and Company's investment philosophy is founded on a set of guiding principles that underpin all our business decisions.

PATIENCE

We take a long-term approach to investment, seeking out assets we can actively grow over time and from which we can earn significant, sustainable returns. We look for opportunities that justify long-standing investment commitment and that we are passionate about. Ultimately, we seek to build the kind of assets we don't want to sell.

SUSTAINABILITY

We strive to create good environmental, social and economic outcomes, as we believe these outcomes are self-validating and build and support each other.

CARE

We subject all potential investment opportunities to rigorous research and analysis and invest only in assets that have inherent 'downside' protection. We seek to lower portfolio risk through asset and market diversification and conservative financial practices.

CREATIVITY

We strive for intellectual independence, combining strategic focus and an often contrarian approach to identify promising opportunities. We focus on global economic and social trends and constantly look for new ways to leverage and cross-pollinate our existing resources and skills.

PARTNERSHIP

The principles of partnership – trust, commitment, accountability, sharing of risk and reward – are central to our investment philosophy and we emphasise a partnership approach at every level of our business. We play an active, ongoing role in the growth of our portfolio companies and build close and committed relationships with management teams. We think and act as both owners and partners.

PERFORMANCE

We believe that financial return is the only valid measure of investment performance. Our goal is to compound the value of the group assets at rates of return that are significantly higher than market returns.

COOPER AND COMPANY BUSINESSES



BRITOMART GROUP OF COMPANIES

Cooper and Company hold full responsibility for the regeneration and long-term management of the nine-block Britomart neighbourhood on Auckland's downtown waterfront. Since 2004, when the Development Deed with Auckland Council was signed, Cooper and Company have progressively refurbished Britomart's 19 heritage buildings and added new commercial buildings, plant-filled streets, public artworks and a sunny public space, Takutai Square. The neighbourhood is now home to a vibrant mix of commercial, hotel, retail and food and beverage tenancies, all set above the underground Waitematā Train Station.

RECOGNITIONS AND CERTIFICATIONS



BRITOMART GROUP'S CORE SUSTAINABILITY ACTIONS AND INITIATIVES INCLUDE:

- Building and refurbishing to a minimum 5 Green Star standard
- Holding NABERSNZ energy-efficiency ratings for appropriate buildings
- Measuring carbon emissions through Toitū Envirocare and working to a reduction plan.
- Developing an Environmental Management System through Toitū Enviromark Bronze.
- Pursuing WELL Building Standard ratings from the WELL Building Institute for new projects where appropriate.
- Operating buildings efficiently through good data collection and building management systems
- Holding Green Loans for the precinct's property borrowings
- Hosting a year-round programme of free community events
- Supporting local artists and artisans with temporary and long-term public art installations
- Managing waste well and providing a range of recycling streams for businesses within the precinct
- Key partner charities: Coats for Kids, Motutapu Restoration Trust





NZGBC GREEN STAR RATINGS	GREEN STAR RATING
THE HOTEL BRITOMART	5 Star Design, 5 Star As Built
EAST BUILDING	5 Star Design
HAYMAN KRONFELD	5 Star Design and As Built
KIWI TAVERN	5 Star Design and As Built
CPO	Targeting 6 Star Design and 6 Star As Built
CHARTER CUSTOMS	4 Star Build

NABERSNZ RATINGS	2021*	2022	2023	2024	2025
AUSTRALIS NATHAN	5 BB	5 BB	4 WB	4 WB	3.5 WB
EAST BUILDING	4.5 BB	4.5 BB	4.5 BB	4.5 BB	4.5 BB
EXCELSIOR STANBETH	5.5 BB	N/A	4 WB	4 WB	4 WB
CHARTER CUSTOMS	4.5 BB	4.5 BB	4.5 BB	4 BB	4.5 BB
ALTRANS QUAY	N/A	5.5 WB	5.5 WB	5 WB	5 WB
HAYMAN KRONFELD				4.5 WB	5 WB
MARITIME BUILDING					4 WB
KIWI BUILDING					BB to come
LEVY BUILDING					5 BB
NORTHERN STEAMSHIP					3.5 WB
CHIEF POST OFFICE					BB to come

WB
Whole Building (all spaces,
including tenant spaces)

BB
Base Building (landlord-
controlled spaces and HVAC only)

*Years prior to 2021 not included

BRITOMART GROUP PROGRESS TOWARDS GOALS (Set December 2024)

GOVERNANCE	ACHIEVED	UNDER WAY	NOT ACHIEVED	STATUS
To prepare Britomart's Scope 3 greenhouse gas (GHG) emissions reporting to be ready for the 2024/25 financial year, reporting in 2026.		●		Our accreditation partner Toitū pushed back their requirement for 2026 Scope 3 GHG reporting, so Britomart's sustainability team is now preparing for Scope 3 reporting in the 2027 year.
To write a Modern Slavery policy and evaluate Britomart's current supply chain against it.	●			This policy was written and added to Cooper and Company's policies and procedures.
To create a green certification transition plan for Britomart's buildings, covering Green Star and NABERSNZ ratings, aimed at maintaining the precinct's green accreditations that support its Sustainable Finance Agreement.	●			Throughout 2025, the sustainability team looked at various certifications to maximise positive impacts for the environment and community. The Global Real Estate Benchmark is a current area of focus. Three more buildings entered the NABERSNZ rating scheme, with two more to come next year.
PEOPLE AND CULTURE				
To create two events and related content around the topic of social connection in workplaces (and workplace loneliness) and invite Britomart lease partners to use these events to encourage social connection in their spaces.	●			Professor Sarah Wright, an expert in organisational psychology with a special interest in workplace loneliness, spoke at an event hosted at Britomart in April 2025. Britomart's Winter Treats series took a different approach to connection, offering free coffees, cookies, fries and pastries as a drawcard for the community.
ENVIRONMENT				
To produce one art project and content series that focuses on raising awareness around ocean health.	●			In December 2025, images of the Hauraki Gulf Tikapa Moana o Hauraki by photographer Petra Leary were run on the Pavilion Panels alongside captions describing aspects of the gulf's health and how people can help improve it.
To collaborate with Trees That Count for this year's Greening the City event.	●			The Motutapu Restoration Trust was ultimately selected as the partner organisation for 2025, and nearly \$12,000 was raised in the Greening the City event to aid in their work.

THE HOTEL BRITOMART

Completed in 2020, The Hotel Britomart blends a refurbished heritage building with a new 10-storey tower. It holds a 5 Green Star Design and Built rating, the first hotel in New Zealand to do so, as well as Gold Status under Tourism Industry Aotearoa's sustainable hospitality programme. The hotel offers guest accommodation, conference and events facilities and an in-house restaurant, all under Cooper and Company's management. The Hotel Britomart's core sustainability actions and initiatives include:

THE HOTEL BRITOMART'S CORE SUSTAINABILITY ACTIONS AND INITIATIVES INCLUDE:

- Being sustainably built with high insulation, double-glazing, low-emissions materials, LED lighting, water-saving appliances and an efficient HVAC system
- A robust sustainability strategy to ensure continued climate action
- Measuring carbon emissions through Toitū Envirocare and working to a reduction plan
- Operating the building efficiently through a Building Management System
- Managing waste well through a comprehensive recycling and reusables system and excellent tracking
- Holding Environmental Sustainability, Travel, Modern Slavery, Plastic-Free Procurement and Supplier Code of Conduct policies
- Focusing on sustainable seafood and local produce in the hotel's eateries
- Using environmentally friendly cleaning products
- Choosing locally sourced design, furnishings, room amenities and art
- A tree-planting programme in association with The Landing
- Participating in local environmental initiatives
- Key partner charities: LegaSea, Six for Good, Soap Aid, Dineaid, Fair Food

RECOGNITIONS AND CERTIFICATIONS



THE HOTEL BRITOMART PROGRESS TOWARDS GOALS (Set September 2024)

GOVERNANCE	ACHIEVED	UNDER WAY	NOT ACHIEVED	STATUS
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 coming years		●		This is being assessed by the Cooper and Company sustainability team and will become part of a precinct wide project.
Establish a sustainability dashboard to allow the hotel to track progress towards the roadmap in real time, promoting awareness across all teams.		●		This is being developed within Cooper and Company as part of a precinct-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 survey that goes out to guests after their stay now includes a question on the importance of sustainability when choosing accommodation. This was an important factor for between 50 and 60 percent of guests who responded to the survey.
ENVIRONMENT				
To model and understand the potential for our tree-planting programme at The Landing to act as an official mitigation for our emissions over coming years.	●			Although a workable approach was identified, the decision was made to keep the hotel plantings within the carbon removals programme at The Landing, as both businesses are wholly owned by Cooper and Company.
To increase our tree-planting programme significantly through tying additional plantings to new programmes at the hotel.	●			In August 2025, 2720 native trees were planted at The Landing by the hotel team.
To collaborate with the Britomart operations team to find a provider to recycle soft plastics.		●		Abilities Group were identified as a partner for this, but in April 2025, a fire devastated their facility. This will be revisited when Abilities Group is able to secure a location large enough to allow this recycling stream again.
To find a cost-effective method to waste the hotel's waste in order to enable better tracking.			●	Due to the limited space in the hotel's waste room for a compression plate, this was not completed. A search for a suitable space within the wider neighbourhood is ongoing



PEOPLE AND CULTURE	ACHIEVED	UNDER WAY	NOT ACHIEVED	STATUS
To have the hotel certified as a Great Place to Work.			●	This was investigated, and it was decided to work towards the requirements of the standard without pursuing certification.
To do an accessibility assessment and implement any changes possible.	●			In September 2025, a PEEP (Personal Emergency and Evacuation Plan) assessment was conducted by the back-of-house team to assess whether team members have any vulnerabilities that should be catered for if evacuating from the hotel.
To 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 the hotel team, gathering 47 responses (around half the team). This information will be used to identify appropriate accreditation providers to align with.
To develop a mentoring programme for members of the hotel team with Cooper and Company executives.	●			The Future Leaders development programme was launched in 2025. Seven team members took part and the same programme has now been rolled out across the Cooper and Company portfolio of businesses.
To encourage team members to use their paid volunteering hours by providing regular suggestions of activities for them to take part in.		●		Each head of department will now choose a charity to work with in order to provide a wider range of volunteering opportunities for team members.



COOPER AND COMPANY CARPARKING

Cooper and Company's Britomart Carpark was built in 2011. Since then, three additional car parks have come under Cooper and Company's management, providing a combined 3000 parking spaces in downtown Auckland for over 2 million vehicle visits a year.

COOPER AND COMPANY CARPARKING'S CORE SUSTAINABILITY ACTIONS AND INITIATIVES INCLUDE

- Rainwater harvesting tanks to supply the car grooming business and Britomart landscaping/ plant watering
- 12 Tesla EV charging stations installed
- All lighting converted to LED
- Secure bike parking
- Dedicated area for motorbike parking
- Managing waste well and providing a range of recycling streams





THE LANDING

Located in the Bay of Islands in New Zealand's far North, The Landing is a 404-hectare coastal site of outstanding natural beauty and significant heritage value as the site where Māori and Pakeha people first lived together from 1814.

Over 20 years, its ecological value has been appreciated as over 40 hectares of pasture have been returned to native forest and wetland plants have been restored. The Landing is now home to one of the most abundant populations of kiwi in New Zealand, as well as rare native birds such as Australasian bitterns, dotterels and pāteke.

THE LANDING'S CORE SUSTAINABILITY ACTIONS AND INITIATIVES INCLUDE

- Adding over 1.2 million native trees and plants to the property as part of an ongoing reforestation project
- Measuring carbon emissions through Toitū Envirocare and working to a reduction plan
- High-level pest control practices to protect native birdlife
- Managing waste well and providing a range of recycling streams
- Key partner charities: Rangihoua Heritage Park, Rugby for Life, Coats for Kids

RECOGNITIONS AND CERTIFICATIONS



THE LANDING RESIDENCES

Four private residences, available as guest accommodation, along with guest facilities, are sited on The Landing property.

THE LANDING RESIDENCES' CORE SUSTAINABILITY ACTIONS AND INITIATIVES INCLUDE

- Being built with high standards of insulation, glazing, thermal orientation, natural convection and enduring materials
- Using environmentally friendly cleaning, kitchen and bathroom products
- Managing power use through good shut-down procedures when Residences are not occupied or are undergoing cleaning/maintenance
- Having recyclable and reusable systems for guest amenities
- On-site fruit, vegetable and flower gardens, beehives, chicken houses and a firewood plantation

RECOGNITIONS AND CERTIFICATIONS



THE LANDING WINE

The Landing Wine operates a 14-hectare vineyard and boutique winery on The Landing property, producing Chardonnay, Syrah, Pinot Gris, Rosé and a changing range of red and white varietals, as well as the premium Madre Chardonnay and Syrah made only in exceptional vintages.

THE LANDING WINE'S CORE SUSTAINABILITY ACTIONS AND INITIATIVES INCLUDE

- Winery building constructed using natural ventilation and cooling techniques
- Maintaining certification from Sustainable Winegrowing New Zealand
- Using natural viticulture techniques such as dry-farming vines and under-vine mowing to reduce water use, chemical use and enhance soil quality
- Composting grape marc



RECOGNITIONS AND CERTIFICATIONS



THE LANDING WINE PROGRESS TOWARDS GOALS (Set February 2025)

GOVERNANCE	ACHIEVED	UNDER WAY	NOT ACHIEVED	STATUS
For The Landing team to create a detailed sustainability action plan in consultation with Cooper and Company's Sustainability Manager	●			A workshop to develop this took place in May 2025, with members of the Cooper and Company sustainability team consulting with The Landing team members to create a roadmap of projects for the next five years and beyond. A proposed action plan was completed. Items from the action plan will be entered into a task management system.
To investigate releasing a Nature-Related Disclosures Report for The Landing	●			A scoping assessment for the report has been started, but the project has been put on hold while the Cooper and Company sustainability and executive teams review the Cooper and Company sustainability framework. Climate risk assessment is likely to precede the commencement of the project.
ENVIRONMENT				
To remove a concentrated infestation of moth plant identified in the Ecological Review in order to protect the stream wildlife in the area.	●			An ongoing moth vine management programme is in place, with the property team particularly targeting the vines during their flowering season when they are easier to spot. Binoculars and drones are used to spot moth vine in tree canopies, and to identify areas where fallen trees create canopy gaps that make moth vine seed ingress easy. Spraying is done at ground level, with additives in the sprays to enrich soil health while removing foliage.
To commence a project to enhance the heritage orchard at Te Puna, following best practice guided by Heritage New Zealand Pouhere Taonga, with the aim of protecting the health of these historic trees.	●			Consultation with a Heritage New Zealand representative has led to the commencement of a seasonal survey of plants in the heritage area in order to establish a full annual record of plants present.
To produce a Trees of The Landing booklet as a companion guide to the Birds of The Landing booklet produced last year.	●			This is in progress, with tree selections, copy and photography completed. Publication is expected in April 2026.
To establish a system with metrics for measuring reductions in kitchen waste at The Landing	●			A Bokashi bin system (which uses anaerobic fermentation to speed up the composting process) has been established and has been in operation since December. The number of 20 litre bins used will be tracked to establish how much waste is being processed through this system.
PEOPLE AND CULTURE				
To credit all local artisans, farmers, fishers and producers on menus	●			This has been implemented, with a full list of producers credited on the backs of menus, and key supplier partners credited within the dish descriptions.
To ensure that at least 50 percent of the laptops that are recycled through the Cooper and Company programme go to members of the Bay of Islands community.	●			This will take place when the next round of laptops are recycled in early 2026.
To work with a local school to offer students the opportunity to visit The Landing to learn about the ecology of the site and participate in tree planting.			●	In the last year, a school was not found for this project, but the team will continue to work with their local community to find one that would like to take up the opportunity.



MV ATA RANGI

MV Ata Rangi, an 82-foot luxury charter vessel, was constructed in the USA in 2012/3 and transferred to New Zealand in 2015. It is based in the Bay of Islands as a charter sightseeing and sportfishing vessel, with seasons in Auckland and the Pacific Islands.

ATA RANGI'S CORE SUSTAINABILITY ACTIONS AND INITIATIVES INCLUDE:

- Adhering to a sustainable fishing policy, including taking fewer fish, at larger minimum sizes than legal limits, prioritising tag-and-release and using circle hooks
- An optimal cruising speed policy to maximise fuel efficiency
- Supporting Pacific Island communities with donations
- Good waste management with bulk food and low-plastic procurement

MV ATA RANGI PROGRESS TOWARDS GOALS (Set June 2024)

GOVERNANCE	ACHIEVED	UNDER WAY	NOT ACHIEVED	STATUS
To investigate setting up a tree planting programme in partnership with The Landing as an informal method of carbon mitigation.	●			In April 2026, the Ata Rangi crew planted two native trees at The Landing for every charter night, which will come to about 150 trees annually. An area has been allocated by The Landing so the progress of the trees can be seen over time.
PEOPLE AND CULTURE				
To find another worthy local community organisation to take out on a Marine Metre Squared project and beach clean-up day.	●			In summer 2026, the Ata Rangi crew will take members of the sustainability team and representatives from Seakeepers and Manta Watch out to aid in manta ray surveying, and to complete a Marine Metre Squared mapping.
ENVIRONMENT				
To produce a booklet guide to reducing seafood waste for guests, using chef-steward Chelsea-Mae Wheeler's knowledge gained during her time at kingi.	●			A content plan has been created and content is being gathered, with the project due for completion in May 2026.
To work with Manta Watch to support their data-gathering.	●			The boat was scheduled to take the Manta Watch team out in the Bay of Islands on in April 2026 but this was rescheduled for the summer due to Cyclone Vaianu.
To find a way to work with Sea Keepers to support either their research or education goals.	●			SeaKeepers have been invited to join the summer outing with Manta Watch.

CHARITABLE TRUSTS

BRITOMART ART FOUNDATION

Established in 2002 with a \$1 million endowment, the Britomart Arts Foundation considers and greenlights public artworks within the Britomart neighbourhood with a long-term view to making Britomart an evolving space for public art within the city. Works gifted to the public space by the foundation include Shane Cotton's Maunga (2020) – as well as Aroha ki te Ora (2020) by Lonnie Hutchison.

THE LANDING TRUST

The Landing Trust was founded to protect the 45 documented heritage sites on The Landing property and to undertake projects to conserve its native flora and fauna. Heritage sites include Māori pa sites, a midden containing fragments of moa bone and traditional Māori fish traps.





PART TWO

2025/6 YEAR IN REVIEW

2025/6 HIGHLIGHTS

8
23
2

PEOPLE EMPLOYED ACROSS COOPER AND COMPANY'S EIGHT BUSINESS UNITS

Cooper and Company
Britomart Group Management
Cooper and Company Parking
MV Libertas (MV Ata Rangi)
The Hotel Britomart
The Landing Residences
The Landing MLP
The Landing Wine

ORGANISATIONS SUPPORTED

MOTUTAPU REFORESTATION TRUST
Over \$11,800 raised through a native tree giveaway

COATS FOR KIDS
Blankets, coats, warm clothes and shoes donated by staff collection from all businesses

RANGIHOA HERITAGE PARK
Maintenance services donated

SOAP AID
570kg of soap donated to vulnerable communities

SPCA
Volunteer hours donated

MOTUTAPU RESTORATION TRUST
Volunteer hours donated

NGAHERE PROGRAMME, TIKIPUNGA WHANGAREI
Volunteer hours donated



2 REFURBISHMENT PROJECTS



CHIEF POST OFFICE REFURBISHMENT
The refurbishment of the upper levels of the Category 1 Heritage Listed Chief Post Office building was completed in September 2025. The refurbishment targets 6 Green Stars and a WELL Building Standard Gold rating.

EXCELSIOR STANBETH REFURBISHMENT
Work began on an internal refit of this Category 2 heritage building to upgrade the office spaces to premium level, as well as a plant upgrade to improve energy efficiency and reduce refrigerant leaks.

RECOGNITIONS

THE LANDING

BEST LUXURY HOTEL/RESORT
Australia, New Zealand and the South Pacific
2025 Luxury Travel Gold List Awards

THE LANDING WINE

Madre Chardonnay 2022
DOUBLE GOLD 95 POINTS
2025 San Francisco International Wine Competition

Madre Chardonnay 2021
GOLD 90 POINTS
2025 Sommeliers Choice Awards

Madre Syrah 2022
SILVER
2025 Decanter World Wine Awards
SILVER 2025 San Francisco International Wine Competition

Madre Syrah 2020
GOLD 93 POINTS
2025 Sommeliers Choice Awards

The Landing Chardonnay 2023
GOLD 96 POINTS
2025 New Zealand International Wine Show

SILVER 2025 San Francisco International Wine Competition

The Landing Syrah 2023
SILVER 2025 San Francisco International Wine Competition

The Landing Rosé 2025
DOUBLE GOLD 97 POINTS
2025 San Francisco International Wine Competition
BRONZE 2025 New Zealand International Wine Show

Boathouse Chardonnay 2024
GOLD 95 POINTS
2025 New Zealand International Wine Show

Boathouse Chardonnay 2022
SILVER 87 POINTS
2025 Sommeliers Choice Awards

Boathouse Rosé 2024
SILVER 89 POINTS
2025 Sommeliers Choice Awards

Boathouse Vino Rosso 2023
GOLD 92 POINTS
2025 Sommeliers Choice Awards

THE HOTEL BRITOMART

1 MICHELIN KEY
Michelin Guide

FINALIST
HM Awards,
Best Boutique Hotel category

FINALIST
Luxury Travel Magazine Gold List Awards, Best Hotel (61+ Rooms)

#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)

REFORESTATION

THE LANDING
12,714 native trees and plants in various areas

THE HOTEL BRITOMART
2720 native trees in the hotel's area at The Landing

GREENING THE CITY
6000 native seedlings given away



ACCREDITATIONS

3.5 Star (Average) to 5 Stars (Excellent)
NABERSNZ ratings across nine buildings

6 Green Star rating
Targeted for Chief Post Office Building

WELL Building Standard Gold rating
Targeted for Chief Post Office Building

Toitū Carbonzero
The Landing

Toitū Carbonreduce
Britomart, The Hotel Britomart



MANA WHAKAHAERE GOVERNANCE

Cooper and Company are focused on creating enduring value for people and places through a partnership approach that adheres to high standards of practice. Strong values, policies and procedures underpin our work, and a rigorous approach is taken to investment and risk management. Sustainability reports have been produced annually for Britomart since 2019, The Landing since 2020, Ata Rangi and The Hotel Britomart since 2021 and Cooper and Company since 2022.

OVERVIEW

In the 2025/2026 year, Cooper and Company's businesses had a year of consolidation, with the completion of one important development project and some intensive reflection on the company's approach in light of significant changes to office working, the rapid progress of artificial intelligence, the end of one development cycle and the start of a new one, and changes to investment law. Overall, business was positive under economic circumstances that remained flat.

BRITOMART

The three-year refurbishment of the Category 1 heritage Chief Post Office Building was completed and handed over to the new long-term occupant for their own fitout in September 2025. This was a significant project for the neighbourhood, targeting both a 6 Green Star rating and a WELL Building Standard Gold rating. If awarded in May 2026, the CPO will become the first 6 Green Star heritage building in New Zealand.

Looking towards future changes in the ratings required to maintain sustainable financing, Britomart embarked on a programme of acquiring NABERSNZ ratings for more of its buildings. Three more buildings received ratings in 2025, with two more to come in 2026. Dave Annable, who has worked as a certified NABERSNZ professional on Britomart's energy-efficiency submissions for several years, joined the team in a formal part-time role.

With the refurbishment of the Chief Post Office Building, Britomart reached the end of the first full round of heritage redevelopment. Post-Covid, the central city and commercial office environment has seen significant changes, including lower occupancy rates as a result of increased hybrid working and changes to team structures and processes with the adoption of AI tools. This prompted the executive team to develop a new vision for the neighbourhood's next stage of development. Read more about this in the Britomart Innovation Programme feature on page 40.

THE HOTEL BRITOMART

The Hotel Britomart enjoyed a settled year in 2025 and early 2026, with increased tourist trade, particularly from the American market over the Christmas season. Early 2026 was especially strong, with the hotel seeing close to 90 percent occupancy in January and February, with first January and then February setting records as the highest-earning months in the hotel's history.

On the sustainability side, work continued on the points of the Action Plan developed in late 2024. A major step forward was the move to full Scope 3 carbon emissions reporting. A full Scope 3 assessment was completed in 2024 as a reference point, and in 2025, full Scope 3 reporting for both years was published.

COOPER AND COMPANY PARKING

The parking business had another generally steady year, although the team recognised that the lower post-Covid parking demand is a change that is here to stay for the long term. Demand fluctuates, but overall the level is lower than it was pre-Covid and pre-flexible working. Corporate queries today are more likely to be for shared spaces, rather than one space per worker. For example, a company with a team of 80 people might want to share 50 car park spaces across them all; similar to the hot-desking approach that more companies are now taking.

In 2025, the carparking team started transitioning the carparks they manage to a fully ticketless system, which works through license plate recognition and online payment. The Arena Carpark and Maritime Carpark were smoothly transitioned to the new system, with the Britomart Carpark set to transition during 2026.

As part of an upgrade and refit, a new centralised bank of CCTV screens was installed in the Britomart Carpark office. This allows better tracking of incidents and a higher level of security in the carpark.

THE LANDING

The 2025 year was a 'business as usual' period for The Landing, with no major new development projects or vineyard plantings. The accommodation business enjoyed a slightly stronger year than the previous one, with solid summer bookings and an increase in forward bookings for the cooler months, which is a change from previous years. This may be a reflection of the more extreme summer heat levels seen in the US and Europe, prompting travellers to seek more temperate holiday destinations.

With overseas investment rules changing, the potential for future lot sales has increased significantly. In 2025, a long process of review of the property's subdivision resource consent was undertaken with the Far North District Council. The agreed consent for the property now gives The Landing the right to develop specified plots on a long-term schedule, as well as specifying areas that will remain under heritage protection or that will be revegetated in years to come.

In May 2025, a Sustainability Action Plan was created for The Landing, which outlines a multi-year approach to sustainability, organised by teams and key impact areas. The latter include Greenhouse Gases and Pollution, Monitoring and Data, Waste, Community, Nature, Procurement and Education and Awareness, and each key impact area is further divided into potential action points ranging from easy to difficult.



THE LANDING WINE

A strong harvest of around 53 tonnes of high-quality grapes in early 2025 set The Landing Wine up for a good year. The company had good results in deliberately targeting direct-to-consumer sales, through the Wine Club, through the Tasting Room and through online, compared to the lower-margin side of sending wine to distributors and to restaurants.

The Landing Wine Club continued to grow well, ending the financial year with close to 100 members. "It's gone from strength to strength, such that the numbers are starting to put pressure on the size of the events we can hold now, because they are getting so popular," says Peter Jones.

In general, the wine industry is under stress from a range of factors, including US tariffs, a weak global economy, and a lessening of demand as people drink less per capita. However, as a boutique label targeting higher value wines to discerning drinkers, The Landing Wine has been largely immune to these factors.

The 2026 harvest suggests a potentially more challenging year, after heavy rain in January and poor sunshine hours through February led to a harvest that was similar to the year before (52 tonnes) although still good in quality.

ATA RANGI

In 2025, Ata Rangi returned to a full charter year, after spending four months of the previous year out of the water for a major refit. In April 2025, there was a short period out of the water to address rapid barnacle growth on the hull, one of the hazards of anchoring in the warmer waters of Northland, where barnacles are prevalent.

The completion of the boat's Marine Transport Operating Plan to the digital Seaflux platform provided an easier way for the whole crew to interact with the boat's management and maintenance systems.

After the receipt of its 2023/24 audited greenhouse emissions results (which came to 298.9 tCO₂e for the year) in 2025, Ata Rangi ceased reporting greenhouse gas emissions. After three years of assessing and auditing its emissions, which were almost entirely caused by the use of marine diesel, Ata Rangi's crew had a clear idea of the relationship between fuel consumption and emissions. Given the cost of greenhouse gas auditing, it was decided it was more cost-effective to redirect that money to more direct-impact projects, such as supporting marine-focused community organisations and starting a tree-planting programme at The Landing.

PROJECT

BRITOMART INNOVATION PROGRAMME

At the 21-year point of Britomart's journey, a range of factors have come together that make Britomart ready for a new vision for the coming decades. The enduring shift to hybrid working, the rapid growth of AI tools, the end of the first round of full heritage refurbishments, the growing importance of embedded sustainability thinking and the opportunity to finally develop the Central and Seafarers sites all call for a shift in Britomart's priorities in order to stay at the forefront of urban development and placemaking.

This year, the Cooper and Company executive team has been working on the Britomart Innovation Programme; less an overhaul of the business' approach than an evolution that places focus on five key pillars that will guide Britomart's long-term stewardship.

The first of the pillars, as explained by CEO Matthew Cockram, is Brand Identity and Placemaking, which asks the team to reflect on and build a cohesive and recognisable identity that speaks to what Britomart has become, where it's going in the future, and what differentiates Britomart from other commercial districts that have grown up around it.

The second is Premium Positioning and Human-Focused Design Excellence. Although Britomart started from scratch, leasing to low-budget creative organisations and for short-term events, as the precinct has evolved, its positioning has moved higher and higher. High-quality design has always been at the heart of Britomart's development approach, and now, the challenge is to continue to refine and elevate the neighbourhood's offerings based on a deep understanding of stakeholders' needs and desires.

Part of catering to those needs and desires and maintaining a premium positioning comes through using high-level Technology Integration and Smart Building Systems. The rapid growth of AI technology will support an upgrade to smart building management systems that will be easier for facilities managers and occupants to use, understand and retrieve useful information from, as well as supporting gains in efficiency that flow through to the sustainability team's goals and reporting.

Sustainability and Wellness Leadership is the fourth pillar of the programme, with Matthew describing these as "a given today" for the commercial leasing industry. This focus encompasses the sustainability ratings and decarbonisation targets that the business will need to meet over coming years, as well as programmes and leasing agreements that support the needs of workers in the neighbourhood, from lease-partner events to on-site health and wellbeing services.

Finally, Community Building and Service Experience outlines a hospitality-based mindset and an event and community programming framework that will create a deep sense of welcome, generosity and support for the Britomart community.

Each executive and their team is responsible for managing various aspects of the Innovation Programme, on short, medium and long-term timelines, with multiple teams working across each pillar. "It's important to think about these activities not as siloed endeavours but ones that the organisation as a whole is doing for the best of reasons," says Matthew. "The ultimate goal is to keep Britomart at the premium point of commercial real estate in New Zealand."



2026 MANA WHAKAHAERE GOVERNANCE GOALS

- To establish an Environmental Management System to Toitū Enviromark Bronze standard.
- To implement the BraveGen suite of carbon accounting tools.
- To update Cooper and Company's Sustainability Framework to reflect both past progress and the goals of the Britomart Innovation Programme.



TE TAI AO ENVIRONMENT

Building well to endure, using environmentally friendly materials and conserving heritage structures are the cornerstones of Cooper and Company's approach to property. In recent years, our focus on building to mitigate greenhouse gas emissions has also strengthened. This approach is founded on gathering good data, both at the time of construction and during operation, and using it knowledgeably to improve impacts. We also take careful responsibility for managing direct and indirect environmental impacts through our developing Environmental Management System.

OVERVIEW

Cooper and Company properties and other capital assets are developed and maintained to high environmental standards, alongside a programme of engagement initiatives that aim to foster positive social outcomes for the communities that use these properties and assets. The company is committed to a constant process of learning, improving and sharing knowledge through its communication channels.

In 2025, Cooper and Company's core environmental projects were completing the targeted 6 Green Star refurbishment of the Chief Post Office Building in central Auckland, continuing Toitū Carbonreduce and Carbonzero certifications, continuing reforestation and wildlife protection efforts at The Landing and working on environmental partnerships and more sustainable procurement at The Hotel Britomart.

BRITOMART

Britomart continued to pursue a comprehensive range of environmental accreditations and ratings, including new 6 Green Star and WELL Building Standard Gold targets for the refurbishment of the Chief Post Office Building, and NABERSNZ ratings for 11 buildings within the neighbourhood (including two that will be finalised in 2026 after a full year of data is compiled).

For the sixth year, Britomart submitted its greenhouse gas emissions for verification, which in the year ending 31 March 2025, came to 687 tCO₂e* for Scope 1, 2 and partial 3. This was primarily created by indirect emissions (imported electricity) and direct emissions (methane gas, diesel fuel use and refrigerant leaks). This was the second-lowest emissions total since reporting began in 2019, and a 6.7 percent overall reduction on the baseline year, which goes beyond the original 5 percent reduction target set. A strong focus on reducing refrigerant leaks has been responsible for a significant portion of this decrease.

Environmental projects continued to feature in Britomart's community programming, including the annual Greening the City native tree giveaway in association with The Landing, Reusable Tuesdays (or Thursdays), where Britomart workers and visitors could claim a free coffee when they brought in a reusable cup, and a Pavilion Panel exhibition of drone photographs of the Hauraki Gulf Tikapa Moana alongside text about the state of the health of Auckland's harbour and inlets.

THE HOTEL BRITOMART

The hotel's change to full Scope 3 emissions reporting saw their audited greenhouse gas emissions rise from 251 tCO₂e in 2023 to 1384 tCO₂e in 2024 and decrease again to 1319 tCO₂e in 2025*. Indirect emissions from products used by the organisation became the largest emissions source, with a significant percentage of this derived from the purchase of food products for the hotel's restaurant kingi, and the waste associated with restaurant operation. Waste management

became a focus for the year, with closer tracking of food waste, and a review of recycling streams.

The laneway running between the hotel, kingi and the restaurants Cafe Hanoi and Ghost Street was redeveloped to reduce wind flow and improve energy efficiency. The installation of staggered floor-to-ceiling glass panels at the Galway Street entrance significantly improved the warmth of the laneway area reducing the need for using gas heaters, and the lower windflow meant suspended LED lighting could be installed to improve the ambience of the area.

COOPER AND COMPANY PARKING

The carparking business began moving its owned (Britomart) and managed (Arena, Maritime and Wynyard) carparks to a fully ticketless system. Once completed, this change will eliminate the use of hundreds of thousands of paper tickets each year.

THE LANDING

In 2025, The Landing's emissions (Scope 1, 2 and partial 3) produced came to 235 tCO₂e* [tonnes of carbon dioxide equivalents], which was an increase of 30 tCO₂e on the previous year. During the reporting period, existing and regenerated native forest on The Landing site generated greenhouse gas removals of 576 tCO₂e (almost identical to the previous year), giving net GHG emissions of -341 tCO₂e, and maintaining The Landing's Climate Positive Carbonzero status.

Work was done on The Landing's productive gardens and composting systems to improve efficiency. A Masters' thesis that used The Landing as a site on which to study the potential for kiwi to aid in horticultural pest control was released, while the vineyard team continued its work on developing ways to reduce pesticide and herbicide use through cover cropping and drone spraying strategies. Mammalian pest and predator control efforts continued successfully, with an increased focus on dogs wandering onto the property.

ATA RANGI

In 2025, Ata Rangi established a relationship with the organisations Seakeepers and Manta Watch. Seakeepers is an international organisation that partners scientists and students with boat owners to advance scientific knowledge, while Manta Watch studies oceanic manta rays and is attempting to map their distribution around New Zealand. As a pelagic species that migrates widely and uses the full depth of the ocean column, manta rays are a key indicator for overall ocean health.

* The latest verification statements and results are available on request from Cooper and Company.



PROJECT

INTRODUCING AN ENVIRONMENTAL MANAGEMENT SYSTEM

In 2025, Britomart's sustainability team began work towards the introduction of an Environmental Management System [EMS] for the neighbourhood. Sustainability coordinator Tim Evans is responsible for the development of the system, which is being established in partnership with Toitū's Enviromark Bronze programme.

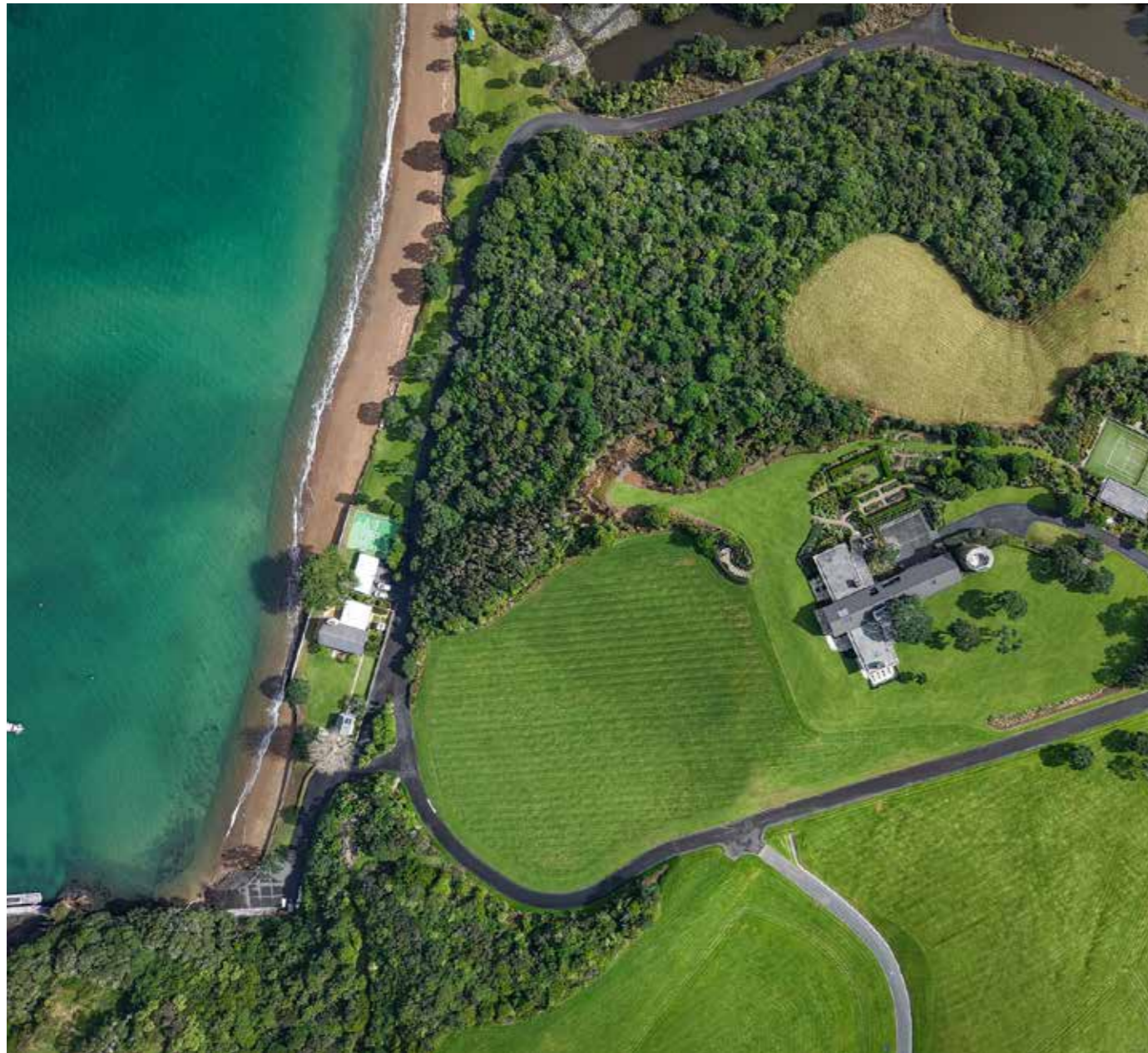
"An Environmental Management System is implemented at a high level of the company, following the guidelines of the Sustainability Framework, and will eventually be integrated into all of the business units of the company," says Tim. "It provides a regularly reviewed process to ensure that our environmental risk is accounted for across every business in the same consistent manner."

To start, the scope is Britomart, including Britomart Carpark, and excluding The Hotel Britomart, The Landing and Ata Rangi, with an intention that once the system has been established at Britomart and any issues ironed out, it will be umbrellaed over to the other companies as appropriate. "The EMS will support clearer processes, stronger environmental performance, and alignment with our wider Sustainability Framework," says Tim. "Just as importantly, it will help ensure environmental responsibility is something we all contribute to, not just a small team."

Health and Safety is a key aspect of the system, and the EMS will work in with the DoneSafe Health and Safety system, which is in the process of being implemented. "DoneSafe will have environmental incidents reported within it, but the EMS itself is more about thinking about what our environmental risks and impacts are," says Tim.

The next step in the implementation of the EMS system is an activity mapping exercise where all the activities of the business and how they could potentially impact the environment are evaluated and documented.





COOPER AND COMPANY GREENHOUSE GAS EMISSIONS SUMMARY

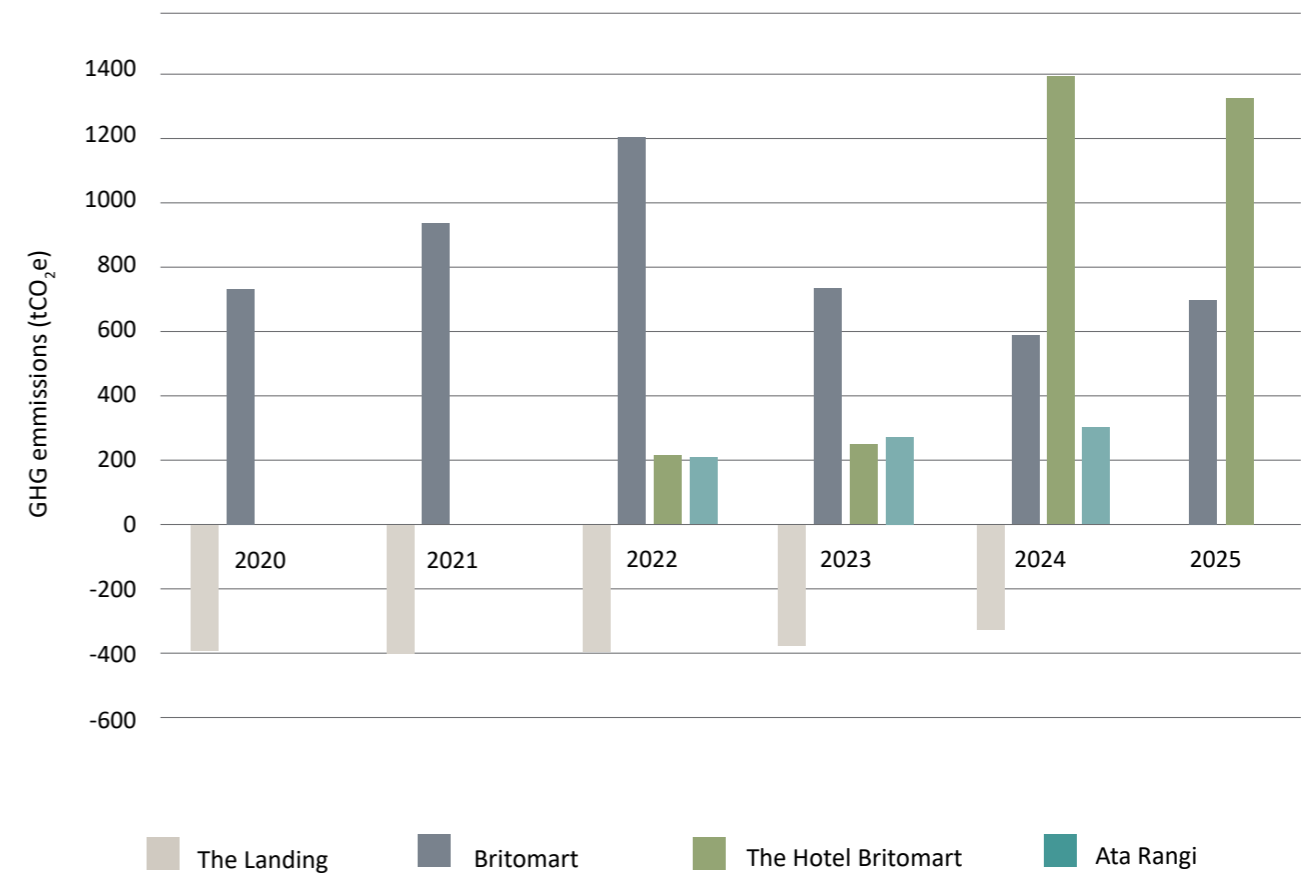
During 2025, Cooper and Company submitted greenhouse gas emissions audits for Britomart, The Hotel Britomart and The Landing.

For Britomart and The Landing, the audits covered Scope 1 and 2 emissions, with a small amount of Scope 3 reporting, according to Toitū Envirocare's standard reporting system. For The Hotel Britomart, this year's audit covered full scope 1, 2 and 3 emissions. It is intended to move to full reporting for Britomart and The Landing in the coming reporting cycles.

After three years of submitting emissions audits for Ata Rangi, it was decided not to continue with GHG assessment for the vessel. Almost 100 percent of Ata Rangi's emissions were derived from burning marine diesel, and with no practical alternative currently available, emissions reductions were impossible without compromising business sustainability.

With a good understanding of Ata Rangi's typical emissions now established, it was decided it would be more effective to redirect investment into a tree-planting programme as a practical mitigation instead of continuing to pay for an audit programme.

Total tCO₂e per Business Unit (All Time)



2025 TE TAIAO ENVIRONMENT GOALS

- To produce five pieces of sustainability-focused content for Britomart's website and social channels, outside of regular sustainability activations reporting.
- To develop a Net Zero Carbon by 2035 pathway for Britomart.
- To investigate obtaining NABERSNZ water ratings and start the process for suitable buildings.
- To employ a waste management specialist to develop a waste management plan for the Britomart neighbourhood.



TE TANGATA PEOPLE AND CULTURE

Care for team members and contribution to the wider community are core values for Cooper and Company. The company has robust health and safety policies and procedures, strong wellbeing and an inclusive company culture, and policies around giving sustainably in ways that support community initiatives.

OVERVIEW

Cooper and Company employ people across a diverse range of businesses and roles, including marketing, accounting, administration, boat crew, carpark services, operations and facilities teams, hotel guest service, cleaners, vineyard and winery workers, and management. At the end of April 2026, the employee count across all New Zealand businesses stood at 238, including part-time and seasonal workers.

Five percent of team members are employed at executive level, 11 percent at management level and 84 percent at operational level. Team members at Cooper and Company are paid at or above the Living Wage (\$28.95 p/hr in 2025/6) and given access to flexible working conditions. All team members can use the Employee Assistance Programme, which offers free counselling and referrals to professional services for issues causing stress at work or home. This programme is also open to partners and immediate family members of employees.

A positive and participatory workplace culture is fostered. All team members receive a quarterly newsletter updating them on news across the Cooper and Company businesses and profiling people within those businesses, and there is a comprehensive Wellbeing Programme in place across the year. In 2025 Cooper and Company's team saw key changes in the technology and finance departments. The IT team expanded, with the appointment of Ton Dondoyano as IT manager and the additions of Minh Vu and Aditi Hulbatte to the team. Following the departure of the previous Chief Information Officer, Alan Henderson was appointed in the role.

In early 2026, long-time finance team member Michelle Walls retired from the company. Michelle was one of the first two members of the finance team and served as financial controller for over 20 years before transitioning to a financial projects role. Her work has been taken over by Kellie Penman as financial controller, with Courteney Robertson taking over the payroll aspects of the job alongside Rosalinda Reyes.

Simon Glasgow was also appointed as health, safety and compliance manager, working closely with the operations and facilities teams, Tim Evans joined the sustainability team as sustainability coordinator, while Fay Fialho joined the team as the people and culture manager.

BRITOMART

In the Britomart operations team, long-time operations manager Brett Harold departed, with Hipara Ngatai moving up into the managerial role, and Jass Mann stepping into Hipara's previous role as operations supervisor.

THE HOTEL BRITOMART

The hotel continued to maintain a high staffing level, as appropriate to a five-star venue. A second person joined the kingi team from the Project Employ project, which helps place young adults with neurodiversities into permanent paid employment.

At executive level, Ashley Oliveri, as head of sales, and Angela Prestidge, as people and culture manager, joined the hotel's leadership team. After five years, Tom Hishon finished his tenure as executive chef at kingi, handing over to The Hotel Britomart's executive chef Andrew Lautenbach.

COOPER AND COMPANY PARKING

The carpark enjoyed a steady year with no major changes to the team.

THE LANDING

The 2025 year saw the departure of a long-standing property team member, which prompted a reconsideration of roles within the property team and a restructure for the future. The reservations and guest hospitality teams saw some minor role changes, and the addition of two new team members. The winery team added a new permanent team member to support work in the now-expanded vineyard, while long-time vineyard manager Tereza Byrne and nursery manager Caleb Scott departed.

The Landing team also saw the sad passing of Hugh Rihari, a long-time collaborator from the local iwi that holds mana whenua over The Landing, Mike Taylor, the long-time former property manager of The Landing who still worked regularly with The Landing as a contractor, and Pip Cheshire, the lead architect for most of the buildings at The Landing.

ATA RANGI

A new engineer, Paul Irvine, joined the team, as did a new deck hand, Jackson Ottman.





PROJECT

PEOPLE AND CULTURE MANAGEMENT

In early 2026, Fay Fialho moved from her role as People and Culture Manager at The Hotel Britomart to become People and Culture Manager for Cooper and Company, a newly created role.

Although she has clear objectives for her work, she emphasises that she hasn't come in to make sweeping changes. "For 20 years there has been no People and Culture Manager at Cooper and Company, and the company has been doing a very good job," she says. "My presence here now is to stay in the background, be present and empower the workforce. There's already been some good training done, and my role is to take it up a notch, to reach out to all segments of the organisational chart. There are various entities under the Cooper and Company brand, and my aim is to see what the gaps are and fill in those gaps. I'm not here to reinvent the wheel or change policies and procedures."

Over the last 20 years, the businesses have all evolved quite disparately, and over the last five years, much work has been done to integrate their systems in different ways, including human resource management. "Although there's been the overall umbrella, each business has had its own different ways of doing things," says Fay. "Today it's about synchronising that, seeing what's working within each business and what's not. Of course, some formats may not work for other businesses but I'm starting with conversations to get people thinking about how to take things up to the next notch and future-proof."

One project that Fay will be continuing is the integration of the Ready People/Ready Employee system that was started by former financial projects manager Michelle Walls. "There's a huge chunk of the people and culture role that involves automation or innovation," she says. Part of that project will be introducing a formalised professional development project for team members, with "a long-term vision as to where we want to be and how we bring our people up there. And that could be anything: talent development, succession planning and overall outreach."

Fay's work at The Hotel Britomart will stand her in good stead for reviewing processes, as it's a 24/7 business with highly developed systems for bringing new hires quickly up to speed with brand knowledge, operations and protocols, not to mention opportunities to upgrade their skills to keep them engaged.

However, the first item on her agenda is simply to spend time getting to know the existing teams and understanding their needs. "There's nothing I can do without knowing the organisation's people," she says. "That does take time because there are so many organisations or entities here. You have the Britomart team, carpark, operations guys, security, and then there's Ata Rangi and The Landing, which has its own operations, hospitality, property and wines teams. So I need to get to know them all. That's my aim in the short term."

PROJECT

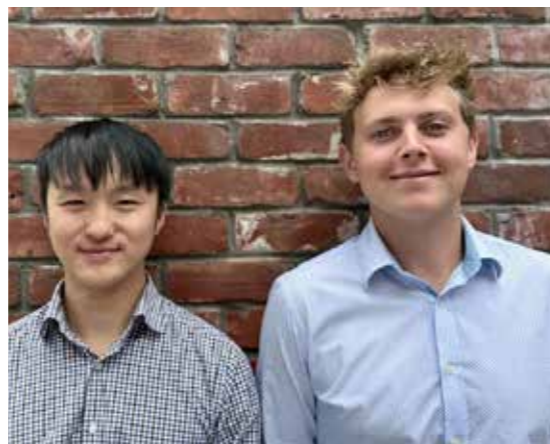
INTERNSHIP PROGRAMME

Cooper and Company's summer internship programme is now in its fifth year, and for the first time, two interns were taken on simultaneously. This year's interns – Ted Wu and Matthew Patterson – worked their way through placements with the Britomart carpark, technology, leasing, finance, sustainability and marketing teams before spending time with the Ata Rangi crew and travelling to The Landing to work with the wines and hospitality teams there during the 10-week programme that ran from mid-November 2025 to February 2026.

Matthew, who has recently completed his Commerce degree at the University of Canterbury, says he applied for the internship as he was interested in the range of experiences that it offered. Ted, who is in his final year of a double degree in Law and Property at the University of Auckland, says he was first captivated by Britomart when reading about its history in the *Remaking Britomart* 20 year anniversary exhibition last summer.

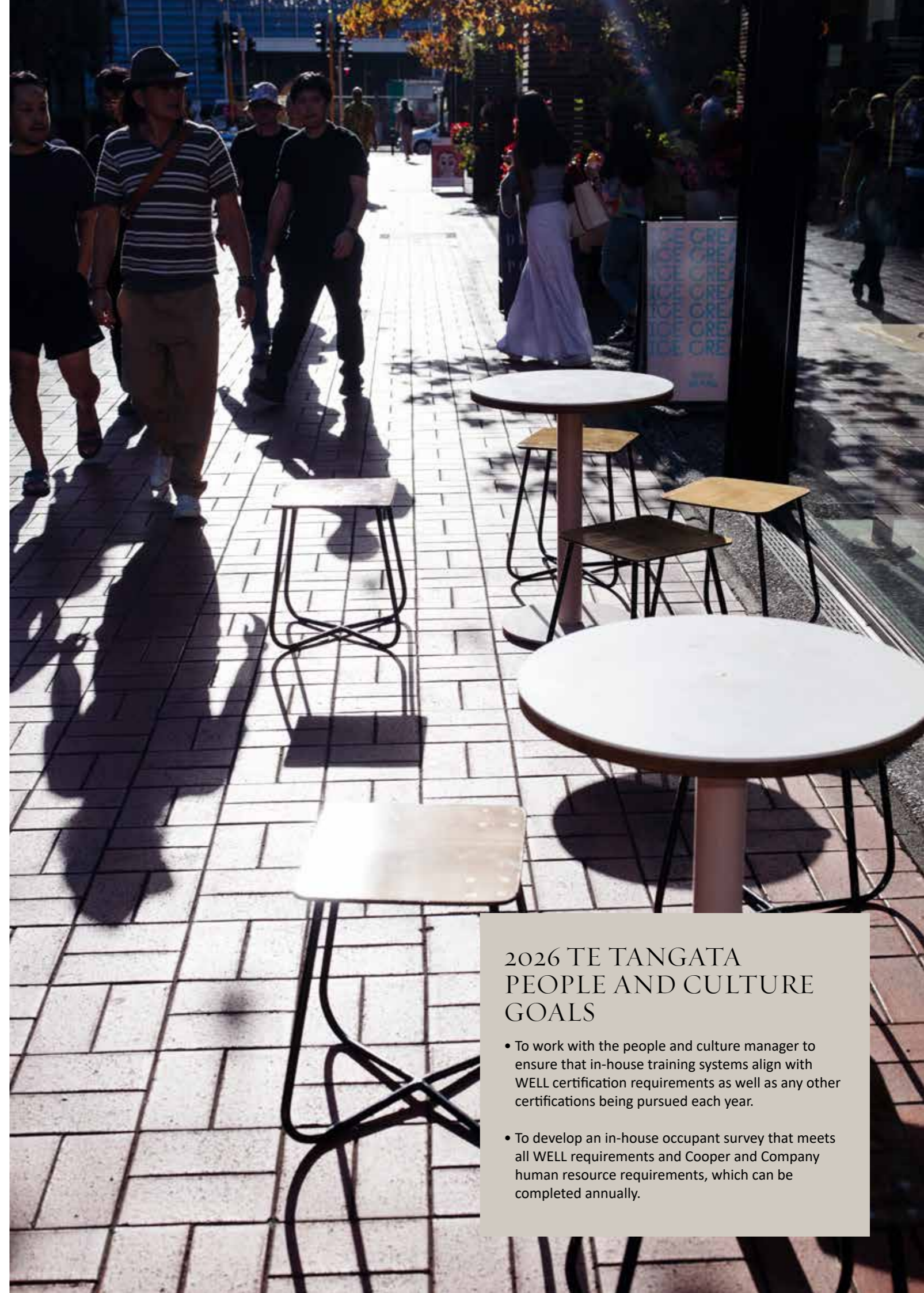
Both found the internship deeply rewarding for the range of experiences it allowed them to try out across the businesses, and the insight that it gave them into a good corporate culture. "Throughout the internship, one of the learnings that has stood out to me, has been the importance and centrality of people and relationships," says Ted. "This has been a theme both in maintaining a healthy internal culture, as well as managing people externally.

"The internship provided incredible information to me about what motivates me, what interests me, and what would be beneficial for my career going forward. The pride and standard of work that Cooper and Company carries in all facets has become a clear target for me. Additionally, Peter Cooper's ethos of sustainability and social responsibility, and the incredible outcomes it produces has been inspiring,



Matthew Paterson added that going through the programme alongside another intern was a highlight. "I enjoyed having someone else going through the same departments at a similar time and really being able to relate to someone in a very similar position. Although everything was well laid-out, it was good to have someone to chat to and bounce ideas and thoughts off. I also believe having two interns may have been more worthwhile from the perspective of the executives who spent time with us."

Sarah Hull, director of sustainability and brand, says over the last year there has been a notable decrease in the number of opportunities available in the market for graduates this year, so the company was keen to create two positions. "Both Matthew and Ted were equally very good candidates and brought a lot to their placements. From Cooper and Company's point of view, the internship programme is an opportunity for us to both give back and continue learning at the same time ourselves."



2026 TE TANGATA PEOPLE AND CULTURE GOALS

- To work with the people and culture manager to ensure that in-house training systems align with WELL certification requirements as well as any other certifications being pursued each year.
- To develop an in-house occupant survey that meets all WELL requirements and Cooper and Company human resource requirements, which can be completed annually.

COOPER AND COMPANY HEAD OFFICE SUSTAINABILITY PROGRESS 2025 (Set February 2025)

ENVIRONMENT	ACHIEVED	UNDER WAY	NOT ACHIEVED	STATUS
To improve our office waste management through clear signage and more opportunities for material segregation	●			Organics bins were set up in the Maritime office, with a plan to look at rolling out similar bins to other offices in Britomart.
To collaborate with our IT team to create a training guide to promote sustainable use of technology within the office and improved digital management.			●	It was decided that the potential benefits or energy reductions would be hard to measure and likely would not justify the time it would take to produce such a guide and monitor compliance.
GOVERNANCE				
To investigate accreditations across Cooper and Company businesses that will fulfil our sustainability ambitions in the most effective way.	●			Cooper and Company will be pursuing a Global Real Estate Sustainability Benchmark (GRESB) rating for Britomart in 2027 once we have implemented an Environmental Management System (EMS) in partnership with Toitū. GRESB is a global benchmarking framework used by investors to assess the sustainability of their investments, and by asset owners and managers to manage their sustainability strategies.
To build a network of sustainability professionals across Britomart's tenancies and the broader community.	●			Director of Brand and Sustainability Sarah Hull met with a number of heads of sustainability from other New Zealand property companies and now has a good network of people working in a similar field
To complete the Policies and Procedures document including the WELL certification criteria and integrate the document with the Ready Employ platform.	●			<p>The updated Cooper and Company Policy and Procedures manual is completed and has been extended into a wider project to include further health and safety and governance policies.</p> <p>These policies included all documentation required for the Chief Post Office Building's WELL certification and any other WELL certifications Cooper and Company may seek in the future.</p>
PEOPLE AND CULTURE				
To set up the Ready Employ platform for Cooper and Company's Professional Development Programme.		●		This project will be taken forward by the new People and Culture Manager.
Ensure the social and wellbeing calendar events for 2025 reflect and supports the aims of Cooper and Company's high performance organisation work.	●			We have used the results of the High Performing Organisation survey to inform the questions circulated through the Groov Anywhere Teams platform which was recently rolled out to the wider Cooper and Company team. The results indicated a high level of confidence that new ideas are welcome.



COOPER AND COMPANY SUSTAINABILITY GOALS 2025

Each of the different company teams working under the Cooper and Company umbrella, including the head office team, has an annual set of sustainability goals to pursue, guided and overseen by the Director of Sustainability. Their progress is reported in individual reports for each business throughout the year.

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
COOPER AND COMPANY	Report				●								
BRITOMART	Report										●		
	Toitū								●				
THE HOTEL BRITOMART	Report									●			
	Toitū										●		
THE LANDING	Report			●									
	Toitū						●						
ATA RANGI	Report					●							

COOPER AND COMPANY SUSTAINABILITY GOALS 2026

MANA WHAKAHAERE GOVERNANCE

To establish an Environmental Management System to Toitu Enviromark Bronze standard.

To implement the BraveGen suite of carbon accounting tools.

To update Cooper and Company's Sustainability Framework to reflect both past progress and the goals of the Britomart Innovation Programme.

TE TAI AO ENVIRONMENT

To produce five pieces of sustainability-focused content for Britomart's website and social channels, outside of regular sustainability activations reporting.

To develop a Net Zero Carbon by 2035 pathway for Britomart.

To investigate obtaining NABERSNZ water ratings and start the process for suitable buildings.

To employ a waste management specialist to develop a waste management plan for the Britomart neighbourhood.

TE TANGATA PEOPLE & CULTURE

To work with the people and culture manager to ensure that in-house training systems align with WELL certification requirements as well as any other certifications being pursued each year.

To develop an in-house occupant survey that meets all WELL requirements and Cooper and Company human resource requirements, which can be completed annually.





BRITOMART SUSTAINABILITY GOALS 2026

MANA WHAKAHAERE | GOVERNANCE

To complete the revision of Cooper and Company's Policies and Procedures to ensure they are set up to apply for best practice certifications in future.

To prepare Britomart's Scope 3 greenhouse gas (GHG) emissions reporting to be ready for the 2025/6 financial year, reporting in 2027

TE TAIAO | ENVIRONMENT

To collaborate with the Motutapu Restoration Trust to expand the reach of the next Greening the City event.

To work with a data management agency to set up an automated data collection and reporting portal to improve the efficiency of our certification and sustainability analysis processes.

To undertake a review of the waste recording and reporting systems at Britomart with a view to being able to generate more specific data for Britomart Group and lease partners.

TE TANGATA | PEOPLE AND CULTURE

To hold four community events or activations centred on Britomart's lease partners, in addition to our regular schedule of community programming.



THE HOTEL BRITOMART SUSTAINABILITY GOALS 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 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

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 TANGATA | PEOPLE & CULTURE

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 wide 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 LANDING SUSTAINABILITY GOALS 2026

MANA WHAKAHAERE | GOVERNANCE

To transfer action points from The Landing's Sustainability Plan into a task management system for individual teams to work on.

To work on the storage areas for hard landscaping, compost and other property materials to improve sustainable outcomes.

TE TAIAO | ENVIRONMENT

To develop a system for measuring changes in soil health in the vineyard.

TE TANGATA | PEOPLE & CULTURE

To move the annual workplace wellbeing survey to mid-year to align with other Cooper and Company surveys.

To continue to seek a school to partner with to provide an opportunity for local students to visit The Landing for learning purposes.



ATA RANGI SUSTAINABILITY GOALS 2025

MANA WHAKAHAERE | GOVERNANCE

To investigate setting up a tree planting programme in partnership with The Landing as an informal method of carbon mitigation.

TE TAIAO | ENVIRONMENT

To produce a booklet guide to reducing seafood waste for guests, using Chelsea-Mae's knowledge gained during her time at kingi.

To work with Manta Watch to support their data-gathering.

To find a way to work with Sea Keepers to support either their research or educational goals.

TE TANGATA | PEOPLE AND CULTURE

To find another worthy local community organisation to take out on a Marine Metre Squared project and beach clean-up day.

2026 goals will be confirmed when the boat's annual Sustainability Report is released in May.



