



# Kaitiakitanga

Caring for people and planet

**Bay of Plenty District Health Board  
Environmental Sustainability Action Plan  
(ESAP) FY20/21 – FY21/22**  
(Including Measured Carbon Footprint Observations for FY19/20)

**Version 1: November 2020**

Prepared by: Vicktoria Blake, Sustainability Manager, BOPDHB

Endorsed by: Sustainability Steering Group

## What is Environmental Sustainability?

Environmental Sustainability and what it means to Bay of Plenty District Health Board (BOPDHB) is outlined in the [Kaitiakitanga Framework for Environmental Sustainability](#).

Put simply, BOPDHB has committed to:

- show internal and external leadership in environmentally sustainable practice
- be accountable for its environmental/carbon footprint
- be committed to finding and embedding sustainable solutions for all business practices (including those related to waste, energy, water, transportation, food, built environment, and procurement)
- use its resources responsibly
- consider co-benefits (economic, health, social and environmental resilience/regeneration) during all decision making processes
- be future focused, while reflecting on the past

## A journey to becoming an environmentally sustainable organisation

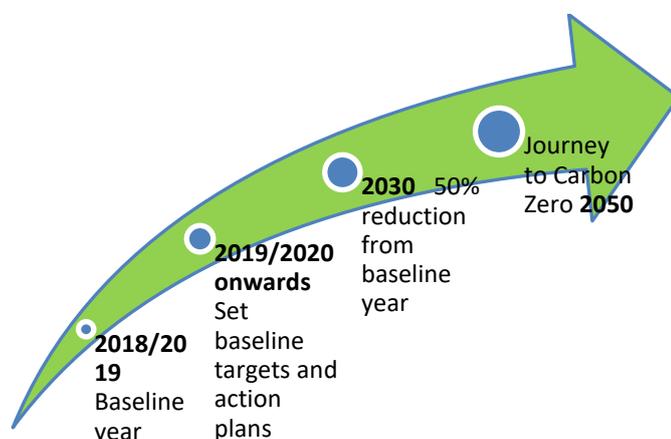


Figure 1. Journey to Carbon Zero 2050

BOPDHB has set an aspirational timeline to illustrate our journey to Carbon (Net) Zero 2050 in line with legislation, science based targets, and Ministry of Health/central government expectations:

**2018/2019: Baseline Year** – Understanding our carbon footprint.

**2019/2020 onwards: Set incremental baseline targets and action plans** – Initial targets and action plans are set and reviewed on an annual basis, for the preceding two year period, with a focus on continual improvement.

**2030: 50% Reduction from baseline year (based on a Science-based Target (SBT) to a 1.5°C scenario)** – Initiatives and steps have been put in place to achieve this target.

**2050: Carbon Zero** – Journey to 2050 includes ongoing target alignment and action planning.

## Environmental Sustainability Action Plan (ESAP) Purpose

BOPDHB has a significant list of environmental sustainability priorities (p. 3), and a significant aspiration towards carbon zero, therefore tasks within these priorities must themselves be prioritised. The purpose of this action plan is to identify actions within these priorities that will be achieved over the coming two years. It may also indicate longer term objectives for these priorities, both internal and external (e.g. Ministry of Health or New Zealand Government Procurement).

## What are our priorities?

BOPDHB has set 10 environmental sustainability priorities. These are briefly described below:



### 1. Leadership

*Prioritising environmental health as a strategic imperative<sup>1</sup>.* This includes staff engagement alongside broader communications endeavours which demonstrate leadership and commitment to environmental sustainability and carbon footprint reduction.



### 2. Accountability

*Accountability and commitment to change.* This includes a specific focus on reporting and monitoring to inform our engagement with the Toitū Carbon Reduce (previously CEMARS) programme, and setting annual goals, biennial action plans, and longer term carbon reduction targets.



### 3. Waste

*Reducing, treating, and safely disposing of healthcare waste.* This includes understanding our waste footprint and setting targets and instigating solutions to reduce this footprint.



### 4. Energy

*Implementing energy efficiency and promoting and adopting clean, renewable energy generation.* This is closely linked to the Built Environment priority and includes understanding our behaviours relating to energy use within the DHB.



### 5. Transport/Travel

*Improving transportation strategies for patients and staff.* This includes implementing the recommendations from the BOPDHB Travel Plan.



### 6. Procurement

*Buying safer and more sustainable products and materials.* This includes working with our current providers to ensure they are working towards more sustainable solutions.



### 7. Built Environment

*Supporting green and healthy design and construction, infrastructure use and operation.* This includes considering Green Star and NABERS initiatives, and biophilic design principles, by adopting environmentally sustainable design principles.



### 8. Water

*Reducing hospital water consumption and promoting water as the drink of choice.* This includes investigating solutions to ensure water is freely available on site for staff, patients, visitors and whānau.

<sup>1</sup> The italicised descriptions for priorities 1 and 3 – 9 are taken and/or adapted from the Global Green and Healthy Hospital Sustainability Goals <http://www.greenhospitals.net/sustainability-goals/>



### 9. Food

*Purchasing and serving healthy, sustainably grown food, reducing the carbon footprint created by food consumption where possible. This includes investigating the feasibility of hospital-based community gardens.*



### 10. Climate Change Adaptation and Mitigation

*Understanding the impacts that climate change will have on our hospitals, our people and our communities. This includes adaptation planning and climate related risk mitigation.*

## Our Priorities and their links to Nga Pou Mana o Io

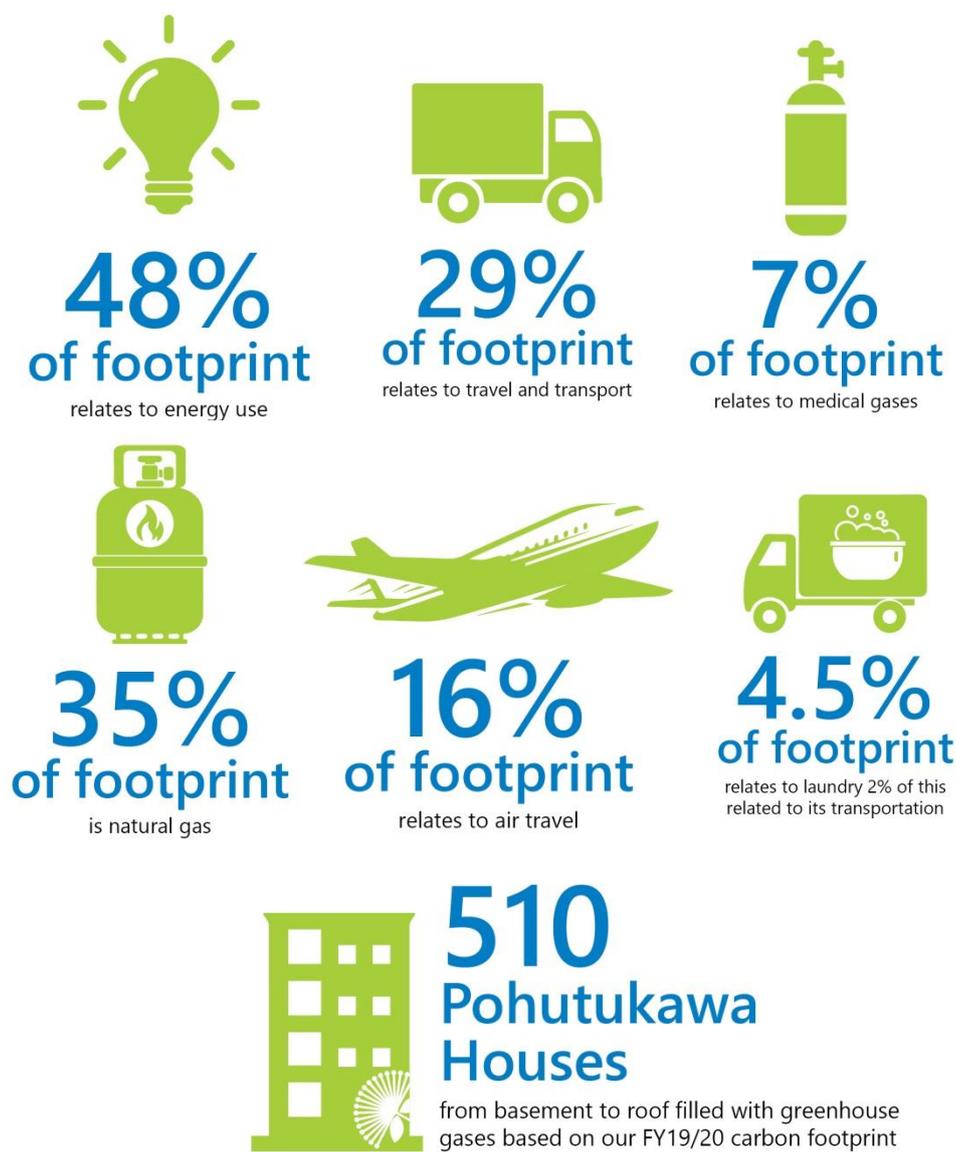
Mana Atua	Connection
Leadership	The mana of our leadership is handed down from that which is beyond our influence, in sustainability we demonstrate our understanding of our role and responsibility
Climate Change Adaptation and Mitigation	Our understanding that the environment is greater than us and our response needs to be one of humility, respect and active care

Mana Whenua/Mana Moana	Connection
Waste	Waste that is not processed within a closed system is indicative of an imbalance with and a diminishment of the mana of the environment
Energy	Our energy use can impact on both Papatūānuku and Ranginui – natural resources
Water	Natural resources

Mana Tupuna	Connection
Accountability	Accountable for our footprint to allow informed decisions
Built Environment	Understanding the whakapapa of our built environment including its place, its requirements, and its use
Procurement	Each item we procure has its own journey (supply chain - whakapapa)

Mana Tangata	Connection
Transport/Travel	Active travel – healthy people, building strong whānau
Food	Healthy food – healthy people, building strong whānau

## BOPDHB Measured Carbon Footprint Observations FY19/20



**Figure 2. Financial Year 2019 – 2020 Carbon Footprint Infographics**

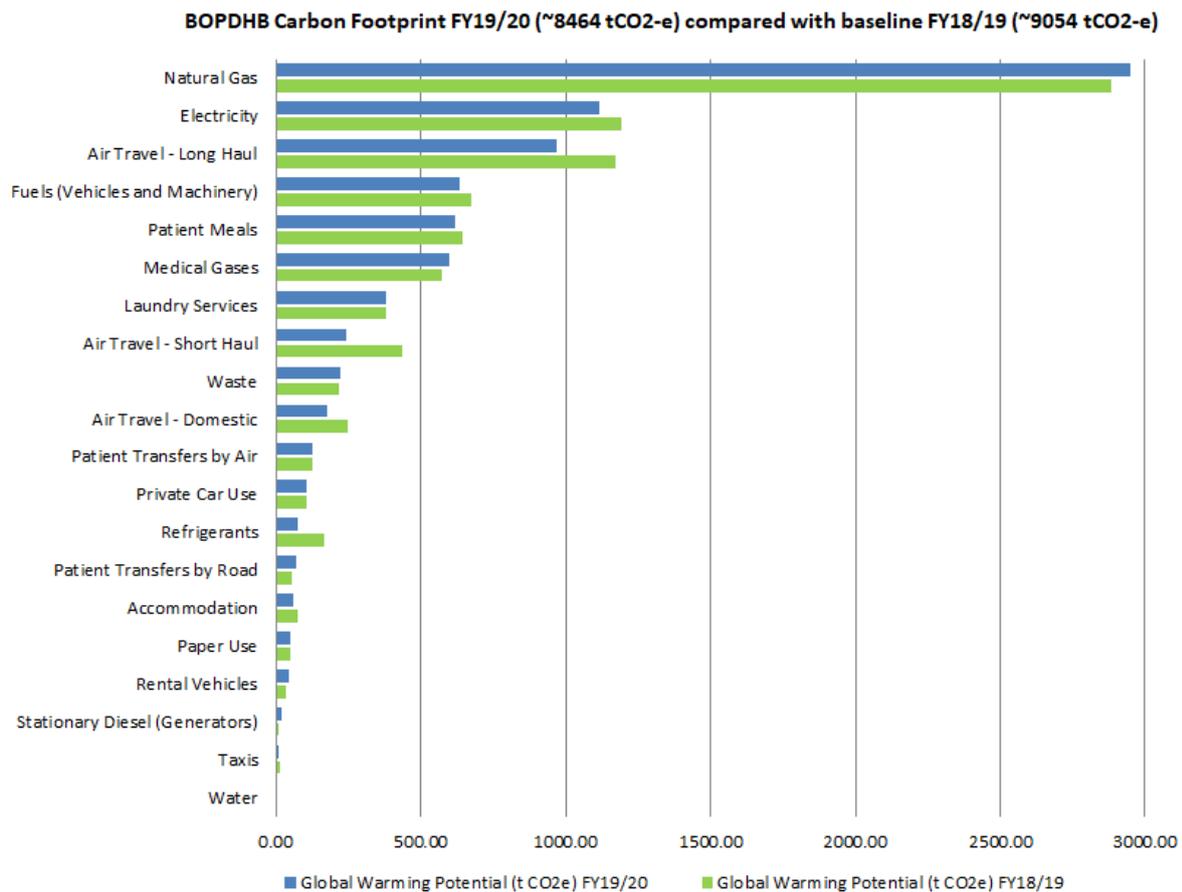
The infographics above illustrate significant FY19/20 carbon footprint information with Figure 3 on the following page comparing FY19/20 with our baseline year data.

The FY19/20 carbon footprint findings indicate the top six emissions sources as:

- #1 Natural Gas** – used for the generation of steam and hot water. This source is significantly larger than all other sources making up 35% of the total carbon footprint.
- #2 Electricity** – used for all other onsite energy requirements. Electricity makes up 13% of the total carbon footprint.
- #3 Long Haul Air Travel** – Air travel is known to have a significant carbon footprint. Due to the current processes relating to reimbursement for overseas travel a large proportion of this figure has had to be estimated from expense claims. It is recommended that processes related to air travel are investigated to ensure we have a reasonably accurate record of this footprint in future.
- #4 Fuels (Vehicles and Machinery)** – used in fleet vehicles and machinery (excluding generators).

- #5 **Patient Meals** – the carbon footprint of each meat-based meal is equivalent to 1.88 kgCO<sub>2</sub>-e compared with 1.27 kgCO<sub>2</sub>-e for vegetarian meals and 0.96 kgCO<sub>2</sub>-e for vegan meals. Meat based meals make up almost 70% of all patient meals.
- #6 **Medical Gases** – including CO<sub>2</sub>, N<sub>2</sub>O, Desflurane and Sevoflurane.

After the top six, the emission sources drop significantly with short haul air travel, domestic air travel, waste, the transportation of laundry, refrigerants, and private car use for business purposes being the next most significant in descending order. It should be noted that while waste is not in the top six of carbon emitters, it is of significant environmental concern for other reasons, including microplastic pollution, and is therefore a significant priority for BOPDHB.



**Figure 3. BOPDHB Carbon Footprint FY19/20 (~8464 tCO<sub>2</sub>-e) compared with baseline FY18/19 (~9054 tCO<sub>2</sub>-e)**

## Commentary on FY19/20 – Baseline comparison

During the 2019/2020 year, BOPDHB saw an overall carbon footprint reduction of ~7.5% from the baseline year (FY18/19) (see Table 1).

This reduction is likely attributed to the COVID-19 response and recovery, rather than planned and considered changes to business practice. For example, many of our administration based staff worked from home during the Level 4 response, seeing a 20% reduction in electricity use at Tauranga Hospital for the month of April 2020. Further, we have seen a significant reduction in travel related greenhouse gas (GHG) emissions. For example, border closures have seen changes to the way that we travel for work, and we have seen a 25% reduction in carbon footprint relating to flights booked through our travel agent over the past year. These travel related reductions are supporting discussions on changes we might make to the way that we work.

We hope to see a reduction in GHG emissions attributed to business activities (and not COVID-19 response/recovery alone) over the coming months and years as we work to embed the *Kaitiakitanga Framework* into our practice, and reach the goals of our Environmental Sustainability Action Plan.

**Table 1. Changes in emissions activity FY19/20 compared with baseline year**

Activity – Emission Source	Global Warming Potential (GWP) (t CO2e) FY19/20	Global Warming Potential (GWP) (t CO2e) FY18/19 (Baseline)	Increase (+) / Reduction (-)
Natural Gas	2948.06	2881.57	+2.30%
Electricity	1118.14	1191.94	-6.20%
Air Travel - Long Haul	969.92	1173.9	-17.40%
Fuels (Vehicles and Machinery)	635.25	674.26	-5.80%
Patient Meals	619.61	645.88	-4.10%
Medical Gases	599.69	570.69	+5.10%
Laundry Services	380.56	379.51	+0.30%
Air Travel - Short Haul	240.44	436.88	-45.00%
Waste	219.94	218.07	+0.90%
Air Travel - Domestic	177.04	248.86	-28.90%
Patient Transfers by Air	124.77	126.87	-1.70%
Private Car Use	103.84	104.91	-1.00%
Refrigerants	75.51	165.34	-54.30%
Patient Transfers by Road	68.35	52.52	+30.10%
Accommodation	57.77	74.39	-22.30%
Paper Use	47.15	51.79	-9.00%
Rental Vehicles	43.35	33.37	-29.90%
Stationary Diesel (Generators)	21.38	8.67	+146.60%
Taxis	10.72	11.9	-9.90%
Water	2.23	3.02	-26.10%

## FY19/20 – FY20/21 Sustainability Goals and Activity

### Sustainability Goals for Annual Reporting FY20/21

- Goal 1.** Paper use and printing activities are reduced by 25% from baseline year (FY18/19)
- Goal 2.** A 10% reduction in waste to landfill footprint from baseline year (FY18/19) is achieved.
- Goal 3.** BOPDHB understands the vehicle fleet utilisation baseline.
- Goal 4.** A Fleet Transition Plan outlining activities to reduce the carbon footprint of the BOPDHB fleet is in place, informed by vehicle utilisation information.
- Goal 5.** Energy consumption is reduced by 2% from baseline year (FY18/19)

### Sustainability Goals for Annual Plan FY20/21

- Goal 1.** Implement Environmental Sustainability Action Plan (ESAP) including the following waste and transport activities:
  - a) Baseline investigation into fleet operations
  - b) Action the 10 short-term recommendations from the BOPDHB Travel Plan
  - c) Design and implement a waste education programme with an aim of waste to landfill reduction.
- Goal 2.** Provide Ministry of Health with FY18/19 baseline Greenhouse Gas (GHG) emissions data to support potential future emissions targets. (Complete)
- Goal 3.** Review procurement related policies and associated documents and ensure they include environmentally preferable procurement procedures in line with Government Procurement Rules (4th Ed.) and that any changes are embedded into practice.

**Sustainability Goals & Significant Activity  
FY20/21**



**Figure 4. Sustainability Goals and Significant Activity FY20/21**

## FY19/20 ESAP Achievements

Table 2 Identifies the ESAP achievements over the 2019 – 2020 financial year.

**Table 2. Completed Environmental Sustainability Action Plan Actions FY19/20**

Priority	Achievement	Comment/Outcome
Leadership	Appoint full time Sustainability Manager	
	Set up Sustainability Teams (Green Teams and Steering Group)	
	Draft a communication and education plan	
	Meet with Māori Health Team and Te Amorangi Kahui Kaumatua (TAKK) to ensure sustainability framework is in line with kaitiakitanga	
	Engage with Maori Health Rūnanga for feedback on framework	Looking to engage further with Runanga to get guidance for and with direction
	Draft Sustainability Framework	Document drafted and approved by Steering Group
	BOPDHB Sustainability Framework endorsed by Executive Committee	Document published, communicated in full and approved
	Draft, consult on and publish Sustainability Action Plan v1	Document published, communicated in full
	Develop Sustainability Community Pages on One Place	Sustainability data and information available to staff
	Integrate environmental sustainability and kaitiakitanga into new employee orientation	Identify the importance of sustainability at BOPDHB to our new employees to embed the expectation in staff from day one
Accountability	Establish emissions reduction targets in line with the national net zero emissions target	See Carbon Reduction Targets 2030
	Carbon Footprint Baseline 18/19 Complete and CEMARS certified	Baseline information available for goal setting
Waste	Complete waste audit for all waste types	
	Introduce scissor recycling scheme	
	Reintroduce battery recycling scheme	
	Map and analyse waste streams, collection systems, opportunities for reduction and recycling	
	Replace plastic bags with handled paper bags for PACU patients	
	Successful waste streaming trial in Cath Lab	Results saw a 7% reduction in waste to landfill and a 46% cost reduction due to appropriate waste streaming

Priority	Achievement	Comment
Waste	Develop, consult on and publish Waste Minimisation and Management Plan	Document published, communicated in full
	Adopt a single page drug chart in ED	This needs to be reviewed as may not be fit for purpose
	Introduce waste management plans as part of project design process	
Travel and Transport	E-bike purchasing initiative for staff launch	
	Adopt Zoom as an official video conferencing tool and promote its use.	
Procurement	ED have changed mild and moderate asthma pathway from a canister (propellant) inhaler to a powder inhaler which has a lower environmental footprint than propellant type inhalers	
Built Environment	Survey of DHB houses which led to upgrading of insulation to current standard - Whakatane	
Food	Meat Free Mondays in Level 1 cafeteria of Tauranga Hospital trial	

## FY20/21 – FY21/22 Environmental Sustainability Action Plan



### Leadership

Resource Requirements Key: \$ = Additional funding requirement; BAU = incorporate into business as usual; P = Additional staff time requirement

Action	Desired Outcome	GWP Impact	Resource Requirements	Key Stakeholders (internal and external)	Comments
Sustainability Framework and Action Plans are endorsed by the Board and Māori Health Rūnanga	Integrate environmental sustainability into BOPDHB operations as BAU	High		BOPDHB Board Māori Health Rūnanga	Complete
Sustainability Policy	Integrate environmental sustainability into BOPDHB operations as BAU	Medium		BOPDHB Sustainability Steering Group BOPDHB Executive Committee	Work in progress
Develop Sustainability Page for public website	Sustainability data and information available to public	Low	P	BOPDHB Digital Comms Team	Waiting on launch of new BOPDHB public website
Embed sustainability principles into staff position descriptions, similar to health and safety	Better engagement in sustainable business practices	Medium	P BAU	BOPDHB People and Capability Team BOPDHB Executive Committee	
Climate Leaders Coalition Membership	Demonstrate leadership	Medium		BOPDHB Sustainability Steering Group BOPDHB Executive Committee	



## Accountability

Resource Requirements Key: \$ = Additional funding requirement; BAU = incorporate into business as usual; P = Additional staff time requirement

Action	Desired Outcome	GWP Impact	Resource Requirements	Key Stakeholders (internal and external)	Comments
Establish milestone reductions targets for each Greenhouse Gas (GHG) Category	50% decrease in carbon emissions from baseline year by 2030	High	\$ P	EECA BOPDHB Sustainability Steering Group	Energy Transition Accelerator will take place in FY20/21 which will provide guidance on a reduction pathway for GHG emissions related to energy use
Create and publish annual emissions data	Annual report available online and comms team runs media campaign	Medium		BOPDHB Sustainability Steering Group General Manager Corporate Services	Annual emissions information will be included in BOPDHB Annual Report
Development of infographics based on carbon footprint and waste information for annual report and comms	Infographics available for sustainability promotion	Low	P	BOPDHB Comms Team	Work in progress
Appropriate database in place for GHG accounting processes	Accurate carbon footprint data	Low	P		Work in progress
Appropriate Dashboards in place	Information available visually for promotion and active management	Low	P		Work in progress
Monthly internal reporting systems in place - Balanced Scorecard	Information sharing	Low		BOPDHB Planning and Funding	Work in progress
Ensure all project registers record links to environmental sustainability to enable ES Action plan to be updated annually	Better understanding of links with environmental sustainability with all BOPDHB based projects	Low	P	BOPDHB Innovation and Improvement Team BOPDHB Information Services Team	Work in progress



## Waste

Resource Requirements Key: \$ = Additional funding requirement; BAU = incorporate into business as usual; P = Additional staff time requirement

Action	Desired Outcome	GWP Impact	Resource Requirements	Key Stakeholders (internal and external)	Comments
Identify and implement food waste solution for administration based organic waste at main hospital sites	Reduction in waste to landfill	Medium	BAU	Why Waste All BOPDHB staff	Worm Farm trial in place
Identify and implement solution for hospital/clinical based organic waste at main hospital sites	Reduction in waste to landfill	High	BAU	Waste Contractor/s All BOPDHB staff	A new waste contract is currently at the RFP stage. Discussions will commence when provider is confirmed
Identify and implement solution for waste glass vials at main hospital sites	Reduction in waste to landfill	Low	BAU	Waste Contractor/s All BOPDHB staff	A new waste contract is currently at the RFP stage. Discussions will commence when provider is confirmed
Identify and implement waste streaming solutions at main hospital sites	Reduction in waste to landfill	High	\$ BAU	Waste Contractor/s All BOPDHB staff	Tests of change are currently occurring in various areas of both hospitals
Behavioural and educational campaign for waste minimisation and management	Staff/patient/visitor behaviour change	High	BAU	All BOPDHB staff Hospital patients and visitors	A waste education programme will launch in October 2020
Minimise the presence of non-clinical waste items in clinical waste	Reduce clinical waste	Medium	BAU	All BOPDHB staff	A waste education programme will launch in October 2020



## Energy

Resource Requirements Key: \$ = Additional funding requirement; BAU = incorporate into business as usual; P = Additional staff time requirement

Action	Desired Outcome	GWP Impact	Resource Requirements	Key Stakeholders (internal and external)	Comments
Energy Transition Accelerator	Establish milestone reductions for energy use	High	\$ P	EECA BOPDHB Sustainability Steering Group	Work in progress
Tauranga Hospital Kitchen upgrade to be fully electric - should see reduction in natural gas use	Energy use reduction	Low	P	BOPDHB Project Management	Work in progress
Replace hot water chlorifier (supplied via gas generated hot water) with electric cylinder	Energy use reduction	Low	\$ P	BOPDHB Facilities Management	
Develop, consult on and publish Energy Management Plan	Document published, communicated in full	Medium	P	BOPDHB Facilities Management	
Theatre HVAC set back implementation	Energy use reduction	Low	\$ P	BOPDHB Facilities Management BOPDHB Theatre Teams	
Replace North East quadrant (Tauranga Hospital) hot water boilers with more efficient solution	Energy use reduction	Low	\$ P	BOPDHB Facilities Management	
Install timer controls on stand-alone air conditioning units	Energy use reduction	Low	\$ P	BOPDHB Facilities Management	



## Transport/Travel

Resource Requirements Key: \$ = Additional funding requirement; BAU = incorporate into business as usual; P = Additional staff time requirement

Action	Desired Outcome	GWP Impact	Resource Requirements	Key Stakeholders (internal and external)	Comments
Introduce online booking for fleet vehicles	Better data collection. Better processes. Paper reduction.	Medium	\$ BAU	BOPDHB Travel Plan Group All BOPDHB staff	Work in progress
Develop, consult on and publish updated BOPDHB revised Use of Motor Vehicle Policy	Document published, communicated in full and approved	Medium	BAU	BOPDHB Travel Plan Group BOPDHB Executive Committee	Work in progress
Develop, consult on and publish updated BOPDHB Fleet Transition Plan and Vehicle Procurement Rules	Document published, communicated in full and approved	High	\$ BAU	BOPDHB Travel Plan Group BOPDHB Executive Committee	Risk to transition plan due to budget constraints
Adopt flexible/remote working policy as status quo	Reduced travel for work	High	P BAU	BOPDHB People and Capability Team	Work in progress
Communicate ideas to staff on how they can get to the hospital differently	Increased staff awareness of transport options	Low	BAU	BOPDHB Travel Plan Group All BOPDHB staff	Work in progress
Investigate the provision of health care in locations that are accessible to patients, staff and visitors without causing them unnecessary travel.	Carbon footprint reduction from transport	High	\$ P BAU	BOPDHB Clinical-based Services Leadership Teams	Linked to Health and Disability System Review



## Procurement

Resource Requirements Key: \$ = Additional funding requirement; BAU = incorporate into business as usual; P = Additional staff time requirement

Action	Desired Outcome	GWP Impact	Resource Requirements	Key Stakeholders (internal and external)	Comments
Sustainability criteria in all RFP	Increase in engagement with environmentally sound providers	High	P	BOPDHB Procurement Team BOPDHB Contract Managers	Work in progress
Sustainability clauses for contracts including reporting requirements from service provider	Improved carbon footprint reduction outcomes	High	P	BOPDHB Procurement Team BOPDHB Contract Managers	
Contracts will be actively managed for both general performance and sustainability performance	Sustainability clauses are enacted within day to day activities.	Medium	P	BOPDHB Contract Managers	Work in progress
Understand possibilities for surplus/end of life medical equipment and supplies	Reduce waste to landfill	Low	P	BOPDHB Procurement Team	
Set up environmentally preferable purchasing policies and procedures and embed into practice	Reduction in waste to landfill, reduction in environmental harm	High	P BAU	BOPDHB Procurement Team All BOPDHB staff	Work in progress
Trial MedSalv and their application of the appropriate reprocessing and reuse of single use DVT non-invasive medical devices.	Reduction in waste to landfill, reduction in environmental harm, Cost reduction	Medium	BAU	Staff and leaders representing PACU, ICU, Orthopaedics, Risk, Patient Safety, PEG	Work in progress



## Built Environment

Resource Requirements Key: \$ = Additional funding requirement; BAU = incorporate into business as usual; P = Additional staff time requirement

Action	Desired Outcome	GWP Impact	Resource Requirements	Key Stakeholders (internal and external)	Comments
Integrate Environmentally Sustainable Design (ESD) into capital and strategic projects	Integration of ESD into capital and strategic projects	High	\$ P BAU	BOPDHB Project Management Team External Consultants	Work in progress, likely to be mandated by MOH
Clarify Environmental Impact Assessments/Life Cycle Analyses as part of project design process – what, how, when	Integration of ESD into capital and strategic projects	Medium	\$ P	BOPDHB Project Management Team	
Utilising BMS systems for continuous optimisation of building systems	Energy use reduction	Medium	P	BOPDHB Facilities Management Team	Work in progress



## Water

Action	Desired Outcome	GWP Impact	Resource Requirements	Key Stakeholders (internal and external)	Comments
Recording of incoming consumption and discharge costs	10% reduction in water use (financial saving)	Low	BAU		
Understanding internal water consumption (e.g. CSU, kitchen, general consumption)	Understanding of water use	Low	BAU		
Install water bottle refill stations around hospital sites	Promote healthy choices and reduce waste	Medium	\$ P	Toi Te Ora	Will have additional waste reduction impact
Investigate opportunities for improvement in sustainable water management	Identify additional ways to improve water efficiency	Low	P	BOPDHB Facilities Management Team	Water use is not a significant GWP factor
Understand stormwater quality over and above compliance	Understand environmental footprint	Medium	BAU	BOPDHB Facilities Management Team	



## Food

Resource Requirements Key: \$ = Additional funding requirement; BAU = incorporate into business as usual; P = Additional staff time requirement

Action	Desired Outcome	GWP Impact	Resource Requirements	Key Stakeholders (internal and external)	Comments
Community Garden based at Tauranga Hospital	Access to fruit and vegetables on site, patient integration with sustainable living practices	Low	\$ P	Toi Te Ora BOPDHB Facilities Management Team	
Introduce Meat Free Mondays at Whakatane Hospital Café	Health and Environmental benefits from meat consumption reduction	Low	BAU	BOPDHB Business Operations Team	
Educate and communicate within the hospital or healthcare system, as well as to patients and community, about nutritious, socially equitable and ecologically sustainable food practices and procedures.	Health and environmental benefits from healthy and whole food consumption with less packaging	Low	P	Toi Te Ora BOPDHB Dietetics Team	



## Climate Change Adaptation and Mitigation

Action	Desired Outcome	GWP Impact	Resource Requirements	Key Stakeholders (internal and external)	Comments
Develop a comprehensive climate change strategy incorporating both adaptation and mitigation	Integrate environmental sustainability into BOPDHB operations as BAU	High	P BAU	BOPDHB Risk Management Team	

**Note:** Where P = additional staff time requirement is identified, this is where staff time outside of the Sustainability Manager FTE and/or current BAU practice is required.

## ESAP Review

The Environmental Sustainability Action Plan will be reviewed and updated annually for the two year period ahead. Action plans will also reflect on the achievements of the previous plan. A more in-depth plan that looks beyond this two year period is available on request.

The plan for the next two-year period will be created in alignment with the carbon footprint annual reporting.

*Toitū te marae ā Tāne*  
*Toitū te marae ā Tangaroa*  
*Toitū te iwi*

Uphold the wellbeing of the land, uphold the wellbeing of the ocean, and we uphold the wellbeing of the people.