



ANTARCTIC HERITAGE TRUST  
— INSPIRING EXPLORERS —

# SUSTAINABILITY FRAMEWORK

2025-2026



SCOTT'S DISCOVERY HUT  
VIRTUAL REALITY EXPERIENCE







# SUSTAINABILITY FRAMEWORK

Antarctic Heritage Trust is a New Zealand-based charity with a vision of Inspiring Explorers.

Through its mission to conserve, share and encourage the spirit of exploration the Trust cares for the remarkable expedition bases of early Antarctic explorers including, Carsten Borchgrevink, Captain Robert Falcon Scott, Sir Ernest Shackleton and Sir Edmund Hillary.

It shares the legacy of exploration through outreach programmes and encourages the spirit of exploration through expeditions to engage and inspire a new generation.

Antarctic Heritage Trust was established in 1987. The Trust manages the Ross Sea Heritage Restoration Project, which is

the world's largest cold-climate conservation project, caring for five expedition bases in the Ross Sea region of Antarctica:

- ▲ Borchgrevink's Hut, Cape Adare
- ▲ Scott's Hut, Hut Point
- ▲ Shackleton's Hut, Cape Royds
- ▲ Scott's Hut, Cape Evans
- ▲ Hillary's Hut, Scott Base

More than 100 conservation experts from 15 countries have worked in Antarctica on this project conserving the explorers' bases and the more than 20,000 artefacts the men left behind, including clothing, food and equipment.

Find out more at [nzaht.org](https://nzaht.org).

## ▲ OUR VISION Inspiring Explorers

## ▲ OUR MISSION To conserve, share and encourage the spirit of exploration

## ▲ GUIDING PRINCIPLES

- ▲ Be global in outlook
- ▲ Look to the future
- ▲ Positive partnerships
- ▲ Keep relevant to New Zealand and our modern world

## ▲ ORGANISATIONAL VALUES

- ▲ Be open minded and curious
- ▲ Innovate
- ▲ Strive for excellence
- ▲ Encourage positive risk taking
- ▲ Be global in outlook

## ▲ SUSTAINABILITY PRIORITIES (2025 – 2030)

**As part of its Strategic Plan review in 2024, the Trust surveyed key stakeholders about what they considered were important priorities around sustainability. A diverse range of stakeholders were engaged via surveys and interviews, including the board, staff, donors, partners, government, alumni and supporters. As a result of this work, the Trust has clarified its top priorities around sustainability that inform this framework.**

In order of importance:

1. Effective heritage conservation management of the historic huts and artefact collections.
2. Financially sustainable operations, which continue to leverage Crown funding and generate new income.
3. Organisational sustainability, which includes good governance and leadership.
4. Workforce sustainability with a focus on health, safety and wellbeing, culture, learning and development.
5. Climate change transition and adaptation as we prepare for and take action to adapt to the impacts of the changing climate for historic huts.
6. Stakeholder relationships are strong with our donors, government, supporters, partners and alumni.
7. Sharing our stories globally for public outreach and engagement across diverse audiences.
8. Inspiring the next generation of explorers and creating ambassadors through the Inspiring Explorers™ programme.
9. Creating virtual access to the historic sites the Trust cares for (e.g. virtual reality).
10. Focus on sustainable supply chain so we source our goods and services from ethical organisations.
11. Mitigating the impacts of the carbon emissions of our programmes.

# CONSERVE

Conserve the international legacy under the Trust's care for the benefit of humanity

## Priorities

- ▲ Effective management of the huts and artefacts
- ▲ Climate change transition and adaptation



## What we have Achieved

- ▲ Undertaken initial conservation of historic huts at Ross Island (no longer on world's most endangered sites list)
- ▲ High level of returnees for conservation programme – utilizing global networks built over many years
- ▲ Data gathering to inform impact conservation on sites
- ▲ Good records management for sites and artefacts (e.g. Vernon database)
- ▲ Site research and monitoring to enable efficient management
- ▲ International Design Team in place as 'heritage conscience'
- ▲ Sustainable procurement – source locally made.
- ▲ Partnering with others to leverage expertise and resource
- ▲ Strong global conservation alumni community
- ▲ Responsible environmental management adhering to permits

## 2025 Targets

- ▲ Work with Antarctica NZ to understand carbon footprint for conservation season
- ▲ Progress strategy to adapt to climate change as it may impact the historic sites
- ▲ Be an active part of global Heritage Working Group for risk assessment on heritage sites to further understand the impacts of climate change



# SHARE

Treasure and share the world's greatest polar exploration stories

## Priorities

- ▲ Sharing our stories globally
- ▲ Creating virtual access to historic sites



## What we have Achieved

- ▲ Creating access to the historic sites through digital access, such as virtual and augmented reality experiences
- ▲ Growing a globally, engaged audience across multiple platforms
- ▲ Creating 'Icy Heritage' digital archive to sustainably manage the Trust's extensive photographic collection
- ▲ Growing a global alumni community of passionate advocates
- ▲ Delivering outreach programmes that reach diverse audiences and have a positive ripple effect into New Zealand communities
- ▲ Resourcing digital assets and their management and ongoing costs outside of Crown funding
- ▲ Connecting with diverse communities, including Māori and Pasifika networks
- ▲ Regularly connect key stakeholders through online and in person events

## 2025 Targets

- ▲ New impact report to replace annual report
- ▲ New digital strategy approved
- ▲ Publish our sustainability framework on the Trust's website
- ▲ Publish on the website how we understand and manage the impact of climate change on the historic sites we care for

# ENCOURAGE

Connect youth with the physical world and spirit of exploration to educate, inspire and improve their lives

## Priorities

- ▲ Inspire the next generation of explorers and create ambassadors



## What we have Achieved

- ▲ Evolution of the programme over ten years to include three strands
- ▲ Grown a diverse community of Inspiring Explorers globally
- ▲ Multi-year programme plans and budgets are in development
- ▲ 'Explorer Mindset' is at heart of the programme - encouraging young people to develop skills to give them confidence to step into a changing world
- ▲ Prioritise partnering with organisations that operate sustainably
- ▲ Sustainable procurement, source quality and locally (as possible)
- ▲ Report back to Inspiring Explorers™ programme donors on the positive impact of the programme
- ▲ Measure impact and actively work to improve programmes using third party assessment
- ▲ Developed strong national networks, encouraging a diverse range of participants in the programme

## 2025 Targets

- ▲ Measure the carbon footprint of the Inspiring Explorers™ programme and encourage offsetting with Inspiring Explorers
- ▲ Complete an impact measurement for 10 year anniversary of programme and report back to key stakeholders



# SUSTAIN

Sustain and grow the Trust's programmes to make the world a better place, while caring for people and the planet

## Priorities

- ▲ Workforce sustainability
- ▲ Financial sustainability
- ▲ Organisational sustainability
- ▲ Stakeholder relationships
- ▲ Mitigating the effects of carbon emissions
- ▲ Sustainable supply chain



## What we have Achieved

- ▲ Multi-year income generation strategy
- ▲ Strong governance, oversight and reporting
- ▲ Best practice fundraising model in action
- ▲ Long term strategic plan in place
- ▲ Strong focus on health, safety and wellbeing
- ▲ Developing governance and operational cultural competencies
- ▲ Funds under management via SIPO (ethical investing)
- ▲ Responsible travel – reduced in person meetings (as possible)
- ▲ Sustainable suppliers and efficient stock control
- ▲ Maintained and monitored budget and reporting
- ▲ Compliance with Charities Act so we retain charitable status
- ▲ Continuous improvement – identify and review continually
- ▲ Robust risk management and continuous improvement

## 2025 Targets

- ▲ Progress multi-year budgets for new programme plans
- ▲ Rollout new database
- ▲ Update stakeholder management strategy
- ▲ Plan and resource for launch of global conservation fundraising campaign
- ▲ Resource programmes and projects appropriately, leveraging government investment

# STRATEGIC PLAN

## 2021-2025

### OUR VISION

Inspiring Explorers

### OUR MISSION

To conserve, share and encourage the spirit of exploration

### Guiding Principles

- ▲ Be global in outlook
- ▲ Look to the future - Ka mua, ka muri
- ▲ Keep relevant to New Zealand and our modern world
- ▲ Positive partnerships

### Goals

#### Conserve

Conserve the international legacy under the Trust's care for the benefit of humanity

#### Outcomes

- ▲ Conserve, maintain and monitor all Antarctic sites and collections under our care
- ▲ Conserve Antarctica's first building and return conserved artefacts to site
- ▲ Collaborate with UKAHT to safeguard their Antarctic Peninsula heritage assets
- ▲ Maintain our reputation as the global leaders in cold climate heritage conservation

#### Share

Treasure and share the world's greatest polar exploration stories

- ▲ Embrace technology to bring Scott, Shackleton and Hillary polar legacy to a NZ and global audience
- ▲ Be the trusted source of information on the polar explorers' legacy we care for
- ▲ Share stories with global audiences
- ▲ Produce innovative content to generate greater brand awareness
- ▲ Increase reach and engagement across channels by 10% per year

#### Encourage

Connect youth with the physical world and spirit of exploration to educate, inspire and improve their lives

- ▲ Sustainable and scaled Inspiring Explorers™ programme with youth across a range of diversity indicators
- ▲ More young people connect with and value the importance of exploration and protecting this legacy

#### Sustain

Sustain and grow the Trust's programmes to make the world a better place, while caring for people and the planet

- ▲ Maintain and leverage NZ Government investment
- ▲ Long term and sustainable income bases
- ▲ Sustainable programmes for people and operations

### Organisational Values

- ▲ Be open minded and curious
- ▲ Encourage positive risk taking
- ▲ Innovate
- ▲ Treasure the spirit and legacy of exploration
- ▲ Strive for excellence