



 wbcscd Global Network Partner

# Member Report 2019 – 2020

A review of SBC members' sustainability reports and how they're tracking against their commitments



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# Message from Mike Burrell, Executive Director



Sustainability is all about people, communities, the environment and economy. We know that the best businesses are good for people, communities, the environment and economy.

With the impact of Covid-19, and as we drive towards a zero-carbon future, mainstreaming sustainability and actively demonstrating sustainability within the New Zealand business community has never been more important.

That's why, every two years, we review how our members are tracking against their Member Commitments\* to demonstrate that they are acting on their sustainability strategies and 'walking the talk'. We also analyse the quality of our members' reports, and how sustainability is being implemented.

We've reviewed the sustainability activity of 95 members, and assessed 43 member reports with a new benchmark. We used, for the first time, the World Business Council for Sustainable Development (WBCSD) Reporting Matters framework. This internationally recognised framework provides benchmarking and customised feedback, supporting members to navigate the complexities of the corporate reporting landscape.

Thank you for taking the time to participate in the review. This report will continue to be a valuable tool in accelerating your sustainability journey. It will also be valuable for all our members.

## Mike Burrell

Executive Director

### Highlights include:

- ▶ Many members are setting emissions reduction targets, and there is an increase of reporting on Scope 3 emissions.
- ▶ Applying sustainability to procurement systems continues to be a challenge for many members. This includes determining who has responsibility for this work within a business, and how to apply sustainability to different categories of goods, services, and activating improvement throughout the whole value chain.
- ▶ Most of our members' reports and microsites are accessible and well-designed, with clear reporting on partnerships and collaborations, and many showed a balanced approach to including commentary about challenges as well as successes.
- ▶ Some members are showing more sophisticated approaches, such as applying life-cycle analysis to products and adding sustainability criteria to supplier contracts.
- ▶ With very few exceptions, there is a lack of detailed information and insight about how and why a company is aligning its strategy and targets with the Sustainable Development Goals.

\* See Appendix 1: SBC member commitments

# Communicating sustainability and material issues

The importance of producing sustainability reports is growing. Reasons for this include mounting disclosure requirements from regulators and investors and the increasing expectations from stakeholders for sustainability information. Reports and websites are the two main channels companies use to communicate their values, structure, goals and activities, often with a lot of time and money invested in them.

New Zealanders say that brands providing advertising, honesty and transparency, and general information about their sustainability are the most effective ways to help them assess their sustainability.\*

For the first time, we assessed 43 reports using the WBCSD's Reporting Matters framework. We also reviewed members' web pages and summaries, if they haven't started reporting publicly yet. We will use this information to help members improve their sustainability communications and to show reporting trends across the membership.

We tracked what members say their material issues are – see Figure 1.

[\\*In Good Company 2019 report](#) on how New Zealanders assess the sustainability of a brand.



**Figure 1:** SBC membership material issues showing the categories of issues that our members reported on, with the size of the circle indicating the relative frequency.

\*See page 19 for details on material issues categories

# Emissions measurement and reduction

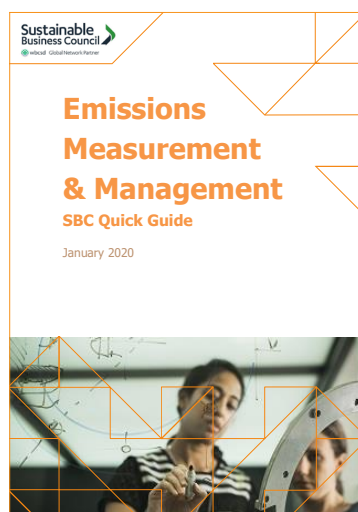
Measuring and managing greenhouse gas emissions (GHGs) is necessary if New Zealand is to limit global warming to below 1.5°. Action and cooperation across all sectors is needed to reduce global emissions, fast.

Measuring GHGs is the first step to understanding where impacts are greatest in a business. It involves setting a long-term reduction target and providing resources to reach that target.

The review shows increasing substance and detail on members' emissions management and reduction

strategies. Identifying emissions reduction opportunities across the whole business and throughout the supply chain has become a higher priority.

Many members are setting emissions reduction targets, and there is increased reporting on Scope 3 emissions. However, many companies still need to communicate their long-term targets more clearly, and include details about how they plan to achieve their targets. If applicable, commentary is also needed to explain any increase in emissions.



For a range of approaches to measuring emissions and setting reduction plans see [SBC's Quick Guide to Emissions Measurement & Management.](#)

# Sustainable procurement

Incorporating sustainability into procurement decisions, supplier relationships and product design, gives organisations the ability to improve resource use, reduce waste, and improve business resilience through greater understanding of value chain opportunities and risks, resulting in:

- Improved access to finance and lower-cost insurance
- Lower operational, reputational and regulatory risks
- Providing a point of difference and competitive advantage
- Realising opportunities for innovation
- Creating new markets for products or services
- Enhanced stakeholder relationships through better understanding and more open communication.

In the review, we can see that there's no simple way to apply sustainability to procurement systems and processes. Challenges include how to apply sustainability to different categories of goods and services, and determining who should lead this work across the business.

Many members' approach to sustainability in their supply chain and procurement is becoming more sophisticated, such as achieving cradle-to-cradle certification, using Life Cycle Analysis software for evaluating impacts associated with products, processes and activities, mapping value chain impacts, adding sustainability criteria into supplier contracts, and/or working with partners to achieve a more sustainable supply chain.



See SBC's Quick Guide to Sustainable Procurement for more examples  
<https://www.sbc.org.nz/resources/guides/quick-guide-sustainable-procurement>

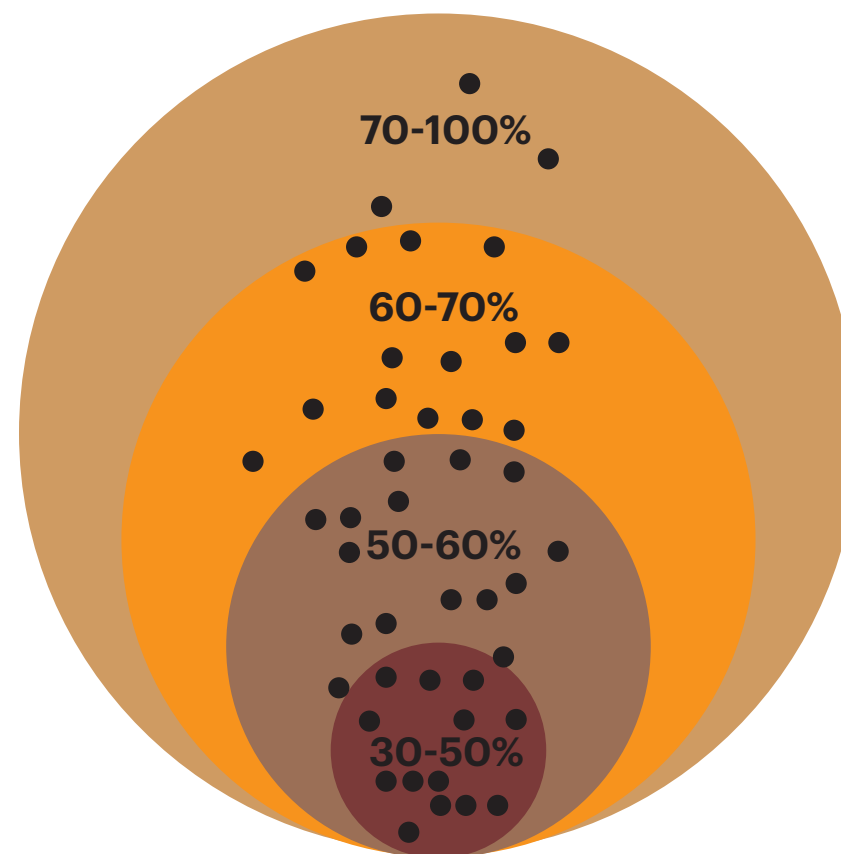
# Reporting Matters: membership performance

This is the first time we have assessed members' integrated and sustainability reports using the Reporting Matters framework, developed by the World Business Council for Sustainable Development and Radley Yeldar.

Now in its sixth year, the framework is a set of comprehensive indicators for analysing sustainability reports. Using this framework enables report benchmarking and customised feedback on areas for improvement.

Reporting Matters helps businesses get the most out of their reporting by demonstrating how they can use the process to drive change inside their businesses and meet their stakeholders' needs.

You can read more about Reporting Matters [here](#).



**Figure 2:** SBC members' Reporting Matters total score out of 100%

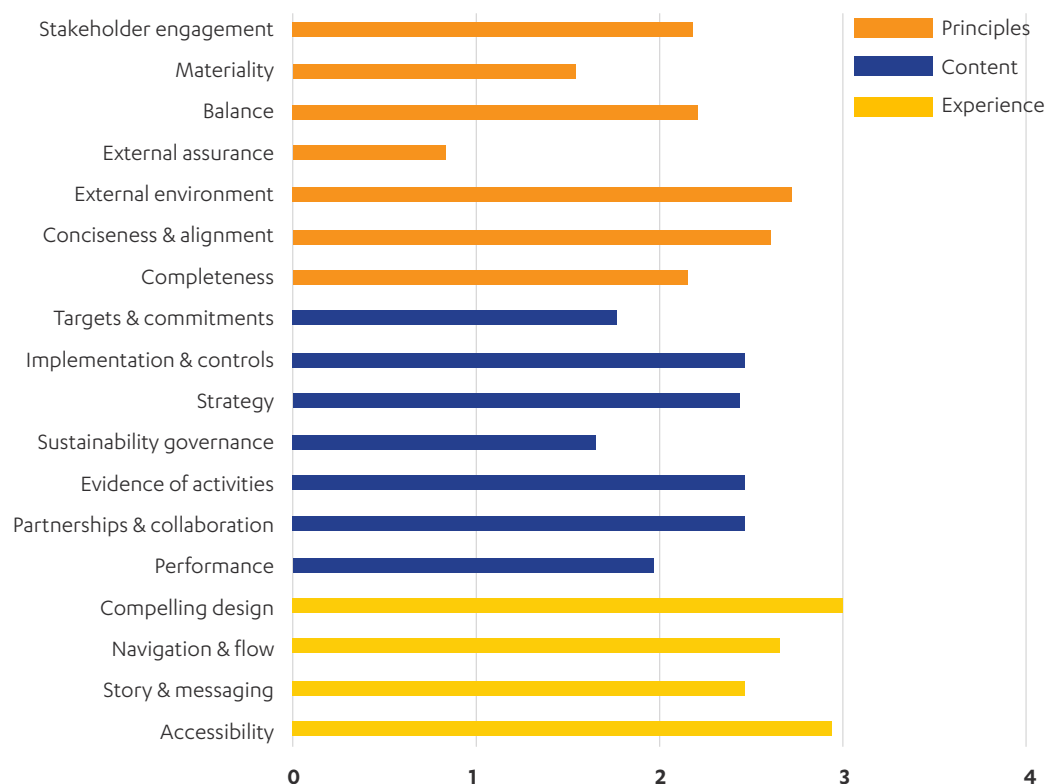
Each ● represents a member's score in that percentage range.

# Reporting Matters: membership performance

We assessed 43 SBC member reports (a mix of sustainability, integrated, combined and web-based reports) using the WBCSD Reporting Matters framework.

Many reports had comprehensive commentary about external environment pressures. Most reports were accessible and well-designed, with good commentary on strategy, management approach to sustainability, evidence of activities, and partnerships and collaborations.

There is a need to improve reporting across the membership on material issues, external assurance, sustainability governance, targets and commitments, and performance.



**Figure 3:** SBC member average scores across the Reporting Matters criteria.



# Reporting Matters: membership performance

## PRINCIPLES

Fewer than expected SBC member companies reported on material issues. Some reports were unclear about how the company's material issues connected with its strategy and goals. And some members use a different process – also called 'materiality' - that applies to issues and projects the company has reported on and what could prevent them achieving the desired outcomes.

Some SBC member reports used value chain infographics and clear descriptions. How value chain relationships and impacts are shown could be improved by outlining the boundary of business operations and the scope of the report, including the timeframe it covers.

It was more common to see third-party verification of carbon emissions measurements than assurance of the contents of the report itself, however a few members received reasonable assurance on some material disclosures and limited assurance on the rest of material disclosures.

The SBC membership didn't perform as well in the area of stakeholder engagement as expected. Some reports had little description of key stakeholder groups, and how they were engaged.

## CONTENT

There were some good descriptions or graphics on how sustainability was governed in SBC member organisations.

Most reports included a Chief Executive's statement, which helped personalise the story, but very few reports included perspectives and commentary from external stakeholders.

Most of the SBC members' reports included targets and commitments in retrospective, but only a few had details on what's ahead in the short, medium and long term.

## EXPERIENCE

We saw some clever innovations for ease of navigation such as colour coding for sections or using QR codes to link to more detail on website. But there was also some barriers to accessing information flow such as generic rather than direct web links provided or displays in PDF viewer that were tricky to see on screen.

Most SBC member reports were not too long, and most content was relevant. More could be done to connect messages about why an action or plan happened, why it was important, how it turned out, and what's happening next.

# Sustainable Development Goals

The Sustainable Development Goals (SDGs, or Global Goals) are 17 goals designed as a blueprint to address the big, global challenges we face, including those related to poverty, inequality, climate change, peace and justice. The 17 goals are interconnected, and the aim is to achieve them all by 2030.

Across the SBC membership, we can see that many members want to be a part of achieving the SDGs, but a lot of reports had little information beyond a few SDG icons added in to some report pages.

There are some good examples of mapping against the SDGs. For instance, **Fonterra's** report links the SDGs it can contribute to, with the company's work on co-firing biomass to reduce coal use, increasing the number of NZ products with Health Star ratings and launching an emissions profile for every farm.

**Christchurch Airport** shows how its contribution to achieving the SDGs is linked with the company's work to minimise the use of all natural resources, concentrating its efforts in six key areas – water, energy, waste, carbon, land and noise.

See also the **IAG** and **Sanford** reports, for good examples of alignment of SDGs with company strategy and plans.



**Figure 4:** The SDGs that SBC members are aligning company strategy and/or goals to. Circle size indicates relative frequency of that SDG being mentioned in member reports

# Reporting Matters: criteria and examples

## Stakeholder engagement

Stakeholder engagement is a process with people and/or groups who actively engage with an organisation and are impacted by company activities. A good engagement process is key to a company's ability to develop strategies based on stakeholders' expectations.

**Contact Energy** describe many mechanisms for seeking stakeholder views, including a community engagement plan for 50% of locations, and demonstrate the company's approach to stakeholder concerns, such as its engagement with iwi and council to clean up local streams and rivers.

**Downer** clearly articulates who the organisational stakeholders are, how they are engaged and issues most relevant to them.

**Suncorp's** report identifies a wide range of stakeholder groups – from customers and staff through to media and climate specialists – based on the level of interest and impact they have on the business.

See also how Air New Zealand, Fisher & Paykel Healthcare, Fonterra, Meridian, Moana, NZ Post, NZ Steel, Oji Fibre Solutions, Ports of Auckland, Ravensdown, Sanford, SkyCity, WSP, and Z Energy have reported on stakeholder engagement.



## Materiality

A materiality process identifies and prioritises significant risks and opportunities from an organisational and key stakeholder perspective. It looks at the importance of issues to stakeholders and their impact on the business. Materiality forms the foundation for decision-making, such as setting strategy and KPIs.

**Fisher & Paykel Healthcare's** annual report has good discussion on material topics and provides case studies for its top five issues. It also features commentary on the next tranche in the Corporate Social Responsibility section at the back of the report.

**NZ Post's** report not only explains workshops and other the stakeholder engagement inputs to identify material issues, but also acknowledges geographic differences of particular issues.

**Sanford** clearly articulates its material issues in the report commentary and graphics, which shows how they're prioritised, and the process used for identifying them.

See also how Contact Energy, Downer, Fonterra, Ports of Auckland and Toyota NZ are reporting on their material issues.



\*Figure 1 in this report shows what SBC members are reporting as their material issues.

## Balance and conciseness

Balanced reports are transparent about the organisation's risks, successes, failures, challenges and opportunities, now and in the future, and should include balanced external voices.

Reports drafted in a concise manner help avoid information overload, improve coherence and highlight issues that are the most important to the organisation and its stakeholders.

**Fletcher Building** demonstrates a good balance between good and bad performance, is transparent around data issues, and includes stakeholder quotes that are balanced in tone.

In **Ravensdown's** report, the management approach to each indicator is very clearly documented and there are good descriptions of upstream and downstream impacts.

**Z Energy** has a good spread of metrics that is well balanced speaking to good and bad performance and comparing against last year's results.

See also how NZ Steel, Oji Fibre Solutions, Sanford, Toyota NZ, Wellington Zoo, and Westpac NZ show balance in their reports and keep them concise.



## External assurance

External assurance of sustainability information increases the credibility and reliability of the report for users. It goes beyond internal controls and audit to provide an external opinion.

The Brambles (**CHEP**) report shows that data on some material issues was verified by an independent third party, and this was made clear for the reader the using ticked boxes on the relevant pages of the report.

The information in **Meridian's** report about its external assurance explains what was assured, the assurance process, and clearly describes the outcomes to different stakeholders, including company directors.

**Sanford** has reasonable assurance of financial matters, limited assurance on the non-financial disclosures of what matters most, the company's six performance outcomes, and their KPI table.

See also how Air New Zealand, Downer, Fonterra, SkyCity, Toyota NZ and WSP approached external assurance.



## External environment

External environment refers to megatrends, industry-specific trends, regulatory shifts, and changes to a company's operating environment that could impact its strategy and performance. It's important to connect external environment changes to company strategy and performance.

**Contact Energy's** report has excellent discussion of key external trends, such as biodiversity threats and gender inequality, and the company's approach. The report's climate-related risk table is useful to help frame some of these trends and impacts.

**Moana's** report captures the external environment well – with explanations of regional, global and industry trends affecting performance such as Precision Seafood harvesting and is reinforced through use of visuals.

**NZ Steel's (Bluescope)** report has clear commentary about megatrends and the company's proposed approach to these trends. This is reinforced in the CEO statement, risk analysis information, and descriptions of SDGs that the company has aligned with.

See also how 3R Group, Air New Zealand, Countdown, Downer, Ecostore, Fisher & Paykel Healthcare, Fujitsu, Fonterra, Meridian, Mercury, NZ Post, Oji Fibre Solutions, Ports of Auckland, Ravensdown, Sanford, SkyCity, Transpower, Vector and Z Energy report on external environment.



## Completeness and value chain

Company impacts are often widespread, so it's important to report on the company's value chain beyond its direct operations. Complete reports describe the scope and boundaries of the report as well as discussing material impacts along the value chain.

**Oji Fibre Solutions'** report has detailed descriptions of the company structure and where it operates, with good graphics to illustrate the value chain, such as a diagram showing the sourcing of woodchips, paper production through to recycling services.

**DB Breweries'** report clearly shows upstream and downstream impacts in their supply chain, with a comprehensive and well-designed diagram on value chain scope and boundaries.

**Toyota NZ's** report demonstrates a good combination of graphics and information to provide a clear picture of the company's value chain, particularly in reference to manufacturing and environmental impacts.

See also how Countdown, Downer, Fisher & Paykel Healthcare, Fonterra, Mercury, Meridian, Moana, Ports of Auckland, Ravensdown, Sanford, Suncorp, Transpower, WSP and Z Energy report on value chain scope, boundaries and impacts.

Oji Fibre Solutions



## Targets and commitments

Targets and commitments are specific and measurable performance goals or management actions that an organisation aims to achieve over a specified timeframe. They are critical for delivering an organisation's strategy and demonstrating progress over time.

**Contact Energy's** report has laid out clear and comprehensive information on HSE and emissions targets and includes some long-term targets.

**Ports of Auckland's** strategy includes a mix of short, medium and long-term targets informed by material issues and good case studies that highlight activities, such as case studies on diversity and the relationship with Ngati Whatua Orakei.

The web-based report from **Tourism Holdings Ltd (THL)** uses different formats, including video and case studies, to present information on performance, with a good range of KPIs that balance the good and bad.

See also how Fonterra, Sanford and Suncorp report on targets and commitments.



## Management approach

Systems, controls and processes are needed across an organisation to manage and monitor all material issues. They may include frameworks, guidelines, tools, management systems and certifications as well as activities focused on implementing programs across the value chain.

**Ecostore's** report clearly presents the company's management approach including certifications, leadership and participation with various forums and sustainability organisations and application of international standards.

**NZ Steel's** report has good examples from information about the supplier segmentation model, their speak up policy and approach to diversity and inclusion

**Toyota NZ's** report includes commentary on the management approach to a range of issues such as quality, safety & performance, attracting, developing & retaining capable people, impacts over life, and operational environmental performance.

See also how 3R Group, Contact Energy, Countdown, DB Breweries, Downer, Fisher & Paykel Healthcare, Fonterra, Meridian, Moana, NZ Steel, Oji Fibre Solutions, Ravensdown, Sanford, SkyCity and Suncorp, report on management approach.



## Strategy

Strategic approaches to sustainability clearly articulate how an organisation addresses the full range of material risks and opportunities. There should be clear links to the company's vision and mission and how the company plans to implement its strategy.

**Moana's** report contains a clear description of the company's five-year aspirational plan, with details and graphics to explain on how it could be delivered and how it ties together sustainability aims with financial strategy.

**SkyCity's** report links group strategy to other initiatives, such as helping employees measure and offset their families' carbon footprints and shows that strategy is acknowledged at the most senior level, including in the Chief Executive's statement.

**WSP's** strategy integrates sustainability into the business model, and the report clearly links the company's sustainability policy with its Global Strategic Plan.

See also how 3R Group, Air New Zealand, Contact Energy, Countdown, DB Breweries, Downer, Fonterra, Meridian, Mercury, Ports of Auckland, Suncorp, Tourism Holdings Ltd and Z Energy report on strategy.



## Sustainability governance

Sustainability governance focuses on how an organisation defines its management responsibility and oversight for sustainability activities and performance. It is an integral part of the company's overall governance structure and supports the integration of sustainability into business decision-making.

**Air New Zealand** uses a dashboard to communicate sustainability actions and performance internally, and the report shows that the company uses internal audit for reported data on material issues, including material KPIs and underlying reporting processes.

Sustainability governance was clear in Brambles' (**CHEP**) annual report, which shows high level accountability for sustainability, framing it as the driving theme of business operations.

**Meridian's** report has strong leadership commitments on sustainability with good disclosure around governance throughout.

See also how Contact Energy, Sanford and SkyCity report on sustainability governance.



## Performance and evidence of activities

It's important to develop and report specific and measurable key performance indicators for all material issues. Combining quantitative metrics with narrative helps add context to performance trends and helps a company take corrective actions when required.

**Fonterra's** report has good disclosures around greenhouse gas emissions and diversity, and charts and tables clearly show where performance is on or off target.

**Sanford's** report contains substantial information on management approach in the general commentary, case studies, a chart on audits on management systems and frameworks tied with a 'Performance Outcomes' section.

**Vector's** report has a clear narrative on safety performance trends year on year with good examples of activity.

See also how Air New Zealand, Contact Energy, Downer, Moana, Ports of Auckland, THL and Toyota NZ demonstrate performance in their reports and provide evidence of activities



## Partnerships and collaborations

Strategic partnerships and collaborations can help accelerate action, and scale up solutions, by combining expertise, resources and networks among stakeholders who share a common goal. They focus on addressing an organisation's material issues and support strategy implementation. Usually, sponsorships and philanthropy are not considered partnerships unless they are designed and developed to achieve a strategic goal.

**3R Group's** report contains good descriptions of the purpose and anticipated impacts of partnerships with a range of stakeholders, such as the Ministry for the Environment and Sustainable Business Network's circular economy accelerator.

**Countdown's** report has strong evidence of strategic partnerships and collaborations with government, communities and across the industry, with details about their purpose and impact, and the roles of each partner.

**SkyCity** has good examples of relevant industry, national and community partnerships and collaborations, with the purpose of the partnerships, and SkyCity's role, well defined.

See also how Air New Zealand, Brambles CHEP, Contact Energy, DB Breweries, Downer, Ecostore, Meridian, Moana, NZ Steel, Oji Fibre Solutions, Ravensdown, Sanford, Suncorp and Vector report on partnerships and collaborations.





## Design and accessibility

Great design brings content to life in an engaging way and ensures information can be understood quickly and easily by the desired audience. Accessibility relates to the availability of sustainability information, its suitability for different audiences' and how easily the content can be found.

**Moana's** report is accessible to a range of audiences, with the content in both English and te reo Māori, as well as a glossary to help the reader understand Māori terms, and the report design reflects the nature of the organisation.

How **Transpower** is considering the future of energy came through clearly and consistently in its report, supported by different communications formats, such as videos, to provide more context.

The design and interactivity of **Westpac NZ's** report is simple and makes it accessible to a range of audiences, with good use of graphics and brand element that fit with the company's stated aims and values.

See also the design and accessibility of information in the reports from 3R, Air New Zealand, Brambles CHEP, Countdown, DB Breweries, Downer, Fisher & Paykel Healthcare, Fletcher Building, Fonterra, Fujitsu, Mercury, NZ Post, OJI Fibre Solutions, Ravensdown, Sanford, Suncorp, THL, WSP.



## Story and navigation

Telling a credible story across sustainability communications helps to bring content to life, ensures sustainability information is connected, and reflects the organisation's brand. Information needs to be presented in a logical order and use techniques such as signposting and weblinks to enable easy navigation and good narrative flow.

**Fonterra's** report is engaging and keeps on theme throughout with great flow, structure and is easy to navigate.

**Mercury's** overall narrative is very consistent and the case studies are good illustrations of this, helping to tell the whole story.

**Ravensdown's** report is engaging to read and the key message of smarter farming for a better New Zealand connects well to the case studies and indicators.

Each section in Wellington Zoo's report has consistent messaging and it is clear how each section relates to the whole narrative.

See also how the reports from Countdown, DB Breweries, Downer, Fisher & Paykel Healthcare, Oji Fibre Solutions, NZ Post, Suncorp, Transpower and Vector construct the narrative.



## Links to SBC member reports and websites

<b>3R Group</b>	<a href="https://4fbsh41tr3e18lxa49oews6-wpengine.netdna-ssl.com/wp-content/uploads/2014/06/3R-Sustainable-Development-Report-2018-2019-web.pdf">https://4fbsh41tr3e18lxa49oews6-wpengine.netdna-ssl.com/wp-content/uploads/2014/06/3R-Sustainable-Development-Report-2018-2019-web.pdf</a>
<b>4Sight Consulting</b>	<a href="https://www.4sight.consulting/about-us">https://www.4sight.consulting/about-us</a>
<b>AECOM</b>	<a href="https://www.aecom.com/content/wp-content/uploads/2019/06/ANZ_SustainabilityReport-2018.pdf">https://www.aecom.com/content/wp-content/uploads/2019/06/ANZ_SustainabilityReport-2018.pdf</a>
<b>Air New Zealand</b>	<a href="https://p-airnz.com/cms/assets/PDFs/2019-Sustainability-Report.pdf">https://p-airnz.com/cms/assets/PDFs/2019-Sustainability-Report.pdf</a>
<b>Anderson Lloyd Lawyers</b>	<a href="https://www.al.nz/about-us/sustainability/">https://www.al.nz/about-us/sustainability/</a> and <a href="https://www.al.nz/expertise/renewable-energy-and-carbon-trading/">https://www.al.nz/expertise/renewable-energy-and-carbon-trading/</a>
<b>BNZ</b>	<a href="https://www.bnz.co.nz/about-us/sustainability">https://www.bnz.co.nz/about-us/sustainability</a>
<b>Catapult</b>	<a href="https://catapult.co.nz/about/sustainability/">https://catapult.co.nz/about/sustainability/</a>
<b>CHEP (Brambles)</b>	<a href="https://www.brambles.com/Content/cms/sustainability-2018/Sustainability_Review_2018.pdf">https://www.brambles.com/Content/cms/sustainability-2018/Sustainability_Review_2018.pdf</a>
<b>Christchurch Airport</b>	<a href="https://www.christchurchairport.co.nz/media/941665/cial_our_place_2019_v01_04_fa_web.pdf">https://www.christchurchairport.co.nz/media/941665/cial_our_place_2019_v01_04_fa_web.pdf</a>
<b>Contact Energy</b>	<a href="https://contact.co.nz/aboutus/investor-centre/reports-and-presentations#Annual-and-half-year-reports">https://contact.co.nz/aboutus/investor-centre/reports-and-presentations#Annual-and-half-year-reports</a>
<b>Countdown &amp; Woolworths Group</b>	<a href="https://www.countdown.co.nz/media/Countdown%20Sustainability%20Report%202019.pdf">https://www.countdown.co.nz/media/Countdown%20Sustainability%20Report%202019.pdf</a> and <a href="https://www.woolworthsgroup.com.au/icms_docs/195583_2019-sustainability-report.pdf">https://www.woolworthsgroup.com.au/icms_docs/195583_2019-sustainability-report.pdf</a>
<b>DB Breweries</b>	<a href="https://www.dbsustainability.co.nz/">https://www.dbsustainability.co.nz/</a>
<b>Downer</b>	<a href="http://sustainability.downergroup.com/2019/assets/pdf/DOW_Sustainability-Report-2019.pdf">http://sustainability.downergroup.com/2019/assets/pdf/DOW_Sustainability-Report-2019.pdf</a>
<b>Ecostore</b>	<a href="https://ecostore.com/media/cms_blogs/ecostore_SustainabilityReport2018_.pdf">https://ecostore.com/media/cms_blogs/ecostore_SustainabilityReport2018_.pdf</a>
<b>Fisher &amp; Paykel Healthcare</b>	<a href="https://annualreport.fphcare.com/">https://annualreport.fphcare.com/</a>
<b>Fletcher Building</b>	<a href="https://fletcherbuilding.com/assets/4-investor-centre/annual-reports/2019-annual-report.pdf">https://fletcherbuilding.com/assets/4-investor-centre/annual-reports/2019-annual-report.pdf</a>
<b>Fonterra</b>	<a href="https://view.publitas.com/fonterra/sustainability-report-2019/page/1">https://view.publitas.com/fonterra/sustainability-report-2019/page/1</a>
<b>Fujitsu</b>	<a href="https://www.fujitsu.com/nz/about/local/sustainability/business-report/">https://www.fujitsu.com/nz/about/local/sustainability/business-report/</a>
<b>Genesis</b>	<a href="https://gesakentico.blob.core.windows.net/sitecontent/genesis/media/new-library-(dec-2017)/about_us/community/sustainability/ge-sustainability-2019-06-dec-digital-version.pdf">https://gesakentico.blob.core.windows.net/sitecontent/genesis/media/new-library-(dec-2017)/about_us/community/sustainability/ge-sustainability-2019-06-dec-digital-version.pdf</a> and <a href="https://gesakentico.blob.core.windows.net/sitecontent/genesis/media/new-library-(dec-2017)/about_us/investor/pdfs/2019/fy19%20results/genesis-energy-2019-annual-report.pdf">https://gesakentico.blob.core.windows.net/sitecontent/genesis/media/new-library-(dec-2017)/about_us/investor/pdfs/2019/fy19%20results/genesis-energy-2019-annual-report.pdf</a>
<b>IAG</b>	<a href="https://www.iag.com.au/safer-communities/our-climate-action-plan">https://www.iag.com.au/safer-communities/our-climate-action-plan</a> and <a href="https://www.iag.com.au/sites/default/files/Documents/Results%20%26%20reports/2019-annual-review-safer-communities-report.pdf">https://www.iag.com.au/sites/default/files/Documents/Results%20%26%20reports/2019-annual-review-safer-communities-report.pdf</a>
<b>KiwiRail</b>	<a href="http://www.kiwirail.co.nz/assets/Uploads/documents/Annual-reports/2019/b563b44217/KiwiRail-Integrated-Report-2019-FINAL.pdf">www.kiwirail.co.nz/assets/Uploads/documents/Annual-reports/2019/b563b44217/KiwiRail-Integrated-Report-2019-FINAL.pdf</a>
<b>La Nuova Apparelmaster</b>	<a href="https://www.lanuova.co.nz/about/environmental-laundry-taranaki/">https://www.lanuova.co.nz/about/environmental-laundry-taranaki/</a>
<b>L'Oreal NZ</b>	<a href="https://www.loreal.com/loreal-sharing-beauty-with-all">https://www.loreal.com/loreal-sharing-beauty-with-all</a>

<b>Manaaki Whenua</b>	<a href="https://www.landcareresearch.co.nz/_data/assets/pdf_file/0010/212968/manaaki-whenua-annual-report-2019-part-1.pdf">https://www.landcareresearch.co.nz/_data/assets/pdf_file/0010/212968/manaaki-whenua-annual-report-2019-part-1.pdf</a>
<b>Mercury</b>	<a href="https://mercuryannualreport.co.nz/">https://mercuryannualreport.co.nz/</a>
<b>Meridian</b>	<a href="https://indd.adobe.com/view/0cfe5849-19a7-40df-8a2e-cd1d1008a85d">https://indd.adobe.com/view/0cfe5849-19a7-40df-8a2e-cd1d1008a85d</a>
<b>Moana</b>	<a href="https://moana.co.nz/wp-content/uploads/2020/02/4367_Moana_IAR-2019_WEB.pdf">https://moana.co.nz/wp-content/uploads/2020/02/4367_Moana_IAR-2019_WEB.pdf</a>
<b>NZ Post</b>	<a href="http://www.nzpost.co.nz/sites/nz/files/uploads/shared/annual-reports/2019-nz-post-integrated-report.pdf">www.nzpost.co.nz/sites/nz/files/uploads/shared/annual-reports/2019-nz-post-integrated-report.pdf</a>
<b>NZ Steel</b>	<a href="https://s3-ap-southeast-2.amazonaws.com/bluescope-corporate-umbraco-media/media/2672/sustainability-report-2019-final.pdf">https://s3-ap-southeast-2.amazonaws.com/bluescope-corporate-umbraco-media/media/2672/sustainability-report-2019-final.pdf</a>
<b>OCS</b>	<a href="https://www.ocs.com/nz/media-library/baseocs/responsibility/sustainability-report/ocs-anz-sustainability-report-2018.pdf?la=en&amp;hash=D91F546355A8F7283B603CFC31444E00955E4E4D">https://www.ocs.com/nz/media-library/baseocs/responsibility/sustainability-report/ocs-anz-sustainability-report-2018.pdf?la=en&amp;hash=D91F546355A8F7283B603CFC31444E00955E4E4D</a>
<b>OfficeMax</b>	<a href="https://www.officemax.co.nz/documents/sustainability/OfficeMax%20New%20Zealand%202018%20Sustainability%20Report.pdf?u=ITwanS">https://www.officemax.co.nz/documents/sustainability/OfficeMax%20New%20Zealand%202018%20Sustainability%20Report.pdf?u=ITwanS</a>
<b>O-I Glass</b>	<a href="https://recycleglass.co.nz/o-i-new-zealand/">https://recycleglass.co.nz/o-i-new-zealand/</a>
<b>Oji</b>	<a href="https://www.ojifs.com/userfiles/file/OJFI1017%20SR%20web%20spreads_P11.pdf">https://www.ojifs.com/userfiles/file/OJFI1017%20SR%20web%20spreads_P11.pdf</a>
<b>Ports of Auckland</b>	<a href="http://www.poal.co.nz/media-publications/Pages/Ports-of-Auckland-Annual-Result-to-June-30,-2019.aspx">http://www.poal.co.nz/media-publications/Pages/Ports-of-Auckland-Annual-Result-to-June-30,-2019.aspx</a>
<b>Ravensdown</b>	<a href="https://integratedreporting.ravensdown.co.nz/">https://integratedreporting.ravensdown.co.nz/</a>
<b>Sanford</b>	<a href="https://www.sanford.co.nz/assets/announcements/SAN090-AR2019-v7a.pdf">https://www.sanford.co.nz/assets/announcements/SAN090-AR2019-v7a.pdf</a>
<b>SkyCity</b>	<a href="https://www.skycityentertainmentgroup.com/media/2339/skya12319-annual-report-fy20_digital-run-200%C6%92-med-res-spreads.pdf">https://www.skycityentertainmentgroup.com/media/2339/skya12319-annual-report-fy20_digital-run-200%C6%92-med-res-spreads.pdf</a>
<b>Spark</b>	<a href="https://www.sparknz.co.nz/content/dam/SparkNZ/pdf-documents/reports/Spark-Annual-Report-2019.pdf">https://www.sparknz.co.nz/content/dam/SparkNZ/pdf-documents/reports/Spark-Annual-Report-2019.pdf</a>
<b>Suncorp</b>	<a href="https://www.suncorpgroup.com.au/uploads/FY19-CR-Responsible-Business-Report-v14-Online-v4.pdf">https://www.suncorpgroup.com.au/uploads/FY19-CR-Responsible-Business-Report-v14-Online-v4.pdf</a>
<b>Synlait</b>	<a href="https://www.synlait.com/news/sustainability-at-synlait-fy19-report-released/">https://www.synlait.com/news/sustainability-at-synlait-fy19-report-released/</a>
<b>The Warehouse</b>	<a href="https://www.thewarehousegroup.co.nz/investor-centre/2019-annual-report">https://www.thewarehousegroup.co.nz/investor-centre/2019-annual-report</a>
<b>Tourism Holding Ltd (THL)</b>	<a href="http://www.thlonline.com/FinancialInvestorInformation/Documents/AnnualResultsDocsFY19/thl-FY19-Integrated-Report.pdf">http://www.thlonline.com/FinancialInvestorInformation/Documents/AnnualResultsDocsFY19/thl-FY19-Integrated-Report.pdf</a>
<b>Toyota New Zealand</b>	<a href="https://www.toyota.co.nz/globalassets/about-toyota/toyota-in-nz/toyota-new-zealand-2019-sustainability-report-dps.pdf">https://www.toyota.co.nz/globalassets/about-toyota/toyota-in-nz/toyota-new-zealand-2019-sustainability-report-dps.pdf</a>
<b>Transpower</b>	<a href="https://www.transpower.co.nz/resources/201819-annual-report-and-review">https://www.transpower.co.nz/resources/201819-annual-report-and-review</a>
<b>Vector</b>	<a href="https://blob-static.vector.co.nz/blob/vector/media/annual-report-2017/vec196_-ar_2019_v12_web.pdf">https://blob-static.vector.co.nz/blob/vector/media/annual-report-2017/vec196_-ar_2019_v12_web.pdf</a>
<b>Vodafone</b>	<a href="https://www.vodafone.co.nz/our-company/corporate-responsibility/">https://www.vodafone.co.nz/our-company/corporate-responsibility/</a>
<b>Wellington Zoo</b>	<a href="https://wellingtonzoo.com/assets/Resources/Annual-Report-2019-FINAL-compressed3.pdf">https://wellingtonzoo.com/assets/Resources/Annual-Report-2019-FINAL-compressed3.pdf</a>
<b>Westpac</b>	<a href="https://westpacsustainability.co.nz/">https://westpacsustainability.co.nz/</a>
<b>WSP Opus</b>	<a href="http://cdn.wsp-pb.com/601pcj/2018-sr-en-190628-final.pdf">http://cdn.wsp-pb.com/601pcj/2018-sr-en-190628-final.pdf</a>
<b>Z Energy</b>	<a href="https://investors.z.co.nz/static-files/714028f3-d975-4692-a588-f97d558f00f8">https://investors.z.co.nz/static-files/714028f3-d975-4692-a588-f97d558f00f8</a>

# Material issues

Examples of the material issues members included across the different categories on page 3:

<p><b>EMPLOYMENT</b> Staff training, attracting and retaining talent, diversity</p>	<p><b>CLIMATE CHANGE &amp; EMISSIONS MANAGEMENT</b> Climate risk, energy efficiency</p>	<p><b>SOCIETAL</b> Community partnerships, digital inclusion</p>
<p><b>ENVIRONMENTAL</b> Water use, packaging waste, biodiversity</p>	<p><b>SUPPLY CHAIN</b> Human rights, responsible procurement</p>	<p><b>TECHNOLOGICAL</b> Data protection, cyber security</p>
<p><b>CUSTOMERS &amp; STAKEHOLDERS</b> customer experience, shareholder satisfaction</p>	<p><b>OPERATIONAL</b> Product quality, intellectual property</p>	<p><b>INNOVATION</b> Dynamic business model, investing in innovation</p>
<p><b>GOOD GOVERNANCE</b> Ethical business practices, anti-corruption</p>	<p><b>POLITICAL</b> Government partnerships, legal compliance</p>	<p><b>ECONOMIC</b> Financial performance, market access risk</p>

## Acknowledgements

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Esby and Toitū for your expertise to help us develop criteria to assess SBC members' sustainable procurement and emissions management activity.

The SBC Advisory Board for your support and insights on assessing business sustainability, to ensure the Member Review project is a robust process that provides as much value for members as possible.

Judy Ryan from RyanJones, for your expertise and valuable input to the Member Review project.

## More information

See more about the Member Review project, and other SBC work at:



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



[twitter.com/nz\\_sbc](https://twitter.com/nz_sbc)



[sustainable\\_business\\_council/](https://www.linkedin.com/company/sustainable-business-council/)

# Appendix 1 – SBC member commitments

A member must seek to actively demonstrate leadership in sustainable business and share a commitment to the balanced pursuit of economic growth, ecological integrity and social progress.

We ask members to support the work of the SBC through making available in-house competence and human resources and committing to:

## From the start of membership

- Each year, provide SBC with a summary on that member's progress in implementing sustainable business practices, if not already reporting publicly on sustainability.
- Respond to any reasonable and relevant request for information from the Advisory Board that is not commercially sensitive.
- Have the Council Member (who is the CEO or their direct report) attend at least one SBC meeting or event each year.

## Within two years of membership

- Participate in at least one SBC initiative or project.
- Produce a sustainability report, integrated report or public account demonstrating sustainability activity, plans and performance.
- Begin to measure the carbon footprint of its New Zealand operations, and report progress on this to the SBC.

## Within three years of membership

- Report to the SBC on plans to reduce the carbon intensity of its New Zealand operations.
- Report to the SBC on the organisation's sustainable procurement practices and processes.

These commitments are important because they set clear goals for each member to aim for if they want to become more sustainable and they also help SBC members collectively demonstrate what sustainability best practice is to the New Zealand business sector.

The Sustainable Business Council reserves the right to exit a member if they continually fail to meet these member commitments, and show no intention to meet them within a reasonable time.

# Sustainable Business Council

 wbcsc Global Network Partner

