

Our Sustainability as a Research Organisation

Manaaki Whenua’s research is making a difference for a truly clean and green New Zealand. But the sustainability of our research hinges on both our financial viability and our capacity to maintain our human capital—innovative, loyal and productive staff. To achieve the latter, Manaaki Whenua must strive to be a good employer.

GOOD EMPLOYER

Being a good employer involves a number of issues—we must employ staff of the highest calibre irrespective of race, gender or physical disability; we must provide on going training to increase and broaden career opportunities; recognise and reward excellent individual and team performance; encourage a culture that fosters innovative creative thought; generate a high level of satisfaction with the workplace; protect the safety and health of staff; and we must balance work requirements with life responsibilities.

Under the CRI Act 1992 , we are required to be a ‘good employer’ and to meet the Health and Safety requirements of the Employment Contracts Act (1993), and Equal Employment Opportunity responsibilities required by the Human Rights Act (1993). However Manaaki Whenua goes beyond mere compliance in establishing our own values and culture.

Valuing diversity (EEO)

Manaaki Whenua has always maintained a Equal Employment Opportunities (EEO) programme with a strong commitment to valuing diversity in the work place and to fairness in both recruitment and advancement. Specific designated groups have always been females, Māori and the disabled.

Pleasingly, of staff with specialist research skills, the proportion of women has increased to 20%. Overall, the proportion of women has also grown, although both women and Māori remain under-represented, especially in research and management.

In 1995, an EEO Consultative Group, consisting of five staff plus the Human Resources Manager, was formed. The group’s role is to encourage open communication on EEO activities, policies and priorities, and acts as a link between staff and the senior management team. In a survey carried out by the group in 1996, staff indicated that Manaaki Whenua should encourage greater awareness of the needs of other minority groups and the disabled, including intellectually disabled. In 1999, we began working with Main Stream(SSC) and Worksight NZ (IHC) to employ an intellectually disabled person to assist the grounds staff, for a period of two years. We believe this will be the first formal employment nationally, by a public agency in New Zealand, of a mainstream placement through IHC.

A number of other issues identified by staff during the survey have also been addressed e.g., access to childcare facilities at all sites, increasing the number of women’s toilets.

EEO: Designated groups

	1996/7	1997/8	1998/9
Women -number	139	141	137
- % of total	36%	37%	39%
Women Researchers ¹	19	29 ¹	33
- % of total	13%	16.5%	20%
Māori ²	16	14	11
- number %	4%	4%	3%

¹ 2.5% of the increase in women researchers is due to the definition of researcher being changed in 1998.

² Only includes individuals who have chosen to identify themselves as Māori, so there could be some under reporting.

Our Sustainability as a Research Organisation

Career & professional development

Our investment in training in 1998/99 indicates a significant decrease, primarily because of programmes delayed to the 1999/2000 year. In all other years, our target has been exceeded.

Training courses attended by science staff have included: Project Leadership, Relationship Marketing, Managing Poor Performers, Negotiation skills, Finance for Non-Accountants, Communication Skills, and Project Planning and Time Management.

In addition there have been a number of in-house courses conducted by staff e.g., Writing Science which was run by a senior editor. Specific science training is budgeted for and organised by science teams.

Manaaki Whenua is currently assisting 11 staff who are carrying out research for post graduate studies of relevance to our core science areas.

Training investment¹

	1995/96	1996/97	1997/98	1998/99	TARGET
\$000's spent	\$390	\$322	\$302	\$195	\$240
% payroll	2.2%	1.8%	1.8%	1.2%	1.5%

¹ Direct costs only; cost of staff time is not included



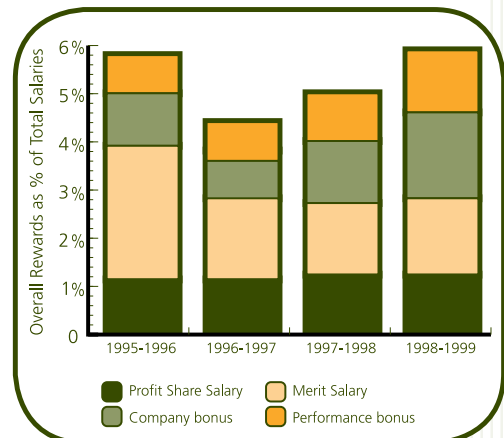
Career management: Career management requires each person to take some personal responsibility. Staff are being encouraged to use personal development plans, and our target is to have 50% of staff with plans in place by 30 June 2000.

In preparing a development plan, the person identifies their five year goal, and shares this with their team leader who helps facilitate the process of 'making it happen'. Detailed action plans are then agreed on with milestones to indicate whether or not progress is on track. Action plans can include training courses, study programmes, specific work experience, unpaid leave, and a variety of targeted activities. Planned career development like this increases staff skills and Manaaki Whenua retains extensive professional experience. For example, identifying career goals and the action planning process has already enabled one staff member to switch to a new, personally more rewarding role as part of the Computer Support Group and to enrol for a computer science degree—an outcome that has been far more valuable than a dissatisfied person leaving Manaaki Whenua for a job elsewhere. Another senior scientist, who had identified international experience as being critical to significant career development in their field, has just returned from a year-long posting working with European colleagues. This posting was achieved through one of our Manaaki Tangata Fellowships. Each year, three of these Fellowships are awarded to staff for sabbatical leave.

Performance based rewards

Manaaki Whenua has a formal, profit sharing scheme, which is linked to the company's financial performance. The scheme delivers a combination of bonus payments and base salary increases to all staff. In addition, merit salary increases and bonuses are awarded to staff who have excelled in their achievements and performance against agreed goals.

In 1998/99 merit-based salary increases were awarded to 33% of staff (43% of females and 26% of males), and merit-based bonuses were paid to 30% of staff (24% of females and 33% of males).



Our Sustainability as a Research Organisation

Intellectual capital

Intellectual capital, which is often seen as part of an organisation's intangible assets, is comprised of individuals' skills, experience, wisdom, reputation, and contacts ('networks'). Currently, we have few measures for this, apart from professional qualifications of staff, but it is another area we are considering for future reporting.

Highest tertiary qualifications as at September 1999

	PhD+	MASTERS	BACHELOR	DIPLOMA/ CERTIFICATE	TOTAL
Staff directly involved in research	87	57	55	19	218
Support staff ¹	5	6	18	3	32

¹ Includes management, research support and general support staff

Other recognition of our staff's excellence in areas important to peers and clients, is through external awards and elected or invited membership of prestigious professional bodies. This information was not documented systematically prior to 1997/98. However, this measure also depends on relevant awards being available to our staff and on nominations being put forward in a way that realises the most of such opportunities. It does not reflect the intellectual capital of the majority of our staff.

Examples of professional recognition

	1997/8	1998/9
Staff holding editorial positions with scientific journals	6	6
Staff on executive or committees of professional societies and councils	30 ¹	14 ²
Staff who are Directors or Board members of other professional bodies	6	4
Staff elected as Fellows of the Royal Society of New Zealand ³	-	2
Staff elected as Fellows / life members of other premier science bodies	-	3
Awards (non-science) for science contributions	3 ⁴	1 ⁵

¹ Includes staff on committees, professional societies, advisory committees and specialist groups

² Does not include advisory committee and specialist groups

³ We have five other staff and research associates who have been awarded FRSNZ prior to 1997/98

⁴ Montana Book Award, MoRSTs Future Directors award, and an award from the Institute of Landscape Architects

⁵ Friendship Medal of the People's Republic of China

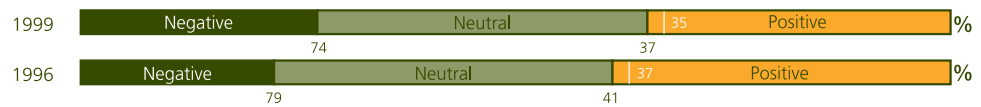
Our Sustainability as a Research Organisation

Staff attitude survey

Staff were surveyed in 1996, and again in 1999, to obtain feedback about attitudes to their working environment and their commitment to remain with Manaaki Whenua. Comparisons are made over time and against similar criteria for other science organisations in New Zealand (percentages shown in white below).

The organisation:

Encompassing the level of pride in the organisation, communication, innovation and valuing staff.



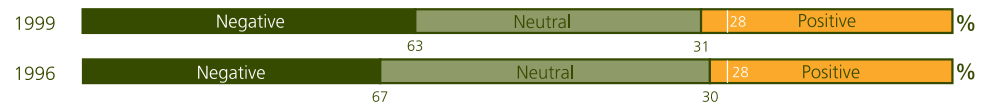
Organisational leadership:

Encompassing the strength, direction, management and reliability of leadership



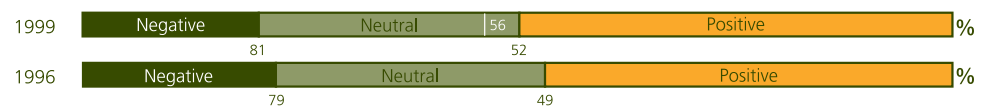
Reward & recognition:

Encompassing remuneration, career opportunities and performance recognition



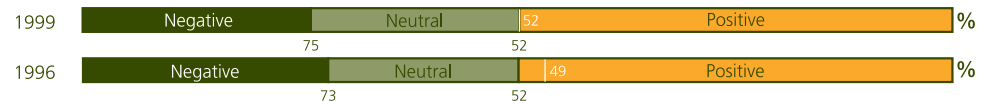
Teamwork & management:

Encompassing teamwork, immediate management, co-operation and feedback



Jobs:

Encompassing job enjoyment, work-life balance and workload assessment.



These figures reflect a particularly disturbing movement in staff perception of organisational leadership. Elsewhere there have been no significant movements, and only in one area do we reflect results below the sector median.

Actions were taken in August 1999 to start addressing the leadership concerns. The management team have a number of initiatives designed to reverse the trend over time. These, together with small groups of staff being set up to identify actions in other specific areas should see improvements in the percentages of staff agreeing, and maintaining better results than sector medians.

Our Sustainability as a Research Organisation

Staff turnover

When staff resign voluntarily, for whatever reason, there is a regrettable loss of experience from the company. However, staff turnover is also a source of 'new blood' and rejuvenation. Our target for turnover is set in the range of 5–10%.

	1995/6	1996/7	1997/8	1998/9	TARGET
Staff turnover (voluntary)	9.3%	8.3%	6.8%	7.7%	5-10%

Transition assistance: We provide considerable flexibility in assisting staff prepare for their eventual retirement. Although we average only three staff retiring per year, 10–20 staff attend comprehensive retirement planning seminars each year. Other assistance for staff includes financial planning seminars, superannuation management advice and provision for retiring in a planned and phased manner. In 1998/99, nine staff also had the benefit of a free personal financial planning consultation.

Phased retirement is an important option for staff who have had long careers in science organisations. It enables them to work part-time and develop other interests while maintaining ongoing research that has been an important part of their lives for so long.

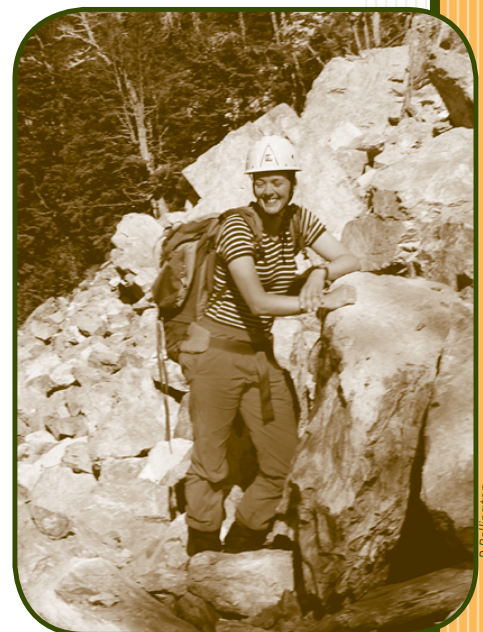
Redundancies: Unfortunately, we are not able to avoid redundancies completely. In the last four years, 25 staff have been made redundant. We have strived to make things as easy as possible, providing a range of assistance that includes outplacement consulting, help with curriculum vitae and financial planning, general counselling and assistance in setting up in a self employed business.

In addition to this help, staff have received average payouts of \$27,650 (ranging from \$4,957–\$48,084) in 1998/99 (\$22,974 in 1997/98). This equates to around seven months of an average salary.

Health & safety

To date, we have had an excellent safety record. Manaaki Whenua is faced with an unusually wide range of health and safety considerations because of the varied nature of our activities that take place in extremely varied locations—Antarctica to the Arctic, and most places in between. Considerable consultancy time is spent overseas especially in the Pacific Islands, SE Asia, and China. We have a team that has made several visits to the remote Siberia Taiga wilderness as part of their global climate change research. Other groups visit Antarctica or the Sub-Antarctic islands. And we have staff involved in fieldwork throughout New Zealand—coastal to alpine areas, mainland to offshore islands, Northland to Southland.

Our comprehensive Health and Safety Manual sets out protocols for a wide range of situations. Responsibility is clearly designated, with team leaders and site managers/administrators responsible for the health and safety of staff in their team or site, and a designated leader responsible for safety issues for groups in the field (e.g., wearing high visibility vests to avoid being shot accidentally by hunters, carrying adrenalin antidote kits when working in wasp infested areas). Safety planning is a component of the project management system, and safety reports are required for all accidents even if medical attention is not required.



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Our Sustainability as a Research Organisation

Much of the credit for our good safety record is also due to experienced staff taking responsibility for safety issues and encouraging their colleagues into good practices. For example, a field safety workshop organised in 1998 by an experienced field researcher, has been used as a model in all regions. This on-going process of sharing and documenting experiences is a key aspect of our health and safety management. When particular concerns appear, we highlight them for further investigation, developing guidelines and providing training. In some instances, local occupational Health and Safety (OSH) staff are invited to join discussions.

Some of the health & safety considerations for Manaaki Whenua

Offices & buildings:

keyboards and computers
ergonomic furniture and secure shelving
lighting, heating, clean air and water
heavy weights e.g., boxes of books in the library
fire exits and alarms

Laboratories & workshops:

chemicals, vertebrate poisons (e.g., cyanide, 1080), fumes, radioactive tracers
pathogens (e.g., Bovine-Tb in possum carcasses, soil bacteria, leptospirosis in dairy effluent)
equipment and tools (e.g., heavy, sharp, electrical)

Flora & fauna collections:

preservatives and fumigants
pathogens
irritants (e.g., mites, moth wing scales)

Transport:

cars, vans, trailers, 4WD, trail bikes, boats (e.g., appropriate licences/certificates & use, maintenance)
helicopters, boats, ships (to get to field locations)

Fieldwork (daytrips to expeditions of many weeks):

conservation (indigenous forests, geothermal, alpine, wetlands) to primary production (e.g., forestry logging, mining, farming)

rough terrain, remote, extreme weather conditions, river crossings

climbing equipment (birds nesting up very tall trees, greenhouse gas research towers)

heavy equipment (e.g., soil drilling rigs, peat corers, data loggers, possum traps and carcasses) and heavy loads carried for long hours over hard country

personal survival (suitable clothing, food, water, protection from sunburn, adequate sleeping bags, personal locator beacons, maps, compasses, radios, camping equipment, life jackets, trip plans)

field first aid (including adrenalin for anaphylactic shock reaction to wasp stings)

working with poisons, traps and sometimes firearms (appropriate licences as well as hazards)

pathogens and diseases (e.g., Tb, leptospirosis, giardia, effluent)

agrichemicals

fire (tussock burn off)

wild animals and wasps (other dangerous vertebrates and invertebrates when overseas)

deep soil sampling pits

Obviously, prevention is the most important consideration. We use an audit process, to which staff contribute, to ensure that hazards are identified and minimised. Four health and safety audits (a comprehensive audit at our Nelson site, and lab audits at Auckland, Hamilton and Nelson) showed that staff have a good knowledge of hazards, and disclosed no significant problems.

Actual time lost is used as a measure of the effectiveness of our health and safety policies and efforts. During 1997/98, we focussed on raising staff awareness of managing and preventing occupational overuse syndrome (OOS). And in 1998/99, virtually no time was lost because of OOS.

Health & Safety

	1995/6	1996/7	1997/8	1998/9	TARGET
Independent audits conducted	not available	not available	1	4	Not set
Days lost to injury	40.5	107	54.5	6	<90
No. of injuries per million hrs worked	not available	17.3	9.3	2.7	<5

Our Sustainability as a Research Organisation

Work/life flexibility

Over the past two years we have introduced policies and practices in this area to consolidate our ability to provide for a wide range of needs. Among other things, our policies now include paid parental leave (both maternity and paternity), totally flexible working hours, access to childcare facilities, assistance in planning for retirement and a range of insurance options in addition to the death and accident cover provided.



D Morgan (family Christmas picnic at Lincoln).

GOING FORWARD

By 2001:

- we will increase our assistance to staff with their career development
- 75% of open term staff will have prepared a personal development plan in consultation with their immediate manager
- we will have developed a set of indicators for measuring our intellectual capital
- we will be addressing issues raised by the 1999 staff attitudes survey. External facilitators will be used to help the Senior Management Team with its internal review; discussion groups will have made progress with identifying relevant factors and potential means of addressing concerns in the following areas:
 1. trust in senior management / organisation leadership
 2. immediate manager feedback
 3. team co-operation and open communication
 4. researcher/consultant workloads

Action plans will be in place for at least three of them.

- we will continue striving to increase the percentages of women and Māori researchers, and to increase diversity in the workplace while pursuing our equal employment opportunities policy.
- we will continue to review our health and safety performance, striving for lower frequencies of accidents and ill-health. Less than 25 days per annum will be lost to injury, there will have been less than 5 injuries per million hours worked, and we will have achieved a 10% reduction in days of sick leave compared to 1998/99.

Going Forward: Summary of Initiatives for 1999/2001

TARGETS FOR COMPLETION BY 30 JUNE 2001

Our science

Continuously improve our contribution to sustainable development in New Zealand by constantly reviewing our research portfolio with our clients and stakeholders. We will agree with them how to better focus research on desired outcomes.

- Agree on outcome statements and key performance indicators for all of our PGSF programmes, and 80% of our non-PGSF contracts.

We will develop a new area of scientific research focussing on resource-use efficiency and waste elimination, to help central and local government facilitate economic development that does not compromise the environment, and for business sectors to improve their overseas and domestic competitiveness through adopting appropriate principles of sustainability.

- Establish a major research programme involving national and international collaborators.

Our clients & communities

We will continue to evaluate our customers' satisfaction and take steps to improve our performance.

- Conduct a further survey of customer satisfaction and evaluate the results in terms of staff training needs.

We will maintain our involvement in community activities, award schemes and other programmes which are consistent with our Guiding Philosophy.

- Engage in at least one new educational programme and expand our award scheme concerned with the natural environment.

Our environmental impacts

We will continuously review our use of animals in research and non-target (bycatch) mortality in our fieldwork to reduce these impacts.

- Reduce the numbers of animals used in research to minimum statistical requirements. Reduce bycatch of indigenous vertebrate species to 75% or less of the capture rate in 1998. We will progress our concept of planting indigenous trees to offset corporate greenhouse gas emissions. We will also continue following developments in the government's policies on greenhouse gas emission reduction, taxation, and carbon credits, so we can into account any future financial liabilities.
- Establish the principle among stakeholders of using indigenous vegetation to offset greenhouse gas emissions, and calculated tree growth forecasts for selected locations.

We will minimise inputs and emissions 'at source' in our own operations so that waste is not created. But, where this is not possible, we will ensure that reuse, recovery and recycling of used materials are maximised.

- Conduct solid, liquid and hazardous waste audits for all of our sites, and develop waste minimisation plans for Manaaki Whenua as a whole.

We will continue our efforts to minimise greenhouse gas emissions by reducing energy usage and eliminating unnecessary travel. We will also report on some other significant impacts arising from our activities e.g., release of atmospheric pollutants such as oxides of sulphur and nitrogen.

- Further reduce our emissions by 5% compared to 1998/99.

Our staff

We will increase our assistance to staff with their career development.

- Ensure 75% of open term staff have prepared a personal development plan in consultation with their immediate manager.

We will address the quantification of Manaaki Whenua's intellectual and human capital .

- Develop a set of indicators for measuring intellectual and human capital.

We will address issues raised by the 1999 staff attitudes survey.

- Establish discussion groups to address:
 1. trust in Senior Management / organisation Leadership
 2. immediate manager feedback
 3. team co-operation and open communication
 4. researcher/consultant workloads
- Ensure action plans are in place for at least three of them.

We will continue striving to increase the percentages of women and Māori researchers, staff with disabilities, and increasing diversity in the workplace while pursuing our equal employment opportunities policy.

- Continue upward movement for women researchers in these statistics. Halt the decline and initiate upward movement in numbers of Māori staff.

We will continue to review our health and safety performance and strive for lower frequencies of accidents and ill-health.

- Ensure less than 25 days are lost to injury, less than 5 injuries per million hours worked, and a 10% reduction in days of sick leave compared to 1998/99.

We will invite staff to generate and evaluate proposals for improving our corporate sustainable development.

- Establish one or more voluntary sustainable development teams of staff at each of our major locations, supported by a central coordinator.

Our reporting

We will work with the New Zealand Business Council for Sustainable Development, and other companies with similar goals, to encourage reporting on sustainable development.

- Publish an integrated report of our own financial, environmental, and social performance, and contribute to reporting guidelines for use by New Zealand businesses.

Verification



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Verification Report

Manaaki Whenua Landcare Research has prepared its first Report of Sustainable Development covering the period to 30 June 1999.

Tonkin & Taylor has completed an independent, verification of the Report. The objectives of the verification assessment were to:

- assess whether the information presented in the report is relevant and complete, and that it accurately and reliably reflects environmental and social aspects of the sustainability of Landcare Research's activities and services;
- assess if the report is clear and comprehensible for Landcare Research's stakeholders; and
- provide recommendations for improvement in this and future reports.

Our assessment involved:

- reviewing two working drafts and a final draft of the report;
- reviewing records, data and documents referenced in the report; and
- interviewing key Landcare staff members.

We completed our assessment between November 1999 and April 2000, including an on-site assessment on 18-19th November. We conducted our assessment in accordance with international auditing standards (ISO 10011, ISO 14010 and ISO 14011). The information and claims in the report were used as the formal audit criteria for the assessment. In addition, the United Nations Environment Programme guidelines on contents of a Corporate Environmental Report (1996) were used as informal audit criteria.

On the basis of our assessment, it is our opinion that this first Report of Sustainable Development:

- provides a fair and balanced disclosure of the company's environmental and social sustainability performance;
- describes the management systems in place within the company (including the ISO 14001-certified Environmental Management System);
- provides a sound baseline on which future reports can build;
- describes the intentions of the company for measuring, managing, improving and reporting performance in the future;
- demonstrates the company's commitment to continual improvement in the services it provides to others and in its own activities; and
- addresses the United Nations reporting guidelines where they are relevant to Landcare Research's services and activities and includes data where these are available.



The Report is one of the first sustainability reports produced in New Zealand and is a useful model for others. It also presents some innovative approaches to environmental management, such as in the Eco-Balance project.

There is room for improvement. In future reports, more comprehensive, quantified data and trends should be able to be reported. The approach, structure and content of future reports should also continue to evolve as examples of the "state of the art" in sustainability reporting.

In producing this Report and through its involvement in the New Zealand Business Council for Sustainable Development, Landcare Research is providing strong, practical and intellectual leadership within the New Zealand business community.

Tonkin & Taylor Ltd
11 April 2000



Marje Russ
Senior Resource Management Specialist

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FEEDBACK ON THIS REPORT

We are very keen to obtain feedback on this report, especially in relation to the content and format, its usefulness as a means of communication with a wide variety of interested parties, the carbon offset programme, the environmental accounting project, and directions for the future.

Email: sustainability@landcare.cri.nz

Glossary of Technical Terms & Abbreviations

EXPLANATION OF TERMS USED

1080	Sodium monofluoroacetate, a vertebrate pesticide used in New Zealand to control possums.
Anticoagulant	A compound that inhibits normal blood clotting processes. When used in vertebrate pesticides, anticoagulants cause internal bleeding that is usually fatal to the animal. Slow acting poison.
Biodiversity	The variety of biological life in the environment. It includes the genetic, species, community, and ecosystems diversity of all life on earth.
Biomarker	An organism (or cell structure or identifiable process) that is particularly sensitive to environmental contamination.
Biosecurity	The exclusion, eradication, and effective management of pests and unwanted organisms (The Biosecurity Act 1993).
Biota	The animal and plant life of a region
Carbon sequestration	Transfer of carbon dioxide from the atmosphere into terrestrial and aquatic ecosystems, leading to an increase in carbon storage in these ecosystems. In the context of this report, carbon sequestration refers to the net accumulation of carbon in plants and soils.
Cholecalciferol	Vitamin D3. Cholecalciferol has a physiological role in maintaining a stable levels of Calcium. High doses of vitamin D3 are exceptionally toxic to possums and rodents
Ecosystem	A community of interacting organisms and their physical environment. It involves all biological, chemical and physical components.
EEO	Equal employment opportunities.
EMS	Environmental Management System.
EPI	Environmental Performance Indicator.
Euthanasia	Humane methods used to bring about a gentle and easy death.
FTE	Full-time equivalent—a measure of staffing levels equating to a full time employee.
GPS	Geographic Positioning System —based on satellite technology.
Greenhouse gases	Carbon dioxide (CO ₂), nitrous oxides (N ₂ O), and methane (CH ₄), which are attributed as causal factors in global warming.
Iconic species	Species that are national icons e.g., kiwi, silver fern.
ILUS	Integrated land use systems where different land use practices such as cropping, forestry, pastoral production, wetlands etc. are integrated together into a systematic package.
ISO 14001	International Organisation for Standardisation Environmental Management Standards, as Documented in Australian, New Zealand Standard 'Environmental management systems – Specification with guidance for use' 1996.

Kilowatt hrs (kWh)	A thousand watts for one hour.
Nurse crop	These are plants that are quick growing, capable of being planted in full sunlight and moderately exposed conditions. They may include legumes suited to nitrogen deficient sites. Once established, less hardy species can be planted amongst them, taking advantage of the microclimate and fertility created.
OOS	Occupational overuse syndrome.
Precautionary principle	Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.
Remote sensing	The acquisition of information about an object without physical contact. In the context of this report, it refers to the gathering and processing of information about the earth's environment through the use of photographs and related data acquired from an aircraft or satellite.
Silvicultural techniques	Methods used in the growing and management of trees for forestry.
Sustainability	Refers to sustainable management, meaning to manage 'the use, development, and protection of natural and physical resources in a way, or at a rate, which enables people and communities to provide for their social, economic and cultural well-being and for their health and safety' (The Resource Management Act 1991).

Acronyms for organisations and funding

AEC	Animal Ethics Committee
AgResearch	New Zealand Pastoral Agricultural Research Institute
AHB	New Zealand Animal Health Board
AISSET	Animals in Schools Education Trust
CCMAU	Crown Company Monitoring and Advisory Unit
CERES	Coalition for Environmentally Responsible Economies
CRI	Crown Research Institute
DOC	Department of Conservation Te Papa Atawhai
ERMA	The New Zealand Environmental Risk Management Authority
FRST	Foundation for Research, Science and Technology
IGNS	New Zealand Institute of Geological and Nuclear Sciences Limited
IRL	Industrial Research Ltd
MAF	Ministry of Agriculture and Forestry
MFAT	Ministry of Foreign Affairs and Trade
MfE	New Zealand Ministry for the Environment Manatū Mō Te Taiao
MoRST	Ministry of Research, Science and Technology
NIWA	New Zealand National Institute of Water and Atmosphere Limited
NPCA	National Possum Control Authority
NSOF	Non-specific output funding
NZBCSD	New Zealand Business Council for Sustainable Development
NZSPCA	New Zealand Society for the Protection and Care of Animals
PGSF	Public Good Science Fund