



Green
by Nature

Ka Tupu, Ka Wana

Māori Engagement framework

2026 - 2028

He mihi

Tuia te rangi e tū iho nei.

Bind the sky above.

Tuia te whenua e takoto nei.

Bind the land below.

Tuia ngā tūpuna maunga.

Bind the ancestral mountains.

Tuia ngā moana.

Bind the seas.

Ka rongo te pō.

So those who have passed will hear.

Ka rongo te ao.

And those of this world will feel.

Ki ngā iwi mana whenua o Aotearoa, ko te mihi manahau
atu ki a koutou katoa.

To the iwi and hapu of New Zealand, a pleasant greeting to
you all.

Ko koutou ngā kaitiaki o te mana mauri o te whenua, o te
taiao.

You are the custodians of the life of the land and the
environment.

Nōku te waimarie, te hōnore kia tukuna atu tēnei pūrongo ki
a koutou katoa.

It is with commitment and intention that we provide this
document to you all.

Foreword from the Executive General Manager NZ

Tēnā koutou katoa,

At Green by Nature, we are entrusted with the stewardship of our nation's green spaces. Our work is more than just landscaping; it is about nurturing the deep connection between people and the natural environment, fostering biodiversity, and creating sustainable, beautiful spaces for communities to thrive.

Our purpose is to care for, enhance, and protect the whenua for all who live in Aotearoa. We impact the lives of communities every day through the parks, gardens, and natural landscapes we cultivate.

We know that our work can help create a connected, vibrant Aotearoa. To shape this success, we must first understand the needs and aspirations of the people and communities we serve. As tāngata whenua, Māori are key partners in this journey. We are committed to facilitating meaningful and respectful relationships with Māori across our regions of operation.

Ka Tupu, Ka Wana: Green by Nature's Strategic Plan is our way of showing our connection with Māori. It guides how we will deliver on our commitment to Māori over the next three years and beyond.

Ka Tupu, Ka Wana refers to seedlings that sprout and grow. It predicts that with the growth of positive outcomes for Māori, will come excitement, energy, and exhilaration for all of Aotearoa. This is our intention for our mahi ahead.

Ngā mihi nui.

Matthew Bailey – Executive GM NZ

Scope and Boundaries

This framework guides how Green by Nature engages with Māori within the scope of our contracted services, regulatory obligations, and commercial constraints. It does not create legal obligations beyond those agreed with clients or partners. Our commitments are tied to the delivery of our services, and this framework provides a structure for how we approach our relationships with Māori in that context.

Ka Tupu, Ka Wana: **Our Vision for Māori Outcomes**

Kaupapa – The 'Why'

Green by Nature is committed to supporting Māori wellbeing outcomes, expectations, and aspirations. We do this by creating opportunities for mana whenua to determine whether and how they wish to participate with our work. Our goal is to deliver effective green space management and positive outcomes through respectful and collaborative processes.

Our partnership with Māori aims to:

- Support aspirational iwi organisations to provide economic outcomes where we can
- Create opportunities for mana whenua to determine whether and how they wish to participate in opportunities associated with our work.
- Demonstrate responsible corporate citizenship through ongoing development of our cultural capability

Ka Tupu, Ka Wana – The 'How'

This plan sets our focus for the years ahead and ensures our future actions align with our commitment to Māori. We are excited to move forward with a renewed sense of purpose and clarity. Our dedicated team will lead the implementation of Ka Tupu, Ka Wana, and it will be reviewed and refreshed every three years.

Our Strategic Direction

Our strategic direction is guided by two core pillars that are deeply rooted in te ao Māori and are central to our mission at Green by Nature.

Pillar 1: Kaitiakitanga (Guardianship and Conservation)

As kaitiaki of our green spaces, we have a responsibility to protect and enhance the natural environment for future generations. This involves sustainable practices, biodiversity restoration, and respecting the mauri of the whenua.

Objectives:

- Suggest and promote sustainable and eco-friendly practices across projects.
- Working with mana whenua to protect and restore whenua, wai and biodiversity.
- Incorporating where possible, Mātauranga Māori into environmental plan.

Pillar 2: Whakawhanaungatanga (Relationship Building: Delivering Positive Outcomes)

We believe in the power of strong relationships. Building genuine, lasting partnerships with iwi, hapū, and Māori hāpori is our desire. Our intention is to support through facilitation. This involves open communication, collaboration, and mutual respect.

Objectives:

- We are committed to facilitating the frameworks for engagement.
- Increase Māori representation in our workforce, by working with local iwi, where this aligns with labour market availability and role requirements, with a focus on entry-level, apprenticeship, and progression pathways. This means we are building a workforce that reflects the communities we serve.
- Ensure we are a culturally capable and competent organisation – and have an ongoing framework to ensure new staff have access to this cultural training.

Our Plan Objectives (FY26-28)

Over the next three years, we will focus on the following key objectives:

1. Deepen Mana Whenua Partnerships:

- Support facilitation of engagement with mana whenua
- Prioritise the development of long-term partnership agreements with iwi

2. Enhance Cultural Capability:

- Provide Te Reo Māori & Tikanga training for our staff.
- Develop and implement a Māori Engagement Framework across the company

3. Support Māori Enterprise and Employment Pathways:

- Grow the capability of Māori-owned businesses by supporting them to work for us.
- Grow Māori owned businesses where we can, by choosing to purchase with them through Amotai or individually.

4. Promote Sustainable Practices

- Suggest and promote the use of native plants in our projects where GbN has discretion over plant choices.
- Maintain certification such as Toitū and B Corp to demonstrate our commitment to positive environmental outcomes. These are enablers of our sustainability goals and are linked to a separate Sustainability Strategy. These keep us accountable.

The Mahi Ahead: Our Action Plan

Strategic Pillar	Action	Lead Team	Timeline
Kaitiakitanga	Work on regional native planting guides with iwi partners to learn more about native planting from local iwi	Operations	FY26-27
Whakawhanaungatanga	Facilitate mana whenua forums to discuss upcoming projects, if they desire	Ops Teams	
Whakawhanaungatanga	Develop a Māori supplier database.	Finance	Ongoing
Whakawhanaungatanga	Developing and maintaining our employment pathways with local iwi	People and Organisational Development	Ongoing

Governance

Overall governance of Ka Tupu, Ka Wana sits with the EGM NZ, supported by a cross-functional steering group. Significant commitments to mana whenua beyond contracted scope require executive approval. This ensures that our engagement is managed effectively and that we can deliver on our commitments in a sustainable manner.

Monitoring & Evaluating Success

We are committed to transparency and accountability. Our progress against the objectives in this plan will be monitored through:

- **Annual Reporting:** We will publish an annual report detailing our performance against the targets set out in this plan.
- **Partner Feedback:** We will actively seek feedback from our iwi partners to ensure our engagement is effective and meaningful. Success measures will be refined in partnership with mana whenua, recognising that aspirations differ by rohe and iwi.
- **Internal Audits:** We will conduct regular internal audits to assess our compliance with our sustainability and cultural policies.

Our success will be measured not just by the numbers, but by the strength of our relationships and the health of the environments we care for. This strategy is not static. It will evolve over time through ongoing kōrero with mana whenua and in response to changing aspirations, priorities and contexts.

We acknowledge that this strategy does not replace mana whenua led plans and aspirations. Rather, it sets out how we will align our work to support outcomes defined by mana whenua.

Ngā Kupu Māori: Definitions

- **Kaitiakitanga:** Guardianship, stewardship.
- **Mana whenua:** Iwi and hapū with historic and territorial rights over an area.
- **Mātauranga Māori:** Māori knowledge.
- **Mauri:** Life force, essential quality.
- **Taonga:** Treasure, a valued resource.
- **Te Ao Māori:** The Māori worldview.
- **Whenua:** Land.
- **Whakawhanaungatanga:** The process of establishing relationships.
- **Mana:** Status, influence, respect
- **Whenua:** Whenua encompasses the soil, rocks, plants, animals and the people inhabiting the land - the tangata whenua.
- **Rohe:** The Land held by an iwi (tribe)
- **Iwi:** Tribe
- **Tikanga:** The customary practices, values, and principles of the Māori people, guiding appropriate behaviour and interactions
- **Kaupapa:** A principle or policy; the philosophy of a person, group, or organisation
- **Mahi:** Work
- **Wai:** Water
- **Hapū:** Sub tribe
- **Nga mihi nui:** Warmest greetings
- **Hapori:** Community