



# Annual Snapshot

2017/18

# Our Members

We are here to help our members be the best for New Zealand and the world.



MOANA  
NEW ZEALAND

NESPRESSO.

NeTloGix  
Simplifying freight management

New Zealand Post

NEW ZEALAND  
STEEL

NGĀI TAHU Holdings

NGĀTI WHĀTUA ŌRĀKEI  
WHĀU RAKA LIMITED

OCS

OfficeMax

O+

Oji Fibre Solutions

Parts ofuckland

PORTER  
NOVELLI

PROXIMA

ravensdown

REPUTATION  
MATTERS

SANFORD

Shell

SILVER  
FERN  
FARMS

SKYCITY  
ENTERTAINMENT GROUP

SLR  
global environmental solutions

Spark

stuff

synlait  
making more from milk

TERRA MOANA  
natural capital know how

THE  
WAREHOUSE  
GROUP

thinksteg

TOLL

TOYOTA

true.

Unilever

THE UNIVERSITY OF  
WAIKATO  
Te Whare Wānanga o Waikato

Vector

vodafone

W  
Waste Management

WELLINGTON  
Zoo

W

WRIGHT  
COMMUNICATIONS

wsp | OPUS

ENERGY

Associate members

AGRECOVERY  
Rural Recycling Programme

ākina  
Growing Social Enterprise

Auckland Council  
Te Kauriwhero o Tāmaki Makaurau

EECA  
BUSINESS  
PUTTING ENERGY TO WORK

FAIRTRADE  
AUSTRALIA  
NEW ZEALAND

TE WHARE WĀNANGA O TE ŌPŌKO O TE HEA A MĀORI  
VICTORIA  
UNIVERSITY OF WELLINGTON

Waikato  
REGIONAL COUNCIL  
Te Kauriwhero o Pōhe o Waikato

# Our Members

Our members make up a substantial proportion of New Zealand's jobs and income.

**27%** of New Zealand's  
private sector  
GDP

**\$66** billion  
collective  
turnover

**89** member  
organisations,  
up from 79 last year

**7** associate  
members

**137,388** full-time jobs  
That's 9% of  
New Zealand's workforce

Turnover and job figures based on most recent information provided by full members.



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# Alistair Davis

The past 12 months have seen unprecedented action on climate change and a growing momentum on sustainability in New Zealand.

With a new government, we are seeing new policies and measures to tackle environmental, social and climate change-related issues. But we are also seeing a willingness to work across the political spectrum. This shift is responding to the underlying concerns and drivers that have been growing in the community, and certainly within business.

Sustainability issues such as water quality, youth unemployment, and plastic waste are now dominating public discussion around the world and are priority issues for business to address. The speed with which these issues emerge is accelerating, and Kiwi companies need to get better at anticipating and being prepared for these issues – which a good sustainability process allows them to do.

This year, I have seen a growing number of SBC business leaders getting to grips with the fact that issues like climate change and the rapid pace of technology means there

is no more 'business as usual'. It's taking a different type of leadership, and new tools and approaches to navigate issues that didn't even exist when we were starting our careers.

The discussion about investor and consumer expectations of how business deals with sustainability, not only in the business, but also increasingly in its supply chain, has continued.

Being in uncharted territory is an opportunity to show true leadership. We must face the uncertainty that is being exacerbated by digitisation and changing demographics, and use this as the opportunity to drive towards a more positive future. Businesses that embrace these possibilities will survive and thrive.

I believe we will only see more acceleration in the year ahead. The mega-trends of the changing nature of work, increasing inequalities, shifting demographics and

the impact of environmental change on our lifestyles will only increase the challenges business face.

This is why SBC must be strategic in what it decides to focus on - and also reactive. The sustainability community is lucky to have some impressive business leaders, doing work on a par with our international peers. But in order to be sustainable, we need a broader range of Kiwi businesses to catch up, find solutions and share that leadership load.

That requires us to do more together, talking to our peers about their sustainability challenges, to find common ground and opportunities to work together. Sharing our knowledge and experience, as well as our concerns, will be the way to achieve truly sustainable business.



# Abbie Reynolds

In a year where sustainability is accelerating, there's been no shortage of opportunities, or issues. We've focussed our efforts where we can have the most impact and create the most benefit for members, while maintaining our long term goal to mainstream sustainability in New Zealand business.

## **We want to make sustainability inspirational & aspirational to other businesses**

Great stories about members' work encourage other businesses to adopt sustainability and enhance the public conversation about the issues. Members tell us how challenging it is to get their stories into media, so the 19-week series we helped facilitate in the Sunday Star-Times about the UN Sustainable Development Goals, which featured 25 members, was a high point for us.

The Climate Leaders Coalition, launched in July, has acted as a leadership beacon, making business action on climate change issues more visible and inspiring other businesses to act.

## **We want to make sustainability easy & clear**

We know that sustainability can seem complex, and members have told us that making it simple to understand, and easy to do, is one of the main ways we can help. It's at the heart of how we design and deliver events, workshops, tools and our support to members.

The Platform for Action on Climate & Emissions (PACE) website launched this year was designed and delivered in partnership with our Climate Action Groups. It's intended to be a go-to resource for information and tools on how to measure emissions, set targets and make savings.

Our Directors' guide has been designed as a simple tool to help Boards ask useful governance questions about sustainability, as we're seeing more of them get engaged in these issues.

## **We want to be a place where people find fellowship and feel like they belong**

It takes courage to break new ground, and it's easier when you know you're not alone. That's why we bring members together in our project work, which you'll read more about in the coming pages.

We've started bringing leading company directors together to support their sustainability aspirations, and the change they want to lead. And we continue to

offer sustainability leadership programmes, such as Future Leaders and Sustainability Leadership in a Changing World, that enable diverse business leaders to learn together about how to lead sustainability change.

We also think it's important to help our members learn from each other's experiences and provide support to one another.

Our projects and events are designed to allow that. Members have shared their experiences with other members through events as diverse as our Science Based Targets workshops, Electric Vehicle webinar, Future Ready summit or Directors dinners.

## **Ultimately, we want sustainability to be the norm and then unavoidable**

Our members embody good sustainability practice, so we encourage practices which will raise the standard for all companies to aspire to. This year we have worked with the NZX and FMA to improve their guidance on environmental, social and governance issues.

As the issues driving sustainability continue to accelerate, it is by working together that we have the greatest opportunity to find solutions that are good for our businesses and good for New Zealand. It is in having the courage to experiment and try new ways of working that we will have the greatest impact. We're committed to continue working in these ways to help SBC members be the best for New Zealand and the world.



# Helping businesses be the best for New Zealand and the world

SBC has developed a new strategy through to 2020. There are four pillars that direct how we work and where we focus.

## OUR WAY

We inspire businesses by creating a community of positive change, supporting members to go further and celebrating their leadership and success.

## OUR IMPACT

Sustainability is mainstream in New Zealand business

## OUR FOUR PILLARS

**1.**  
Make sustainability inspirational and aspirational

**2.**  
Make sustainability easy and clear

**3.**  
Create fellowship and belonging

**4.**  
Make sustainability a norm and then unavoidable



# How we work

Our unique opportunity at SBC is to bring members together and achieve progress on sustainability issues collectively.

Environmental and social issues are often symptoms of an underlying structure which needs to change before we can make real progress. This involves looking at what barriers and opportunities might exist to making improvements, including institutions, policies and practices.

We've learned from our work on climate change that barriers to action for business are as diverse as the complexity of the issue, the perceived cost to address it, prioritisation of short term urgent matters and lack of in-house capability; and the opportunities are better risk management and potential to create valuable new solutions.

What this has taught us is that progress on the 17 Sustainable Development Goals is only possible by understanding the barriers we need to unlock in each area to make progress, and how working on the goals can create value for business.

Fundamental to this is our approach to collaboration, which we bring to life through our projects. We are focused on creating impact on the issues and ensuring our approach has value for our members. We've developed a three-step process that supports this approach:



**Exploration:** spend time understanding the issue, and member challenges and opportunities in it.



**Co-design** a project or other activity with members and key stakeholders.



**Delivery:** Execution of the plan.

We may repeat this process several times in one programme, as we uncover new insights and learn more about the barriers and opportunities we are facing.

We have work underway to help members tackle climate change, make sure they are having a positive social impact, and understand consumer decision-making.

We encourage them to align their work with the Sustainable Development Goals to see where they can make a difference.

We also help build their capability to understand the complex nature of sustainability and influence significant change throughout their networks.

# Emerging issues

SBC is fortunate to have a highly experienced, senior group of leaders on our Advisory Board. One of the most important roles they play is to identify the emerging issues we should start exploring as part of our project work.

For the year ahead, the Board confirmed an ongoing focus on climate change, with a particular focus on help with carbon off-setting.

Longer-term, they identified resilience and adaptation, and regenerative or carbon positive solutions as areas where business would need support.

In social impact, we will shift our focus to understanding the future of work, which encapsulates the impact of technology on the workforce, in particular automation and artificial intelligence, and the need to upskill our workforce for the changing nature of work.

Beyond this year, they would like us to think about social inclusion, capitalism and how the system shares wealth. Aspects of this might include living affordability, corporate tax and executive remuneration.

They have also asked us to look at the role for business in building the Treaty of Waitangi partnership.

Our recent survey has also helped us identify the emerging issues for our members.

Sixty-five per cent of respondents identified shifting consumer expectations as likely to have the biggest impact on their business in the next two to three years.

This confirms the Advisory Board guidance to continue our work in the consumer decision-making area, and in particular sustainability story-telling – specifically, linking it to purpose and helping businesses understand consumer behaviour.



## SBC PRIORITY AREA: UN SUSTAINABLE DEVELOPMENT GOALS

# Sustainable Development Goals

Like many of its leading members, SBC has aligned its work programmes to a number of Sustainable Development Goals (SDGs).

We encourage all of our members to align their company values, targets and strategies with the SDGs. This will help them understand the role they can play in reducing poverty, protecting the planet and ensuring prosperity in the long-term.

The 17 goals developed by the United Nations, the international business community and organisations from civil society lay out a clear vision for a sustainable future, and call for urgent action to implement them by 2030.

To mark the two-year anniversary of the goals being signed by 193 member states, we worked in partnership with Stuff on a 19-part series that ran in the Sunday Star-Times. Each goal was a springboard to explore a sustainable business trend or project in New Zealand. Dozens of SBC member initiatives were highlighted as a result.

Building connections across sectors will make it easier to achieve the goals. The first inaugural Sustainable Development Goals Summit conference explored the actions businesses, government and non-government organisations need to take to meet the goals. SBC members Sanford, Vector and Air New Zealand all spoke about the leading work they are doing to align their strategies, plans and targets with the goals.

Our workshop (How to) Push Go on the SDGs gave members some practical pointers on how to engage with the goals.

We heard that the goals can help establish what the biggest environmental, societal and economic issues are for society and use a common language that can be understood by everyone in business, government and non-government organisations.







# SBC PRIORITY AREA Climate

Taking action on climate change continues to be the greatest priority for our members. Our role at SBC is to keep raising their ambition, positively encouraging them to go further, faster.



# Transition to a low emissions economy

Momentum is building in New Zealand for the transition to a low emissions economy, and members are at the forefront of leading the change for business. We support members to act voluntarily on climate change, which builds public acceptance of the need for change and reinforces the positive role for business in society.

## Sharing the ambition of our members

We have drawn on the collective leadership shown by our members to reflect their views in two important pieces of climate change work – the Productivity Commission’s Inquiry into Transitioning to a Low Emissions Economy and the Ministry for the Environment’s consultation on the Zero Carbon Bill.

Both submissions set out member ambition for establishing long-term targets in line with keeping within 2°C warming, ensuring predictability so business can plan effectively, and creating a positive and compelling narrative that emphasises the opportunities that will arise from a transition to a low emissions economy.

## NZ Post: Innovating for solutions

In June 2018, New Zealand Post announced the creation of an annual decarbonisation fund, along with a bold new goal to be carbon neutral from 2030. The fund is equal to the value of being carbon neutral now, and in FY19 the value of the fund will be \$1.5m. “We believe it will drive innovation and efficiencies across our business. NZ Post is an important part of our eCommerce customers’ value chain, and reduction in our carbon footprint is a reduction in theirs” said Chief Executive David Walsh.

## Vector: Preparing for the future

Energy company Vector is well on the way to preparing for climate change and last year commissioned a report from EY<sup>1</sup> to help them look at what climate change might mean for its electricity network in Auckland. Many of the recommendations from the report are already well underway as the company looks at how to ensure a more resilient electricity network that can respond dynamically to the challenges of climate change and the increasing criticality of electricity to modern life.

9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



13 CLIMATE  
ACTION



17 PARTNERSHIPS  
FOR THE GOALS



<sup>1</sup>The Physical Risks from Climate Change — Report of Findings for Vector Limited (November 2017)\* EY Disclaimer: The report has been prepared for Vector. EY disclaims all liability in relation to any other party who seeks to rely upon the report or any of its contents.

# Visible leadership

The decisions and action of businesses influence other businesses. That's why showing leadership is a powerful signal and critical to making the conversation about climate change normal.

In July, 60 of New Zealand's leading CEOs publicly launched their commitment to taking action on climate change, under the banner of the Climate Leaders Coalition. This moment arose from almost ten months of work, initially by a founding group of business leaders who met to talk about what they could meaningfully do together.

The Coalition, representing almost half of New Zealand's gross emissions, is globally unprecedented and its launch attracted local and international attention.

At this event, we saw a new narrative start to emerge – one of being unafraid to face the

challenges, of hope about finding solutions and of a willingness to work together across sectors so New Zealand can become an even better place for future generations to live and work.

Over the coming year, the Climate Leaders Coalition, guided by its founding CEOs, will set out a programme of work to build on its commitments, starting with building New Zealand's capability to innovate for low carbon solutions. SBC will continue to support their work.

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Photo: Te Aroha Morehu of Ngati Whatua Orakei and Mike Bennetts, Z Energy CEO and coalition convenor, Climate Leaders Coalition launch, Viaduct Events Centre Auckland, 12 July 2018



## CLIMATE

# Climate Leaders Coalition

## 2017 Climate Change Statement

For the generations after us, for the country we love, for the viability of our businesses, we are ambitious for action on climate change. If we act now we can forge a path to create a future that is low-emission, positive for our businesses and economy, and inclusive for all New Zealanders. We are committed to playing our part to make that future real. If we don't, our competitiveness is at risk.

### We take climate change seriously in our business:

- We measure our greenhouse gas emissions and publicly report on them
- We set a public emissions reduction target consistent with keeping within 2° of warming
- We work with our suppliers to reduce their greenhouse gas emissions

### We believe the transition to a low emissions economy is an opportunity to improve New Zealand's prosperity:

- We support the Paris Agreement & New Zealand's commitment to it
- We support introduction of a climate commission and carbon budgets enshrined in law

[www.climateleaderscoalition.org.nz](http://www.climateleaderscoalition.org.nz)



# Working together and upskilling

Changing the way that underlying institutions, policies and practices interact to enable effective business action on climate change is a critical part of the country's transition to a low emissions economy. As well as different leadership models from business, it also requires building new skillsets and trying new ways of working together.

Helping other businesses upskill is an important part of readying a system for change. The Climate Action Groups, supported by SBC, have launched a website: Platform for Action on Climate and Emissions (PACE). It is a resource for businesses to find out how to reduce their emissions, focusing on leadership, transport, energy and carbon certification.

Initiating and learning from working across sectors is also important. In February we started working with Pure Advantage, the Ministry for the Environment, the Energy Efficiency and Conservation Authority and

WWF-New Zealand to explore how we can use our collective outreach to showcase and further accelerate action on climate change. We will continue this work over the coming year.

Partnering with WWF-New Zealand and Enviro-Mark Solutions to deliver a series of workshops on setting science-based emission reduction targets has helped our members build their knowledge.

Over 200 people took part in the workshops, designed to explain the technical methodology and gain insight from other

companies about the value of this approach. We are grateful to Mercury, Fletcher Building, Contact Energy and Ports of Auckland for the insights they have shared.

The momentum generated by this work has seen the number of New Zealand businesses committing to setting a science-based target more than double in the last six months.

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# How to employ young people

Sustainability means thinking about people and the communities where businesses operate. One of the areas of greatest opportunity for business is through employment.

This year SBC's social impact programme broadened its focus, to help business attract and retain the most excluded and disadvantaged young people. This decision was based on statistics showing New Zealand needs to boost employment opportunities for young Māori, people with health and disability conditions, as well as sole parents which is where we had previously focused.

Working with members, we identified that the best way to help businesses attract and retain excluded and disadvantaged young people, was to help them attract and retain young people more generally. In partnership with the Auckland Tourism, Events and Economic

Development agency (ATEED) we held the Future Ready Summit in mid-2017. Nearly 250 employers heard from global experts, local business leaders and talent acquisition specialists about what works, and what doesn't, to get young New Zealanders into work.

For members who wanted to be more proactive about employing excluded and disadvantaged young people, we helped forge partnerships between them and service providers, such as the Ministry of Social Development, leading to employment opportunities for unemployed young people in the Hawke's Bay, Northland and Auckland.

## Z Energy

A highlight was Eastern Energy Services employing Shayne Tamaki in the Hawke's Bay. 19 year old Shayne had been on Jobseeker Support for about two years and had limited employment opportunities. Working closely with LIFT Social Enterprise, in association with SBC, Z Energy recruited Shayne as a Forecourt Attendant in January, where he has been thriving in the role. Both Z Energy and LIFT have provided pastoral support to ensure his ongoing success in employment.

Shayne starred in a TVNZ news story about employment in the region and is now working closely with his employer on money management, so that he can achieve his goals of buying a car and moving into his own accommodation.

In Shayne's own words, "any job is better than the benefit".



1 NO POVERTY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



# What we're seeing

Our members tell us that shifting consumer expectations is one of the biggest issues facing them today and into the future. Our role has been to bring members the best and most insightful consumer research to help them to connect with consumers and be leaders in telling their sustainability stories. What that research is telling us:



### More diverse groups are thinking about sustainable lifestyles and the future

- The group most highly committed to living a sustainable lifestyle is female, low income earners, and over-60s<sup>1</sup>
- Young, female or Māori leaders are amongst the most optimistic in the country<sup>2</sup>

### Many people want more information about sustainable options

- Nearly 1 in 5 people avoids buying a whole category of product or service because they cannot find reliable, consistent or any information about a truly sustainable option<sup>3</sup>
- About 60% of consumers are looking for sustainable products or services some or all of the time, but 53% have difficulty finding them<sup>3</sup>
- More than 6 in 10 people say that knowing that a product or service is a more sustainable option makes them feel better about their decisions<sup>3</sup>

### Trust and transparency are critical to connecting with consumers and employees on sustainability

- Technical experts are rated as the most trusted spokespeople for a company<sup>4</sup>
- Employees increasingly want to work for a company that is socially and environmentally responsible, and many people would rather work for a company with strong values even if they are paid less<sup>1</sup>
- 83% of Kiwis would stop buying a company's product if they heard about them being irresponsible or unethical<sup>3</sup>

### New Zealanders are still unclear about who the sustainability leaders are, and what this means

- 7 out of 10 people cannot name any brand they consider a sustainability leader<sup>3</sup>
- There is still a common perception that CEOs are driven more by greed than a desire to make a positive difference in the world<sup>4</sup>
- Many people say that CEOs should take the lead on change rather than waiting for the Government to impose it<sup>4</sup>

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CONSUMPTION  
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# Good Life Playbook

Rapidly changing communications landscapes and shifting consumer expectations make it increasingly difficult for businesses to connect with customers and authentically evolve their brand's storytelling. This is happening in parallel with society's growing understanding that the current version of "the good life" as "bigger, faster, more" that's promoted in some brand communications and business behaviour is increasingly costly to society – not just in terms of money but also time, effort and social and environmental impacts.

We believe there is a business opportunity in thinking about how to better connect with New Zealanders' aspirations for "a good life" where smarter consumption is better than excessive consumption, and where more time is better than more stuff.

To help businesses think about how they can reflect and enhance consumers' aspirations beyond "bigger, faster, more", SBC is working with some of New Zealand's top creative agencies and leading businesses to co-design the New Zealand Good Life Playbook.

The NZ Good Life Playbook will be based on the original version by the World Business Council for Sustainable Development (WBCSD) and Havas in 2016. The work is centred on helping businesses present a different vision of "the good life", rather than environmental communications. New Zealand will be one of the first countries in the WBCSD Global Network to embark on a localised version.



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SBC PRIORITY AREA

# Sustainable Leadership

We help our members lead sustainability with confidence, and to lift their environmental, social and governance performance and reporting practices.



## SUSTAINABLE LEADERSHIP

# Building capability

Our work with members shows us time and time again that expertise in sustainability simply isn't enough to embed sustainability in a business, let alone address complex issues like climate change, biodiversity loss or the future of work. Our work with senior leaders also shows a growing recognition that there is no more 'business as usual' and a new type of leadership is required

That takes new ways of thinking and influencing, and is why we have a programme of work to help members develop their leadership skills.

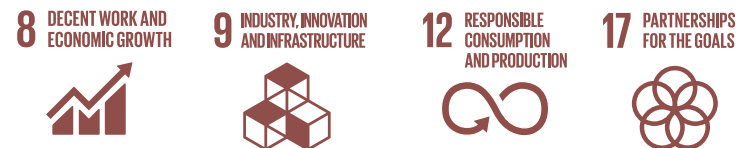
The Future Leaders' Programme, for emerging business leaders, saw participants develop proposals for business action on five UN Sustainable Development Goals, focusing on tackling climate change and fostering affordable and clean energy, innovation, and resilient infrastructure.

The Sustainability Leadership Programme will build the leadership capability of 30 senior business leaders using real examples from live projects and sustainability challenges in their organisations and wider value chains. The six-month programme will also increase opportunities for collaboration across sectors.

Both of these programmes were designed and delivered in partnership with Catapult, New Zealand's leading sustainability leadership consultancy.

He aha te kai ō te rangatira?  
He Kōrero, he kōrero, he kōrero.

What is the food of the leader?  
It is knowledge. It is communication.



Photos: 2018 Sustainable Leadership programme; 2017 Future Leaders programme



# Good corporate governance

Increasing expectations from investors and consumers mean that businesses must show more transparency around their performance and their impact on society. Members tell us that reporting on non-financial performance is one of their top emerging issues.

Integrating sustainability and environmental, social and governance (ESG) into the DNA of a business helps ensure long term growth and profitability, and value creation. Globally, there are now examples of businesses paying lower interest rates on capital when they meet their ESG performance targets. And in New Zealand, Sanford has attributed a lower cost of capital to three years of “Integrated Reporting”.

Unlocking these opportunities has been at the heart of our work with CEOs, directors, and regulatory and advisory bodies to help businesses improve ESG performance and disclosure, and integrate sustainability into corporate governance. Through our Member Review process we’ve provided

one-to-one feedback to many of our members on their non-financial reporting, and continue to see improvements across the board.

In 2017, we were encouraged to see the New Zealand Stock Exchange adopt our recommendations in their revised Corporate Governance Code. Listed businesses must now report on their ESG performance, or explain why they haven’t.

The Financial Markets Authority also took on many of our suggestions for how companies can manage and report on material risk, in their revised Corporate Governance Handbook.

We have worked with company directors to understand what they need to improve their oversight, management and disclosure of sustainability and ESG issues. The resulting ‘Good Corporate Governance’ guidelines can be used to assess whether boards have the knowledge, capability and systems in place to manage, monitor and lift their ESG performance.

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2017/2018

# Financials

Transparency is a central principle of sustainability, so we think it's important our members know how we spend the membership fees they pay us.

<b>INCOME</b>	<b>1,005,000</b>
Salaries	427,000
Projects	386,000
Administration	84,000
Events and engagement	80,000
Research and communications	13,000
<b>TOTAL EXPENDITURE</b>	<b>990,000</b>



Auckland's Sky Tower illuminated for the launch of the Climate Leaders Coalition on 12 July 2018.

# Business leadership in accelerating the transition to a sustainable world

Peter Bakker, President and CEO, World Business Council for Sustainable Development

We live in a period of economic, political, social and environmental volatility, aptly named 'the turbulent teens'. Vast numbers of people across the world feel that the economic and political system simply isn't working for them, though life today is a better experience for more people than it would have been at any other time in our history.

Business continues to confront challenges across an ever-increasing number of fronts, many of which are becoming ever more difficult to predict. As well as geo-political upheaval and social challenges like urbanisation and migration, the effects of climate change are becoming more and more visible.

The planet is screaming at us and in many cases the language it uses is water - whether through droughts like those seen in Cape Town and the USA, or by floods like those experienced across the North Island in July this year.

The world is going through massive transformation – not incremental or piece-by-piece evolution but disruptive change that is system-wide. If business can position itself to lead these transformations, it will deliver success both at company level and for the planet and the people on it.

Here at the World Business Council for Sustainable Development, we are leading business engagement across five systems

- Cities and Mobility, Energy and Circular Economy, Food Land and Water, People, and Redefining Value.

Alongside SBC, our Global Network partner in New Zealand, we work with forward-looking companies to integrate sustainable system transformation at the core of their strategy, decision-making, and disclosures. Together, we can position business to lead this transformation and capture the opportunities that system change creates.





# Our Advisory Board

A huge thank you to our Advisory Board for their hard work, ideas, time, enthusiasm and passion

Alistair Davis  
SBC Chair  
CEO  
Toyota New Zealand Ltd



Volker Kuntzsch  
SBC Deputy Chair  
CEO  
Sanford



David Benattar  
Chief Experience Officer  
The Warehouse Group



David Morgan  
Chief Operations Integrity &  
Standards Officer/Chief Pilot  
Air New Zealand



Gareth Marriott  
Managing Director  
OCS New Zealand



Karen Silk  
Acting CEO  
Westpac New Zealand Limited



Kate Jorgensen  
Chief Financial Officer  
KiwiRail



Kirk Hope  
CEO  
BusinessNZ



Malcolm Rands  
Founder  
Ecostore Company Ltd



Mike Sang  
CEO  
Ngāi Tahu Holdings Group



Mike Cronin  
Managing Director Corporate  
Affairs  
Fonterra Co-Operative Group Ltd



Simon Mackenzie  
CEO  
Vector Limited



Future Leaders' Programme  
Alumni Representative  
Kat McDonald  
Sustainability Manager  
Lion



A special thank you to those who have stood down in the 2017/18 year

Jacqueline Robertson  
Partner  
Deloitte



Karen Fifield  
CEO  
Wellington Zoo Trust



Marjan van den Belt  
Assistant Vice-Chancellor  
(Sustainability)  
Victoria University



# Our Team

Abbie Reynolds  
Executive Director



Kate Alcock  
Climate and Resources  
Manager



Alison Herft  
Member Engagement  
Manager



Rachel Depree  
Climate and Resources  
Manager



Catherine Jeffcoat  
Communications  
Manager



Renée Graham  
Communications  
Manager



Debbie Bougen  
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Front cover: Ngatamariki Power Station, Taupo, New Zealand - designed for large-scale, sustainable energy production

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