

THE LANDING
BAY OF ISLANDS NEW ZEALAND

SUSTAINABILITY REPORT

2021





Contents

07. A Letter From Peter Cooper
On the lessons of an unexpected year

08. About The Landing
Our Property
Our Businesses
Our Stakeholders

12. Our Progress
How we're doing on our 2020
Sustainability Goals

14. Te Taiao *The Environment*
Overview
Project 1: Renewable power sources
Project 2: Restoring native forest
Project 3: Protecting biodiversity
Project 4: Reducing chemical use
Interview Ben Byrne on chemical
reduction in the vineyard
Project 5: Environmental clean-up
2022 Targets

28. Te Tangata *People and Culture*
Overview
Project 1: Two Views on A Landscape
Interview: Russell Flatt and Kieran Scott
Project 2: Living History –
The Landing Book
Project 3: Mahe Photographs
Project 4: Support for Rangihoua
Heritage Park
2022 Targets

36. Mana Whakahaere *Governance*
Overview
Project 1: Moving towards carbon neutrality
Project 2: Covid-19 response
Interview: Garth Solly, Peter Jones and
Sarah Hull on business strategy response
2022 Targets



Haere mai,

For Cooper and Company, sustainability is the pursuit of creating and maintaining the conditions under which humans and nature can exist in productive harmony now and for future generations. Our practice of this pursuit is undertaken by recognising the three pillars of sustainable development: environmental, social and economic.

The assets of The Landing that we have the privilege of holding in our kaitiakitanga (guardianship), provide the means by which we can measure our performance and progressive improvement in what we hope to achieve. We believe this long term thinking and measured process enables resilience and creates accountability, allowing us to respond to short-term crises while endeavouring to not lose sight of our longer term goals.

The last 12 months have brought occasion to test ourselves in both these respects. First, the global Covid 19 pandemic clearly made the case for the interdependent nature of environmental, social and economic factors, causing widespread impacts on the health of the global community and economic activity.

Second, the need to create clear mitigation strategies for greenhouse gas emissions has become increasingly pressing. Over the last year we have laid a foundation for understanding how to address this effectively at The Landing and have committed to an audited reduction pathway.

Finally, the opening of The Hotel Britomart in Auckland, a sister property also under the management of Cooper and Company, provided the opportunity to build appreciation of the unique environmental and cultural value of The Landing with a wider audience, at the same time as creating greater financial resilience through both companies leveraging audiences.

These projects, and several others undertaken this year to build sustainable value that can be shared with the New Zealand community, are detailed within this report.

Nga mihi,

Peter Cooper



Our Property

The Landing comprises 1000 acres (400 hectares) located on the southwestern point of the Purerua Peninsula, Bay of Islands, New Zealand. Of this, approximately 400 acres / 160 hectares is covenanted for heritage sites, restored native bush and wetland areas; 10 hectares for infrastructure (including roads and operational buildings); 130 hectares is set aside for grasslands, which includes 12 hectares for the winery and vineyard; 50 hectares is allocated for residential development sites (some of which is currently used as grazing); 22 hectares allocated for future lifestyle block sales. Ninety hectares are leased as stock grazing, which crosses over the grasslands and development blocks.

Our Businesses

The Landing operates several interconnected but separate businesses that operationally support and leverage off each other, while diversifying revenue streams from the property.

THE LANDING HOSPITALITY
Luxury guest accommodation in The Residences, event hosting

THE LANDING WINE
Wines grown and produced on-site, winery tours and tastings

THE LANDING PROPERTY
Selected sales and development of subdivision lots on the property, grazing income, production of olive oil for on-site use

THE LANDING NURSERY
Seedlings and grass turf sold commercially

ITI RANGI
Hire of The Landing's leisure boat for transport, fishing, and scenic tours

THE LANDING HONEY
Produced from 26 on-site hives, anticipated for sale 2021



Our Stakeholders

We have identified eight key stakeholder groups, who are considered and/or consulted in the formation and execution of business objectives and activities.

TE TAI AO

In accordance with tikanga Māori, the land, water and air themselves are acknowledged as holding a right to their own continued existence and integrity.

IWI AND HAPU

The local hapu Ngāti Torehina who hold mana whenua over the southern Purerua Peninsula, and Te Tai Tokerau iwi Ngāpuhi, help guide us in our understanding and practice of respect for their cultural heritage and protection of Te Taiao.

BAY OF ISLANDS RESIDENTS

The local community from which we draw many of our employees.

THE OWNER

Peter Cooper is the owner of The Landing and associated businesses.

THE LANDING BOARD AND MANAGEMENT

The people responsible for the governance and running of business activities associated with The Landing.

RESIDENCE OWNERS

The owners of the individual Residences: Cooper Residence, The Boathouse, Gabriel Residence and Vineyard Villa.

EMPLOYEES OF THE LANDING

The staff members employed by The Landing's various businesses.

GUESTS OF THE LANDING

The local and international visitors who spend time at the property.



Our Progress: 2020 goals

For the 2020/21 year, our first in which we reported on sustainability at The Landing, we set 11 key targets for improvement, largely around establishing firm baseline data relating to resource use. Broadly, these targets have been achieved, with some goals deferred to the 2021/22 year or later due to circumstances detailed in this report.

TE TAIAO

To quantify the carbon-offset capability of The Landing's existing vegetation cover, plus the annual additional carbon-offset capability produced through The Landing's nursery programme for use in overall carbon-neutrality calculations. **ACHIEVED**

To compile all rainwater harvesting, bore consumption and wastewater data into an integrated database to provide a year-on-year picture of water consumption across The Landing operations, and identify opportunities for conservation. **ACHIEVED**

To compile a year-on-year database of statistics (provided by external agencies) relevant to The Landing, such as kiwi call counts, predator eradication numbers and birdlife diversity in order to create a clear, ongoing picture of the health of our native wildlife populations. *Status:* ONGOING

To make a decision on installing solar power for the winery, compound and Residences (where appropriate) buildings by the end of Year 1. **ASSESSED, REVIEWING OPTIONS PENDING FINAL APPROVAL**

To update the existing electricity consumption dashboard to include all current energy consumption data from all operations at The Landing and add water consumption data to provide at-a-glance information on resource use across the property. **IN PROGRESS**

To track all waste and recycling streams by volume / weight from The Landing so that monthly and annual comparisons can be made. **ACHIEVED**

To establish a full year of comprehensive energy and water usage data for the winery. **ACHIEVED**

To investigate the sustainability policies of our wine packaging suppliers and other potential suppliers with a view to finding the most sustainable options. **ONGOING**

To minimise the use of herbicidal chemicals for under-vine weed management as far as economically feasible, through trialling and implementing a mix of strategies, including mechanical removal, mulching and increased ground cover planting. **ACHIEVED**

TE TANGATA

To formalise flexible working policies and establish monthly meetings for the sustainability team to track progress of each target. **PARTLY ACHIEVED**

MANA WHAKAHAERE

To include sustainability and conservation reporting in every subscriber newsletter sent out from The Landing and The Landing Wines, and establish a seasonal sustainability newsletter to keep all members of The Landing team up to date with projects and progress. **PARTLY ACHIEVED**





Te Taiao *Environment*

The extraordinary natural coastal environment of The Landing is a taonga (treasure) of significance to the people of the region and nation, as well as a key drawcard for accommodation guests, and a primary asset to the business, making environmental kaitiakitanga (caretaking) one of our highest priorities.

Our environmental sustainability efforts operate at two scales. The first is at local scale, where we are concerned with the day-to-day conservation, restoration and protection of the natural environment, and management/ use of natural resources within The Landing property and the Purerua Peninsula region. The second is at governance level, where we consider how our businesses' use of natural resources contributes to macro issues of environmental concern, primarily in the direct production of greenhouse gas emissions and use of natural resources through our supply chains. Local environmental sustainability projects are covered in this section of our Sustainability Report, and macro issues are covered in the Mana Whakahaere (Governance) section of the report (see p36).

IN THE 2020/21 YEAR, WE FOCUSED ON SIX KEY LOCAL ENVIRONMENTAL PROJECTS:

- Reducing non-renewable electricity consumption
- Continuing reforestation of native bush and wetland
- Green Christmas native tree give-away at Britomart
- Protecting our biodiversity
- Reduced use of chemicals in The Landing vineyard
- Environmental clean-up



PROJECT 1: Renewable power generation

The Landing's electricity is sourced from the local Northland power supplier backed up by a small number of diesel-fueled generators. Insecurity of supply (3-4 power cuts of approximately 24 hours annually, plus numerous shorter ones) means diesel generators are needed for energy resilience. Although New Zealand grid power is generated largely from renewable sources, The Landing increasing on-site renewable power generation would decrease reliance on the grid and also on diesel generators if battery storage is included.

In 2020, we commissioned an assessment for the installation of solar power panels on the winery and selected Residences. With the winery being a relatively high electricity consumer (mainly for refrigeration), and high supply costs in Northland, the assessment showed a standalone solar system of 130

panels with battery storage would reduce the property's reliance on externally supplied electricity significantly and be economically viable, with a payback time of around 7-8 years, and significant economic savings afterwards. Transitioning to solar power would also mean a reduction of carbon-equivalent greenhouse emissions produced by around 8 tonnes per annum.

Board approval to proceed with the project has been agreed in principle, however with the border closures related to the Covid 19 pandemic having an impact on business activities at The Landing for the 2020 and 2021 financial years, it was decided to delay any capital outlay for installation of a system until certainty returns. In the meantime we are also considering alternative methods of financing of a system.

FIREWOOD PLANTATION

As a long-term source of firewood for heating use in the Residences (an alternative to electric-powered underfloor heating), 100 Acacia melanoxylon trees were purchased and planted in September 2020. The Landing Nursery will grow the next four years of saplings onsite.

The trees will be harvested in around five years, producing approximately 10 cubic metres of usable firewood each year – enough to meet current firewood usage. Over the next four years, 100 Eucalyptus botryoides and 100 Acacia melanoxylon will be added on alternate years for variety of timber. Once 500 trees are established, the property will have a continuous supply which should increase with time as the trees become more established. The trees are of the coppicing variety so regrow after they are cut, producing new boles of timber to harvest. As trees sequester carbon during their growth phase, and replanting is ongoing, growing trees for firewood is a carbon-neutral activity.



PROJECT 2: Replanting Native Forest

The Landing has an ongoing commitment to protecting and restoring the heritage and environmental value of the property. More than 1.2 million trees and native plants have been planted over the last 20 years, restoring native bush cover and wetland areas. A regular control programme to remove invasive pest plant species is in place. Initial native replanting of natives was focused on ground coverage, and riparian planting to restore wetlands. Current and future efforts are focused on the diversification of planted species in order to enrich native habitat.

In the 2020/21 year, approximately 12,200 native seedlings were planted as part of the ongoing revegetation at The Landing, as well as an additional 72,000+ seedlings grown for sale to other nurseries and contractors. A turf nursery provides for the property's re-grassing needs, as well as additional grass turf for sale.

GREEN CHRISTMAS AT BRITOMART
The annual Green Christmas project is a joint social and environmental initiative between The Landing and Britomart, now in its third year. It aims to increase the planting of native plants in Auckland backyards through distributing seedlings grown at The Landing to Britomart visitors, raise community awareness of the value of native plant biodiversity and fundraise to support organisations directly engaged in restoring native plant life.

In 2020, 4000 seedlings for a variety of native plants were taken from The Landing to Britomart, to be given away to precinct visitors in exchange for a gold coin donation to the Motutapu Island Restoration Project. Over \$6000 was raised. The Landing donated 40 hours of the time through Caleb Scott, manager of The Landing Nursery, in organising and supervising the transfer and giveaway of native seedlings, and talking with recipients about plant care and the value of biodiversity.

PROJECT 3: Protecting Our Wildlife Biodiversity

The Landing is home to a rich diversity of native bird and wildlife, including one of the densest populations of Northland Brown Kiwi in the country, and rare species including the New Zealand dotterel, variable oystercatcher and pāteke (brown teal duck). As a largely rural and native bush-clad property, the unique biodiversity of The Landing is a key drawcard for visitors. Our biodiversity programme includes strategies for monitoring populations and active pest control.

BIRDLIFE MONITORING
Our birdlife monitoring programme is run in conjunction with local NGOs, with data ultimately supplied to the Department of Conservation. We also work with external agencies and institutions to facilitate

projects that deepen knowledge of local kiwi populations, such as genetic monitoring and behavioural study. This year involved two initiatives – the purchase of two digital listening devices that record kiwi calls for later analysis as part of our call count monitoring programme, and working with Massey University to support a PhD project that tagged eight kiwi birds with transmitting devices with micro-recorders to give a deeper insight into bird numbers.

PEST CONTROL
In addition to our own pest management programme, serviced through Bay of Islands Pest Management, The Landing is aligned with two major kiwi conservation projects – the Kiwi Coast Project Northland, and Kiwis

for Kiwi. The Kiwi Coast Project Northland aims to create a continuous 200km 'kiwi corridor' along the Northland Coast from Mangawhai to the Aupouri Peninsula, while Kiwis for Kiwi is a nationwide kiwi protection charity that has recently signed off funding for a 5-year project that will substantially increase pest control measures across the Purerua Peninsula with the aim of bringing possum and mustelid counts to zero, and potentially increasing rodent and wasp control.

In the last 12 months, The Landing invested in three of its own New Zealand Auto Traps, and intends to invest in more progressively. These are best-practice traps with automatic resetting and rebaiting functions, which enable greater pest kill rates, and can be turned off during the day when target species are not active.

PROJECT 4: Reducing Chemical Use

Reducing herbicidal and pesticidal chemicals in agricultural activity has been shown to have benefits for soil nutrition, erosion, disease pressure and plant, insect and animal biodiversity, as well as possible improved health outcomes for humans.

As a member of Sustainable Winegrowers New Zealand and its Sustainability Guardian extension programme, The Landing Wine is committed to improving on environmental best practice and sharing knowledge with the industry.

INTERVIEW: Ben Byrne, *head winemaker*

The Landing's head winemaker talks about the year in the vineyard, where this year's key focus was reducing chemical use in order to encourage greater insect and plant biodiversity.

Melinda Williams: What kind of year has it been for the vineyard climate-wise?

Ben Byrne: It's been an interesting year because it's a La Nina year and NIWA were predicting quite a humid, wet summer for Northland, but it hasn't really come to pass. We were preparing for quite a challenging season but it's turned out to be fairly dry, a few rainfall events. We haven't quite finished picking but the fruit that we have picked has been really good quality. So, can't complain, really.

The big target for this year was around reducing chemical use in the vineyard. How's that going?

We purchased an under-vine weeder in spring, so we've gone nearly 12 months without using any herbicide. I'm pretty happy with how that's going. This season, the weather conditions have been really dry up until quite recently so the pressure on under-vine management has been low and we haven't needed to do as many passes as you might in a wet season. We're looking at getting another piece of equipment to help cut the weeds back even further, which is really about reducing competition with the vines. A lot of places find that vineyard yields can drop when you move away from herbicide so we're looking at another piece of kit that will mitigate that. So we can hopefully move towards not having to use herbicide at all.

Why does production drop when you stop using herbicide?

The competition between the grass or the weeds draws a lot of water and nutrients away from the vine, so it can become less fruitful over time. In some varieties, that's kind of an advantage, like for Syrah, where we actually have to thin the fruit quite a lot. But for other varieties like Chardonnay, which are naturally quite low-yielding, it can push the yield down lower than you'd like. So it's a balancing act with lots of different factors, like rainfall, soil fertility, the varieties, what kind of weeds and grass are growing and so on.

It's always interesting to hear about the layers of complication you run into when implementing sustainability strategies.

There are always consequences from every change you make, pros and cons. There are also some good upsides in getting rid of herbicide, but there are potential downsides too.

Could you spell out the benefits of reducing chemicals?

Well, there's less erosion, because the soil isn't exposed to the rain and wind. And you're not disrupting the microbe flora in the soil, so that balances better. A lot of places report less disease pressure once they get rid of herbicides. And because it can de-vigour Syrah, that's less work for us in the vineyard. We don't have to trim or leaf-pluck as much.

Have you noticed improvements in the soil over the course of the year?

We're finding our organic matter is improving and that's a good thing. We look at the nutrients, pH in the soil, whether we need to put lime or fertilisers on and when we do, we try to use stuff that's low-impact so we don't get leaching through the soil.

You've also been doing pest monitoring to minimise use of pesticides. How does that work?

We do monitoring for leaf roller caterpillar which is one of the main grape pests. We only spray for that when we see thresholds exceeded. We're hopeful that with less herbicide use we'll see more biodiversity in the vineyard and fewer pests over time. We didn't really see that this year so we still had to use some pesticide. Back in the old days it was more of a regular programme of spraying but now we only do it when thresholds are exceeded.

HERBICIDE DRIFT

Herbicide drift from neighbouring or nearby properties is a challenge for viticulturists. Grapevines are particularly sensitive to certain types of herbicide, which are never used on The Landing property but are sometimes used by pastoral farmers to control broadleaf. Wind drift of these types of herbicide can cause issues from spraying as much as 5km away. This year, The Landing's vineyard sustained some mild to moderate damage from herbicide drift, which was mitigated through extra nutrient application and a fortunately timed fall of rain.





PROJECT 5: Environmental Clean-Up

In September 2020, 30 members of The Landing team participated in the annual International Coastal Cleanup. The ICC is a global clean-up led by the Ocean Conservancy that has been running for three decades, with volunteers in countries around the world participating each September to clean up ocean plastic. Beach clean-ups have been a regular activity at The Landing, but

this was the first time the company had officially aligned with the International Coastal Cleanup. More than 100kg of plastic rubbish was collected, including debris from oyster farms, batons, fishing gear, old tyres, plastic bags and wrappers, and an old fish finder. Plastic pegs are also regularly found, with more than 200 collected.

2022 ENVIRONMENT TARGETS

TARGET 1

To work towards our carbon reduction commitments of the Toitū Carbonreduce programme through management of resources such as power and fuel and better waste management.

TARGET 2

To proceed with our solar panel installation project subject to capital expenditure approval, or look at partnership alternatives which involve no capital expenditure.

TARGET 3

To investigate the cost and feasibility of installing electric vehicle charging points for staff and visitors to The Landing.

TARGET 4

To create a comprehensive roster of bird and native plant biodiversity within the property with a view to increasing managed community access to the natural value of the property (such as the abundant kiwi population).

TARGET 5

To improve soil health in the vineyard through improving our grape marc composting system, and investigating cover crops for natural soil fertility improvement.





Te Tangata *Social Sustainability*

One of the most significant aspects of The Landing's cultural heritage is the site's 200+-year history of bicultural interaction and exchange between the indigenous Māori people and the mainly European settlers who began settling in the area from the late 1700s onwards. This partnership –pivotal in New Zealand's history – made The Landing possible. Honouring and sharing understanding of the importance of New Zealand's bicultural relationship is a key aspect of The Landing's social responsibility strategy.

The Landing property has been developed with the blessing and contribution of local iwi (Māori tribes). There are 43 sites of cultural and heritage importance within the property registered and held in a charitable trust to ensure their preservation.

The Landing also holds a relationship of exchange with another property – Britomart, a nine-block commercial precinct in downtown Auckland, which is also owned by Cooper and Company. In October 2021, The Hotel Britomart opened in the centre of Britomart. The five premium suites at The Hotel Britomart, known as The Landing Suites, are named after five bays at The Landing and designed to evoke the atmosphere of the Residences and the Purerua Peninsula landscape. Through these suites The Landing has the opportunity to share our understanding of New Zealand's unique cultural history in Northland to local and international guests at the hotel. This year, this was achieved through three commissioned art projects:

- A series of landscape photographs by two renowned local photographers – one Māori and one Pākeha
- The production of a book detailing the history of bicultural exchange at The Landing, and The Landing's relationship to Britomart
- A series of photographic images of items of taonga (cultural treasures) held at The Landing, displayed in the lifts at The Hotel Britomart.
- In the 2020/21 year, The Landing also continued its long-term support of the Rangihoua Heritage Park and visitor centre, which neighbours The Landing. The park educates visitors about the bicultural history of the area through a visitor centre, which was developed and is maintained with the help of The Landing team.



PROJECT 1: Two Views on a Landscape

Two photographers – one Māori, one Pākehā – were invited to address the weight of the bicultural history of the Rangihoua area, where The Landing is sited, in a unique art project. Artists and photographers Russ Flatt (Ngāti Kahungunu) and Kieran Scott visited The Landing together in mid-2020 to shoot images that responded to the rich history of the place, with their very different responses to the brief leading to a series of works that now occupy The Landing Suites in The Hotel Britomart.

Works by Russ Flatt (above left and right) were shot in the half-light of dawn and dusk at The Landing.

INTERVIEW: Russell Flatt and Kieran Scott

Jeremy Hansen talked to Russ Flatt and Kieran Scott about the Two Views on a Landscape project and the photographs that resulted from it.

JEREMY HANSEN: Russ, how would you describe what you do?

RUSSELL FLATT: In my art practice I work around specific themes including identity, role play, sexuality and memory. The history of The Landing spoke to me about identity. The place of significant historical interactions between Māori and European intersecting on sacred lands.

How about you Kieran?

KIERAN SCOTT: I'm still practicing. I'm a documentary photographer that bridges that gap between documenting and art making. I live in both worlds. I borrow stylistically from

history, from printmaking, from watercolour, from other art forms that aren't photography. I rely heavily on allowing moments just to reveal themselves. I'm not someone who orchestrates anything that I approach. I'm a Pākehā colonial photographer. My perspective is always trying to figure out my place in Aotearoa.

RF I think because of my background, my mother being Māori, my father being a British colonial, being bicultural, and travelling and living overseas for quite a number of years, I view Aotearoa in a different way. The project at The Landing was about looking at the land, looking at that history, and then treating the project in a visceral way - allowing the work to unfold and happen rather than forcing anything.

How did your research influence your approach to the project?

KS I did quite a bit of reading on the relationship between the local hapū and

first contact with European sailors. The thing I didn't know about was that Māori borrowed heavily from Pākehā and vice versa. It was quite a harmonious relationship at the beginning. I was very interested in trying to take that understanding and translate that by referencing the natural resources that were there – the flax and bullrush – and the nature of the landscape, looking at it from the colonial perspective of potential, and also the Māori perspective of it being sacred and important. Having an understanding of that relationship allowed me to unravel those relations a bit.

RF What surprised me through the reading was how Te Pahi welcomed Europeans into the bay, and how entrepreneurial he was in trade. What fascinated me more was how he travelled to Sydney to look further at how he could help his people, his iwi, his tribe. From a young age I had been brought up to believe that Europeans came in and basically took

over; hearing that Te Pahi was very active in his ways of thinking and how he wanted to advance his people was really eye-opening for me.

Russ, you talked about letting the work unfold when you were shooting at The Landing? What was your process while you were shooting?

RF In the evening before I would go out I would say a karakia to acknowledge the past, present and future, and be still and let the wairua of the place wash over me. I tried to be led by instinct and something otherworldly, I guess. And that gave me the freedom to not feel that anything I did was right or wrong, I just let it be. My perspective was Māori on land, looking out to sea. It was very important not to show anything from the present day, like manicured lawns or modern fencing. I wanted it to feel like it was from the past.



KS It felt like you were looking through the fog of time, and the images needed to be like that. Russ worked almost in the dark and I worked in the light. Our paths never really crossed that much. I'd see you on a hill and you'd be finished and I'd be starting.

RF And I'd see you and think I should finish to give you your space to create. We come from a space where our artistic practices are so polar opposite. I worked at either end of the day and Kieran worked during daylight. Kieran approached it as a document he was creating to take back to show people.

KS I'm a documentary photographer primarily and I'm interested in relaying the facts. That's a Pākehā perspective – gathering data, making maps, rather than accepting what's around you.

RF And my practice is more about storytelling.

Did it feel like a project you were doing together?

RF Because we would come together in the evenings and talk about our day and make sure we weren't doing the same things or sitting in the same places. Even though our perspectives were different, it was important we didn't feel like we were following each other around.

KS Another interesting thing was that I chose to use a very analogue style using film that I couldn't look at at the end of the day, and you chose digital.

RF I think because I wanted to experiment with technology and it was all about the light: long exposures and getting this mystical kind of ethereal imagery. And I wanted to know it was in the right place before I could kind of move on. Using film would have been too difficult for the process that I was using here.

KS It would have got in the way of your connectivity. I worked the other way around where I would make the pictures and come home and do little drawings and maps and think about what could come next. I was reviewing what I was doing but it was very analogue. I spent a lot of time looking at early photography, Victorian-era painting, notes by Joseph Banks and the colour of the paper, that slightly worn sepia. The primary work is done on film and then the post production is done digitally. I degraded them slightly, and pushed them to a place where they felt right.

You both seem to have resisted making work that was simply about the scenery – which must be tempting in such a beautiful place.

RF We had a lot of discussion about how we could avoid making stereotypical pictorial depictions of the scenes. For me it was the light, and steering away from any suggestions that anyone had been there. I like

“I spent a lot of time looking at early photography, Victorian-era painting, notes by Joseph Banks.”

the idea of when you look at an image, the viewer has to work and really look to see what it really is. Somebody has to take the time and enjoy the process of trying to decipher it.

KS It's about documenting and telling the truth about a landscape rather than trying to elicit some kind of emotive response to it. What you do then I think is you alter the viewers' expectations. They look at the image expecting the scenographic and they see the topographic. So instead of just thinking that's beautiful, they investigate it more. When we were there the land presented

this to us – it wasn't prepared to give us blue skies and sunshine. It wasn't ready to reveal itself to us. The other thing is that I've used triptychs and diptychs of the same thing, which is about time, and about movement and about immigration, the flow of people into and out from the shore.

The wave is a common motif in both your works.

RF It's the sky that meets the water that meets the land. Those three things.

KS That's all you have to work with, really.

Photographer Kieran Scott's work at The Landing (above) avoided conventional scenic depictions of the property.



PROJECT 2: Living History: The Landing and Britomart

To tell the history of The Landing – as well as the story of how the properties of The Landing and Britomart relate to each other – a limited-edition book was commissioned. The Landing’s history text was researched and written by Ramari Young, with the modern history of the properties written by Jeremy Hansen. This was paired with historic illustrations, images from the Two Views On A Landscape series, photographs of historical artefacts at The Landing (see p35) by Samuel Harnett and photographs of The Landing, Britomart and The Hotel Britomart shot by a range of photographers over the years. The book concludes with an interview with Māori artist Shane Cotton (Ngāti Rangī, Ngāti Hine, Te Uri Taniwha), whose monumental 5-storey public work Maunga was painted on the side of Excelsior House in Britomart in 2020 as part of the Toi Tū Toi Ora: Contemporary Māori Art exhibition at Auckland Art Gallery Toi O Tāmaki.

Living History is available to guests at The Hotel Britomart and The Landing, and outlines the way the indigenous Māori and mainly Western European settler cultures began their early interactions in Northland, the history, and persevered in a relationship through challenges into the present day bicultural society of Aotearoa New Zealand.

“The actions of Māori chiefs – like Te Pahi and Ruatara – also reveal a truth about New Zealand. Honed over hundreds of years, Māori culture was dynamic. Accustomed to change, Māori people were pragmatic, more than happy to adjust systems and practices to take advantage of changing circumstances if those changes had some chance of yielding communal benefits. And so when the Europeans sailed into local waters, the chiefs of Rangihoua were among many who saw the opportunity. They could see that the advances of modern society had the potential to help them create hope and possibility for their own people.”

PROJECT 3: Mahe Photographs

Photographer Samuel Harnett was commissioned to shoot images of a number of historic artefacts held in a collection at The Landing, including mahe (traditional Māori stone fishing sinkers), kākā pōria (carved bone rings used to tether native parrots that were kept as pets) and hei tiki (carved pounamu/greenstone representations of ancestors, traditionally worn as jewellery). The images of the mahe were enlarged and installed in the lifts at The Hotel Britomart to present a little-known artefact of traditional Te Ao Māori to visitors to the hotel.



PROJECT 4: Rangihoua Heritage Park Support

The management team at The Landing has had a longstanding, close and productive relationship with the local Ngāti Torehina hapu. The relationship between The Landing team and the regional iwi (Ngāpuhi) is mediated at hapu level by the local kaumatua Hugh Rihari, supported by members of his whānau. The hapu are consulted on all significant issues related to changes in land use, resource consents and operations in accordance with a shared Cultural Management Plan relating to land access, permissions, protocols and guardianship of places of cultural significance within The Landing property.

The Landing gives ongoing annual support for the Rangihoua Heritage Park that lies adjacent to the property and is an asset of great cultural significance to New Zealand. Visits to the Park, and the sites of cultural significance within The Landing property are a key aspect of aspect of the guest experience

at The Landing, enabling visitors to better understand the history of Aotearoa New Zealand and the blending of the Māori and Pākeha cultures.

In the 2020/21 year, 150 hours were donated to the park via maintenance of the facilities and grounds surrounding the Rore Kāhu visitor centre by members of The Landing team and presence on the Marsden Cross Trust Board, which owns and manages Rangihoua Heritage Park. In the last year, an original missionary track which had been damaged by a storm years earlier was restored, giving easier access to the park for visitors at The Landing.

PARTNERSHIP WITH RUGBY FOR LIFE

Rugby For Life is a community rugby partnership programme that leverages the New Zealand love of the ‘national sport’ to raise funds to benefit the Northland region in a range of areas. Peter Cooper is a founding partner of the organisation, established in 2018. Each year The Landing contributes to the organisation in a variety of ways.

2022 SOCIAL TARGETS

TARGET 1

To continue to seek opportunities to align with artists to create artworks that extend understandings of the cultural significance of Rangihoua region.

TARGET 2

To develop a strategy for increasing managed community access to sites of archaeological and cultural value within The Landing property.

TARGET 3

To continue existing support partnerships with Rangihoua Heritage Park and Rugby For Life.



Mana Whakahaere *Governance*

This year, two global issues that demand sustainable long-term solutions dominated the governance focus and decision-making at The Landing:

- Climate change and moving towards carbon neutrality
- The Covid-19 pandemic

The Intergovernmental Panel for Climate Change’s 2018 Special Report on Global Warming Impacts of 1.5 degrees C clearly outlines the need for “rapid and far-reaching transitions in energy, land, urban and infrastructure... and industrial systems.” With the New Zealand Climate Change Commission’s advice Ināia tonu nei: a low emissions future for Aotearoa tabled in Parliament in June 2021, New Zealand businesses have a clear mandate and increasingly clear pathway to follow to address Aotearoa’s emissions reduction targets.

As a coastal property that operates a vineyard and winery, leases out land for grazing and attracts tourists drawn to New Zealand’s natural assets, climate change impacts on agriculture, extreme weather events, sea level rise and oceanic health are of key relevance to The Landing’s business operations. We also believe we have a basic responsibility as a good corporate citizen to play our part. This has led us to embark on a carbon assessment and reduction programme in association with Toitū Envirocare.

The Covid 19 global pandemic also brought a number of governance issues into focus. Health and safety protocols and practices were rapidly reviewed and updated for the short and long term, and the closure of New Zealand’s borders to visitors and local lockdowns significantly disrupted business activities, endangering staff employment. This necessitated changes in business strategy that will improve resilience over the long term.



PROJECT 1: Moving Towards Carbon Neutrality

Our major environmental governance project involved moving towards carbon neutrality certification with Toitū Envirocare, a well-respected New Zealand carbon assessment and certification agency.

The process involves collecting and collating data from all greenhouse gas-generating and greenhouse gas-sequestering activities at The Landing, and converting the raw figures to carbon dioxide equivalents to give an audited greenhouse gas emissions status for the organisation.

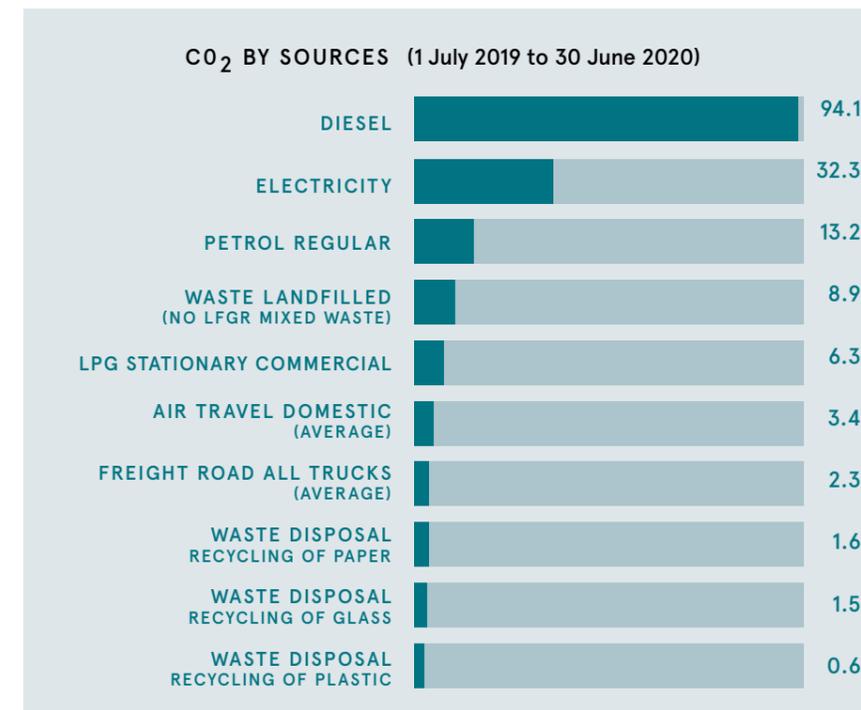
The Landing’s key emission factors include electricity, fuel usage – petrol, diesel, and LPG – air travel, waste disposal and greenhouse gas liability, which includes gases not emitted but held on site with potential for accidental release, such as refrigeration gases from cooling in the winery, and fuel stored on site.

Sequestration comes from a substantial area of indigenous forest, although the native forest also represents a potential liability in the event of a forest fire destroying and releasing part or all of the carbon holding.

As shown in the graph below, The Landing’s overall business activities generate gross emissions of 163.54 tonnes of carbon equivalents per annum, with the largest part generated by transport fuels, particularly diesel, and the second largest part being generated by electricity usage.

Against this, indigenous forest sequesters approximately 565 tonnes of carbon equivalents per annum. This means that in the 2020/21 year, The Landing sequestered 401.46 more tonnes of carbon than it generated.

The Landing has set an Emissions Management Plan to reduce gross greenhouse emissions through reductions in electricity and fuel usage, waste management practices and transition to electric vehicles. Sequestration will also increase over time through extended planting of native forest.



2022 CARBON REDUCTION TARGETS

1. Reduce purchased electricity emissions by 15 percent by 2023 through on-site renewable power generation.
2. Reduce electricity used in Cooper Residence by 10 percent through transition to LED lighting and powering down when unoccupied.
3. Reduce purchased diesel by 10 percent through efficiencies in vehicle use, ensuring right-sized equipment and phase-in of EVs, staged over the next three years.
4. Reduce purchased petrol by 3.5 percent through efficiencies in vehicle use and greater use of battery-powered hand tools.

INTERVIEW:

Helene Pacalin, *Toitū Envirocare*

We spoke with one of Toitū Envirocare's Technical Account Managers about how the independent agency's carbon footprint assessment, reduction, mitigation and certification programme works.

JEREMY HANSEN: Helene, let's start with you telling us what Toitū is and does.

HELENE PACALIN: Toitū translates as 'to actively sustain'. Our organisation was previously known as Enviromark, but we changed to Toitū 18 months ago. We're helping businesses step up for positive change and start managing their environmental impacts. We work with all type of industries and diverse types and sizes of businesses. We have a science-based, hand-held approach to things, so we really like to make it as simple as we can. If a business signs up with Toitū, they get someone like me who will be the go-to person for anything they need. We guide them at first by asking some key questions: What are they going to include in their carbon footprint measurement? What do they have control over? And what are the things they're going to want to start reducing? We have two programmes, Carbonreduce and Carbonzero, which has the extra step of buying carbon credits. So we take businesses through all of that and are available for any other support they might want, including engagement, education and general awareness.

How would you characterise New Zealand's progress towards becoming an economy that understands carbon emissions and is able to measure them and manage them?

That's a tough question, I think there's been a lot happening in New Zealand in the last two years, which would explain why we've been receiving so many enquiries from businesses wanting to get started on the journey. I think New Zealand companies have really understood they have a big role to play – but some companies are well ahead and some are still playing catch up.

What timeframe can businesses expect if they're coming from a standing start to try get a handle on their carbon emissions?

It depends on resources, but it could take a business from four months to eight months to get ready. The average would be able to take about six months for clients to sign up with us and then be able to say, we've verified our footprint, this is what it looks like, and this is our action plan.

Has the Climate Change Commission's report accelerated that process, and created a greater sense of urgency?

I think probably it's a bit more about the IPCC (Intergovernmental Panel on Climate Change) releasing its climate change budgets, and the opportunity for businesses to give feedback. People know more ambitious targets are coming, and there's also more general awareness from the news. So yes, people understand the urgency of it.

Are you optimistic about our ability to respond to the challenges that climate change presents?

It depends on the day! I remain optimistic because there is so much we can do. Even small changes – creating less waste, using less plastic, cycling to work or walking whenever

I can – can add up to something big. And so the more people think about it, the more everyone is involved, the more change will accelerate. But there are definitely some days where you read the news or attend a climate conference and you tell yourself, well, this is way too slow. It doesn't feel like it's fast enough, so we need that urgency now.

Measuring carbon emissions also helps people spot companies attempting to greenwash, right?

Unfortunately, you'll always have companies who will put a green logo on a product or add green to their name. So I think certification helps customers. It means someone else has gone in and actually verified what a company has done. There is a lot of work happening in terms of rewarding the people that are doing it well and punishing the ones who are misleading.

Is there pressure for companies to feel like they need to get everything absolutely right before they go public with a sustainability strategy?

Quite often companies are worried about communicating anything until they're five to 10 years down the line. I think that's incorrect. It's a journey. It's fine to say hey, we're just at the beginning and this is where we are at now; this is a plan. It just needs to be easy to understand: don't talk about tons of CO2 equivalence, just say electricity use is the biggest cause of emissions for your company, for example. Everyone will understand that. Try to simplify everything and make it interactive and make people part of your journey.





PROJECT 2: Covid 19 response

Faced with rapidly rising cases of Covid-19 in mid-March 2020, New Zealand closed borders to all international visitors and shortly afterwards declared a five-week ‘Level 4’ stay-at-home order nationwide. Since then, the country has experienced periodic lockdowns in different centres as part of a national Covid-19 elimination strategy. The loss of international visitors and reduced domestic visitors, as well as impacts on New Zealand’s hospitality industry, had a significant effect on business income for both The Landing Hospitality and The Landing Wine in the last year.

THE LANDING’S RESPONSE TO THE COVID 19 PANDEMIC INCLUDED:

- In the first instance, supporting the health, wellbeing and continued employment of staff
- Reviewing employee and guest health and safety policies and procedures for the Covid era
- Shifting business strategies toward the domestic market and direct-to-consumer wine market

EMPLOYEE RETENTION AND WELLBEING SUPPORT

Thanks to investment from Cooper and Company and the New Zealand government’s wage subsidies, all staff across the businesses at The Landing were retained despite disruption to annual turnover. The decision to invest in this reflected the company’s prioritisation of employee wellbeing over the long term, and the desire to maintain operational resilience and avoid rehiring and retraining as business returns to normal levels. As well as regular check-ins with employees while on lockdown, The Landing offers an Employee Assistance Programme to support the ongoing mental health and wellbeing of its team members. One positive outcome of the lockdowns was that the landscape team ended up working more closely with the vineyard team than usual, increasing the integration of skills across teams, and thus operational resilience.

HEALTH AND SAFETY

Covid 19 also prompted a strong focus on employee and guest health and safety. As The Landing Wine was categorised as an essential business, work was able to continue during lockdowns in the vineyard and winery

under health and safety precautions with minimal disruption, aided by the fact that two key workers were in a household ‘bubble’. Protocols and procedures were developed for functioning at New Zealand’s new four-level Covid alert system. Cleaning procedures across the Residences, winery and working spaces were reviewed. Eco-friendly cleaning products are typically used in these locations, but in light of more stringent requirements for disinfection, some higher chemical products are also now in use.

MARKET STRATEGY DIVERSIFICATION FOR RESILIENCE

The Landing operates several interconnected but separate businesses that operationally support and leverage off each other, while diversifying revenue streams from the property to improve financial sustainability. The pandemic-related border closures and lockdowns meant that for The Landing Hospitality and The Landing Wine businesses, key market demographics (specifically, international tourists and on-premise wine retailers) were substantially reduced. To maintain financial sustainability, immediately and in the long term, new markets were targeted.

INTERVIEW: Garth Solly, Sarah Hull and Peter Jones

Director of Hospitality Garth Solly, marketing director Sarah Hull and Director of The Landing Peter Jones talk about increasing financial resilience strategies in response to an unexpected global pandemic.

MELINDA WILLIAMS: What were the key immediate and long-term effects of the Covid 19 border closures and lockdowns on The Landing businesses?

GARTH SOLLY: We were incredibly fortunate in that the timing of the initial March lockdown came at the tail end of our high season. During the high season we can potentially be full every day, but winter can be quite quiet. In the very short term, we were not very impacted. If it had happened in January or December, we would have written off our whole high season. From an occupancy perspective, we actually had quite a strong July school holiday period as people got out of lockdown and came up to the Bay of Islands. We had a couple of families stay with us who would normally have been in Europe. Another good thing was that New Zealand guests are more likely to drive away with a car boot full of wine than international guests are. On the flip side, we had our rooms booked at

a lower than usual rate. If we had maintained our international rates through the winter period, they would have sat empty.

In the past, the property had such low guest numbers over winter that we often shut down. So our goal with increasing local numbers was to get to a point where we did not shut down over winter. The houses don’t like being empty. They’re like boats – if you’re not operating them, there’s a risk that they start breaking down. I think because we’d started thinking about that well before Covid, we were able to make it work.

And at The Landing Wine?

PETER JONES: In terms of production, we were able to get through harvest quite well. Ben [Byrne, head winemaker] was in a bubble with his wife Tereza [vineyard manager] and their son. What all the lockdowns did do was decimate our main target market which is the high-end on-premise business – restaurants and bars. Those places have suffered quite badly, first from the lockdowns and secondly from the threat of future lockdowns. It’s also driven a lot of them to stick to safe plans when we were looking to grow strongly in new markets. A lot of restaurant wine lists have not strayed far from what they know people like. So it’s made it tougher for us to grow our on-premise market.

What are the key strategies you adopted to increase business resilience?

SARAH: Increasing our domestic business for The Landing Hospitality was a strategy that we had actually set for the year before Covid came along. So from that perspective, we were fortunate that we had a stronger audience to draw from because people in New Zealand had limited options for overseas travel. Having the stronger winter season gave us the opportunity to work through how we worked with the domestic market and the adaptation of the experience they were looking for. These learnings will be helpful moving forward though future ‘off-seasons’ including once the borders reopen.

PETER: What the situation did do is give us the opportunity to go to the direct to consumer market much more strongly, both with online sales and delivery to home during lockdown. It also gave us the opportunity to push the new winery strongly. Because people couldn’t go overseas and we were a new place that nobody had been able to visit in previous years, I think, certainly sales-wise, we came out of the first nine months pretty well. What we lost in restaurant sales we made up in direct-to-consumer and Northland visitors.



GARTH: The event weekends that we had conceptualised prior to Covid - the Winemakers Weekend, the Wellness Weekend - really appealed to the local market, and demand for subsequent ones has been strong, so we know that's something that resonated really well with the domestic market. Winemaking is such a core part of The Landing experience so doing a Winemakers Weekend was a natural fit. Giving the domestic market the chance to be involved with the winemakers in a residential context is quite unique. What it has highlighted is the need to continue to build alternative revenue streams, that you can perhaps turn off or on, whether that's wine sales, experience sales, domestic market. I think the three businesses are actually working together more closely now than they previously have.

Was it an advantage that local media have been intensely focused on offerings within our borders at a time that you were aiming to increase domestic demand?

SARAH: Even if not every piece of coverage converts into a reservation, there have been a massive number of New Zealanders researching and in the 'dreaming stage' which has resulted in a much larger brand awareness of the property.

The Landing had a very strong harvest last year, so the stock on hand would have been higher than in previous years too, right?

PETER: Yeah, that's right. Our sales have held up pretty well, just through different channels, but the 2019 harvest was certainly much bigger than ones we had previously, and has proven to be bigger than the following year. That's not a bad place to be in, because it gives us a stock of wine we can sit on for the next 12 to 18 months and we have that as backup if we don't have a big harvest in the

summer coming. But this was the year that we really wanted to springboard ourselves, because we had a great quantity of great wine, and we really wanted to get it out to the market, but Covid did disrupt that.

Has this new focus on local business changed the thinking towards the rate structure of the Residences?

SARAH: We've had to look at different and more market-driven ways of selling the Residences like the stay three pay two package as there is a lot of luxury accommodation options in New Zealand. Our smaller houses have been more popular this year because there are smaller groups travelling, but once we've sold the Boathouse, we're out of small houses. So we had to create ways to sell the big houses as small ones - such as with our Residences By Room offer. These are rate strategies that we will be able to continue with for our domestic audience over the off season even once the borders have reopened.

2022 GOVERNANCE TARGETS

TARGET 1

To develop a full Sustainability Framework, outlining sustainability priorities for The Landing, a 3-year roadmap for increasing sustainable value in our priority areas, and a sustainability communications strategy that supports these priorities.

TARGET 2

To review the range of best-practice environmental and social sustainability certifications and accreditations within New Zealand, apply for certifications where deemed beneficial and identify potential areas for improvement, with or without certification.

TARGET 3

To continue to evolve strategies for improving economic sustainability for The Landing Hospitality in view of the potential for Covid-19 border closures to extend over 2-3 years.

TARGET 4

To compile an entry for the Environment Award in the New Zealand Tourism Awards.



