

Snapshot 2024-2025

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

We are SBC

It is our great pleasure to present to you SBC's 2024-25 Snapshot Report, detailing the impact we have had working together over the past year.

As we reflect on what we have achieved, we are proud to acknowledge the ongoing progress and resilience demonstrated by our members. Despite navigating increasingly complex global and economic uncertainty, our businesses have been steadfast in their commitment to sustainability, proving that purpose-driven leadership is not only enduring but essential.

This year's Snapshot Report highlights the tangible impact of our effort and focus on supporting and upskilling our sustainability professionals as well as amplifying the important voice of sustainability leadership.

We have retained our razor-sharp focus on our ongoing climate advocacy work, alongside the Climate Leaders Coalition (CLC), working to maintain policy stability and certainty for our businesses. The economic imperative of sustainability has never been clearer, and we know stable policy settings are critical to unlocking the scale of investment needed to meet our climate goals and ultimately deliver sustainable economic growth for the country.

In addition, we have also:

- enhanced the prominence of our flagship Climate Change and Business Conference – alongside partners the Environmental Defence Society (EDS) and CLC,
- stepped up our nature offering allowing us to significantly build capability within our network of sustainability professionals in an emerging and evolving space,

- raised the voice of sustainability leadership both locally and globally through new content initiatives,
- delivered a suite of educational and capability opportunities across the full ESG landscape,
- worked in partnership to accelerate progress on modern slavery issues, and
- prioritised people becoming New Zealand's business hub for the Inner Development Goals, a programme to build personal resilience for sustainability professionals.

Across all this work, SBC has continued to inspire and empower our members to lead change with both integrity and innovation.

When we reflect on what continues to inspire us most, there is no doubt it is the power of partnership and collective action. The progress we've made over the last year is not the result of any one organisation, but of a membership which is united by a shared purpose and vision for a better future.

Across sectors and industries, our members are demonstrating that collaboration is not just a nice to do, it's a strategy for impact. This unique spirit of unified ambition is what sits at the very core of SBC.

As we look ahead, we know the path will not be without its challenges. But our message remains constant, we must maintain momentum and stay focused on securing a sustainable future and climate resilient economy, for the betterment of all New Zealanders.

The strength and commitment within our membership give us great confidence that we can do just that.

We are incredibly proud of what we have achieved together this year. Thank you for your unwavering dedication and leadership.

A special thanks also to our fellow SBC Advisory Board members for your ongoing support as we continue to forge the path ahead.



Mike Burrell, CEO SBC
Sustainable Business Council



Chris Aughton,
Chair SBC Advisory Board and
Enviro NZ CEO

We are SBC

LEADERSHIP IN SUSTAINABILITY

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

OUR STRATEGY

THRIVING PEOPLE

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

ACTION ON CLIMATE AND NATURE

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



42% of New Zealand's GDP

(41%, 2024)



\$175 billion collective turnover

(\$169b, 2024)



129 members

(130, 2024)



275,438 full-time jobs

(276,532, 2024)



14% of New Zealand's labour force

(14%, 2024)

Members, jobs and turnover as of March 2025

SBC Highlights 2024-25

- **Celebrating 25 years of SBC's impact and influence** at an anniversary event hosted at **Parliament's Grand Hall**, drawing nearly a hundred attendees and dignitaries and sponsored by the Minister for Climate Change Hon. Simon Watts.
- **Shaping the future of Aotearoa New Zealand's climate policy** by co-leading advocacy with CLC across the draft second Emissions Reduction Plan, Climate Related Disclosures and Climate and Assurance Standards.
- **Growing the impact of the Climate Change and Business Conference**, delivering a refreshed format for its 16th year in partnership with CLC and EDS engaging over **650 participants** in person and online.
- **Equipping organisations for climate transition** by developing the SBC and XRB Transition Planning Guidance with Aurecon – a practical, future-focused resource empowering staff to lead transition planning with confidence and clarity.
- **Expanding member access to global sustainability intelligence** through strengthened engagement with the World Business Council for Sustainable Development (**WBCSD**), unlocking cutting-edge tools, insights, and international best practices.
- **Delivering over 1,500 touchpoints with member organisations**, including consultations, events, webinars and workshops deepening capability across the network.
- **Amplifying the voice of sustainability leadership** through the launch of compelling video and podcast content, showcasing the expertise and vision of SBC's CEO sustainability leaders and professionals to inspire greater action.
- **Supporting the creation of the next chapter of climate leadership** through the development of CLC's refreshed Strategy and new Statement of Ambition, setting a unified direction for business-led climate action in Aotearoa New Zealand.

"SBC provides great leadership information and advocacy; a 'must belong' for any business in NZ serious about sustainability"

Member Survey, 2025



YEAR IN REVIEW – Strategy in action key highlights

ACTION ON CLIMATE AND NATURE

Stepping up SBC's offering on Nature

With growing focus and awareness from businesses, boards and investors of nature-related risks and opportunities SBC significantly increased its offering to members in the nature space, helping build capability and knowledge in the emerging and evolving area.

The team developed a suite of education and training offerings to upskill members in this space, including:

- partnering with the Ministry for the Environment (MfE) to develop a toolkit to help enable businesses across Aotearoa New Zealand build a business case for investing in nature,
- delivering a Nature Positive workshop series in partnership with Beca, to a second cohort of 24 participants, providing practical tools to develop a nature-positive business (including participation from both SBC and non-SBC members),
- continuing delivery of a bi-monthly Nature Positive Community of Practice, supporting 63 participants through peer-to-peer learning, and
- delivering a two-part Science Based Targets for Nature workshop for members in partnership with Nature Positive, exploring an introduction explainer for the rationale, process and capacity requirements, supported by a subsequent technical deep dive.

Alongside this capability building work, SBC continued work to look for a strategic opportunity to partner with members on nature at a larger scale.

This exploratory work involved significant engagement with members to build a picture of what is required for a large-scale collaboration in the nature space, as well as delivery of a report (with support from Sapere) to summarise the opportunities and the gaps.

“A clearly dedicated organisation, competent team, of great people who we enjoy working with.” *Member survey, 2025*

LEADERSHIP IN SUSTAINABILITY

Amplifying the voice of business sustainability

SBC launched two new powerful content initiatives to amplify the impact of business sustainability across Aotearoa New Zealand, from CEOs driving strategic transformation to sustainability professionals embedding change within their organisations.

This included developing and creating [Insights from the Top](#), a compelling video series featuring candid reflections from seven of our leading CEOs across five episodes. These leaders share learning and insights, as well as bold strategies for navigating complex challenges, offering inspiration and practical insights for other members navigating their own sustainability journeys.

The second initiative [Spotlight on Sustainability Superstars](#), a fortnightly podcast series created with KPMG, dives into the real-world professional and personal progress being made by SBC's seasoned sustainability leaders. Through authentic conversations, the series showcases the expertise, resilience and innovation of SBC members tackling Aotearoa New Zealand's 'gnarliest' sustainability issues.

Five episodes were initially delivered prior to the end of the year, with more set to come.

“These conversations capture the determination and innovation required to tackle New Zealand’s most complex environmental and social challenges – and the people behind the movement. We believe this series is a powerful tool for elevating the dialogue and accelerating impact.” *Qiulae Wong, Associate Director, KPMG*



THRIVING PEOPLE

Building Resilience with the Inner Development Goals

The Inner Development Goals (IDGs) are a globally recognised framework that cultivates the skills and mindsets needed for sustainable change. Inspired by the UN's Sustainable Development Goals (SDGs), they emphasise personal growth as the foundation for solving global challenges.

This year saw SBC establish itself as the national hub for the [Inner Development Goals](#) (IDGs) initiative for businesses, positioning Aotearoa New Zealand's businesses at the forefront of leadership and personal growth in sustainability. The launch event, with more than 150 in-person and virtual registrations, featured renowned leadership expert Jennifer Garvey Berger (Cultivating Leadership), and kicked off a nationwide rollout of [resilience-building workshops](#) designed to embed IDG principles into business capability.

“At Beca, we believe that leadership for change begins within. The Inner Development Goals offer a powerful framework for cultivating the clarity, resilience, and emotional intelligence needed to lead change in today's complex world and with the challenges we face for our sustainability. By investing in our people's inner growth, we're not just preparing them to navigate uncertainty - we're empowering them to shape it.”

Amelia Linzey, CEO, Beca

Members' overall satisfaction with the implementation of each of our three pillars of work had an average rating of 4 (out of 5)

Member survey, 2025

Delivering Impact for our members

In support of our key pillar highlights, 2024/25 also saw SBC deliver a range of other highlights for members across our programme areas.

Advocacy

SBC helped shape and maintain Aotearoa New Zealand's current climate policy architecture and ensure policy certainty for business by:

- Partnering with members to develop responses to Government consultations on the [draft second Emissions Reduction Plan](#) and on [Climate Related Disclosures](#). Delivered a joint consultation response from SBC, CLC, Institute of Directors and Centre for Toitū Tahua Sustainable Finance to the External Reporting Board (XRB) on Amendments to [Climate and Assurance Standards](#)
- Holding regular engagements with Ministers and opposition MPs around climate and nature topics of interest to members. Ongoing engagement with MfE, Climate Change Commission (CCC), Ministry of Transport (MOT), Ministry for Business Innovation and Employment (MBIE), XRB over climate policy developments, and connected members to the development of policy via MfE's Climate Business Advisory Group
- Facilitating a collaborative and ambitious approach to climate advocacy, supported and enhanced by insights gained by surveying members
- Advising WBCSD on the Taskforce for Inequality and Social-related Financial Disclosures, representing New Zealand business perspectives

Research and Thought Leadership

SBC spearheaded and supported the production of a range of valuable research reports, providing businesses with key insights and evidence to support their sustainability strategies and action. Including:

- Delivery of the [2025 Better Futures Report](#) in partnership with Kantar surveying New Zealanders on what social and environmental issues matter to them.
- Delivery of the [2025 Insights on Aotearoa New Zealand Sustainability Professionals](#) report, in partnership with Oxygen Consulting, the Sustainable Business Networking and Auckland University of Technology, surveying sustainability professionals and providing analysis of capability, competency, remuneration and wellbeing across the profession.
- Publishing [Key trends for 2025](#) a report on global macro trends shaping business
- Delivery of the [Enabling Mode Shift Report](#) to help understand the common mode shift barriers, benefits and opportunities to moving more freight by rail and coastal shipping, as well as highlight key actions which can be taken in the short, medium and long term to enable the shift
- Delivery of Better Futures Thrive – Aotearoa New Zealand's first consumer insights report on social sustainability, in partnership with Kantar



Collaborations and Partnerships

SBC brought together members and key stakeholders to resource and tackle collective challenges, delivering unified impact across the full ESG scope of sustainability by:

- Commencing phase two of our decarbonising heavy freight work stream via the Low Emission Freight Certificates in partnership with EECA, including developing a demand study and all the parameters for a framework to build a registry
- Leading a cross-sector collaboration on community investment, culminating in a best practice guide for embedding social outcomes into business strategy
- Partnering with the Stewardship Code, Responsible Investment Association Australasia (RIAA), Walk Free, and OCS to advance modern slavery risk reporting across Aotearoa New Zealand businesses
- Collaborating with Deloitte on the [Collaborative Advantage](#) programme to address human rights risks in business operations
- Supporting the delivery of CLC's programme of work, including a strategy refresh process and development of a new Statement of Ambition (supported by KPMG) engaging with 100 people. Delivery of the 6th annual [Snapshot Report](#), and delivery of 6 masterclasses and 4 CEO networking opportunities



Events

SBC delivered a range of significant events (in-person and online) designed to provide members with the opportunity to connect with and learn from leading subject matter experts, SBC team members, and one another. Events spanned a variety of sustainability topics, showcasing both local and international insights, including:

- Organising and delivering the 16th [Climate Change and Business Conference](#) in partnership with EDS and CLC with 655 attendees in-person and online from 315 different organisations. Providing a platform for thought leadership for 110 speakers, 42 of which were from member organisations
- Hosting around 100 people and dignitaries at Parliament's Grand Hall in celebration of [SBC's 25th Anniversary](#) showcasing the organisation's enduring leadership in Sustainability, sponsored by Climate Change Minister Hon. Simon Watts
- Hosting an Executive Breakfast on geopolitical trends, leveraging WBCSD insights to inform strategic thinking among CEOs and senior leaders
- Hosting 83 attendees to the 2024 Annual Council Meeting, and 92 attendees to the 2025 SBC Connects: Leadership in a changing landscape event Delivering a total of 41 virtual capability building events, trainings and workshops (including SBC's Spotlight Series), and 12 in person events and networking opportunities, creating consistent, high-quality touchpoints for members to learn, collaborate, and lead

Education and Training

SBC retained its focus on upskilling members and enhancing the capability of our sustainability professionals through the development of guidance documents and the delivery of in person workshops. Including:

- Delivery of the [Sustainability Leadership Programme](#) in partnership with Catapult, equipping 23 leaders with the tools and strategic mindset to drive sustainability transformation
- Delivery of an in-person Scope 3 workshop in partnership with Toitū Envirocare and CLC
- Developing and showcasing SBC and XRB [Transition Planning Guidance](#) for staff, with Aurecon, and delivering accompanying transition planning workshops
- Launching an ESG support programme including [foundational guides](#), webinars, and training, including initiating a partnership with the Sustainable Business Network to deliver Sustainability 101 training for business leaders
- Piloting the [Transition Leaders programme](#) with KPMG, equipping senior executives to integrate sustainability into core business models and governance frameworks and laying the groundwork for long-term, systemic change

Communities of Practice

SBC created dynamic, member focused collaborative spaces across key programme areas, supporting our sustainability practitioners to stay informed, upskill, and explore opportunities for joint action. Including:

- Facilitating and hosting 6 climate adaptation and 6 climate related disclosures communities of practice
- Leading 6 communities of practice on recession-proofing sustainability helping members navigate economic uncertainty while maintaining momentum on climate and ESG goals
- Delivering 2 communities of practice focused on strategic communications



Enhancing Transparency


SBC supported our members to actively demonstrate authentic and transparent leadership in sustainable business. Through:

- Enabling 30 member organisations to assess and enhance their social sustainability practices using [SBC's Maturity Matrix](#), a practical tool for identifying gaps, benchmarking progress, and guiding action
- Conducting biennial member review, providing a structured opportunity for organisations to reflect on and elevate their sustainability commitments and performance, and reinforcing SBC's shared ambition for impact and integrity

Sharing Innovation and Showcasing Members

SBC continued to champion our members to be at the leading-edge of sustainability and inspire other businesses to take action across both local and global platforms. Including:

- Delivering support for members attending COP 29 in Azerbaijan and hosting a post-COP webinar and debrief to ensure all members were able to benefit from the insights of those that attended
- Delivering quarterly showcases to WBCSD and global partners, highlighting local SBC member leadership and innovation
- Delivering 46 issues of [Pānui](#), showcasing a total of 115 members
- Publishing 762 member stories and events in Pānui, with an average of 16 members showcased per issue
- Creating nearly [20 videos](#) showcasing SBC's work across its 3 programme pillars

 **44 Net Promoter Score (NPS)**
(In New Zealand 30 is considered a good target and 50 is excellent)



Extending our reach

- **15% year-on-year growth** in our LinkedIn following, 1,853 new followers
- **6,500+ engagements** and an average **60% engagement** rate on linked posts
- **4,423** page views
- **367 posts** in 365 days
- **5,952 reactions, 272 comments and 143 repost**

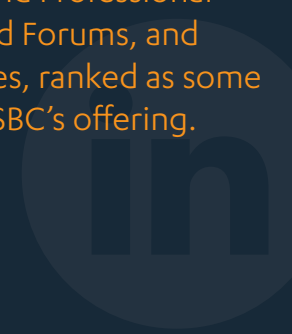


In the media

- **38 SBC-related media mentions**, across interviews, feature pieces, opinion editorials covering a range of sustainability topics including: 2024 Climate Change and Business Conference, second Emissions Reduction Plan, Better Futures Thrive Report, offshore mitigation, SBC's 25th Anniversary, sustainable business, climate related disclosures submission, PPA collaboration, 2025 Better Futures report, and more.

Government Advocacy, Workshops and Professional Development, Networking Events and Forums, and Thought Leadership – emerging issues, ranked as some of the most valuable components of SBC's offering.

Member survey, 2025



Our members in action

The following provides a small snapshot of the ongoing work our members are undertaking to help achieve our vision of a future where business, people and nature thrive together.

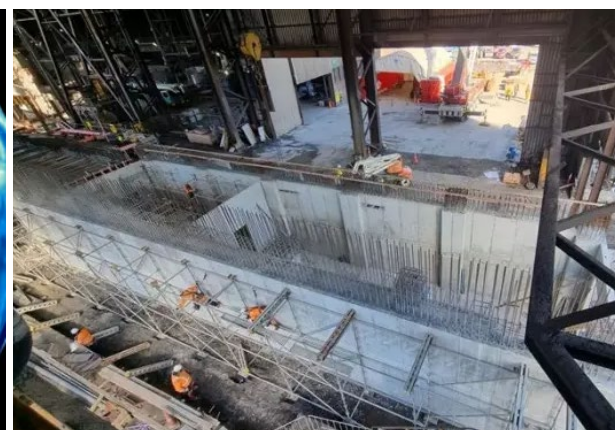
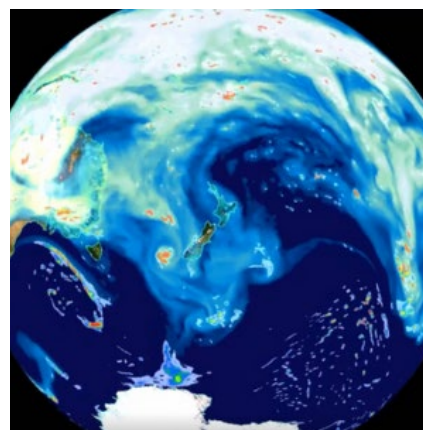
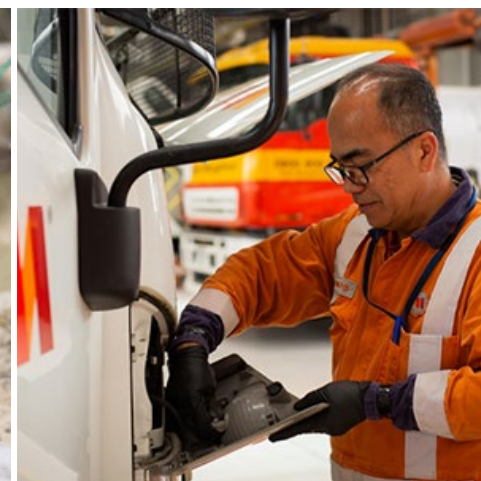
Full coverage of the ongoing impact SBC members are having through their sustainability efforts is captured and celebrated in our weekly [Pānui newsletter](#).

Leading the charge to a net-zero future

Our members continue to lead the way in their climate action as they strive to deliver a low emissions and climate resilient economy. Over the last year, the Lever Room was involved in work which saw the launch of [The Living House](#), a climate-positive, solar-powered timber home showcasing a fast, low-cost build that stores more carbon than it emits. New research helped inform climate planning, including by [NIWA](#) whose findings revealed Aotearoa New Zealand could experience twice as many extreme atmospheric rivers by century's end under high emissions scenarios, signalling increased climate risks. Legal and regulatory responses to climate change saw continued evolution, Anderson Lloyd published the [New Zealand chapter](#) of Chambers Climate Change Regulation 2024, a comprehensive guide providing expert commentary on New Zealand's climate response and subsequent integration with the legal system. While [Chapman Tripp's legal experts](#) offered insights on transition planning, climate targets, public awareness and climate action. DLA Piper [commissioned research](#) among 600 C-Suite leaders to explore how businesses can build a strategic sustainability response.

Securing Our Energy Future

Our members maintained their sharp focus on renewable development to support the energy transition. Mercury broke ground on [Northland's first wind farm](#), which will generate enough electricity to power around 27,000 homes. [Helios Energy](#) received consent for a new solar farm and partnered with Genesis on a [second development](#). Genesis also opened Aotearoa New Zealand's [largest solar farm](#) in Canterbury and [signed an agreement](#) with Foresta to develop a local biomass supply. Meanwhile, NZ Steel continued work on its \$300 million [electric arc furnace](#), which is expected to cut national carbon emissions by one percent. Contact Energy contracted Tesla to [build a battery at Glenbrook](#), enhancing grid resilience. Fonterra unveiled \$150 million in new [electrification projects](#) and opened its [first electrode boiler](#) at Edendale. Counties Energy adopted an [advanced distribution system](#), and Lion installed one of the largest [rooftop solar arrays](#) in the country. Meridian secured a 10-year solar energy agreement for the upcoming [Tauhei Solar Farm](#), poised to become the nation's largest.



Innovating and decarbonising in agriculture

Our agricultural members continue to be at the forefront of sector innovation and decarbonisation efforts. ASB offered farmers [interest-free loans](#) for solar installations. Fonterra introduced [new incentives](#) for farmers, offering payments for meeting emissions-related targets, supported by collaborations with Mars and Nestlé, had their own [climate targets](#) officially validated by the Science Based Target initiative (SBTi), and revealed a 27% drop in emissions at its Net Zero Pilot Dairy Farm in Taranaki, [developed with Nestlé](#). Meanwhile, AgriZeroNZ announced a [new partnership](#) with Innovate UK to unlock new developments in emissions-reduction technologies. AgriZeroNZ is also investing up to \$4 million in a trial to [reduce methane](#) production in cattle by the use of an extract from daffodils. Pāmu Farms opened a methane testing facility to support climate-smart livestock breeding. NIWA is working to [differentiate between methane](#) emitted by farm animals and that which comes from local wetlands. And, The Livestock Improvement Corporation (LIC) is [embarking on a project](#) to breed heat tolerant and disease resistant dairy cows for Sub-Saharan Africa, in collaboration with the Bill and Melinda Gates Foundation.

Financing the transition

EVA Marketplace's [Quarterly Renewables Market Reports](#) provided insights into the renewables sector's contribution to net zero, exploring power purchase agreements (PPAs), supply markets, renewables projects, and policy. Westpac published a report exploring how the finance sector can support a transition to a more sustainable "[blue economy](#)". AMP made its first [Global Climate Fund investment](#) in partnership with BlackRock, allocating USD \$17.4 million to international solar companies. Pāmu reaffirmed its [commitment to sustainability](#) with lenders ANZ, ASB and Westpac providing a total of \$225 million in sustainability-linked loans.



Cutting transport emissions

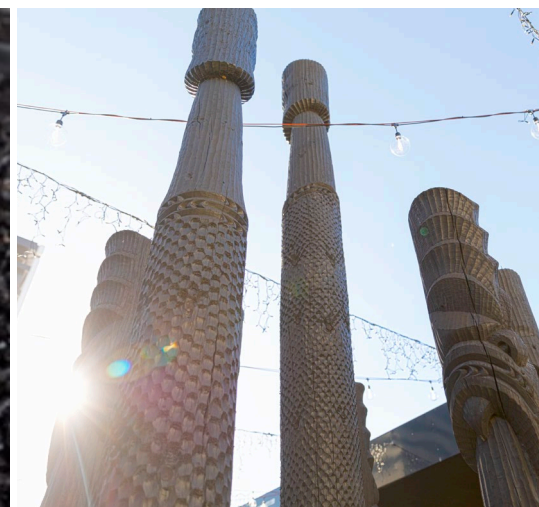
Businesses from across the membership continue to have a significant impact on reducing transport emissions. Air New Zealand continued its work on [securing the future](#) of sustainable aviation fuel. Their report with LanzaJet found converting forestry slash into sustainable aviation fuel, could add \$430 million per year to the industry and hundreds of jobs. KiwiRail heavily [reduced its freight](#) operations emissions and [unveiled new](#) low-emission locomotives and electric shunt machines to replace diesel models. NZ Post activated three new electric Scania [tractor units](#), OfficeMax [electrified its fleet](#) and WM New Zealand's electric trucks have now clocked over [2 million kilometres](#). Christchurch Airport introduced Aotearoa New Zealand's first [electric fire truck](#), Toyota NZ is [phasing out](#) some diesel Hilux models in favour of mild-hybrid versions, and Zespri continued to explore a low-emissions [shipping corridor](#).

Powering a circular economy

Demonstrating leadership in driving the circular economy remained a core focus for a range of our members. [3R Group's Tyrewise scheme](#) gained international attention, highlighting their leadership in tyre recycling on the global stage. [Phoenix Recycling Group](#) reported significant emissions reductions and delivered on circular economy promises by becoming the first company in New Zealand authorised to recycle solar panels. A [new report](#) by thinkstep-anz, Aurecon, MBIE, and SBN promoted circular economy models for business resilience, emissions reduction and job creation. Spark's collaboration with Quadrent's Green Lease initiative saw hundreds of high school students in South Auckland and Wellington [receive laptops](#) for school use, with more on the way.

"It's important to show that business can be part of the solution, a force for good."

Member survey, 2025



Our members

Businesses from all sectors, ambitious for a sustainable New Zealand.



Membership as at 30 June 2025



Financials

30 June 2025

Income:	\$2,476,576
Salaries:	\$1,818,595
Projects:	\$111,636
Consultants:	\$42,306
Administration:	\$253,220
Events and engagement:	\$126,436
Research and communications:	\$19,315
Total Expenditure:	\$2,371,508

SBC advisory board members



Chris Aughton
SBC Chair
CEO Enviro NZ



David Morgan
Chief Flight Ops and Safety
Officer
AirNZ



Paula Ter Brake
Chief Executive Chubb



Raewyn Moss
EGM and External
Affairs Transpower



Simon Tucker
Simon Tucker
Director of Global
Sustainability, Stakeholder
Affairs and Trade
Fonterra



Amelia Linzey
SBC Deputy Chair
CEO Beca



Katherine Rich
CEO Business NZ



Garreth Marriot
CEO ANZ, OCS Group NZ



Laura Scampion
Country Managing
Partner
DLA Piper New Zealand



Matt Wilson
Managing Director
DB Breweries



Catherine McGrath
CEO Westpac NZ

About us

The Sustainable Business Council (SBC) is a CEO and executive-led membership organisation with businesses representing 42% of GDP, ambitious for a sustainable New Zealand.

Our vision is a New Zealand where business, people and nature thrive together. 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 largescale 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 championing our members to be at the leading edge of sustainability. In doing so, we inspire other businesses to take action.

Join us

We welcome organisations who are ambitious for a more sustainable Aotearoa New Zealand to join the SBC membership. Visit our website below and get in touch with us to learn more about becoming a member.

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www.sbc.org.nz

Layout by Tahi Design



SBC is a division of BusinessNZ, which is CarboNZero™ certified.

