

Annual Plan 2023/24

Mobilising New Zealand's most ambitious businesses to build a thriving and sustainable future for all New Zealanders



Foreword

The Year Ahead

There is no doubt 2023 will be remembered as a year which brought climate change into harsh focus for Aotearoa.

The ongoing impact of the devastating Auckland Anniversary flooding and Cyclone Gabrielle continues to serve as a very real reminder for both business and New Zealanders of the human, environmental and economic costs associated with a changing climate.

These severe weather events came at an already economically uncertain time, compounded by the aftermath of the COVID-19 pandemic, increasing costs of living, and the ongoing uncertainty of global events, like Russia's war on Ukraine.

Against this backdrop, our collective work to secure a low emissions and climate resilient future, where nature and people can thrive, continues to be critically important.

As always, I am heartened and inspired by the huge strides and progress you, our members, continue to take in your sustainability and climate action journeys, despite the ever more complicated world and challenging economic headwinds we are navigating. Our members recognise waiting until things are mandatory to act, risks losing competitive advantage and being left behind.

That is why we continue to work with our members to embrace the opportunities that come with embarking on a sustainability journey, and champion them to lead out and innovate in new and exciting ways.

Over the coming year our programme of work is designed to continue to harness the opportunities before us, by moving further, faster, together.

A refreshed focus

Underpinning this year's work plan is our recently launched refreshed strategy, which now sets our trajectory out to 2027.

Importantly this includes an extension of *Climate Action* to now incorporate a clear focus on Nature, as well as a crucial emphasis on Climate Adaptation. This work also sits alongside the important progress that continues to be made by the Climate Leaders Coalition who we share our vision with. While our *Thriving People* Pillar has enhanced its focus on a Just Transition and, as we head into the largest economic transition we have seen in recent history, the most material issues facing society that come with it.

The breadth and depth of our refreshed and renewed focus has been captured in a pyramid which articulates our offer for members, our key programme areas, as well as the areas of high-impact focus.

Fundamental from the foundation through to the top is our Leadership Pillar as the thread that draws everything together – from the baseline leadership requirements of ESG, to the high impact areas where we are working to drive systems change and shift the dial on sustainable business practices in Aotearoa.

Over the course of the coming year, our high impact focus areas will center around working with members across:

- Advocacy on Climate Action.
- Transport Collaborations.
- Strengthening the S in ESG.

All of which you can read more about in the following pages.

When we look ahead to 2030, we know we will be successful when our members: reduce emissions in line with national and international requirements; prepare for and adapt to a changing climate; place people and communities at the core of their business decision-making; and balance economic, environmental, and social outcomes in their business models and value proposition.

This plan articulates how we will progress towards these outcomes in the coming year and core to this is our engagement with you, our members, through co-designing collaborations and fostering connections between you, the businesses who make up our network.

We stand ready to work alongside you all, as together we strive to deliver a future for New Zealand where business, nature, and our people, can thrive.



Mike Burrell
Executive Director



Our focus areas

SBC/CLC VISION

A New Zealand where business, people and nature thrive together.

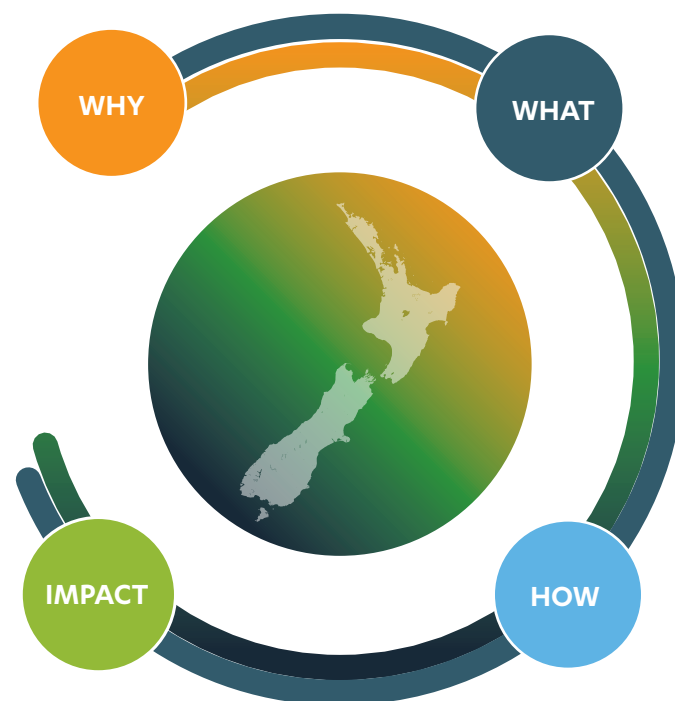
PURPOSE

To mobilise New Zealand's most ambitious businesses to build a thriving and sustainable future for all.

BY 2030

New Zealand businesses are:

- Reducing emissions in line with national and international requirements;
- Preparing for and adapt to a changing climate;
- Placing people and communities at the core of their business decision-making; and
- Balancing economic, environmental, and social outcomes in their business models and value proposition



LEADERSHIP IN SUSTAINABILITY

Supporting members to be ambitious on sustainability and encouraging other businesses to go further.

ACTION ON CLIMATE AND NATURE

Accelerating the transition to a future that is zero emissions, resilient, and nature regenerative.

THRIVING PEOPLE

Members are contributing to a just transition and acting on the most material issues facing society.

MEMBER SERVICES

Capability building, collaborations, peer-to-peer learning, events, storytelling, communications.

MEMBER REPRESENTATION

Partnerships, advocacy, media engagement, international engagement, thought leadership.

We have developed this plan to reflect our bold ambition and have identified priorities to deliver over the next 12 months. Delivery of this plan will be phased subject to resourcing.



LEADERSHIP IN SUSTAINABILITY

Supporting members to be ambitious on sustainability and encouraging other businesses to go further.

SBC is a leadership organisation. We cultivate leadership through enabling members to lead sustainable businesses and by fostering the collective leadership of our members to advance a more sustainable New Zealand.

FOCUS AREA	KEY DELIVERABLES
Raising the floor, pushing the ceiling Creating a thriving Aotearoa requires ambition and a commitment to collective, positive action. We are a catalyst for this change, supporting members to align strategy with shared value creation.	<ul style="list-style-type: none">• Supporting connection and collaboration between member organisations.• Working with partners to upskill the Executive and Director community to adopt an integrated, strategic approach to sustainability.• Provision of tools and resources to support members on their sustainability journeys to meet member commitments.• Empowering members to embed ESG into decision-making, through direct advice to members across topics and inputting into member materiality assessments.• Continued development of a <i>Communications, Marketing & Brand Community of Practice</i>, targeting the specific business units to share best practice and common challenges, hear from global leaders and develop a network of like-minded peers.
Holding members to account Showcasing best practice in economic growth, ecological integrity and social progress is an integral part of how SBC members demonstrate leadership to the business community.	<ul style="list-style-type: none">• Biennial review of members against their member commitments with the opportunity for eligible reports to be reviewed against the WBCSD Reporting Matters Framework.• Evolving the member commitments to align with WBCSD best practice.• Collect insights from members that demonstrate collective impact, and serve as a measure of integrity and transparency.
Becoming a positive Te Tiriti partner	<ul style="list-style-type: none">• Building SBC's own capability in Te Tiriti o Waitangi and Te Ao Māori.• Working with experts to understand how SBC can develop Mana-enhancing partnerships with businesses in the Māori economy.• Ensuring SBC's project delivery is culturally holistic and strengthens these partnerships.• Forming a sub-committee of the Advisory Board to guide the development of this work.





FOCUS AREA	KEY DELIVERABLES
Building sustainability capability Growing sustainability talent in Aotearoa is essential in order to meet the immediacy and scale of the challenges we face. SBC contributes to this through our training and professional development opportunities touching on a wide range of roles across business.	<ul style="list-style-type: none"> • Sustainable Leadership Programme (in partnership with Catapult) and Sustainability Fundamentals (in collaboration with the BusinessNZ Network). • Provision of research insights including CFO snapshot (in partnership with Deloitte) and Sustainability Professionals Research (in partnership with Oxygen). • Encouraging members to champion positive consumption models by showcasing the latest consumer insights (in partnership with Kantar).
Showcasing success SBC communicates the success of its members to inspire other businesses to take meaningful sustainability action.	<ul style="list-style-type: none"> • Showcasing member best practice, global insights and peer-to-peer learning opportunities through the monthly SBC Spotlight and Thriving People, Thriving Voices webinar series. • Producing an SBC Podcast to inform, inspire, education and upskill around the business of sustainability. • Delivery of our flagship event the <i>Climate Change and Business Conference – Delivering Net Zero</i> with the Environmental Defense Society (EDS) and Climate Leaders Coalition (CLC), creating a high-profile platform for thought leadership and meaningful discussion to inspire action.

Leadership through partnerships

Activating systems level change requires work across sectors and organisations. SBC therefore partners with a number of key organisations outside of our membership to achieve impact. Our key partnerships in 2023/24 include:

- ChapterZero to accelerate the development of climate literacy in the Director Community.
- BLab to support businesses to shift the economic system by balancing purpose and profit.
- Toitū Tahua: Centre for Sustainable Finance to accelerate progress towards a sustainable and equitable financial system that rewards the most sustainable companies.
- Future Work Studio to support members to work together to build future ready skills, workforces and ways of working as we transition to Net Zero, to ensure 'no one is left behind'.
- Our alliance with the Business Council for Sustainable Development (BSCSD) Australia to foster trans-Tasman learning and adoption of best practice and influence trans-Tasman foreign policy as it relates to climate and sustainability.
- As a Global Network Partner of WBCSD, we draw on the network's resources and connect our members to some of the world's leading sustainable businesses and influence international action as a Global Network Partner.
- BusinessNZ Network to support regional business organisations to accelerate sustainability capability.



ACTION ON CLIMATE AND NATURE

Accelerating a just transition to a future that is zero-emissions, resilient, and nature regenerative

We do this by supporting members through delivery of advocacy, connections, collaboration, capability development and credibility building.

FOCUS AREA	KEY DELIVERABLES
Mitigation Core to the work of SBC is supporting members to transition their business to thrive in a low emissions economy. We work alongside members to emphasise the importance of understanding their emission profile and setting ambitious targets which are backed with a robust emission reduction roadmap.	<ul style="list-style-type: none">• Roll out of Climate-related Disclosure Readiness Workshop Series in partnership with Deloitte, KPMG and Toitū Envirocare.• Delivering three heavy freight decarbonisation workstreams in collaboration with members.• Ongoing member support around measurement, reporting and reduction of emissions.
Adaptation Strengthening resilience to the impacts of climate change is becoming increasingly important, as well as understanding the links between adaptation and mitigation. SBC is working alongside members to share practical learnings of applying climate adaptation within their businesses, hear from industry experts and understand the role of transition plans.	<ul style="list-style-type: none">• The SBC-led Adaptation Working Group continues to act as a forum to enable members to learn from each other about ways to plan and implement adaptation actions.
Nature Climate and nature are two sides of the same coin, these systems are interconnected both in terms of the challenges and solutions. Nature is an emerging area of focus for the SBC in response to member feedback.	<ul style="list-style-type: none">• Understand the value proposition for SBC and its members around action in this area and create a programme for SBC related to climate and nature.• Explore areas for generating understanding and collaboration across members.• Build understanding of the potential to act in partnership with others to maximise the impact of action SBC may take.
Climate Credibility SBC will continue to work closely with the Climate Leaders Coalition (CLC) as a joint trusted voice for climate action.	<ul style="list-style-type: none">• Providing a shared platform for members to showcase climate action efforts through our communications and key events.• Working in unison to advocate for effective climate change policy to provide businesses the certainty and confidence needed to continue investing in mitigation and adaptation.• Continued secretariat support for the Coalition.

Advocating for accelerated climate action

Working closely with the [Climate Leaders Coalition](#) (CLC), SBC represents a trusted and collective voice through our advocacy work, championing ambitious climate action.

Our advocacy priorities for 2023/24 are:

- Domestically, the joint pre-election policy priorities work will continue alongside CLC ahead of New Zealand's General Election taking place in October.
- SBC will continue to work pre- and post-election to ensure members' views are represented, and climate change remains at the forefront of the policy agenda.
- Simultaneously, SBC will also work with members to respond to the Climate Change Commission's draft advice on the second Emissions Reduction Plan, continuing to advocate for accelerated climate action and a resilient future for all Aotearoa.
- Once work begins by the government on the final emissions reduction plan, due in 2024, we will focus our efforts on collaborating to ensure a plan that delivers opportunities for members.
- Having participated in the Ministry of Transport's consultation, we will continue to advocate for the rapid implementation of a national EV charging strategy and the establishment of an institutional model to do so.
- We will continue to seek high-value high-impact advocacy opportunities as they emerge from government, for example, in response to consultation exercises. We will consider these on a case-by-case basis and work with members to develop a response.
- On a global level, SBC will be working with its members to bring a strong business voice to COP28 in Dubai. Continued involvement with the Australia New Zealand Leadership Forum (ANZLF) will provide a critical pathway to strengthen an additional united trans-Tasman climate voice to the negotiations.





THRIVING PEOPLE

Members are contributing to a just transition and acting on the most material issues facing society to put thriving people at the heart of better business

Social sustainability is changing rapidly, and social issues are becoming a higher priority on the business agenda. Businesses have an evolving, but critical, role to play in supporting the wellbeing of their employees and to positively impact their local communities and broader society.

FOCUS AREA	KEY DELIVERABLES
Future of Work Core to the work of SBC is bringing members together to work collaboratively and engage, support and equip their workforces to adapt and thrive in the changing world of work to support a just transition to Net Zero, ensuring 'no one is left behind'.	<ul style="list-style-type: none">• THRIVE Future Work ecosystem, beginning with a 12-month member-led pilot and partnership.• Evaluation and a report on the performance and impact of the pilot and opportunities for scaling in 2024/25.
Strengthening the 'S' in ESG and sustainability To support members to be leaders in social sustainability performance and impact (both individually and collectively), SBC has kicked off a significant project to better understand, and then strengthen, the S in ESG in Aotearoa New Zealand.	<ul style="list-style-type: none">• Finalise research alongside Deloitte to develop a prioritised programme of action to focus and strengthen the delivery of the Thriving People Pillar.• Deliver a report that sets out an analysis of social sustainability in Aotearoa, current capabilities and gaps, SBC's role in this space, priority actions we and our members can take, and next steps to build capability across our membership.

Continuing to put people at the heart of better business and purpose

Underpinning these two significant projects is the ongoing work to support members to strengthen their management of material social risks and impacts, get ahead of emerging issues and trends, and improve social performance, accountability and disclosure. We continue to do this through our Thriving People Thriving Voices webinar series, where we showcase the 'social superpowers' of members and global leaders, as well as our programme for building member capability, regardless of where they are in the journey.

A large part of SBC's role in this space is continuing to build a community of learning, good practice and shared resources, as well as exploring opportunities for connecting members together. As a result, they can act in partnership with each other on shared

issues and align long term outcomes to maximise the collective impact of action.

Equally critical to the pathway before us is securing a Just Transition – but in order to operationalise this with a focus on workers and communities, we need to continue developing a shared understanding of what that means across the membership. SBC is working towards this through direct member engagement, peer to peer connections and thought leadership on critical issues, emerging trends and frameworks and showcasing good practice transition planning and pathways. This work will also take into consideration developments across the wider New Zealand context, including the delivery of the Government's Equitable Transitions strategy.

Supporting our key pillars – what we do

Fundamental to all our three key pillars is our work to support members through our Sustainable Business Services, Communications and Events.

SUSTAINABLE BUSINESS SERVICES

Through our broad work programme we support members to unlock opportunities for collaboration, to profile leadership and accelerate collective action on sustainability. We offer new member organisations an onboarding session to familiarise employees with SBC and the benefits and services available to them. Alongside this we support members through dedicated relationship managers to plug into the business network – brokering relationships, sharing and creating resources, tools and advice to support them on their individual sustainability journeys.

COMMUNICATIONS

We work with our members to showcase communications and storytelling both within the membership and externally. We aim to inspire and empower our membership, while engaging and influencing our external stakeholders, by:

- showcasing sustainable business success through our weekly Pānui newsletter, LinkedIn platform, video content and mainstream media approaches.
- collaborating with communication teams to share knowledge, develop engaging content, thought leadership pieces and case studies highlighting member innovation.
- harnessing emerging opportunities with a range of media platforms to positively influence the public's perception of sustainable business.

EVENTS

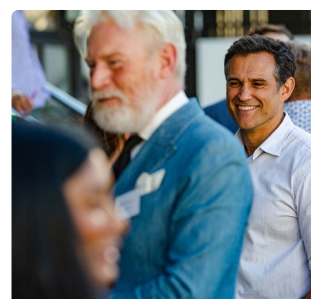
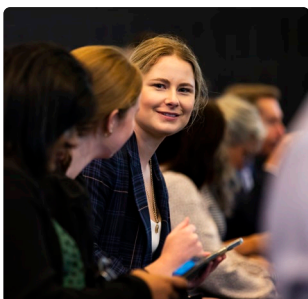
Our events are platforms used to inform, engage and connect with our members. They provide key opportunities for members to showcase their leadership, learnings and challenges. We host a range of events which include regular online event series, workshops, guest speakers and in person networking opportunities.

Where relevant, we also partner with our members to help bring their events and/or workshops to life or share opportunities for involvement across the network.

SBC will once again partner with the Environmental Defence Society and Climate Leaders Coalition to deliver the 15th Climate Change and Business Conference. The 2023 event will continue to build on last year's success, which saw the host partners deliver the largest conference in the event's history.

Face to face connection is important to us and our annual networking events play an important part in bringing the membership together.

For a full list of our latest events see sbc.org.nz/events.



About us

The Sustainable Business Council (SBC) is a CEO-led membership organisation with over 130 businesses from all sectors, ambitious for a sustainable New Zealand.

Our vision is a New Zealand where business, people and nature thrive together, and we actively work to fulfil our purpose of mobilising New Zealand's most ambitious businesses to build thriving and sustainable future for all. Our network gives our members unparalleled influence and empowers them to take large-scale collective action. SBC connects member businesses, partners, and sectors to create impact that no single business could achieve alone.

We hold our members to account by asking them to fulfil member commitments and deliver impact by championing our members to be at the leading edge of sustainability. In doing so, we inspire other businesses to take action.

Join us

SBC membership is ideal for organisations seeking to improve their sustainability performance or wanting access to collaborating with and insights from other businesses.

You can contact SBC at any time to ask about membership.

sbc@businessnz.org.nz

www.sbc.org.nz



41% of New Zealand's GDP



139 members



286,639 full time jobs



15% of New Zealand's labour force



\$158 billion collective turnover

(Members, Jobs and Turnover as of June 2023)

Businesses from all sectors, ambitious for a sustainable New Zealand

