



OUR SUSTAINABILITY STORY

FY21/22

He Mihi

**Ka tangi te manu kōrero!
Ka rongo te tangi kōrihi!
Ka wāwā mai rā ki roto i te
Wao-nui-a-Tāne! Tūturu whiti!
Whakamaua kia tina!
Haumie hui tāiki e!**

**E ngā mana, e ngā reo, e ngā
karangatanga maha o te motu,
taku hei iti nei, mā te hau e ripo hei
hari i ngā kupu whakamaanawa e.**

**Kei ngā mate tuatinitini o te motu
tangihia rā koutou. Haere ki te wā kāinga,
haere ki te kāinga tūturu.
Haere, haere, haere.**

**Tāmaki Makaurau Tāmaki Herenga
Waka, kei te mihi. Ngā Mana Whenua
me ngā waka ō ngā tai e wha, e mihi ana.**

**E tuku mihi maioha tēnei ki ngā
mataawaka ō te motu ko koutou
te puhariki ō te waka nei
Ki a koutou katoa ngā kaihoe
ō te waka nei mo ngā tangata katoa.
Tēnā koutou katoa.**

**Mā te mahi ngātahi e taea ai ngā taumata.
Nāku te rourou nāu te
rourou ka ora ai te iwi.
No reira noho ora mai,
Mauri ora.**

The bird's cry shall flow endlessly. Hear
the melancholy song resonate, sourced
from the inner domain of Tane.
A permanent melancholy form.
Fixed in alliance, yes fixed in alliance,
gathered and woven together!

To all authorities, all voices, the many
affiliations, greetings. Let the swirling wind
carry esteemed salutations.

We lament the passing of loved ones
throughout the land.
Return to the home of all time.
Farewell, farewell, farewell.

We acknowledge Mana Whenua and their
tribal authority in Tāmaki Makaurau
Auckland. We also mihi to Mataawaka who
have made Auckland their home.

Sincere greetings to all those who decide
which direction this waka takes. To you
who strive to achieve the best results for
all people. Greetings to you all.

We can achieve more by working together.
With your basket and my basket, the
people will thrive.

– Nā te Poari o
(Tātaki Auckland Unlimited)

Foreword

It was a proud moment when we officially launched our organisation's bilingual name – Tātaki Auckland Unlimited – in collaboration with the Tāmaki Makaurau Mana Whenua Forum and Ngāti Whanaunga.

The word 'tātaki' embodies a quality of positive leadership that sets the pace – driving peak performance in a group and maintaining a rhythm that is in sync with the environment.

Our bilingual name stands for the organisation we aspire to be: an organisation that leads by example in honouring Te Tiriti o Waitangi and one that is culturally inclusive, creative, and bold – with the determination to deliver true action on behalf of Auckland Council.

That bedrock approach exemplifies our approach to sustainability – to not just address the challenge of climate change, but to provide leadership and inspire other organisations to follow. In addition to embedding climate change and sustainability into our organisation-wide strategy, we are developing a dedicated climate change and sustainability strategic plan.

The release of our Te Mahere Aronga – Māori Outcomes Plan is part of our journey toward sustainability. A core group of leaders and staff are embedding the 12 key actions in our work programme, which includes raising our organisation's cultural competency.

This reporting year, we continued our efforts to measure emissions and set reduction targets. Tātaki Auckland Unlimited is a Toitū carbonreduce-certified organisation in line with ISO 14064-1:2018, with Auckland Zoo achieving its Toitū net carbonzero certification for the sixth year.

Over the course of this year, Tātaki Auckland Unlimited has brought to life a climate innovation hub – called Climate Connect Aotearoa. The hub is a key action in Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and is initially being funded through council's Long Term Plan.

Taking a system-wide, collaborative approach to innovation, the hub will bring together business, government, Māori, academia, funders and investors to implement scalable climate solutions to demand-led challenges. The hub is a great example of the kind of opportunities we identify, and the partnership approach we take to delivering great outcomes for Tāmaki Makaurau Auckland.

Reflecting our ongoing priority for addressing climate change, Tātaki Auckland Unlimited Director Dan Te Whenua Walker has been appointed as the lead Board member helping to drive climate change response work at the governance level. Dan will help to ensure that climate change is considered across all high-level and strategic decision-making at Tātaki Auckland Unlimited.

I am proud to present the Tātaki Auckland Unlimited Sustainability Story and share our organisation's commitment to sustainability and climate change.



Nick Hill

Chief Executive,
Tātaki Auckland Unlimited

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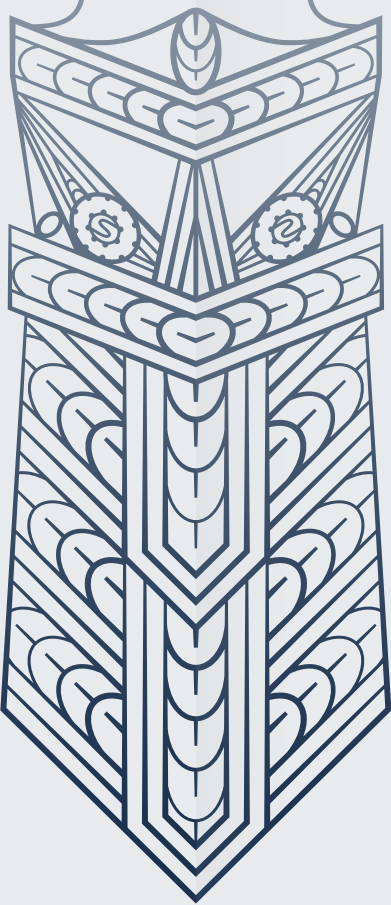
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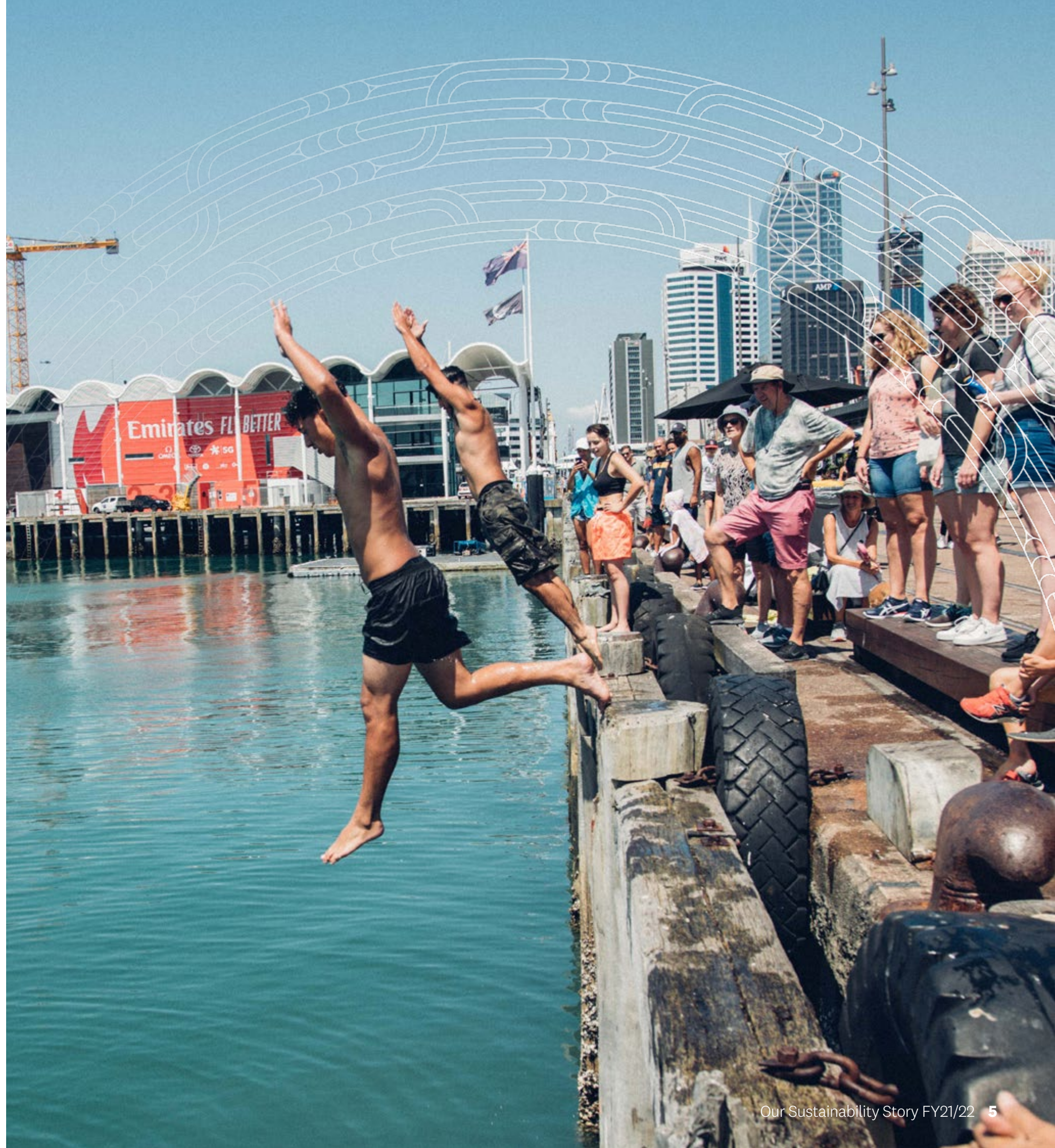
About Tātaki Auckland Unlimited

As the economic and cultural agency for Tāmaki Makaurau Auckland, Tātaki Auckland Unlimited is committed to making Auckland a desirable place to live, work, visit, invest and do business.

- As an Auckland Council controlled organisation (CCO), Tātaki Auckland Unlimited is aligned with the Council group's strategic direction for Tāmaki Makaurau. As highlighted in our **Statement of Intent 2022-2025**, this includes the:
- **Auckland Plan 2050**
- **Te Mahere Whaneke Ōhanga: Auckland Council Economic Development Action Plan 2021-24**
- **Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan**
- **Toi Whītiki Arts and Culture Strategic Action Plan**

To enrich cultural and economic life in Tāmaki Makaurau, Tātaki Auckland Unlimited is pursuing the following strategic outcomes:

- Enhancing Auckland as a culturally vibrant city for all
- Expanding economic opportunities for all Aucklanders
- Achieving social, economic, cultural and environmental return on Tātaki Auckland Unlimited's investment
- Enhancing Auckland's local, national and global reputation and appeal
- Increasing capital invested into Auckland for economic and cultural outcomes.





Executive summary

Tātaki Auckland Unlimited is on a pathway towards sustainability. Our approach to sustainability recognises that for our economy to flourish, we need a thriving and accessible environment that supports our community's social, cultural, and economic activities.

While we still have a long way to go, we are making changes across the organisation that set us in the right direction.

Major challenges such as climate change and the pandemic create significant changes on global, national, and local levels – to our environment, economy and communities. These shared challenges require all New Zealanders and all Aucklanders to plan and act collectively, responding with a system-wide approach to ensure the environmental, economic, cultural and social costs and benefits are equitably distributed.

Externally, Tātaki Auckland Unlimited is committed to delivering economic and cultural activities that support our environment, economy and communities to thrive. This includes investment in a broad scope of sustainable activities, improving Māori outcomes, building social cohesion and inclusivity through our events, facilities and services, and accelerating Tāmaki Makaurau Auckland's climate response.

Tātaki Auckland Unlimited's internal sustainability response includes an emissions reduction target of 50 per cent by 2030, waste minimisation activities, cultural capacity building, a focus on kaimahi wellbeing and other initiatives to ensure we are reducing our impact on the environment – and having a positive social impact on our kaimahi community.

This document provides a snapshot of the 2021/22 financial year, telling our sustainability story by highlighting some of the work taking place across Tātaki Auckland Unlimited and Tāmaki Makaurau Auckland.

For our full annual report including financial statements, click [here](#).

Our commitment to sustainability



TE TĀRUKE-Ā-TĀWHIRI: AUCKLAND'S CLIMATE PLAN

Tātaki Auckland Unlimited leads the Economy priority of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and supports the delivery of Te Puāwaitanga o te Tātai.



AUCKLAND PLAN 2050

The Auckland Plan 2050 is a long-term spatial plan to ensure Tāmaki Makaurau Auckland grows in a way that supports social, economic, environmental and cultural wellbeing.



TE MAHERE WHANEKE ŌHANGA: ECONOMIC DEVELOPMENT ACTION PLAN 2021-24

This 10-year roadmap for economic development encourages collaboration and partnership to ensure our region thrives.



TOI WHĪTIKI ART AND CULTURE STRATEGIC ACTION PLAN

This plan integrates arts and culture into our everyday lives, setting goals and objectives to grow our cultural and creatively rich region.



TE MAHERE ARONGA

Tātaki Auckland Unlimited is committed to the delivery of actions, activities and deliverables identified in our Te Mahere Aronga: The Māori Outcomes Plan.



CLIMATE-RELATED DISCLOSURES

As part of the Auckland Council Group, Tātaki Auckland Unlimited makes annual climate disclosures in line with the Task Force on Climate-related Financial Disclosures framework.



C40 CITIES

In collaboration with Auckland Council, Tātaki Auckland Unlimited delivers the C40 Women4Climate Mentorship Programme.



REDUCING EMISSIONS BY 50% BY 2030

Annual measurement of our emissions, reduction targets, and implementing reduction activities.

For more information see our Statement of Intent 2022 – 2025.

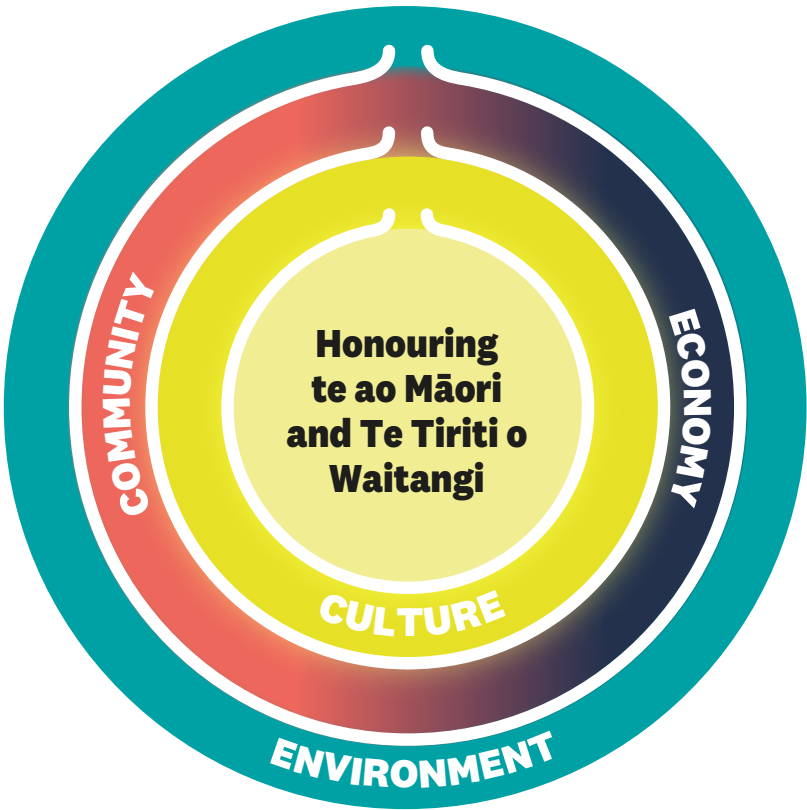


Sustainability at Tātaki Auckland Unlimited

Honouring te ao Māori, Te Tiriti o Waitangi, and our multi-cultural communities are central to creating a cohesive, inclusive and sustainable region.

To ensure an equitable future for all, social, cultural, environmental and economic elements must be integrated into a multi-generational approach that is unique to our organisation and Tāmaki Makaurau Auckland.

Over the next year, Tātaki Auckland Unlimited will develop a strategic plan that incorporates our approach to sustainability.





SECTION 1: ENVIRONMENT

Tātaki Auckland Unlimited's environmental sustainability approach focuses on internal and external projects to mitigate and adapt to climate change; organisational reporting on climate risk; reducing waste; and applying an environmental lens to project planning.





Corporate emissions

Tātaki Auckland Unlimited has committed to reducing its greenhouse gas (GHG) emissions by 50 per cent by 2030, in line with Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan.

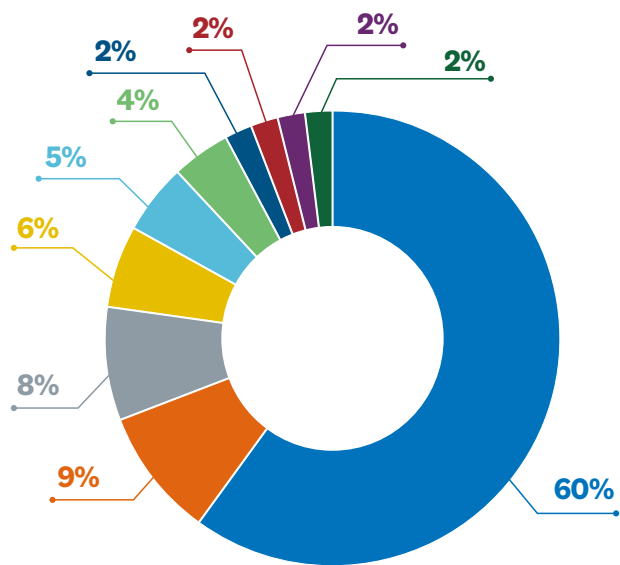
Measuring emissions and establishing a baseline is the first step required for setting meaningful targets. We then annually measure our operational emissions to monitor progress against the baseline.

Recognising the importance of this process, Tātaki Auckland Unlimited submits its emissions inventory and sets emissions reduction plans as part of the Toitū carbonreduce certification process.

That programme ensures that our carbon footprint and emissions reduction have been independently verified in accordance with an international standard for quantifying and reporting GHG emissions (ISO 14064-1:2018 and the GHG protocol).

Auckland Zoo – one of our cultural organisations – has been reporting on its GHG emissions under the Toitū net carbonzero certification since 2015/16.

Certification documents for **Tātaki Auckland Unlimited** and **Auckland Zoo** are available online.



Top 10 GHG emissions (tonnes CO₂e) produced by Tātaki Auckland Unlimited (by source)

- | | |
|------------------------------------|-----------------------------------|
| Electricity | Car Average (Petrol) |
| Natural gas distributed commercial | Diesel |
| Purchased goods and services | Car small (petrol) |
| Electricity distributed T&D losses | Air travel domestic |
| Working from home | Waste landfilled LFGR Mixed waste |

In 2021/22, Tātaki Auckland Unlimited’s gross emissions were 3,034.74 tCO₂e. This reflects an operating environment amid New Zealand’s COVID-19 lockdowns, event size restrictions, plus border closures. This year, we also included emissions related to staff commuting and staff working from home; and Auckland Zoo added emissions related to animal food.

Emissions reduction & adaptation plans

Tātaki Auckland Unlimited is taking action to reduce our organisational greenhouse gas (GHG) emissions and prepare for the impacts of climate change.

EMISSIONS REDUCTION INITIATIVES

Momentum is growing across our organisation to take individual and group actions to meet our targets. Our emissions reduction pathway is a foundational piece of work, developed to identify the most significant emission reduction initiatives, including:



ICE fleet vehicles replaced with **EVs** by 2030



Natural gas replaced with **electrical** solutions



Energy Management Plans across assets



Solar feasibility studies



Travel policy

ADAPTATION

While emissions reduction initiatives aim to mitigate climate change, some physical impacts are inevitable. These impacts pose a risk to our organisation’s ability to deliver services and maintain our facilities. Adaptation planning based on our identified risks helps to make our cultural institutions, operated venues and services more resilient.

Working closely with the asset teams, we have identified and rated risks based on the criteria ‘likelihood’ and ‘severity’. Using this information, we are running two adaptation projects next year. Auckland Zoo and the New Zealand Maritime Museum Hui Te Ananui a Tangaroa will identify the actions required to mitigate these risks and determine when actions must be taken in response to climate-related triggers. The dynamic adaptive policy pathways (DAPP) will help to inform the short and long-term planning of these assets.



Climate-related disclosures

In 2021/22, as a Council-controlled organisation we prepared for a third voluntary climate disclosure as part of Auckland Council Group reporting and contributed to the group disclosure work programme. Next year will mark the beginning of mandatory reporting. As such, our reporting period will be:



In the past year, we developed group transition scenarios and undertook a scenario analysis to identify Tātaki Auckland Unlimited’s transition risks. You can find out more about this [here](#) in Volume 4 – climate change risk.

New Zealand Climate Standard 1 – Disclosure Requirements:



External Reporting Board



Climate-related work programme

Taskforce on Climate-related Financial Disclosure (TCFD) framework is an international standard to streamline clear and high-quality climate reporting. The framework can also be viewed as a guideline for action.

Recognising this, in 2020 Tātaki Auckland Unlimited conducted a gap assessment in line with TCFD standards, to identify where action was required to improve operations at the governance level, in our strategy and risk management processes, and in the metrics and targets we use. This report provided a set of recommendations. Below is an overview of the priority recommendations. Some actions are already underway or planned for the next financial year.

KEY ACTIONS		
FY 20/21	FY 21/22	FY 22/23
Tāmaki Makaurau Economic Climate Change Risk Assessment	Climate and sustainability strategy (phase 1 – scoping)	Board & ELT capacity building for climate risk and reporting
Climate Change Risk Identification and Gap Assessment	Development of emissions reduction roadmap (phase 1)	Adaptation pilots at two Tātaki Auckland Unlimited assets
Organisational climate change risk identification (physical & transitional)	Development of adaptation plan (phase 1)	Climate and sustainability strategy (phase 2 – development & implementation)
High-level recommendations based on gap assessment	Self-nomination of a Board member to lead climate governance	Detailed cost assessment of emissions reduction & adaptation plans
Development of timelines and cost estimates for the implementation of recommendations	Identification of climate transition risks	Climate and sustainability strategy (phase 3 – monitoring & evaluation)





Waste reduction

As an organisation, we aim to better understand the scope of our waste and determine what actions are required to reduce our impact.

In Tāmaki Makaurau, Aucklanders send more than **1.6 million tonnes of waste** to landfills annually. That works out to roughly one tonne each per capita, which is well above the national average of **750kg of waste**. Compared to the rest of the world, Aotearoa New Zealand is one of the highest generators of waste per capita.

Tāmaki Makaurau Auckland has an aspiration goal of achieving **net-zero waste by 2040**.

Next year, Tātaki Auckland Unlimited will work on an organisation-wide waste policy.

However, we are not starting from scratch. In the 2021/22 financial year, there are successful examples of waste diversion across our events and venues.



76%

Waste diversion FY 21/22



84%

Waste diversion FY 21/22

Case study: All Heart NZ



All Heart NZ is an enterprise of hope helping corporations further their sustainability by redirecting corporate resource and re-thinking waste.

Through our partnership with All Heart NZ, Tātaki Auckland Unlimited has reduced waste to landfill. Over the past year, we redirected 429 items from our office closures, including monitors, couches, and heaters – creating a circular solution, supporting local communities, and creating meaningful employment, training, and volunteerism.

1239kgs

Total waste diversion

1.4 tonnes

CO₂ emissions avoided*

WHAT'S NEXT FOR OUR PARTNERSHIP?

We are doing a stock take of our sites' storage facilities and identifying opportunities to redirect goods. We aim to create streamlined process enabling staff at Tātaki Auckland Unlimited to find necessary items, whilst redirecting the surplus.

*All Heart NZ used an emission factor for general waste presented by the Ministry for the Environment to calculate the estimated carbon equivalent saved.

Rethinking built environment at Auckland Zoo

Auckland Zoo takes pride in creating beautiful and naturalistic habitats that immerse our visitors in inspiring landscapes, whilst reflecting the best animal husbandry practices of a good modern Zoo.

In late October 2022, we will complete the **South East Asia** Jungle Track, where our visitors will experience the High Canopy (orangutan and siamang), Lowlands (tigers and otters) and Indonesian Swamp Forest – a climate-controlled tropical dome (Sunda gharial and freshwater fish).

Every new project that we undertake must incorporate an informed approach to facility design including the selection of materials. As such, the development team undertook research to determine what materials should be used on the project's many walkways.

Traditionally, we have relied on natural materials, usually FSC wood for walkways, to provide authenticity and 'naturalness'. However, the walkway planks we selected for the South East Asia Jungle Track are made from recycled and recyclable polyethylene and up-cycled wood fibre. This composite decking has a longer life expectancy, is low maintenance, has better anti-slip qualities and, most importantly, does not impact the environment as significantly as hardwood.

This careful decision-making in the way we create our built environment reflects Auckland Zoo's role as a conservation leader and our commitment to sustainability.





SECTION 2: ECONOMIC

This year, our external activities include scenario development, modelling, place-based economic development and investment, as well as supporting climate innovation and accelerating the transition to a low carbon economy. Our sustainable procurement framework creates a positive external impact on the economy and community.





Reimagining Tāmaki Makaurau

As the economic and cultural agency for Tāmaki Makaurau, we have a crucial role to play in supporting the transition to a resilient, regenerative and distributive economy.

Through economic interventions to increase prosperity, and pathways for circular product development and regenerative business solutions, Tātaki Auckland Unlimited can support economic transformation.

REIMAGINING TĀMAKI MAKAUROU

In early 2022, Koi Tū: The Centre for Informed Futures published **Reimagining Tāmaki Makaurau: harnessing the region's potential**, a report commissioned by Tātaki Auckland Unlimited in 2021. This report investigated possible scenarios for harnessing Auckland's potential. Central to this exploration was an appreciation of te ao Māori, recognition of Te Tiriti o Waitangi, and a multi-generational view.

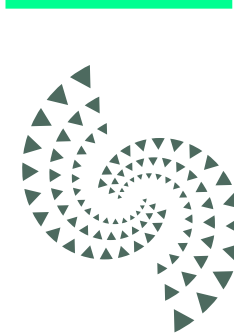
The report outlines nine interconnected scenarios that provoke imagination, debate and open-minded conversation – key components for discussing a shared future.

The nine scenarios map out a region that is socially cohesive, embraces creativity and culture, provides quality education, is innovative, sustainable and resilient, has human-focused infrastructure, is integrated, connected, and can become an indigenously inspired 'national park city'.

AUCKLAND'S FUTURE, NOW

Taking inspiration from the commissioned Koi Tū report, **Auckland's Future, Now** conference in May 2022 asked leading business and economic thinkers to reimagine our economic recovery. The conference delivered by Tātaki Auckland Unlimited explored how public-private collaboration can build a better future that is sustainable and resilient – while ensuring intergenerational equity. Watch the panel discussions [here](#).

Climate Connect Aotearoa



Climate
Connect
Aotearoa

Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan identified the need for an innovation hub to drive transformative climate action in Tāmaki Makaurau Auckland.

With start-up funding from the Auckland Council Long Term Plan, the hub is being brought to life by Tātaki Auckland Unlimited and a dedicated team. The hub, called Climate Connect Aotearoa, will deliver demand-led solutions to accelerate our transition to a low carbon and resilient future through system-wide collaboration. Once launched in late 2022, the hub will bring together organisations and individuals to develop, test, and scale the solutions needed to reduce emissions and adapt to the impacts of climate change – while delivering on collective wellbeing and the articles of Te Tiriti o Waitangi.

GOALS

Connect & grow the climate innovation ecosystem

Connect demand-led challenges to scalable solutions

Build system-wide knowledge and capability

Create the environment for people to come together to innovate

WHO IS INVOLVED?

In March 2022, Climate Connect Aotearoa appointed an advisory group of recognised leaders in climate innovation. The group has guided the development of the hub, its goals, principles and ways of working. Chaired by Pam Ford, Director Investment and Industry at Tātaki Auckland Unlimited, the group included individuals from across government, mana whenua, academia, CCOs, not-for-profits and industry.

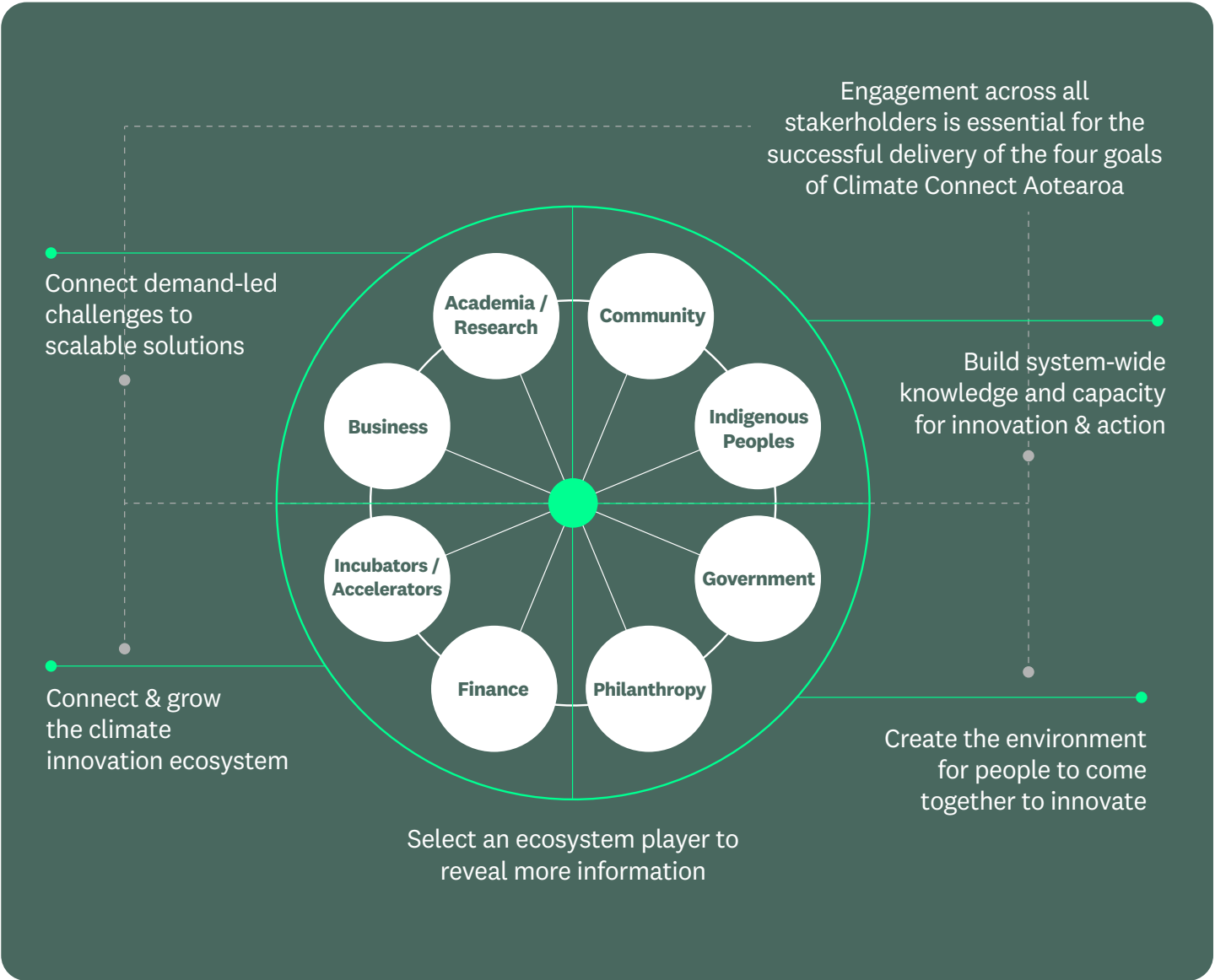
Taking a systems approach, the hub will connect the different entities required to develop and implement scalable solutions. While the hub has a dedicated team, it will work with key players to collaboratively deliver climate action.

For more information, visit [Climate Connect Aotearoa](#).





OUR CLIMATE INNOVATION ECOSYSTEM

The development of a climate innovation ecosystem in Tāmaki Makaurau Auckland accelerates cross-sector connections and action. By identifying key players, we enable people to quickly build networks, ensure representation and make sure that solutions are supported by the organisations best placed to do so.

Click [here](#) to explore the interactive ecosystem map.



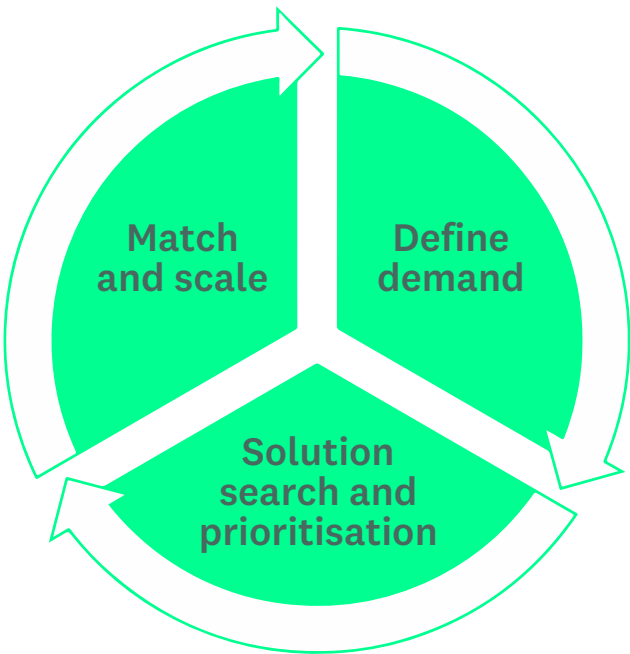


PRIORITY SECTORS			
Energy	Built Environment	Transport	Food
			
Transitioning to a low emissions, secure and resilient energy system	Addressing emissions and climate risks across the whole life of buildings and infrastructure	Moving towards a low carbon, safe transport system that delivers wider benefits for all	Supporting a low carbon, local, healthy and secure food system

DEMAND-LED CHALLENGE PROCESS

Climate Connect Aotearoa uses a comprehensive challenge lifecycle model that describes how we identify key demands, match them to solutions, and bring together diverse organisations to develop and scale them.

In the next financial year, Climate Connect Aotearoa will begin running challenges within the four priority sectors (see diagram above), as well as a programme to address the unique challenges and opportunities for Māori, led by Māori.



MEASURING OUR IMPACT

We have worked with the Ākina Foundation to define how we will measure the hub’s impact. An impact model teases out the clear and logical connections between activities being undertaken, desired outcomes leading to impact, and the indicators or measures which will show how that process is tracking.

Over time, we will publicly share progress on these indicators. We will also share our learning as we go and build this into our mahi. This will ultimately deliver on our key desired hub outcome: that other organisations that we work with, or are connected to, will have a positive impact too.

Understanding the cost of a low carbon emissions



As Tāmaki Makaurau Auckland transitions to a low carbon economy, the region will face a series of challenges and opportunities, each with associated costs. Understanding the possible scenarios helps us to support a regional transition.

Last year, the Climate Change Commission (CCC) released [Ināia tonu nei: a low emissions future for Aotearoa](#), presenting a pathway towards a thriving, climate-resilient Aotearoa.

As the region's economic agency, we wanted to better understand the different costs associated with this pathway for Tāmaki Makaurau Auckland. That would help inform our feedback and submissions on policies, bills, and future emissions reduction plans.

COST OF TRANSITION MODELLING

Tāmaki Makaurau Auckland has a different emissions profile to the rest of the country due to comparably low levels of agriculture. As such, the potential trajectory for Auckland's cost of transition is different.

To better understand a range of possible impacts, we worked with Market Economics on modelling which uses the CCC scenarios with additional Auckland-specific technologies and policy scenarios.

The key areas analysed for impact included:

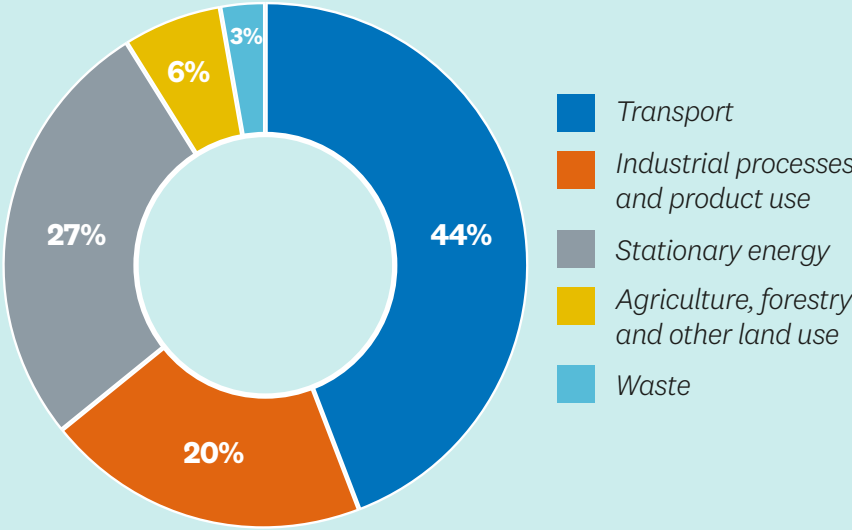
- Auckland's emissions
- Price of GHG permits
- Industry impacts
- Household impacts
- Regional GDP
- Employment impacts.

The GDP modelling indicates that the Auckland economy is slightly more impacted under the policy scenario, compared with the rest of Aotearoa.

This highlights the need for understanding the nuances of each region when policy makers or industry bodies look to develop low carbon transition plans and roadmaps for key sectors.

Market Economics' report *The Economic Implications of National Climate Change Mitigation Strategies on Auckland Region* will be available online in late 2022.

Auckland's greenhouse gas emissions (by sector for 2016)



Screen sector emissions

Every sector will be faced with different challenges and opportunities as we transition to a low carbon economy. Tātaki Auckland Unlimited – the home of our region’s film office Screen Auckland – is a key player in the screen sector’s response.

In 2021, Screen Auckland contracted Arup to study the climate impacts of the screen sector in Aotearoa New Zealand. This aimed to provide a greenhouse gas emissions baseline to measure progress against. Arup engaged with key stakeholders and undertook a top-down assessment using existing data related to New Zealand screen sector activity.

AOTEAROA NEW ZELAND SCREEN SECTOR CARBON FOOTPRINT

Scope 1

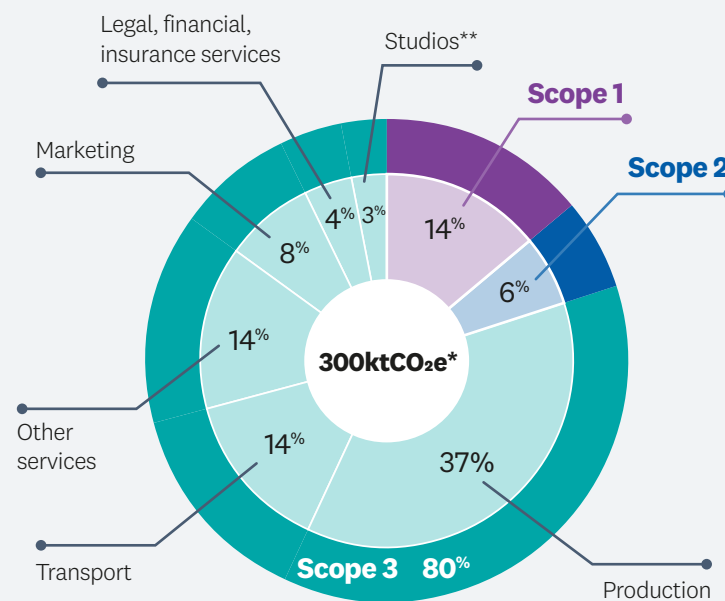
GHG emissions directly from operations that are owned or controlled by the reporting company or organisation, for example, fuels and natural gases.

Scope 2

Indirect GHG emissions from the generation of purchased or acquired electricity, steam, heating, or cooling consumed by a reporting company or organisation.

Scope 3

All indirect emissions (not included in scope 2) that occur in the value chain of the reporting company or organisation, including both upstream and downstream emissions. For example, travel, waste, and catering.



*kilotonnes of carbon dioxide equivalent, as of 2019/20 financial year

**Due to variation in operations between different types of production, and modelling constraints, emissions related to “Studio” Operations (vs Studio Construction) for example, may be accounted for within the “Production” category. Further data capture and granular analysis is a key recommendation of this report.

Aotearoa New Zealand Screen Sector Emissions Study: Kua takoto te mānuka

In October 2021, a copy of the first **report** was published and shared with the sector.

Arup then worked with Screen Auckland on further data collection and analysis to gain a more detailed understanding of the sector’s carbon footprint – and facilitated two more workshops to develop a sector led vision and an action plan.

The final report was developed by Arup with feedback from teams across Tātaki Auckland Unlimited including Māori Outcomes, Climate Innovation and Sustainability, and Screen Auckland. The final report will be available online in the 2022/23 financial year.



Investment in sustainable activities

Tāmaki Makaurau Auckland is a vibrant and creative city. It's full of local entrepreneurs and innovators re-designing how we live and work to keep pace with the changing social, natural, and economic environments.

Tātaki Auckland Unlimited supports the development of a thriving economy through our investment, on behalf of Auckland Council, in sustainable activities. By investing in Auckland, we are helping to build a resilient region with economic opportunities for all.

A CREATIVE IDEA NEEDS SPACE TO GROW AND TAKE HOLD

Tātaki Auckland Unlimited is committed to investing into the region's growing innovation network. Various innovation hubs are being set up across the region – designed to maximise innovation and create pathways for entrepreneurial individuals and start-up businesses to connect, share ideas and access the tools they need to help them grow.

Our work started with **GridAKL**, Tātaki Auckland Unlimited's innovation campus based in Wynyard Quarter – comprising GridAKL/12 Madden St. and GridAKL/John Lysaght. The innovation network also includes: GridMNK in Manukau; **Click Studio** (a creative tech hub) in Avondale; and Reserve, a newly established hub in Glen Innes.

The spaces are set up to spark ideas that will address some of Auckland's complex urban, economic, social and sustainability challenges. Companies are encouraged to cluster together to help their businesses and people thrive, with the goal of creating a positive impact on the world.



XLABS

XLabs is the place for businesses to build circular economy capability and design solutions that design out waste, keep products and materials in flow, and regenerate natural systems.

Started in 2020, XLabs was brought to life by Tātaki Auckland Unlimited in partnership with Circularity. This year, we continued our work and expanded the programme to XLabs LEARN – an online course introducing circular economy principles; and XLabs LIVE – a 5 day in-person design sprint with support from scientists, technologists, and design experts.

Fourteen circular solutions were designed and presented to internal and external stakeholders, with solutions including: Lion – designing out packaging waste; Downer – reimagining a new life for construction waste; Leaderbrand – designing a digital platform to identify ideal nitrogen levels for crop growth and minimise runoff.

NZ CLEANTECH MISSION

In the previous reporting year, Tātaki Auckland Unlimited, Callaghan Innovation, and other organisations formed the **NZ CleanTech Mission** partnership to support the growth of globally competitive businesses that solve climate change, water quality and resource problems.

In 2021/22, we continued our partnership supporting cleantech innovators and businesses by growing collaboration across the national cleantech ecosystem, and developing stronger connections between innovators, international investors and multinational corporations.



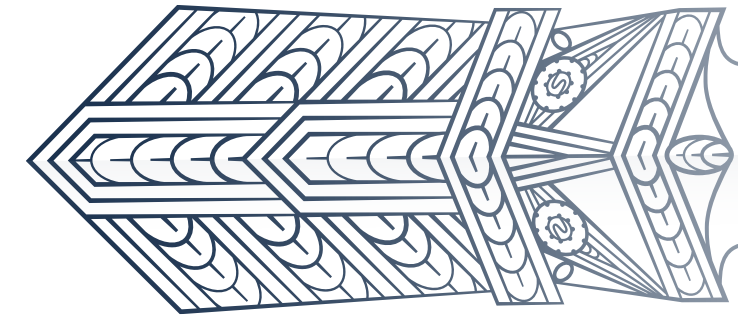
Creating place-based outcomes

The strength of our region lies in its diversity of cultures, where different knowledge systems overlap and connect, creating an environment where creativity and innovation can flourish.

Place-based economic development recognises the identity of each area and seeks to unlock opportunities that maximise local economic activity based on its distinctive characteristics. This ultimately builds community resilience, grows connectivity, and moves us towards an equitable regional economy.

This approach helps ensure that specific economic areas can attract and retain businesses, attract investment, enable quality jobs for the people who live and work in that area, and improve the physical and social environment. As the region's cultural and economic agency, Tātaki Auckland Unlimited is committed to delivering place-based initiatives that increase equitable prosperity, confront societal challenges, and create pathways for local entrepreneurship and innovation.

Guided by **Te Mahere Aronga**, we are working to identify the full spectrum of economic support required to enable Māori to access opportunities and drive business innovation.



Watch this space: Reserve Innovation Hub

This year, we celebrated the official launch of Reserve – an innovation hub located in Glen Innes town centre designed to stimulate business growth in the Tāmaki area. Reserve provides a space where Tāmaki innovators and entrepreneurs – particularly the talented Māori and Pacific community – can come together with subject matter experts and business mentors to connect, learn and grow around like-minded people. Reserve will connect into Auckland’s vibrant innovation network.

The hub is an 18-month pilot, brought to life through a partnership between **Tāmaki Regeneration** (TRC), Tātaki Auckland Unlimited, and **In the Flow State** – a Tāmaki-based social enterprise. The Glen Innes building was purchased and retrofitted by TRC as part of an **urban regeneration vision** for the area, and In the Flow State will oversee the hub’s operations.

Reserve is an example of place-based economic development, amplifying economic opportunities that exist in an economic area – to enable people to work close to where they live, unlocking an area’s potential and transferring it into economic prosperity for the local community.

Sustainable procurement

Tātaki Auckland Unlimited recognises that our procurement selections have a significant impact on the local economy. That is why we have adopted a set of procurement guidelines in line with the Auckland Council Group Sustainable Procurement Framework.

Our guidelines have been developed to accelerate Auckland’s transformation to a regenerative economy, create shared socio-economic prosperity, and enhance the natural environment.

To achieve this, we have five key outcome areas:

- 1. Supplier diversity
- 2. Local supplier use
- 3. Quality employment
- 4. Zero waste
- 5. Reducing GHG emissions

5%

target for spending with
diverse suppliers

5.6%

of FY 21/22 spending was
with diverse suppliers

In 2022/23, our Māori Outcomes and Procurement teams will work to increase the number of procurement tools to support our buying. This includes implementing a procurement approach towards quality assured Māori vendors across all venues we operate – a key action in **Te Mahere Aronga** and in alignment to the Auckland Council’s Supplier Diversity Objectives.





SECTION 3: COMMUNITY

Our events, exhibitions and services are central to delivering activities that support a cohesive, inclusive, and ultimately sustainable community that values culture and diversity. This also includes delivering broader Māori outcomes and gender equity. Internally, our kaimahi community is increasing cultural competency and focusing on mental health and wellbeing.





Showcasing cultures, languages & art

As a cultural and economic agency, we are proud to deliver events and exhibitions that reflect our diverse, multicultural region. These activities create a shared sense of belonging and provide opportunities to share stories, traditions and experiences across our communities.

In 2021/22, many of our events and exhibitions continued to face disruptions from COVID-19. As a result, Tātaki Auckland Unlimited and our partners sought alternative ways to host and deliver these events to adapt to the changing requirements. This section highlights a couple of our much-loved annual events, as well as some new and exciting activities. For a full overview of Tātaki Auckland Unlimited's activities, see our [annual report](#).

2021/22 HIGHLIGHTS:

Auckland Diwali Festival

The 20-day festival was held online in October 2021 and celebrated in homes across the region. Inspired by an ancient festival, Diwali signifies a triumph of light over darkness, good over evil and the renewal of life.

Taste of Pasifika

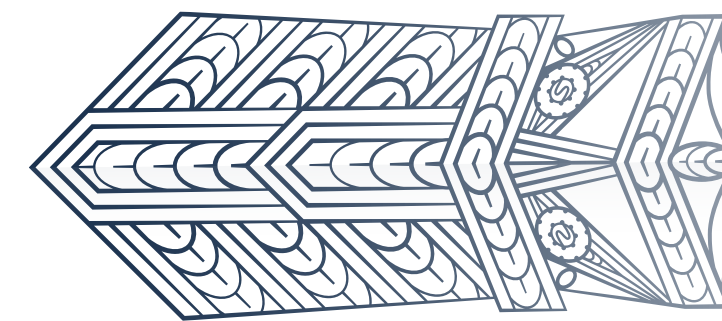
This year's annual Pasifika Festival had to be cancelled, but evolved into Taste of Pasifika in June 2022. Held at several locations across the region, it was a celebration of 10 Pacific nations – through food, art, fashion and music.

Matariki

For the first time, Matariki was recognised as a public holiday. From 22 June to 21 July 2022, Tāmaki Makaurau celebrated Matariki, through art exhibitions, kōrero, dance, interactive activities, installations and more.

Tātaki Auckland Unlimited is guided by **Te Mahere Aronga** to ensure we deliver Māori outcomes by showcasing works and narratives, increasing opportunities for te reo Māori and enhancing community wellbeing through our programmes and events. Enhancing our ability to deliver on Te Mahere Aronga contributes to Auckland's Māori identity as a unique point of difference in the world.

The following page highlights some of our exhibitions that proudly showcase and celebrate te ao Māori in different ways.



TOI TE KUPU: WHAKAAHUATANGA

The Toi Te Kupu Whakaahuatanga exhibition celebrated and showcased the transformative power of mātauranga Māori expressed through art, exhibition-making and wider creative practices, while increasing dialogue between Māori artists on what is critically important in contemporary Māori art. The exhibition coincided with Matariki. This wānanga was positioned within a kaupapa Māori paradigm that centred te reo Māori me ngā tikanga Māori – Māori language, culture, beliefs, values and practises.

DECLARATION: A PACIFIC FEMINIST AGENDA

This exhibition brought together 12 prominent artists from across the Pacific engaged with feminist concerns. Artworks included photographs, installations, moving image and performance works reflecting the most pressing issues of our times: climate change and resilience, tino rangatiratanga (sovereignty), and social justice. The artists drew on the power of matrilineal knowledge, put their bodies on the line and amplified voices to reflect an approach to feminism that empowers the agency of all genders.



Women4Climate

Gender-inclusive climate action is crucial for the development of equitable cities with evenly distributed opportunities.

To advance the full participation of women in the climate change sphere and empower them to take climate action, the C40 Women4Climate mentorship programme was set up to match women* with inspiring role models from within their region and give them access to global climate leaders.

In February 2022, Tāmaki Auckland Unlimited, the Auckland Council Community Climate Action team and Chief Sustainability Office put out a call for action to engage emerging female leaders in Auckland.

The top 10 candidates were chosen to become mentees through a selection process based on their project's alignment with Auckland's climate goals. It was critical for the project objectives to foster inclusion, equity and te ao Māori, while putting under-represented communities at the heart of climate action.

“I feel humbled to have been gifted the chance to hear the voices of our people, learn, be inspired and be hopeful”

– Nicky Shave, Women4Climate 2022 Mentee

Tāmaki Makaurau Auckland has been a **C40 city member** since 2015. Committed to reducing global emissions through local climate action, mayors of each city have committed to the C40 Declarations.

C40 DECLARATIONS

- Net Zero Carbon Buildings
- Advancing Towards Zero Waste
- Green & Healthy Streets
- Good Food Cities
- Clean Air Cities
- Divest/Invest
- Equity

**C40 uses an inclusive definition of “woman” and “female” that includes transwomen, genderqueer women, and non-binary people who identify, have identified, or have been identified as female or woman*

Pacific skills shift

Nearly 60 per cent of Auckland's Pacific workers are in jobs more likely to be affected by automation and other technological change – as well as the economic impacts of COVID-19.

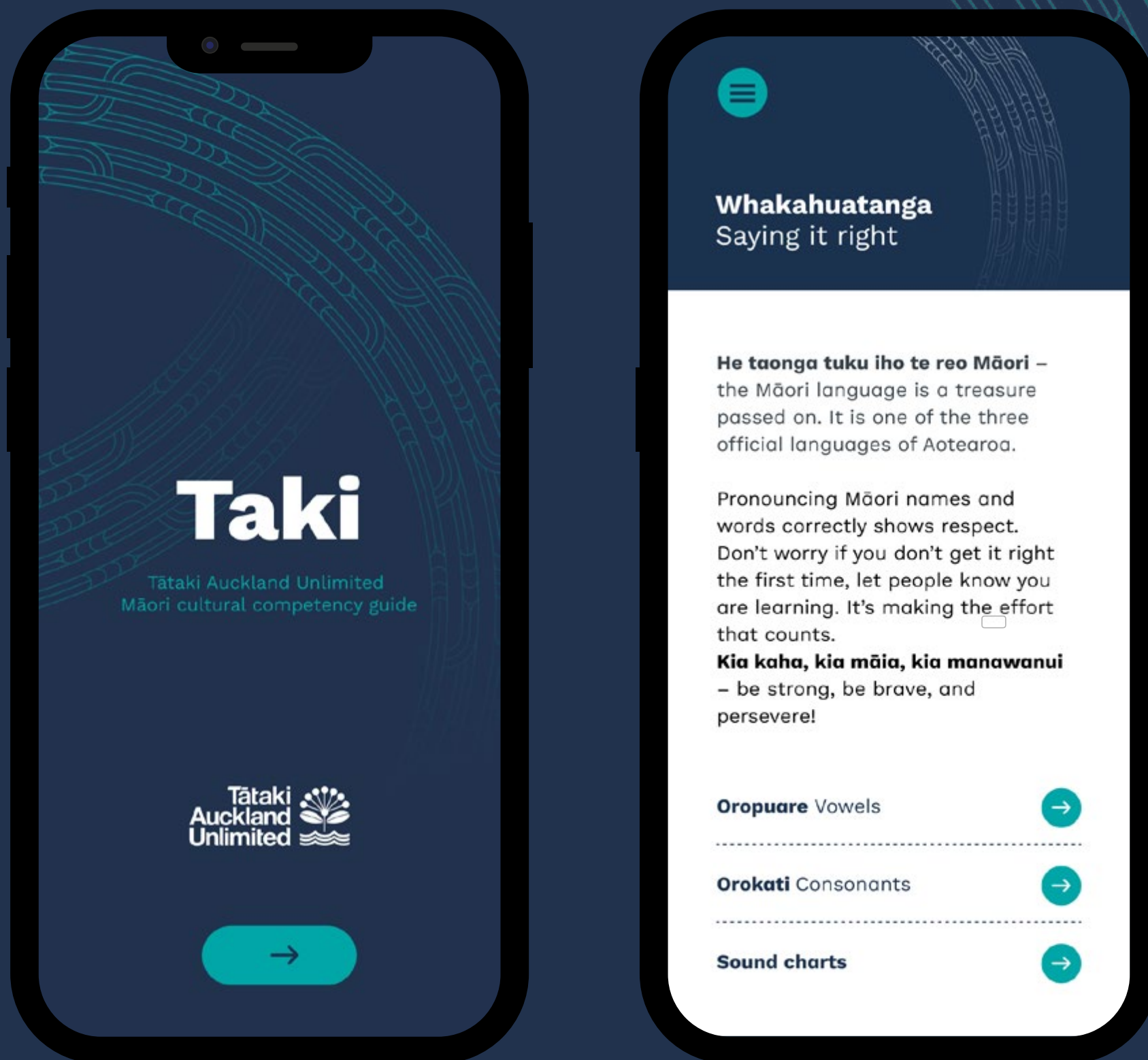
To equip Auckland's Pacific workers with the skills and knowledge needed to adapt to these changes and get future-ready, Tātaki Auckland Unlimited delivers **Project Ikuna** – a four-year programme for Tāmaki Makaurau employers wanting to upskill their staff, ensuring better economic and wellbeing outcomes for Auckland's Pacific peoples.

Project Ikuna is a part of the Auckland Pacific Skills Shift Initiative funded by the Ministry of Business, Innovation and Employment. Launched in 2021, this initiative is investing in innovative approaches to support Pacific peoples, working with employers, communities and families. The overall programme is being delivered by three partners: Tātaki Auckland Unlimited, The Southern Initiative and The Cause Collective.

Project Ikuna provides fully funded in-work training for Pacific workers to upskill during working hours and move into sustainable employment pathways. In 2021/22, the programme offered two 16-hour courses – Future Ready: Money Confidence; and Future Ready: Life Online. It was available to Auckland employers in manufacturing, healthcare, construction and infrastructure, and transport and logistics. In the 2022/23 financial year, the programme will become available to employers from other industries with more courses.

Since the programme began in July 2021, 408 Pacific workers from 45 Auckland employers have been awarded an externally accredited micro-credential. At year end, more than 220 workers were completing digital or financial literacy courses.





Delivering Māori outcomes

The implementation of Te Mahere Aronga sets us on a pathway to delivering Māori outcomes internally and externally, through collaboration, partnerships and capacity building.

While full reporting against KPIs for our Māori Outcomes unit will be separate, this section highlights key activities in 2021/22 that contributed to our internal and external response, strengthening our communities.

OUR BILINGUAL NAME

Named in partnership with the Tāmaki Makaurau Mana Whenua Forum and Ngāti Whanaunga.

TAKI APP

Tātaki Auckland Unlimited commissioned an **app** to support cultural competency for kaimahi and the wider community.

MĀORI BUSINESSES

Support and investment for Māori businesses in partnership with **Whāriki** Māori Business Network.

SIGNATURE EVENTS

Partnering with mana whenua on events such as the **FIFA Women's World Cup 2023**.

Tātaki Auckland Unlimited will continue to increase its engagement with mana whenua across all key activities and focus areas such as climate change and sustainability, major events, investment and industry. We are also committed to improving Māori outcomes beyond the cultural dimension – to include economic, social, and environmental aspects.

Māori responsiveness

Tātaki Auckland Unlimited is working towards increasing Māori responsiveness and cultural competency across the organisation. To effectively plan activities, we first needed to understand attitudes and capabilities across the organisation.

Initiated by our Māori Outcomes team, Te ara ki tua survey (The Pathway Forward) sought to provide a benchmark for informing the development of a cultural competency support plan. This is a key deliverable of **Te Mahere Aronga**, and an important step towards achieving the priority of ‘Kia Hāngai te Kaunihera’ – an empowered organisation.



KEY FINDINGS

75%

Agree or strongly agree that building te reo Māori skills is worthwhile

48%

Feel confident to apply their existing reo capabilities

75%

agree that Te Tiriti o Waitangi workshops would help build capability

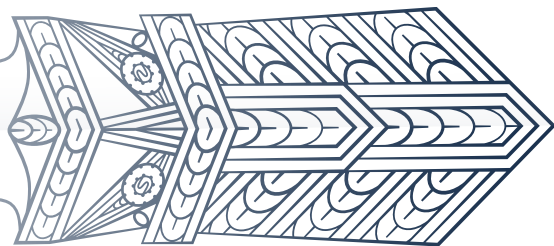
In the 2022/23 financial year, we will look for capacity building opportunities to increase cultural competency using Auckland Council’s Māori Employment M.A.H.I (Measures and Actions for High Impact) Strategy. This includes our Te Mahere Aronga 2022/23 measure to achieve 75 per cent staff participation in Māori Outcomes and Te Tiriti o Waitangi related training courses.

So far, our Executive Leadership Team and Board of Directors are leading the way with te reo Māori and Te Tiriti o Waitangi training to ensure we are moving this important kaupapa forward.



Mental health

COVID-19 has changed the way we live and work, creating new challenges in our day-to-day lives. Tātaki Auckland Unlimited recognises the ongoing impact these changes have on our mental health, and looks for ways to support our kaimahi.



BENTO BOX SERIES

The Self-care Bento Box was a series of interactive and informative online webinars offered to all our employees, friends and family. Delivered by mental health expert Mark Butler, the topics focused on bite-sized reflections that positively shift our behaviour.

Topics included:

- sleep, diet and exercise
- burn out
- team care
- work smarter, not harder
- the six domains of resilience



MENTAL HEALTH FIRST AID

The St John Mental Health First Aid Workshop is an online programme aimed at building an understanding of how mental health is linked to unwellness – while teaching skills and knowledge for recognising and responding to mental health concerns.



Kaimahi wellbeing

How people achieve wellbeing is different for each individual. Tātaki Auckland Unlimited is guided by frameworks such as Te Whare Tapa Whā and the ‘Five Ways to Wellbeing’. These help us understand the different elements required to strengthen our wellbeing.

To help us navigate this space, kaimahi each have a profile on the RE: New Hub, a shared platform with Auckland Council in partnership with Vitality Works. This hub is full of resources and tools to meet our different needs.

We are always on the lookout for workshops and seminars that support wellbeing of our people. In 2021/22, these activities included a five-week nutrition programme, COVID-19 learning sessions, and a financial wellbeing workshop with BNZ.

COVID-19 MEALS ON WHEELS

To support our people and their whānau while they were in isolation, Tātaki Auckland Unlimited implemented a food pack initiative. Nourishing meals were lovingly created by the catering team at our venues and delivered to kaimahi at home.

200

Food packages
were sent to
kaimahi





Next steps

Tātaki Auckland Unlimited will continue to deliver activities to achieve the strategic outcomes highlighted in our Statement of Intent 2022–2025, including our enabling objective to build a sustainable future-focussed organisation. To strengthen our response, we will develop an organisation-wide climate change and sustainability strategic plan. Through this process, Tātaki Auckland Unlimited will decide on a sustainability framework best suited to our organisation and the services we deliver. As part of this work, we will also develop a reporting framework that aligns with the strategic plan.

Tātaki Auckland Unlimited will continue to reflect, learn, and take action to reduce our environmental impacts and enable Auckland's transition to a resilient and regenerative economy.