

2026 - 2030 Strategic Plan

Driving sustainable growth, lifting wellbeing and restoring our environment for generations

SBC Members

**Sustainable
Business Council**

WBC Global
Network



*Members at 1 July 2026

Foreword

The moment we are in

Aotearoa New Zealand stands at a critical juncture. The case for sustainable business has never been stronger, nor the urgency greater.

Our flagship report, *Driving Sustainable Growth: Opportunities for New Zealand's Economy*, provides the evidence: an innovation-led, low-emissions economy could add \$22.6 billion to New Zealand's GDP by 2035 per year, while reducing emissions by a further 6% per year. Sustainable growth and economic prosperity are not in tension; they are the same opportunity. They are both grounded in transformation and ambition.

Yet the operating environment for sustainable business has grown more challenging. Geopolitical disruption has pushed climate and nature down political agendas. The regulatory environment for investment has been inconsistent, and economic pressures have shortened business time horizons.

At the same time, the case for SBC has strengthened. New Zealand needs business leadership and a trusted, cross-sector voice that can hold the long-term view, convene action, and turn ambition to results.

Increasingly, that role is grounded in the strength of our membership. SBC brings together New Zealand's most ambitious businesses to turn individual commitment into collective impact, equipping leaders to embed sustainability at the core of their strategy of their organisations, while amplifying influence through our trusted, collective voice. By connecting insights, leadership, and action, we enable our members to collaborate on the challenges that matter most and help shape the conditions for a more competitive, resilient, sustainable economy.

This refreshed strategy sharpens our role, defines our focus, and sets a clear direction for impact through to 2030.

SBC has been a constant in New Zealand's sustainability landscape for over 25 years. We have advanced people, planet, and prosperity through an integrated approach. We have been a leader for business sustainability, demonstrating its value for both the country and our members.

Through our work we have earned the trust of our members, our partners, and successive governments. That trust remains our most valuable asset. New Zealand's future depends on business leadership, and SBC exists to make that leadership count.

The task now is not further diagnosis – it is credible, and enduring action. Guided by a long-term, intergenerational vision for New Zealand, this strategy sets out how we will deliver that over the next 5 years.



Amelia Linzey

Chair
Sustainable Business Council



Mike Burrell

Chief Executive
Sustainable Business Council

Vision 2050

A competitive, resilient economy that drives sustainable growth, lifts wellbeing, and restores our environment for generations.

The Sustainable Business Council's (SBC) five-year strategy is anchored in a long-term, 2050 Vision. This is our north star.

By 2050 business success means the achievement of New Zealand's net zero goal, greater resilience to climate hazards, restored ecosystems, and increased prosperity for all.

By 2050, New Zealand businesses will be operating in an economy where:

- Net zero, climate-resilient and nature-positive outcomes underpin business practices
- Capital allocation favours business models that create positive outcomes for people, nature, and the economy
- Supply chains are transparent, fair, and accountable
- New Zealand has a clear opportunity to build a more innovative and productive economy, underpinned by affordable and plentiful renewable energy and technological innovation

Achieving this requires both individual business action as well as broader, system-wide change across energy, finance, workforce, and supply chains.

SBC is the executive led platform operating at the intersection of business leadership and system influence that turns business commitment into collective impact and economy-wide change.

As the New Zealand partner of the World Business Council for Sustainable Development (WBCSD) and a member of the BusinessNZ network, SBC brings together global best practice and national economic leadership.

Aligned with WBCSD's Vision 2050 and shaped by New Zealand's unique context, SBC supports businesses to contribute to the transition to a sustainable and resilient economy, helping unlock opportunities for innovation, competitiveness, and long-term prosperity.



SBC Strategy 2026 – 2030

2050 VISION

A competitive, resilient economy that drives sustainable growth, lifts wellbeing, and restores our environment for generations.



PURPOSE

Mobilising New Zealand's most ambitious businesses to make sustainability a key driver for competitiveness and resilience.

TWO PRIORITY AREAS



Action on climate and nature



Action on social resilience

FOUR STRATEGIC LEVERS



Driving sustainable business leadership



Inspiration and thought leadership



Advocacy



High-impact initiatives

SBC Strategy 2026 – 2030

2050 VISION

A competitive, resilient economy that drives sustainable growth, lifts wellbeing, and restores our environment for generations.

PURPOSE

Mobilising New Zealand's most ambitious businesses to make sustainability a key driver for competitiveness and resilience.

SBC exists to:

- Provide a trusted voice for New Zealand's most ambitious businesses
- Turning individual business leadership into collective voice and action
- Unlock barriers across policy, capital, skills, markets, and trust
- Inspire, support, and celebrate businesses as they contribute to positive economic, social, and environmental outcomes

STRATEGIC GOAL

To make sustainable, resilient business the competitive baseline for New Zealand.

By 2030:

- Sustainability is embedded in core business decision-making across SBC members
- Business leadership plays a leading role in shaping New Zealand's transition
- Policy and market settings support sustainable economic growth and resilience

PRIORITY AREAS

SBC focuses its effort on areas where collective business leadership can drive meaningful change.

Action on climate and nature

Accelerating progress toward a net zero, climate-resilient and nature-positive economy that supports long-term competitiveness and prosperity.

Action on social resilience

Supporting a future-ready workforce, strong social foundations, and long-term economic participation, practices, delivering action at speed and scale. These tackle the 'big rocks' that are hard to manage alone and in siloes.

STRATEGIC LEVERS

SBC leverages its Executive network, WBCSD partnership, BusinessNZ connection and trusted convening role to deliver value through four strategic levers:

Driving sustainable business leadership

SBC supports member businesses to lead change from within their organisations, and embed sustainability across governance, strategy, investment, and operations. This helps them manage sustainability-related risks and opportunities while building long-term competitiveness and resilience.

Inspiration and thought leadership

We influence thinking and inspire action to influence how businesses respond to emerging risks and opportunities.

Advocacy

We shape policy to unlock and accelerate sustainable business in New Zealand. We advocate for durable policy settings over the medium to long-term that enable businesses to succeed while lifting productivity, resilience, and long term economic performance.

High impact initiatives

SBC prioritises a small number of high impact initiatives, dedicated to advancing sustainability, innovation, and responsible practices, delivering action at speed and scale. These tackle the 'big rocks' that are hard to manage alone and in siloes.

Creating value for our members

SBC brings together New Zealand's most ambitious businesses to accelerate sustainable growth, competitiveness, and resilience. As the New Zealand partner of the World Business Council for Sustainable Development (WBCSD) and part of the BusinessNZ network, we connect members to global best practice, national influence and collective action opportunities that are difficult to achieve alone.

Our approach centres on three key audiences:

- CEOs and senior executives, who set ambition, navigate trade-offs and lead publicly;
- Sustainability professionals and other key business staff who help embed sustainability across their organisations and translate ambition into practical delivery; and
- Government, where we leverage the insights and experiences of our members to help remove barriers and shape the policy settings needed for long-term sustainable growth.

Through SBC, our members gain:



Executive-led leadership

Opportunities for CEOs, executives and sustainability leaders to connect, learn and lead publicly, demonstrating progress, sharing insights and inspiring wider business action.



Global connection

Access to WBCSD insights, programmes, tools, international networks and global best practice, translated for the New Zealand context and emerging business priorities.



National influence

A trusted and credible collective voice that helps shape policy, markets and public debate, amplified through SBC's connection to the BusinessNZ network.



Trusted convening

Powerful networks and trusted relationships that bring together businesses, sectors and stakeholders to unlock partnerships, innovation and shared solutions.



Collective action

Participation in high-impact initiatives and collaborations that deliver measurable outcomes and system-level change that no single organisation could achieve alone. SBC challenges and supports our members to lead, holding them to account on their commitments, while championing those who are setting the pace.

Leadership starts with action, and our members demonstrate how sustainability can drive competitiveness, resilience and prosperity.

SBC is an active platform for leadership, influence, and impact.

Our work

Our research, reports and submissions



Our partnerships



Our opportunities for involvement



Our events



Our high impact collaborations



Our member commitments



Delivery plan 2026 - 2028

The delivery plan sets out SBC's priorities for the next two years and where we will focus our effort to achieve the greatest impact. It is not intended to be a comprehensive inventory of all SBC activities, partnerships, or member services. While the plan provides a direction of travel, it will be refreshed annually to respond to evolving member needs, emerging opportunities, and the external environment.

2030 outcome	Strategic lever	FY2027 Opportunities for Member Engagement	Impact measures	KPIs
Overall success measure: % of members who would recommend SBC membership to another business leader.				
Sustainability is embedded in core business decision-making.	Driving sustainable business leadership	- Executive Leadership Forum - Communities of practice (climate reporting, nature, adaptation, scope 3 and social sustainability in the value chain) - Social Impact Lab - Helping members understand and manage social impacts	- Integration into strategy, governance, and capital allocation - Shift in business practices (targets, disclosures, investment)	% of members reporting sustainability is embedded in strategy, governance, and capital allocation decisions
	Inspiration and thought leadership	- Driving Sustainable Growth programme - Regional leadership dialogues - Climate Change and Business Conference - WBCSD insights series - Better Futures research - Tracking public attitudes and emerging societal trends	Influence on member thinking, decision-making, and action	% of members reporting SBC influenced a business decision, strategic priority, or new initiative
Policy and market settings support sustainable economic growth.	Advocacy	- Pre and post-Election engagement - Sustainable growth and decarbonisation, advocacy - Adaptation and resilience policy engagement	Member value and influence through advocacy	% of members who rate advocacy as being valuable or highly valuable
Business leadership plays a leading role in shaping New Zealand's transition.	High impact initiatives	- CEO climate leadership: convening to the Climate Leaders Coalition CEOs to drive emissions reduction and resilience - Social performance: Enabling businesses to build future ready workforces and advance social wellbeing	Initiative outcomes and scale	% of priority initiatives achieving agreed annual objectives

In addition to the KPIs above, SBC will report annually on delivery and impact, including advocacy activity, policy engagement, member participation, and progress against priority initiative objectives.



The Sustainable Business Council (SBC) is a CEO and executive-led membership organisation bringing together more than 120 of Aotearoa New Zealand's leading businesses across all sectors of the economy.

Our vision is a competitive, resilient economy that drives sustainability growth, lifts wellbeing and restores our environment for generations. We actively work to fulfil our purpose of mobilising New Zealand's most ambitious businesses to make sustainability a key driver of competitiveness and resilience.

As New Zealand's leading sustainable business network, SBC helps turn individual commitment into collective impact. We connect businesses, partners and sectors to tackle challenges and seize opportunities that no single organisation can address alone.

Our network gives members access to trusted peer connections, world-class expertise, global best practice, and opportunities to collaborate on high-impact initiatives.

We challenge and support our members to lead. By holding members accountable to their commitments and championing those driving progress, we help build the business leadership needed to strengthen New Zealand's long-term prosperity, resilience and sustainability.

Join us

We welcome organisations that are ambitious for Aotearoa New Zealand's future and committed to sustainable business leadership to join us. To learn more about becoming a member, visit:

www.sbc.org.nz

sbcb@businessnz.org.nz

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