



Kaitiakitanga Miraka 2024

Manaaki whenua, manaaki tangata, haere whakamua

Care for the land, care for the people, go forward.



MAUNGA – WHENUA

WAI – MOANA – AWA

The circular design on the left represents the puna, the wellspring and source of nourishment and wellbeing from Papatuanuku, the Earth Mother. From the puna flows the kowhaiwhai, a pattern representing the children of Ranginui, the Sky Father and Papatuanuku. The children symbolise different elements of our natural world.

The ngaru or wave design, to the right of the milk splash, connects us back to the prow of the waka and the inspirational story of our ancestors and their epic voyage to traverse the seas in search of new homelands for their families.

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Miraka - Who we are

We are New Zealand's first Māori owned milk processing company and the first in the world to use renewable geothermal energy.

We were established in 2010 by a small group of Māori trusts and incorporations and founded upon a te ao Māori worldview that places kaitiakitanga - the care of the land, people and the environment at the heart of the business. The ambition of our founders was to use milk production to bring prosperity to the local community, while applying world-leading sustainable farming practices. We extend our role as kaitiaki to our customers. Our vision is Nurturing Our World.

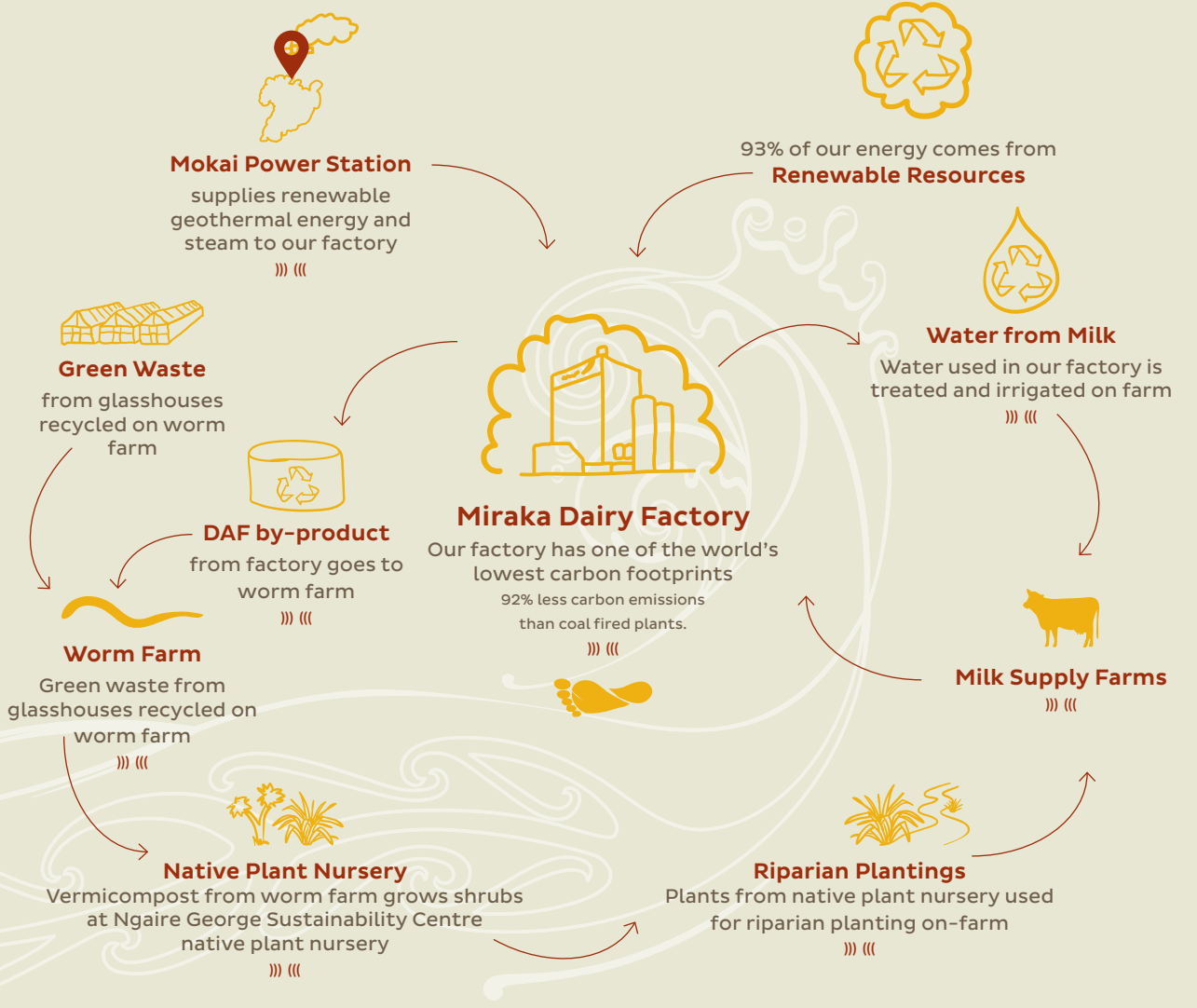
Kaitiakitanga is the guardianship, protection and care of our natural environment, resources and people.

We are now one of New Zealand's largest Māori export businesses. Our factory at Mokai, 30km northwest of Taupō, produces premium whole milk and skim milk powder, frozen milk concentrate, UHT milk, customised powders and frozen cream products. Our products are exported to markets and customers around the world. Our returns go back to our owners so they can achieve their own social, economic and cultural objectives, including kaumātua (elder) housing, subsidised health care and educational grants. We are a significant employer in the Taupō region.

We have one of the lowest dairy manufacturing carbon emissions footprints in the world. The use of geothermal steam and power reduces our emissions dramatically - our manufacturing process emits 92% fewer carbon emissions than coal-fired plants.

In 2015 we established the Te Ara Miraka farming excellence programme. Our farmers are financially incentivised to strive for excellence in animal welfare, sustainable land management, people management and milk quality. By encouraging our supply whānau to apply environmentally sound practices we are helping create climate-resilient farms that produce some of the highest quality milk in the world. To date, we have contributed over \$20m in incentives to support this change.

We will continue to challenge ourselves as kaitiaki (guardians). This year, we became a Certified B Corporation. As a B Corp, we're part of a global community of businesses that meet high standards of social and environmental impact. As we continue to look forward into the future, we welcome this opportunity to share with you our goals, successes and challenges.



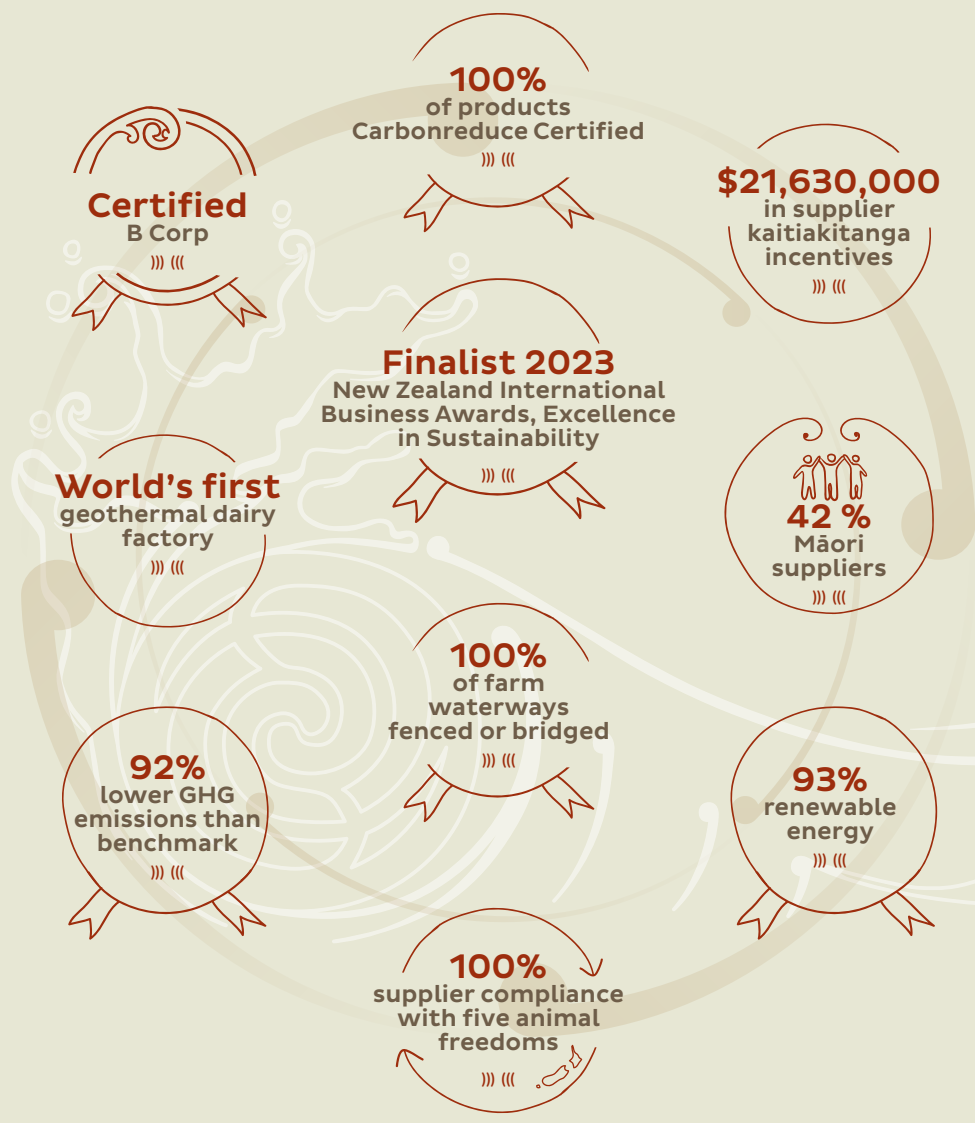
The Mokai Circular System

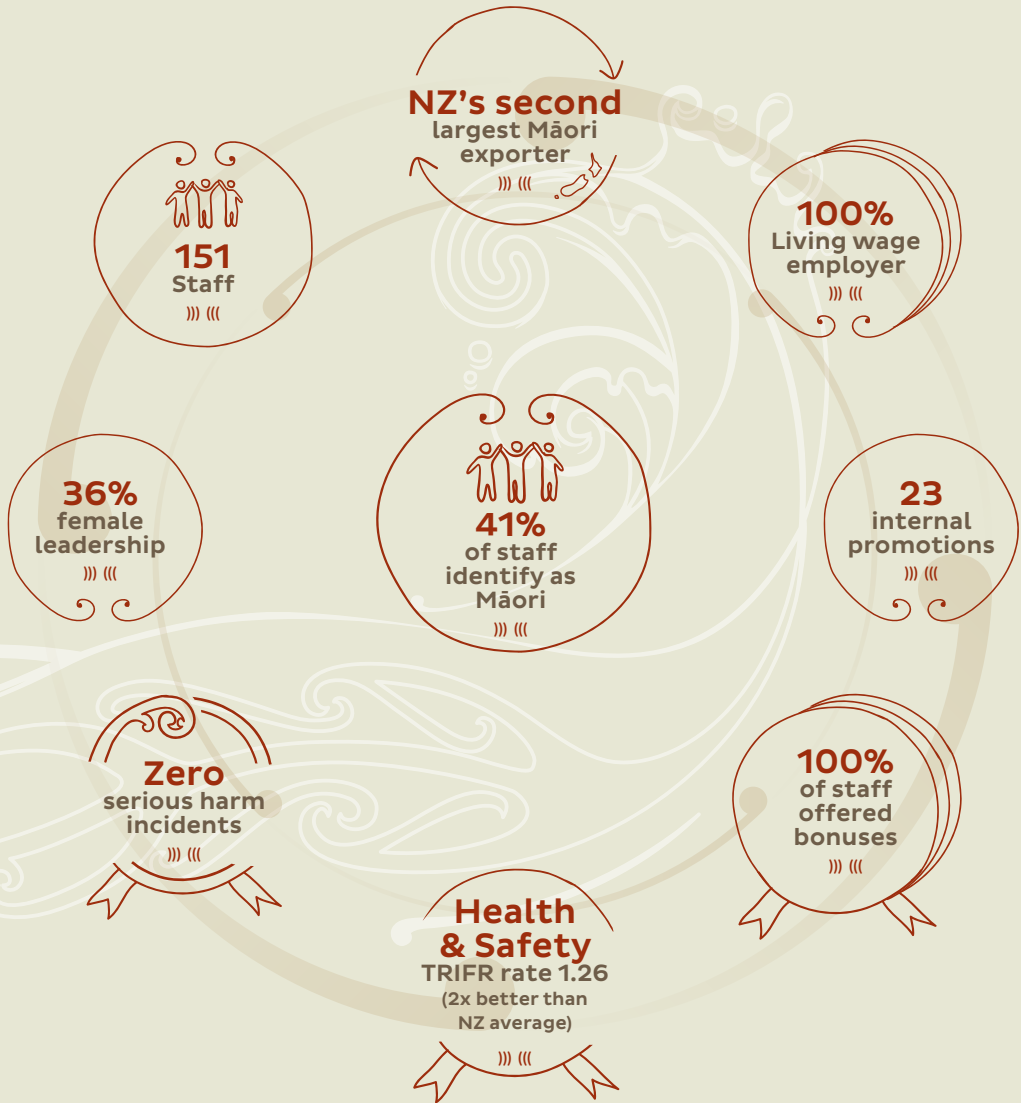
Our factory is located at Mokai, a location with rich geothermal resources. The businesses at Mokai co-operate to exchange resources such as steam, water and biomass in a circular system. For example, left-over glasshouse vegetation and dairy waste feeds the worm farm, providing compost for the growth of native plants, which are used for riparian (stream) plantings on our supplier farms.



4.

Mātauranga to Mātauranga





Whanonga Pono

Our Values

INTEGRITY

We will take personal responsibility for our actions and will be open, honest and ethical in our behaviour and our relationships.

EXCELLENCE

We will strive to perform beyond our best everyday. We work smart, aim high and exceed expectations





KAITIAKITANGA

We will nurture our natural resources and people for a prosperous future. We are all 'naturally related' or connected to each other, to the land, water and the mauri (life force). An impact on one has an impact on all.



INNOVATION

We will be creative in generating new solutions and opportunities. We embrace new ideas, see challenge as opportunity, and always look to the future.



TIKANGA

We will be respectful of other's cultural values. We do the right things, at the right time, for the right reasons. Our role is to find a 'natural balance' to what we do that aligns with multiple values, cultures and perspectives.



About this report

We are proud to share our inaugural kaitiakitanga report with you. Here we share our ambitions, challenges and stories across both Te Taiao (the environment) and Ngā Tangata (our people).

In 2023 we developed and launched our renewed kaitiakitanga strategy, which is about translating our values into action. Through the input of our staff, shareholders, suppliers and customers we have developed a set of goals and focus areas.

In many instances these ambitions have required us to go back and fully understand our performance and impact. We will publish this report on an annual basis and future editions will allow us to compare and track progress towards our goals. We will continue to progress our objectives over time and this will involve the identification of new goals and project areas for focus.

We would also like to acknowledge the staff, shareholders and suppliers who have contributed to kaitiakitanga at Miraka since our inception. The efforts we celebrate today were based on the vision of our founders and those who have gone before us.

In particular we note the efforts of Kingi Smiler, Tumanako Wereta, and Ngaire and Eru George, who were instrumental in establishing kaitiakitanga as Miraka's founding value.

We look forward to sharing our journey with you.

Ngā mihi nui,



Eileen Bowden - Kaihautū

Brendan Haigh - Kaitiaki

10.

Te Kaupapa

Materiality Assessment

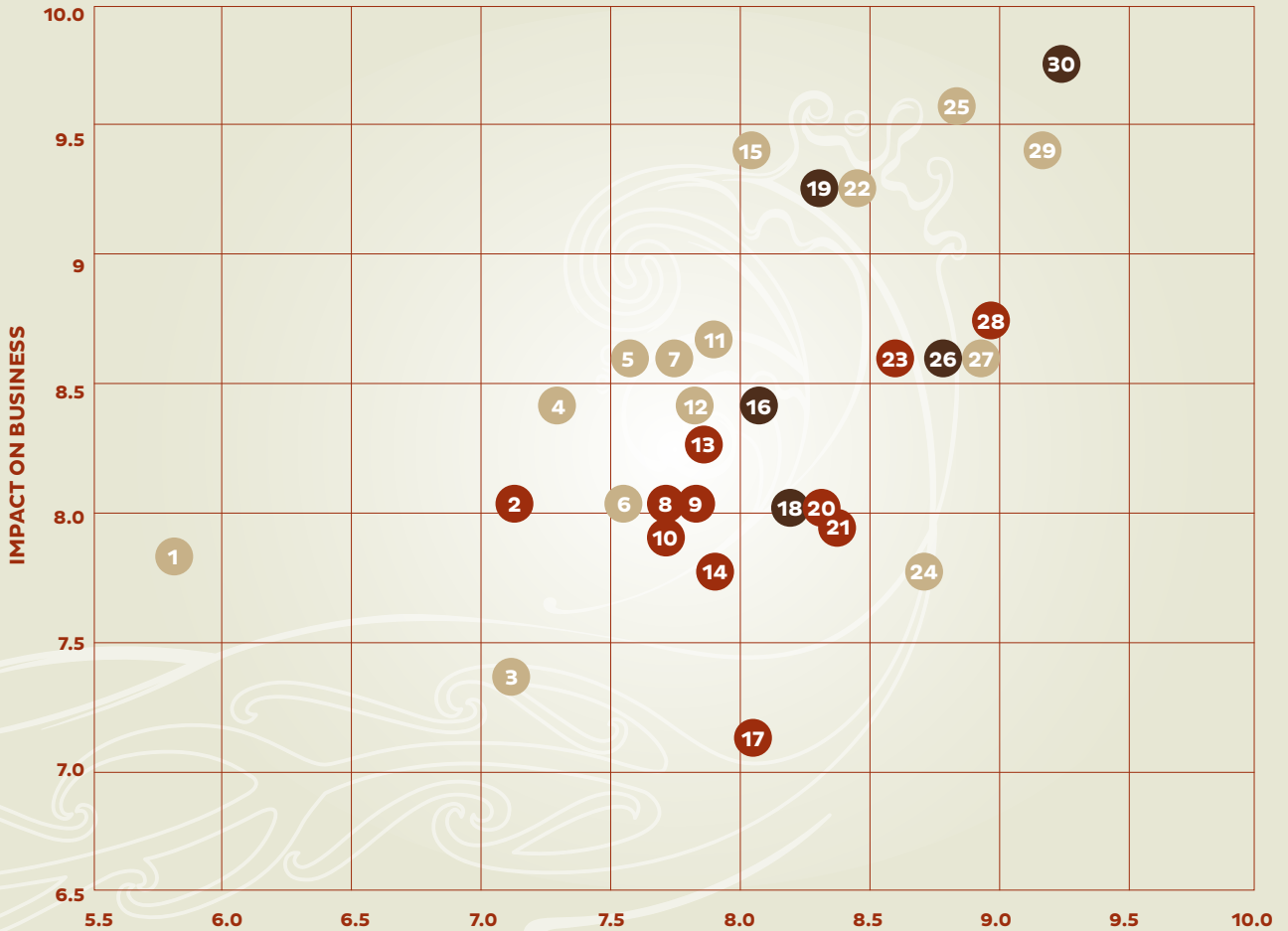
As kaitiaki we are accountable to all our stakeholders, not just our shareholders.

By understanding their issues of key concern, we can consider our impact and ability to influence. We also recognise that we can only bring about change by being a sustainable business – these same issues may directly impact our business as well.

In 2023 we undertook our first materiality assessment, an exercise which aims to understand this relationship. We developed a list of issues through a series of interviews and other materiality assessments in our sector and community. We then asked our staff, farmer suppliers and shareholders to rate the importance of each issue on a scale of 1 to 10. In parallel, the Miraka leadership team considered the potential impact of each area on our business sustainability.

This information helped direct the development of our renewed kaitiakitanga strategy. It also provides us information on where our stakeholder groups may have different perspectives, or where there is opportunity to better understand the impact of an issue area. We will repeat this assessment on a three yearly basis and extend to a broader set of stakeholders in 2026.

STAKEHOLDER IMPORTANCE



- 1. Novel Food Technologies
- 2. Biodiversity
- 3. Māori Development
- 4. Rural Economics
- 5. Regulatory compliance
- 6. Te Ao Māori Perspective
- 7. Future Land Use
- 8. Packaging Sustainability
- 9. Circular Economy
- 10. GHG Emissions

- 11. Future Farming Technologies
- 12. Social License to Operate
- 13. Water Use
- 14. Climate Change Adaption
- 15. Biosecurity
- 16. Miraka Culture & Values
- 17. Waste Minimisation
- 18. Healthy Communities
- 19. People Capital
- 20. Nutrient Management

- 21. Healthy Soils
- 22. Milk Supply
- 23. Water Quality
- 24. Milk Quality
- 25. Food Quality & Safety
- 26. Working Conditions
- 27. Market Development
- 28. Animal Welfare
- 29. Financial Profitabilty
- 30. Safety and Wellbeing of Employees



12.

Te Kaupapa



Kaitiakitanga framework

If we take care of the land, and take care of the people, we will take care of the future.

Manaaki whenua, manaaki tangata, haere whakamua

Kaitiakitanga is guardianship of land, people and the environment. People are closely connected to land and nature. It is a reciprocal relationship. By taking care of the environment around us, the land supports us. It is an intergenerational perspective; we make decisions with future generations front of mind.

Kaitiakitanga is our founding value and underpins our vision of Nurturing Our World. Miraka's kaitiakitanga framework recognises the role we have as kaitiaki for both Te Taiao (the environment) and Ngā Tangata (people). This is underpinned by tikanga. Tikanga are the cultural customs and protocols which ensure we maintain a strong connection with our Māori values and a Te Aō Māori perspective.

Miraka's kaitiakitanga framework.



Our kaitiakitanga strategy was developed through consultation with our stakeholders and considers the impact our business has and can make in the future. At Miraka we have the concept of 100 farms for 100 years. Our owners will not sell their whenua, their role is to look after their land on behalf of the whānau and future generations. This provides a long-term perspective and sense of responsibility well beyond the short-term focus of traditional business.

Our strategy identifies focus areas (pou) within Te Taiao and Ngā Tangata. Each pou has objectives and goals. These goals will be the focus for our activities and we will measure and report our progress against these challenges on an annual basis. It is also important that we deliver these goals in a manner which is consistent with Tikanga Miraka. This kaitiakitanga report is one way we will share our progress.

Kaitiaki o Te Taiao

Pou	Wai	Whenua	Āhuarangi	Ngā kaiao
	Water	Land	Climate	Biodiversity and Animal welfare
Objective	<p>The health of our waterways are protected and enhanced.</p> <p>We manage our water to meet the health, social, economic and cultural needs of people and communities.</p>	<p>We produce our food in a way which protects and enhances the whenua while providing for present and future generations.</p>	<p>Climate change is a threat to balance within Te Taiao and we will take the lead in protecting future generations.</p>	<p>We recognise the importance and interconnection of plants and animals to the health and sustenance of Te Taiao.</p> <p>We respect the mauri (life force) of all animals within our food system.</p>

Kaitiaki o Ngā Tangata

Pou	Tiaki	Arataki	Whakamaioha	Āki tonu	Whakarato
	Guide our people	Care of our People	Appreciate Our People	Encourage our People	Provide for our Community
Objective	<p>We provide leadership to our people.</p>	<p>We recognise the wellbeing of our people is fundamental to our business.</p>	<p>We emphasise understanding, gratitude and recognition.</p>	<p>We will grow and empower our people's development.</p>	<p>We will give back to our community.</p>

Wai ≈ Water

Why water matters

Water is a critical resource which supports our environment, community and culture. Our objectives are aligned with Te Mana o Te Wai, the priority being to ensure the health of our waterways are protected and enhanced.

What are we doing?

As kaitiaki, we consider the different ways we can look after water.

- » The water from our dairy factory is recycled or reused wherever possible. Our treated factory water provides a valuable source of irrigation to our neighboring farms, providing for grass growth and milk production.
- » Since 2013 we have undertaken an annual ecological assessment of the health of the Mokauteure stream, which flows through the farmland surrounding our factory. Sampling from this independent programme shows high levels of aquatic insects which are an indicator of excellent water quality.
- » In the wider water catchment, we know the quality of our waterways will be influenced by land use including dairy farm practice. Our Te Ara Miraka programme has successfully implemented measures to protect our waterways, including standards for waterway fencing, effluent storage and management.
- » We are now launching a new initiative within Te Ara Miraka which will focus on supporting our suppliers to better match their nutrient needs to their fertiliser application and feed purchases (Purchased Nitrogen Surplus). This will reduce the potential for nutrient run-off to waterways.
- » A further objective for this year is to develop water footprints for our products. This baseline will allow us to consider the impact of our decisions on water use, alongside other resource parameters such as energy and greenhouse gas emissions.



Wai Goal

2023 status

Irrigation volume and composition in balance with land needs.	Our manufacturing water is irrigated onto a neighboring farm for pasture growth. This meets all land requirements, but we need to manage sodium accumulation over the long term.
All farms to have a purchased Nitrogen surplus below 140 kg N/ha by 2028	Miraka suppliers with a purchased Nitrogen surplus below 140kg N/ha: 75% in 22/23 season
Dairy shed water consumption below 70L per animal per day by 2028.	Miraka suppliers with an average below 70L per animal per day: 83% in 22/23 season.
All waterways fenced and bridges or culverts where animals cross.	Miraka suppliers meeting waterway requirements: 100% in 22/23 season.
Our products have a full water footprint by 2024.	This baseline data will be established in 2024.





Wai ≈ Water

Mokauteure Stream Monitoring

- »» Every year, an independent ecological assessment is undertaken of the streams which surround our factory.
- »» Ecologists visit each stream site and record data on the presence of aquatic plants and insects, as well as physical data such as temperature, pH and dissolved oxygen.
- »» An important indicator of water quality is the variety, abundance and type of insects which live amongst the rocks of the stream bed.
- »» The yearly surveys continue to show an abundance of sensitive insects.
- »» This indicates our factory activities are not impacting on stream health.





Clockwise from top left: Mokauteure Stream sampling site 1, Mayfly larvae, ecological survey team, dissolved oxygen meter, stream vegetation assessment and benthic sampling net.

Whenua ≈ Land

Why whenua matters

It is important we produce our food in a way which protects and enhances the whenua while providing for present and future generations.

What are we doing?

Our central concept is the circular economy: circulating resources, renewable energy and minimising waste.

- » Our factory was built beside a geothermal power station. We use renewable geothermal steam and electricity to power our operations.
- » Milk solids which enter our waste stream are recovered and provided to the neighboring Tūaropaki Trust worm farm, which produces compost for their native plant nursery. These plants are then used for waterway planting by our milk suppliers and others.
- » We continue to look for more ways to circulate resources between ourselves and others in our local system. This year we completed a hydrogen forklift trial with Halcyon (a partnership between Tūaropaki Trust and Obayashi Japan). Halcyon is generating green hydrogen from the same geothermal plant which powers our factory. Our trial tested the ability to operate a hydrogen powered forklift in our warehouse.
- » We have also developed specific targets around waste and recycling. Our factory produces some landfill waste and we have aligned ourselves with Aotearoa's waste reduction target of 30% by 2028. In the coming year we will complete an audit to identify specific pathways for reduction.
- » As part of our renewed kaitiakitanga strategy we are targeting manufacturing packaging. These are materials we use within our factory, for example plastic shrink wrap, shipping pallets and slipsheets. Our objective is for 100% of these materials to be recyclable or reusable by 2028.



Whenua Goal

2023 Status

Resource flows within our local Mokai ecosystem are monitored and opportunities for balance identified.	We tested a new opportunity to circulate resources within our Mokai ecosystem by trialing a Hydrogen Forklift.
100% of manufacturing packaging is recycled or reused by 2028.	Currently being audited, estimated to be > 90% compliant
Reduce manufacturing waste disposal by 30% by 2028	Manufacturing waste to landfill: 334T for FY23. This will be our baseline year for our 30% reduction. We are currently designing a new resource centre which will enable improved segregation and recycling of our manufacturing waste.
100% of recyclable on-farm materials are collected by 2028.	Milk suppliers participating in on-farm recycling: 90%.





Whenua ≈ Land

Hydrogen Forklift

- » September 2023 was the first step in our new hydrogen strategy, the trial of a Toyota hydrogen powered forklift. Hydrogen is produced adjacent to our factory at facility jointly owned by Tūaropaki Trust and Obayashi Japan.
- » With Tūaropaki Trust and our logistics provider Central Transport Limited, we have the vision of establishing a rural hydrogen hub, which will help decarbonise hard-to-electrify heavy vehicles and equipment in our sector.





Clockwise from top left: Signing of Rural Hydrogen Hub Letter of Intent (Dave Binne GM Energy Tūaropaki, Karl Gradon CEO Miraka, Brendon Cane Managing Director CTL), Miraka Milk Tanker, Warehouse team, Hydrogen forklift in operation, Warehouse team, hydrogen refuelling station adjacent to Miraka.

Āhurangi ≈ Climate

Why Āhurangi matters?

Climate change is a threat to balance within Te Taiao and we will take the lead in protecting future generations.

What are we doing?

Our founders chose to establish the world's first geothermally powered dairy factory in 2010. That decision was based on their responsibilities as kaitiaki and the environmental and social benefits they could achieve by producing food with renewable energy.

- » Our use of geothermal energy places us in a leading position in terms of manufacturing emissions. Our scope 1 & 2 greenhouse gas footprint is 10-fold lower than equivalent coal-fired boiler plants.
- » We continue to challenge ourselves to be leaders in emissions reduction with our target of 100% renewable energy manufacturing by 2030.
- » In 2022 we completed a full life cycle assessment of our products with our science partners AgResearch. In 2023 our full product range achieved Toitu's Carbonreduce Certification (ISO14067). This programme ensures we use best practice standards for both measuring and reducing our product emissions.
- » The detailed life cycle assessment also provides us with a detailed understanding of the greenhouse gas emissions in our supply chain. 98.5% of our product emissions arise from our supply chain, particularly on-farm activities.
- » Scientific reviews have suggested a 40% reduction in biogenic GHG emissions will likely be achievable in Aotearoa's pastoral dairying system through new technology and this has guided our scope 3 target of a 50% reduction in absolute emissions by 2050.
- » We have committed to completely eliminating the few remaining fossil fuels on our manufacturing site, achieving 100% renewable energy.
- » With these scope 1, 2 and 3 targets, we are aligned with Aotearoa's climate change objectives of net zero long-lived gases by 2050 and a 24-47% reduction in biogenic methane by 2050. These objectives are Aotearoa's commitment to limiting global warming to 1.5C.
- » A key focus for this year is to develop the detail for our on-farm GHG emission reduction plan. Our objective is to achieve this reduction in a way which meets our broader responsibilities as kaitiaki, retains the viability of our rural communities and ensures we can continue to provide food to the people we feed around the world.



Āhurangi Goal

2023 Status

<p>100% renewable energy manufacturing by 2030 – eliminate all fossil fuels.</p>	<p>Proportion of renewable energy for manufacturing: 94.7% for FY23 (93.8% for FY22). Rolling three year average 94.5%</p>
<p>Reduce our total scope 1&2 emissions below 1000MT CO2eq by 2030.</p>	<p>Total scope 1&2 emissions: 2,371 t for FY23. We have begun the conversion of our vehicle fleet to hybrid vehicles and installed EV charging stations.</p>
<p>Reduce our absolute scope 3 emissions and product intensity by 50 % by 2050*</p>	<p>Absolute scope 3 emissions: 443,330 t CO2eq in FY23 (446,575 t in FY22 baseline year). Average product emissions 5.706 tCO2eq/t (4.820 tCO2eq/t in FY22 baseline year). Although overall scope 3 emission decreased, product intensity increased as more milk solids were converted to powder than liquid milk in FY23 due to Covid market impacts in China.</p>
<p>Establish hydrogen as a fossil fuel alternate for manufacturing and supply-chain by 2023.</p>	<p>Our initial hydrogen equipment trial has been completed and the first hydrogen milk tanker enters service this season.</p>

*Scope 3 and Product emissions are based on full LCA analysis; Cradle to Port (Milk powders, Frozen Milk Concentrate), Cradle to NZ customer (Cream) and Cradle to Grave (UHT products).

Refer to our Toitū certification (www.toitu.co.nz) for further information.





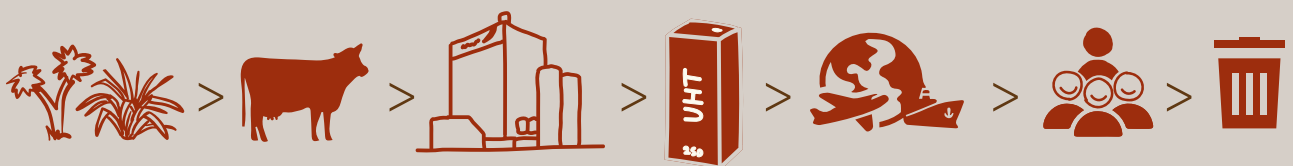
Āhurangi ≈ Climate

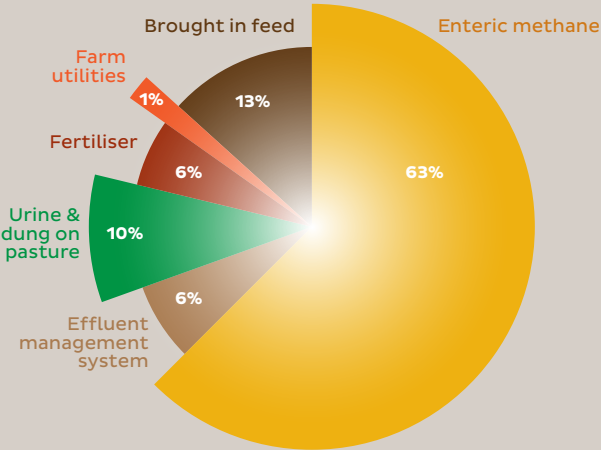
What is Carbonreduce?

- » All of our products are certified to Toitū’s Carbonreduce Standard.
- » This independently verified standard ensures we are measuring and reducing the carbon lifecycle of our products to international best practice (ISO 14067:2018).
- » Our customers can use this certification in their own sustainable supply chain and have confidence that we are taking further action to reduce our product emissions.
- » Carbonreduce is one of the ways we can tell the Miraka kaitiakitanga story more widely.



Whole Milk Powder
Instantised Whole Milk Powder
Skim Milk Powder
Frozen Milk Concentrate
Cream
Whole Milk UHT
Low Fat Milk UHT





Breakdown of Miraka supplier On-farm emissions, excluding Land Use & Land Use Change.



Clockwise from top left: Clockwise from top: Geothermal clean steam plant supplying Miraka, Tuaropaki Trust worm farm, breakdown of on-farm GHG emissions.

Ngā Kaiao ≈ Biodiversity and Animal Welfare

Why Ngā Kaiao matters

Ngā kaiao are the living things around us; animals, plants and other forms of biodiversity. We recognise the importance and interconnection of plants and animals to the health and sustenance of Te Taiao. We respect the mauri (life force) of all animals within our food system.

What are we doing?

- » Biodiversity is an area of renewed focus. Our suppliers already have a strong commitment to planting waterways and other land.
- » We are encouraging the expansion of biodiversity projects by providing a financial incentive for our suppliers to complete a biodiversity project of their choice in the 24/25 season.
- » This is the first step in a more expansive focus on biodiversity, which will have significant benefits to other areas of Te Taiao, including climate change and water quality.
- » Our materiality assessment indicates animal welfare is one of the most important areas for our stakeholders. Our farming excellence program, Te Ara Miraka, has included Ngā kau (cows) as a pillar since its inception in 2015.
- » Within Te Ara Miraka, an independent inspection of our suppliers is undertaken every year which ensures all cows receive the five freedoms of animal welfare.
- » We also reward our suppliers for reducing the somatic cell count of their milk. This is a marker of animal health.
- » Our supplier farms are pasture-based. The means their cows spend 97% of their time grazing outdoors as part of a social herd, with grass forming 96% of their diet (21/22 figures).



Ngā Kaiao Goal

2023 Status

<p>Our manufacturing site enhances local biodiversity.</p>	<p>Introduced willow trees can easily spread along waterways. We are removing willow from our water treatment area and replanting with native species of vegetation.</p>
<p>All supplier farms have an active biodiversity project by 2028.</p>	<p>A new biodiversity project standard has been included in Te Ara Miraka for the 24/25 season.</p>
<p>All supplier farms provide the five animal freedoms.</p>	<p>Milk suppliers providing the five animal freedoms: 100 %.</p>
<p>Average somatic cell below 150,000/ml by 2030.</p>	<p>Milk supplier average: 183,000 cells /ml Reducing our somatic cell count further will also reduce our supply chain on-farm emissions.</p>





Ngā Kaiao ≈ Biodiversity and Animal Welfare

New Te Ara Miraka standard on biodiversity

- » Te Ara Miraka is our farming excellence programme. Launched in 2015, it has rewarded our suppliers with \$21.6M in payments to reward and incentivise best practice.
- » This year we have expanded the programme to include a new standard supporting biodiversity. Our suppliers can choose from a range of projects or develop their own long-term environmental project.





Clockwise from top left: Biodiversity planting on supplier farm, farm sustainability field day, Wetland planting by suppliers Marilyn & Gray Baldwin with David Burger (DairyNZ), Harakeke (Flax), Stu Maxwell, Nursery Manager Tūaropaki Trust, Native Plant Nursery, GM On-farm Excellence Chad Hoggard with Wairarapa Moana Farm Manager Jay Arafin.

Arataki ≈ Guide our People

We have five focus areas across Ngā Tangata; guide our people, take care of our people, encourage our people, appreciate our people and provide for our community. As part of our renewed Kaitiakitanga Strategy, we will be developing longer term goals and actions in each of these areas in the coming year. In the interim we are pleased to share some of the initiatives underway at Miraka to support Ngā Tangata.

Guide our Ngā Tangata is about providing leadership. This includes the development and recruitment of new leaders and the role of leadership in conveying our vision and purpose.

- » The way we onboard new whānau to Miraka is based on our values. All new kaimahi (staff) are welcomed at a pōwhiri, a traditional welcome on the marae.
- » On their first day of employment new kaimahi undergo a Tikanga Miraka Induction based on Te Ao Māori, helping them understand how these principles are weaved into daily interactions and operations. This occurs alongside our comprehensive Health and Safety inductions.
- » In the coming year we are extending these inductions to include kaitiakitanga, both Ngā Tangata and Te Taiao. We want to support our kaimahi in their understanding of the social, cultural and environmental issues which are important to Miraka and how they can contribute to our goals and ambitions.
- » We provide mentoring and coaching both internally and externally to help develop leaders in the business. An initiative we have begun this year is the Leadership and Management Training program, a partnership with Business Training New Zealand. This comprehensive course equips both current leaders and aspiring ones with essential leadership and management principles. This program has already benefited 40 of our staff.



Clockwise from top left: Benoir Midwood-Murray opening our pōwhiri, attendees at our annual pōwhiri, new staff members Atawhai Barrett and Peter Oh introducing themselves.

Tiaki ≈ Care of our People

Care of our People emphasises our kaimahi (staff) as a fundamental aspect of our organizational culture.

- » We aim to foster an environment that values and supports the multifaceted wellness of our kaimahi, both within and outside the workplace. Our perspective of wellbeing follows the Te Whare Tapa Whā model which includes taha wairua (spiritual), taha hinengaro (mental & emotional), taha tinana (physical), and taha whanau (family & social).
- » Within the workplace, we focus on a Safety First culture, where kaimahi know our business will always put their Health & Safety needs first. This year we have significantly increased our training in Health & Safety in the manufacturing plant and achieved very high levels of engagement in these courses.
- » Other components of our Health and Safety system include a hazard identification system, critical risk management and reporting for incidents and near misses.
- » Staff have the ability to raise any concerns or suggestions through multiple forums and the right to halt any work they believe could expose themselves or another person to serious risk.
- » Our wellness group focused on whanaungatanga this year, ensuring we had a diverse range of events where kaimahi could connect within and outside of the workplace. Employees were supported to participate in a range of events including the Taupō Marathon, Movember (Men’s Health), Pink Shirt day (Anti-Bullying) and Mental Health Awareness Week.
- » We also provide Wellness Leave, by which staff with higher sick leave balances can use up to two days a year in a proactive way to support wellness outside of work.
- » We demonstrate manaaki or caring for our people by providing comprehensive support. All staff are eligible for subsidised Medical Insurance and receive free Life and Trauma Insurance, vaccinations and health checks.
- » We offer an Employee Assistance Program that provides free mental health support to our entire staff. Acknowledging the impact of domestic violence, we have instituted a domestic violence victims support policy, aiming to provide a supportive environment for affected employees.



Clockwise from top: Pink Shirt Anti-bullying Day, Health & Safety Manager Shannon Maaka with Clinton Tangohau from Powder Production, Training Advisor Barry Thatcher.

Whakamaioha ≈ Appreciate our People

Appreciate our People emphasises understanding, gratitude and recognition.

- » We are dedicated to paying the Living Wage, aligned with the Living Wage Movement Aotearoa.
- » We benchmark our remuneration rates against national and industry standards and aim to outperform current market wage rates, ensuring that 100% of our kaimahi, including interns and apprentices, receive fair compensation.
- » We have provided financial bonuses to our staff for the past three years, offering support amid inflationary pressures and challenges posed by the COVID-19 pandemic.
- » We have committed to upholding high standards of integrity, professionalism, and ethical behavior in all aspects of our business, including our relationship with business partners. In 2023 we rolled out our Outsourced Staffing Code of Conduct. The aim of this initiative is to ensure all temporary staff are provided with fair employment practices. Requirements of the Outsourcing Code of Conduct include paying a Living Wage, offering professional development opportunities and abiding by human rights and labour standards.
- » To alleviate the financial burden of rising fuel costs, we recently provided a fuel allowance to our permanent staff. This allowance aims to assist our team members with their transportation expenses and encourages carpooling, further contributing to emission reduction efforts. Since its inception in May 2022, this program has provided over \$380,000 directly to our whanau, easing their transport costs.
- » The Miraka Whānau Awards recognise outstanding performance. These awards, based on our fundamental values, highlight excellence and commitment across eight distinct categories; Kaitiakitanga (Environmental), Matatika (Integrity), Auaha (Innovation), Ahurea (Cultural), Hautūtanga (Leadership), Taurira (Rookie) and the Miraka Award (Employee of the Year). In 2023 we extended our awards to recognise excellence in Health and Safety.



Clockwise from top: Miraka staff awards, award recipients, Hautūtanga (leadership) Award winner Jaymee Te Hiko, Past recipient Jayden Little congratulating Moana Ratana on receiving the Ahurea (Cultural) Award.

Āki tonu ≈ Encourage our People

Encourage our People is about growth and empowering people's development.

- » All our kaimahi have a personalised development plan which typically includes a mix of formal training, coaching and experiential learning.
- » We have partnered with the New Zealand Academic and Learning Institute to provide personal development training to our staff, an initiative called Project Whakapakari (meaning To Strengthen). This program targets essential skills for self-leadership and work relationships. Forty kaimahi have already benefited from this programme and we are extending this training to all staff.
- » We provide a number of other development opportunities for our staff. Currently, 29 of our team members are enrolled in Dairy Processing and Engineering Certificates and Apprenticeships, all sponsored and supported by Miraka. Outside of this formal programme, we actively engage external trainers to continuously upskill our production teams.
- » We actively promote internal growth by advertising job openings internally, resulting in 23 internal staff promotions last year.
- » An initiative for the coming year is to develop better mechanisms for tracking development training across our staff and over time, to ensure our development resources are aligned to our staff needs.





Clockwise from top: Operations team members Joey Reti and Purdy Werahiko, Project Whakapakari workshop, Engineer Brendan Humby and UHT Operator Lee Bainbridge, Logistics Manager Kieran Hema at St Patricks School.

Whakarato ≈ Provide for our Community

Provide for our Community is about giving back. Our staff, shareholders and suppliers are part of the local community, and this is an important component of our positive impact.

- » In partnership with our supplier farmers and Tetra Pak we have donated UHT products to foodbanks and community organisations through the Meat the Need programme (meattheneed.org).
- » We were key sponsors of the 2023 national women's health campaign Smear your Mea. At a local level we support sports clubs like the Hinuera Rugby Club and sponsor events like the Annual Matariki Country Kidz Ball.
- » 2023 was the second year we hosted the Annual Matariki Community Planting Day in conjunction with Greening Taupō.
- » As part of our support to local entities, we have formally committed to purchase at least 50% of non-labour costs from Local Independent Suppliers.
- » Our staff initiated the Awhi Volunteering Group, which actively participates in volunteering opportunities such as Bellyful, the Taharepa Community House, and Greening Taupō.
- » In times of crisis, our staff have stepped up, assisting the Taupō Council by volunteering in cleanup operations after Cyclone Gabrielle and extending aid and essential survival items to affected communities in the Hawke's Bay.
- » We actively seek and engage with local and Māori businesses. By supporting the aspirations of these businesses and organisations we continue the ambitions of our founders.





Clockwise from top: Process operator Clinton Tangohau at Matariki planting day, Earth Day rubbish cleanup, FMC Operator Lisa-Rose Gage at planting, Cyclone Gabrielle cleanup.



Tikanga Miraka

Tikanga Miraka underpins our kaitiakitanga strategy.

We were founded on Te Ao Māori principals. This ensures our Māori identity, ownership and values are reflected across all aspects of our organisation. A central concept is the interconnectedness and importance of our relationships with people and the environment. We must maintain and build these connections to achieve our purpose of Nurturing Our World.


Tikanga Miraka are the cultural practices and protocols which establish a strong foundation from our Miraka values and Te Ao Māori principles. Tikanga is integral to maintaining highly engaged kaimahi (staff) and a whānau environment. Of particular importance to Tikanga Miraka are the principles of manaakitanga, whanaungatanga and kotahitanga.

Manaakitanga

We believe we build strong relationships through hospitality, generosity and respect (Manaakitanga). Manaaki can be felt, it is warm, there is generosity of time, care and kai offered. Manaakitanga is a form of reciprocity, it brings a sense of belonging and respect.

- » This is the basis for our relationship with our customers. By building strong connections we will have enduring relationships and both prosper.
- » Our kaimahi understand that manaaki is not just for formal occasions but a very important part of relationship building within our teams and a natural part of daily interaction. For example, at our strategy retreat, the senior leadership team welcomed the management team onto the venue. A karanga was followed by a mihi whakatau. The team then joined in on the kaupapa of the day, before concluding with a kai hākari, which was a hāngī prepared the night before. The concept of manaaki was expressed through the words of welcome from the leadership team and the generosity of care that was felt and observed during their visit.
- » The practice of manaaki is observed more formally at our annual pōwhiri for new staff and our visitors. In 2023, visiting delegations included Innovate UK AgriTech, Mengnui and Walmart China. Our visitors come to hear our story, learn about our values and what makes us different.





Whanaungatanga

The concept of whanaungatanga describes the importance of extended whanau relationships, responsibilities, commitments and obligations. These are all fundamental to working as a collective. We demonstrate the concept of whanaungatanga through nationwide events, staff days, supplier events, site open days, hosting visitors, pōwhiri and blessings. This also includes regular engagement with our farmers, shareholders and customers.

- » After a break with Covid, we were very pleased to restart our annual site visit with Wairarapa Moana Incorporated, one of our largest shareholders and suppliers. This is a chance for the beneficiaries of Miraka to see their factory, meet our staff and see the products made from their farms.
- » Whanaungatanga includes nurturing the growth of our people. This requires us to work proactively with our stakeholders to provide opportunities for engagement, growth, and development across the organisation. It's not only financial results, but also how owners and the community benefit from the success of our company.
- » Another important aspect of whanaungatanga is the health and wellbeing of our kaimahi. We are committed to ensuring that their hinengaro (mental health), wairua (spiritual wellbeing), tinana (physical wellbeing) and whānau (family) are monitored, through regular health checks throughout the year. This can be seen in the Care of Our People focus area of our Kaitiakitanga Strategy.

Kotahitanga

Kotahitanga describes unity and collective action. Since the formation of our business, many milestones have been achieved through collective action. The involvement of key stakeholders and respected elders within the local and wider community has opened opportunities, including new and enduring relationships which have contributed to our success.

- » “Mahi ngātahi” is a term used to describe working collaboratively with people and organisations towards a specific goal for the implementation of a task. Our kaitiakitanga partners include AgResearch, Pāmu, Lincoln University and Toitū.
- » In 2023 we entered into a strategic long-term relationship with the Crown Research Institute AgResearch, which will create intergenerational outcomes for both people and the land. The development of this relationship took a tikanga-led approach, with the Memorandum of Understanding centered on shared values and principles.



Tikanga

Tikanga Miraka





Clockwise from top: Miraka haka at Suppliers Dinner, hongī during pōwhiri, Te Reo Class, hāngi at strategy retreat, Signing of MOU between AgResearch and Miraka, annual site visit with Wairarapa Moana Incorporated.



Āhukahuka

Miraka Kaitiakitanga Award

Our annual Miraka Whanau Awards celebrate our values of kaitiakitanga, tikanga, excellence, integrity and innovation in our staff. The Kaitiakitanga award is a carving of a Tatā, a ceremonial bailer used to sustain the waka (canoe) during the changing environments of its journey. This Tatā is in recognition of the late Ngaire George, who was a strong believer and driver of sustainability and environmental stewardship.

Our 2023 Miraka award recipient is Drew Easton. Drew is our Environmental Manager, responsible for the environmental aspect of our manufacturing site, but she takes her kaitiakitanga actions much broader than that. Drew is a strong advocate for waste minimization, leading by example, and not afraid to ask the difficult questions to drive change. She has established our kaitiakitanga hui, which is a forum for all staff to contribute to sustainability actions, raise ideas and track our progress.

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Drew Easton (left) receiving her Miraka Kaitiakitanga Award from the previous year's recipient, Lisa Eparaima.

Āhukahuka



Te Ara Miraka Award Winner

Our Te Ara Miraka Awards celebrate our suppliers' achievements and successes. In 2023 we launched our Te Ara Miraka Kaitiakitanga Award, with the inaugural winners being Annabel and Dean Donovan. The Donovans' are a multi-generational farming family who have embraced many innovative farming techniques and technologies, including both once-a-day milking and solar power generation. They have undertaken an extensive planting program that provides shelter to stock and protects and enhances waterways and steeper areas of their property. Over 45 different varieties of trees, flaxes and grasses have been planted over much of the farm.

The Donovans' mahi has not just been limited to what they do on their land. Off farm they have been very engaged in the policy space. Most recently they represented Miraka and farmers by volunteering a huge amount of their time and energy to a Ministry for the Environment pilot project. This project required them to complete a draft Fresh Water Farm Plan for their farm on their own and provide valuable farmer feedback to the Ministry and the Waikato Regional Council.

This is a family that cares deeply for the land, for their people, for their animals and for our industry.

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Certified B Corporation

In 2024, we became a Certified B Corporation. As a B Corp, we're now part of a global community of businesses that meet high standards of social and environmental impact.

As a Māori business, based on Te Ao Māori principals, we see strong alignment between our kaitiakitanga objectives and the B Corp focus on both people and planet. Becoming a B Corp allows us to benchmark ourselves against global best practice, while also supporting us to tell our unique story to our global audience.

As a B Corp, we have been verified as meeting high standards of social and environmental impact, have made a commitment to considering all stakeholders in our decisions and are transparent about our performance.

To become a B Corp, we had to undertake a detailed assessment of our business across the five pillars of governance, workers, environment, customer and community, which was then independently audited against the B Corp certification criteria. We achieved a score of 87.4 in the assessment criteria, well above the typical non-accredited business score in our sector of 50.9 points.

The Global B Corporation movement now numbers over 8000 companies, with 150 certified B Corps in Aotearoa New Zealand. This includes a number of indigenous businesses around the world.





In March this year, our Kaihautū (cultural lead) Eileen Bowden was an invited speaker at Assembly 24, a gathering of Australian and Aotearoa B Corps. There she spoke about indigenous cultures who have practised and innovated in this space for many generations, explaining how the balance between Ngā Tangata and Te Taiao are not new concepts for Miraka or other Māori businesses. In joining the B Corporation movement, we believe there are benefits for both B Corp and indigenous business to be working together.

A full disclosure report and further breakdown of our performance can be found at the public B Corp website (www.bcorporation.net).

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Glossary for Māori kupu

Āhuarangi	Climate
Āhukahuka	Recognition
Āki Tonu	Encourage
Aotearoa	New Zealand
Awa	River or stream
Hāngī	Earth oven for preparing food with steam
Hongi	pressing noses in greeting
Kai Hākari	Banquet meal
Kaimahi	Staff
Kaitiaki	Guardian
Kaitiakitanga	Guardianship
Karanga	Ceremonial call of welcome
Kaumātua	Elder
Kaupapa	Purpose, topic or initiative
Kotahitanga	Unity and collective action
Ko Wai Mātou	Who are we
Kupu	Words
Kuputaka	Glossary
Mahi	Work
Manaaki	To support, care and provide hospitality
Manaakitanga	The process of manaaki



Marae	Open area in front of the meeting house
Maunga	Mountain
Mauri	Life force
Mihi Whakatau	Speech of greeting
Moana	Sea or large lake
Ngā Kaiao	Living things
Ngā Tangata	People
Pou	Pillar
Pōwhiri	Traditional welcoming ceremony
Te Ao Māori	The Māori world view
Te Kaupapa	The purpose
Te Taiao	The environment
Tikanga	Cultural practices and protocols
Wai	Water
Whakamaioha	To appreciate
Whakapapa	Lineage and descent
Whakarato	Provide
Whakatauki	Proverb
Whanau	Family and friends
Whanaungatanga	Relationship and connection
Whanonga Pono	Principles and values
Whenua	Land

Whatungarongaro te tangata, toitū to whenua

As people disappear, the land remains

2024

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