

# Sustainable Business Council



New Zealand partner to the world business council for sustainable development

## Sustainable Business Council Annual Snapshot

# 2013/2014



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The World Business Council for Sustainable Development is a CEO-led organisation of forward-thinking global companies that galvanises the global business community to create a sustainable future for business, society and environment. It has 66 Global Network partners.



The Sustainable Business Council is an executive led organisation that advocates a better way of doing business, one which helps create a sustainable future for New Zealand. It is the voice of sustainable business in New Zealand and the NZ Global Network partner to the WBCSD.

## Extended Leadership: A Model for Future Corporate Sustainability Leadership



Huw Maggs, Senior Manager, SustainAbility

SustainAbility is a think tank and strategy advisor that for over 25 years has helped companies create value by addressing the highly complex and rapidly evolving landscape of corporate sustainability.

In March this year Penny Nelson visited the UK on a study trip funded by the British High Commission to explore some of the organisations and initiatives on our shores that offer insight and learning opportunities for SBC. SustainAbility was delighted to welcome Penny to our office for a rich discussion on common areas of interest.

A good deal of the discussion that day and since has centred on our 2013 *Changing Tack* report, the final output of our extensive one-year Regeneration Roadmap project, a collaborative research programme sponsored by BMW Group, SC Johnson, Cisco, DuPont, Interface and Pfizer. In pursuit of sustainable development within the next generation *Regeneration Roadmap* sought to develop a roadmap for private sector action in the years ahead, including a new model for future sustainability leadership, "Extended Leadership".

Extended Leadership is structured around six key attributes, which together emphasise the combination of elements companies control and should do directly, plus the effect they can exert on the larger system. The six features are new forms of *Vision, Goals, Offer, Brand, Transparency and Advocacy*. The following provides a brief snapshot of some of the key ingredients in each.

The *Vision* articulates the company's unique contribution to a sustainable future, and should connect and address business risk, stakeholder expectations, and competitiveness and innovation opportunities in a way that directly aligns core strategy, culture and competencies with the company's key sustainability challenges.

Goals help to further define both the destination and the critical waypoints along the journey, and should drive competition, collaboration and innovation within and outside the company. In order to tie organisational performance to the performance of the whole system, goals must be absolute or science-based, and should be sufficiently ambitious so as to require new thinking and approaches in meeting them.

Offer focuses on evolving the products and services that will ultimately deliver on a company's vision for sustainability, while also emphasising the innovation of underlying business models to meet unmet needs or address already-met needs in fundamentally new ways. Leaders will increasingly embrace disruptive trends – engaging R&D, marketing and other key functions and collaborators – to build and test yet newer solutions.

Brand describes the effective expression of *Vision, Goals and Offer* through a compelling brand promise and communications, with an emphasis on engaging and influencing consumers and other stakeholders towards more sustainable behaviours.

Transparency's main focus is on providing relevant, appropriate, and timely signals to all market players, to both inform decisions and influence actions. With a particular emphasis on governments, investors and consumers, Extended Leadership leverages enhanced reporting and disclosure, valuation of externalities, and the use of technology to connect stakeholders to key information.

The final attribute, *Advocacy*, amplifies the spirit running through all of the other five – that is, that the private sector faces both the opportunity and expectation for outspoken leadership aimed at mobilising policymakers, investors, other companies and consumers to reform policy, incentives and other system conditions to support sustainability.

SustainAbility is already helping several of its key *clients* to build the attributes of Extended Leadership into their own strategies. We are also working with our **Engaging Stakeholders** network, a global group of companies working to better understand and apply transparency, to help them identify and test what Extended Leadership can look like for them.

I can be contacted at [maggs@sustainability.com](mailto:maggs@sustainability.com) and I look forward to talking to SBC members about Extended Leadership and SustainAbility via a webinar later in the year.

# Foreword



The World Business Council for Sustainable Development (WBCSD), a CEO-led organisation of some 200 forward-thinking global companies, is committed to galvanising the global business community to create a sustainable future for business, society and the environment.

In 2010, WBCSD published the ground-breaking Vision 2050 report, the first time that global business publicly stated that business as usual was no longer an option. Our vision: that by 2050, 9 billion people will be able to live well, safely within planetary boundaries. Vision 2050 outlines pathways that map a transformational change of existing systems to achieve this overarching goal. However, transformational change occurring over a 40-year period needs waypoints. WBCSD's Action2020 platform emerged from this need, focusing on strategic solutions to the most pressing challenges, within a timeframe that resonates with business.

Action2020 will guide global businesses to better address key environmental and social challenges at the same time as strengthening their own resilience to issues such as climate, land use and demographic changes, building the business case for more sustainable corporate behaviour. It concentrates on addressing nine, science-based actionable priority areas – including climate change, ecosystems and land use and sustainable lifestyle – with business solutions that can result in measurable, positive impact at scale. Societal goals were developed alongside each priority area, together forming the core of WBCSD's Action2020 work platform and we are working to develop business solutions that can have a significant impact towards achieving these societal goals by 2020.

The WBCSD works with Global Network partners, including the Sustainable Business Council in New Zealand, to build enabling frameworks appropriate for specific regions and to translate WBCSD's global strategy into local action. The Global Network's mission is to work towards a more a sustainable future for local business, society and the environment by promoting the implementation of scalable local business solutions that address Action2020 priority areas. The Valuing Nature Conference in New Zealand raised awareness of the importance of incorporating natural capital into policy development and business decision-making and reinforced the significance of 'Redefining Value' – a theme that cross-cuts all aspects of the Action2020 platform. We look forward to continuing to work with our Global Network partner, the Sustainable Business Council, on business solutions for New Zealand that contribute to Action2020 goals.

**Peter Bakker**  
*President, WBCSD*

## Letter from Brett Tomkins, SBC Chair



Thank you for your support over the past year, which has been an exciting one for the Sustainable Business Council. As Chair, I have been proud to see the organisation expand its horizons, growing in membership and perhaps more importantly, influence. There has been great engagement with members through events as well as the work programme. Building trust with our network has increasingly made SBC the 'go to' organisation for business, government and the media when it comes to questions around what sustainable business means in New Zealand.

Events have been a real highlight for me, particularly the Valuing Nature conference and the recent workshops on stakeholder engagement, transparency and integrated reporting. These have brought internationally recognised speakers to New Zealand and increased our awareness of what's going on globally and where that might fit in a New Zealand context. They have helped motivate our members to reach further than before, provided insights into the "how?" and set a challenge to New Zealand businesses to think, "Why couldn't I do this?"

The Sustainable Business Council has engaged business at the most senior levels in a wide range of sectors, ensuring that leading people from leading organisations are working together to make a significant difference to sustainability and economic growth in New Zealand. I am optimistic the momentum we've generated as members of SBC will enable us to continue to grow in influence across the broader NZ business base in our key areas of focus.

**Brett Tomkins**  
*Partner, Deloitte and Chair of the Sustainable Business Council*

# SBC Highlights and Key Facts 2013/14

## Stronger business voice

through our pre-election brief on sustainability priorities for business, through media profiles of our members' sustainable business practices, SBC presence on advisory boards and through the public and private sector CEO dialogue on natural resource issues.

## Cross-sector collaboration

on projects, including a focus on freight optimisation, waste, value chain management and reducing barriers to employ young people.

## Engagement and understanding

of business dependence on nature through the Valuing Nature conference and, through the social licence to operate project, how operating in a transparent and accountable way can help build a more resilient business.

## Tools and resources

developed to help SBC members put sustainability into practice, including a Practical Guide to Effective Partnerships, a forthcoming Value Chain guide and communications materials to help business understand ecosystems services and biodiversity.

**66**

members, including 5 strategic partner members

**67**

people in Future Leaders' Programme network

Participation in

**5**

key government advisory groups, including the Directors Advisory Group for Environmental Reporting, the Low-Emission Future Advisory Board and Love New Zealand Advisory Board.

**28%**

amount of member company turnover as % of NZ private sector GDP

**12**

of New Zealand's 15 industry sectors represented across SBC membership

### Jonathon Porritt

– Forum for the Future, at 'The World We're Making' event



# SBC Work Programme

## Resource Efficiency in the Value Chain

### Project Champions:

Alistair Davis, Toyota NZ & Graeme Norton, 3R Group

The Resource Efficiency in the Value Chain project brings together SBC members who want to identify areas for a collaborative, innovative approach to resource efficiency. This project has focused on three key areas over the last year:

- Brokering partnerships between EECA BUSINESS and SBC members that has enabled significant support for energy efficiency work across each business.
- Identifying the key business opportunities for member collaboration, which has resulted in the publication of research papers and formation of working groups focusing on freight optimisation, and waste management.
- A Value Chain Guide, to be launched in August, that will provide advice, tools and templates to help business identify risks and opportunities through sustainable value chain mapping and management.

### Project Partner:

EECA BUSINESS

### Active Members:

3R Group, Air New Zealand, Aotearoa Fisheries, Auckland International Airport, Auckland Council, Beca, Chevron, Countdown, Deloitte, Downer, EECA BUSINESS, Energy & Technical Services, Fonterra, Fujitsu, GHD, IAG, KPMG, La Nuova Apparelmaster, Landcare Research, Lion, McHugh & Shaw, New Zealand Post Group, O-I NZ, OCS, Office Max, PE International, Ports of Auckland, Ricoh, Sanford, Shell NZ, Siemens, The Warehouse, Toyota, Vodafone, Westpac.

## Social Licence to Operate

### Project Champions:

Todd Muller, Fonterra & Andrew Garey, NZ Steel

Two technical workshops and the publication of the 'Social Licence to Operate' report have helped SBC members develop a comprehensive understanding of what the concept means and what it can look like when a business has it. The project has furthered member companies' awareness that transparency and accountability, good stakeholder engagement, constructive partnerships and open communication are all key ways for a business to establish and maintain its social licence to operate.

### Project Partners:

University of Waikato Management School, BusinessNZ Major Companies' Group

### Active Members:

3R Group Limited, Air New Zealand, Auckland Airport, Andrew Stewart, Aotearoa Fisheries Limited, ATEED, Beca, BMW NZ, BNZ, BRANZ, Chevron, Contact Energy, Countdown, DB Breweries, Deloitte, Department of Conservation, Downer, ecoPortal, EECA BUSINESS, ERM, Fonterra, Fletcher Building Ltd, Fujitsu NZ, Golder Associates, IAG, Ideas Shop, KPMG, Landcare Research, McHugh & Shaw, Meridian Energy, NZ Post Group, NZ Steel, OCS, O-I NZ, Opus International, PE Australasia, Sanford, Shell NZ, Siemens Ltd NZ, Terra Moana, The Warehouse, Thought Partners, Toyota NZ, URS NZ, Vodafone NZ, Wellington Zoo, Wrights Communications, Westpac NZ, Wrights Communications.



**Christopher Luxon**

CEO, Air New Zealand, Keynote speaker at SBC event: 'Social Licence to Operate – How to Engage'



**Valuing Nature Conference**

– L to R, Phil O'Reilly (*BusinessNZ*), Suzie Greenhalgh (*Landcare Research*), Kim Hill (*Radio NZ*), Guy Waipara (*Meridian Energy*) and Todd Muller (*Fonterra*)

## Biodiversity and Business

### Project Champions:

Mark Christensen, Anderson Lloyd Lawyers & Richard Gordon, Landcare Research

The SBC Biodiversity and Business project aims to grow understanding among businesses of biodiversity and ecosystems services and how they can inform business decisions. In 2013/14 this project:

- Delivered the business contribution to the successful Valuing Nature Conference. This helped put natural capital on the national agenda.
- Developed communications materials for business to comprehensively describe biodiversity and ecosystems services.
- A number of SBC member companies from key sectors of the economy, including Aotearoa Fisheries Ltd, Archeus Ltd, Contact Energy, Fonterra and URS NZ are assessing the ecological impact of an aspect of their business activity using the Ecosystems Services Review tool - the first cross-sector use of this tool in New Zealand.

### Project Partners:

Department of Conservation, Landcare Research

### Active members:

Anderson Lloyd Lawyers, Andrew.Stewart, Aotearoa Fisheries Ltd, Auckland Council, Bathurst Resources, Contact Energy, Department of Conservation, Fonterra, Golder Associates, KPMG, Landcare Research, Meridian Energy, Terra Moana, URS NZ.

## Social Role of Business

### Project Champions:

Malcolm Rands, ecostore & Richard Manaton, Countdown

The Social Role of Business project works with members to look at how business – as an employer, taxpayer and citizen – can contribute to addressing societal issues. The focus has been on creating more effective cross-sector partnerships and removing barriers to employment for young sole parents as a way to maximise the economic potential of the unemployed youth and improve outcomes for their children.

Our member companies have focused on two main areas:

- Producing a **Practical Guide to Effective Partnerships** with business insights and tools to assist businesses who want to develop effective, strategically aligned partnerships that drive positive outcomes.
- Developing a support package for businesses to successfully employ vulnerable young people, including sole-parents. The product includes a Work Starter Internship to support first time workers develop employability in the first three months of work and management training to improve employer capability in performance coaching new employees from disadvantaged backgrounds. A pilot is due to commence in the second half of 2014.

### Active members:

Auckland Council, Chevron, Contact Energy, Countdown, ecostore, Fonterra, IAG, Lion, NZ Post, Sovereign, The Warehouse, Vodafone, Westpac.

## Future Leaders' Programme

### Project Champions:

Mark Drury, URS NZ & Liz Read, Lion

The Future Leaders' Programme (FLP) is a professional development opportunity centred on business leadership and sustainable development. In 2013, the Future Leaders team focused on youth transition to employment, engaging their senior executives on the topic and producing a paper on how business can work with this issue in New Zealand.

An active Alumni network has been established to enable up-and-coming leaders to be more actively involved in the SBC work programme and nominate Alumni representatives to contribute to the SBC Advisory Board.

### Project Partner:

URS NZ

### Participant Companies 2013-14:

Anderson Lloyd Lawyers, Beca, BRANZ, Chevron, Deloitte, Downer, ecoPortal, EMA Auckland, Fonterra, Foundation for Youth Development (sponsored by Lion), Hugh Green Foundation, Ideas Shop, KPMG, Opus International, Sovereign, The Warehouse, Toyota NZ, URS NZ, Vodafone NZ, Westpac NZ.



# SBC Future Direction

## SBC Core Focus Areas:

A set of core focus areas will underpin the future SBC work programme and direction and will help member companies show leadership across a range of sustainable business practices in New Zealand.

### Sustainable Leadership

Sustainability best practice continues to change and grow. SBC will broker the key elements of this into the membership so that member companies will be able to stay aware of leading practice and integrate it into their own businesses.

### Resource Efficiency

Resource efficiency is critical to all aspects of the economy and the SBC will work with members to see how they can become as resource efficient as possible. The SBC Action 2020 framework will cover many aspects of this, such as water use and carbon management.

### Consumer Decision-making

As global consumption continues to grow, the SBC will help members understand changing consumer behaviour and how to engage with consumers in a credible way.

### Ecosystem Health

New Zealand is an export economy and ecosystem health underpins all aspects of this. The SBC will be working with businesses to help them understand their dependencies and impacts on the ecosystem and how this will affect their business strategy and resource use.

### Social Impact

Business sustainability has broadened out from purely environmental focus because businesses know that they can't succeed in societies that fail. The current SBC focus is on youth transitions to employment but in future will extend to other areas of social capital.

# Spotlight on Action 2020



The WBCSD Vision 2050 report has presented a vision for a world living well and within the limits of the planet by 2050. The WBCSD realised that business plays a critical role in achieving this aspiration and has developed

the Action 2020 platform to set out the business priorities, targets and solutions that can facilitate this change amongst the business community and drive action. The SBC Future Leaders' Programme team produced the **New Zealand Vision 2050** with the New Zealand Action 2020 targets and business solutions now being developed through research and roundtable forums with SBC members and industry specialists. The priorities line up closely with the WBCSD work but are making sure that the objectives and business actions relate to the New Zealand business context.

There is a strong acceptance amongst New Zealand businesses that they have a responsibility to do more in delivering a sustainable and prosperous future for our country. SBC is using the Action 2020 process to engage business and see the outcome as a source of guidance for how businesses can make change as well as inspire other groups to get involved. Members are actively contributing to the development of the targets and business commitments for the Action 2020 framework. As part of the process they are raising the profile of the challenges in their own business.

Every business has a role to play in addressing some of New Zealand's challenges as we head towards an uncertain future. Action 2020 gives business the opportunity to be part of the conversation and identify the targets and changes they can relate to their own organisation. It also provides for collaboration, knowledge sharing and for exemplar performance to be highlighted.

Jamie Sinclair, KPMG, Project Lead

### Project Champions:

Paul Herrod, KPMG & Paul Ravlich, Siemens



**Jo Cain**, (Auditing and Assurance Standards Board, Banksia Environmental Foundation & Australasian Reporting Awards) **Penny Nelson** (SBC) and **Liz Read** (Lion) at SBC event 'Social Licence to Operate – How to Engage'



# What Matters to Our Members

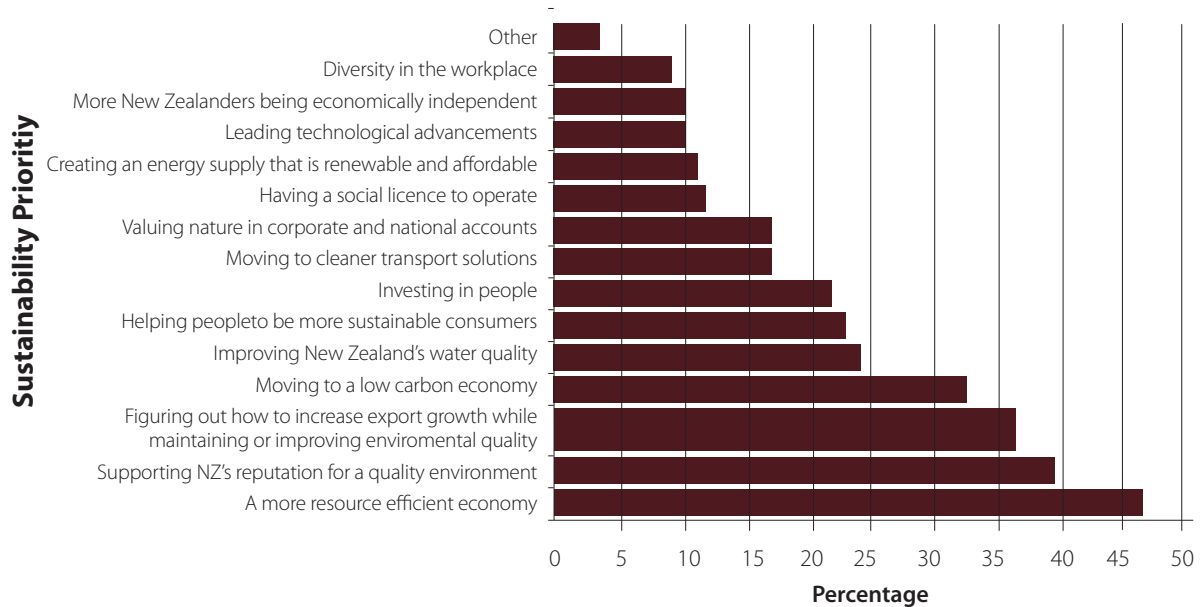
SBC members participated in a series of forums and a survey to tell us what sustainability issues mattered to them and what they saw as the role of business and government in addressing these issues.

## Key findings

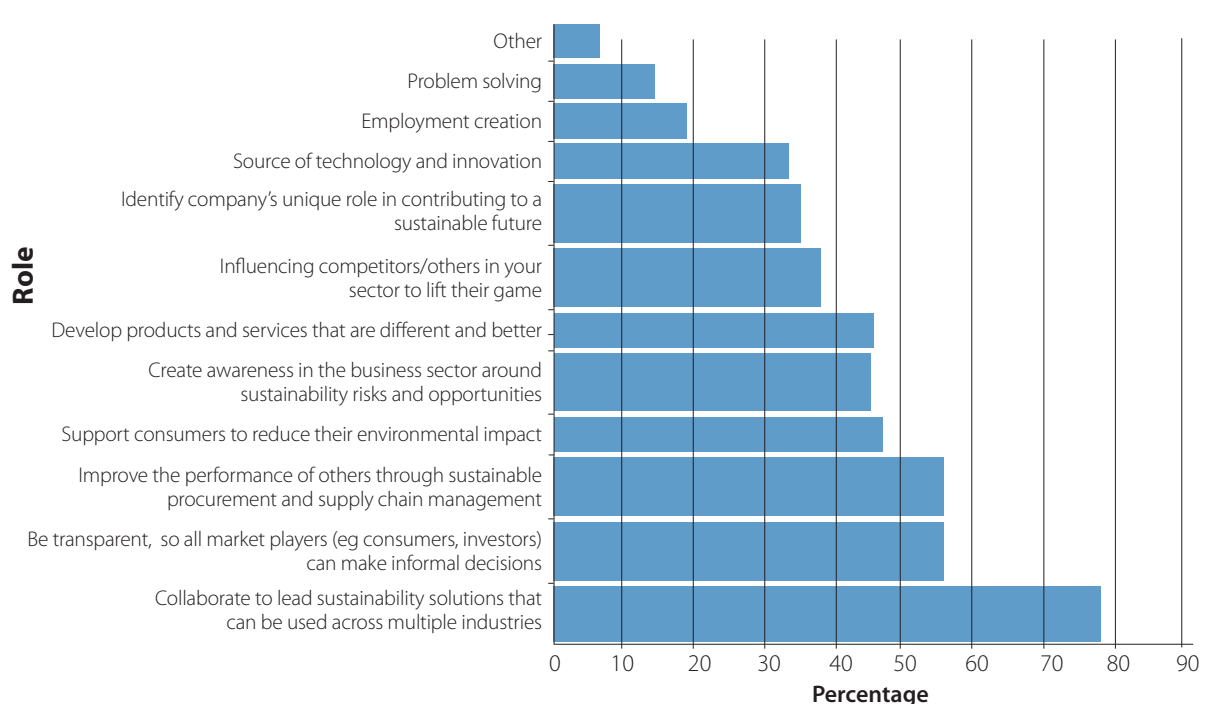
### Why sustainability matters to our member businesses:

- Reputation
- Staff
- Customer expectations
- Competitiveness
- Reduced costs

### Top Sustainability Priorities for New Zealand Businesses in General



### Business's Unique Role in Resolving Sustainability Issues



# SBC Member Profiles

A number of member companies demonstrate exemplary practices across a range of sustainability areas, including diversity in the workplace, carbon reduction and energy efficiency, and strategy and risk assessment.



## New Zealand Post Group

### The first Integrated Report in New Zealand

Ranked in the top five for best business reputation, New Zealand Post Group is the first organisation in New Zealand to produce an Integrated Report, which they recognise as a key element of their goal to keep innovating. The report has helped the organisation see how strategic plans, financial activity and environmental and social activity across all divisions are interlinked.

New Zealand Post Group reviewed the organisation across six key value areas, providing a deeper and more comprehensive assessment of their activities beyond traditional financial reporting. This framework acted as a natural extension of the New Zealand Post Corporate Sustainability initiatives, which includes scoring top executives on how well they are doing across four sustainability areas – environment, community, marketplace and workplace.

The reporting process enabled New Zealand Post Group to highlight the introduction of new workplace initiatives focusing on ethics, diversity and people capability and the need to improve stakeholder engagement. This process also helped New Zealand Post Group demonstrate how challenges or developments in one area can impact others and has given the organisation confidence that material issues have been identified across all business activity. With this comprehensive understanding of organisational change and priorities, New Zealand Post Group are able to consider 'where to next' based on robust information, whereby they can identify challenges and see where innovation and investment can be best directed.



## BNZ

### Diversity in the workplace

BNZ are leaders in the area of promoting diversity across the workplace, creating a strong foundation for this work by establishing a Diversity Council to lead the agenda, set strategic priorities and oversee performance. They also conduct in-depth research into ethnic and cultural diversity across the company and have produced a **Diversity Study** to assist other businesses implement their own diversity activity.

The key driver for BNZ to focus on diversity in the workplace is the aim to create a high performance, inclusive culture that attracts and retains the best people who can respond more quickly and effectively to customers' needs. The main benefits for BNZ from increasing diversity within the workplace include improved business resilience and flexibility, achieving a competitive advantage in product markets, the ability to recruit and retain the best available talent from the widest possible talent pool, increased creativity and innovation and access to a changing marketplace.

BNZ has been recognised by the United Nations as one of five organisations worldwide demonstrating leadership in empowering women in the workplace and community through initiatives such as a pilot programme around their mature workers. The company is now collaborating with other New Zealand corporate leaders to champion diversity and inclusion across New Zealand businesses.



## Toyota NZ

### Environmental management across the whole supply chain

Toyota NZ has shown leadership through its focus on the complete life cycle of vehicles and the implementation of waste management, carbon reduction and resource efficiency initiatives across its supply chain.

Through the introduction of smart energy saving measures and initiatives in showrooms, offices and workshops, Toyota NZ's dealer network have saved an estimated one million kWh of electricity. The proportion of the vehicles' recyclability is currently at 75%, which the company aims to increase to 97% over time. Toyota NZ tracks and measures the emissions associated with the freight and distribution of both vehicles and service parts it sells. Each part is assigned an emission value based on its weight and size, and the distance it travels. Their systems are reviewed and audited annually under the CEMARS programme.

Being transparent about environmental management strategies and performance and achieving third-party Gold Enviro Mark accreditation has helped Toyota NZ deliver on growing customer expectations and achieve credibility across its consumer base. This in turn can help influence customer resource use - such as encouraging more efficient fuel consumption. The use of a robust framework to manage environmental impact across the whole supply chain has also given the company and its dealer network a point of difference from competitors, resulting in winning fleet tenders from companies which share similar values of business responsibility. Enviro Mark certification has assisted Toyota's dealer network to establish clear environmental objectives and targets, monitor significant impacts, develop an action plan and document procedures to manage potential impacts.

Toyota NZ's continued focus on environmental management across the supply chain will lead to further exploration of opportunities for end-of-life product stewardship schemes in New Zealand and improved measurement of its carbon footprint in all operations, including freight.



**Fletcher Building**  
**Value chain approach to disclosure**

Fletcher Building, a building materials and construction firm that has been operating in New Zealand for over 100 years, has embedded sustainability into their business through transparent reporting and a value chain approach towards their raw materials' sourcing, end-of-life processes and company operations. Fletcher Building is currently the only manufacturer in New Zealand to have achieved Carbon Disclosure Project listing. The company seeks third-party assurance and certifications for its reports, sourced materials and products to reinforce the transparency of its practices and to help the organisation continue to innovate.

Fletcher Building's value chain approach has resulted in numerous initiatives that address environmental and social impacts from the company's operations. For instance, fuel made from forestry, demolition and construction waste is now used at the Golden Bay Cement site. Water stewardship has also been integrated into their operations – not just waste water treatment but also the consideration of groundwater and water flowing through sites. Fletcher Building introduces wetlands and undertakes widespread replanting at its quarry sites, which reintroduces habitat for wildlife species and helps them to continue breeding in their native environment.

The emphasis on robust reporting has helped the company manage the risks and opportunities associated with climate change and, internally, create a reporting standard that ensures consistency across the group and provides guidance for business unit initiatives. Furthermore, the focus on the entire life-cycle of products and solutions has enabled Fletcher Building to become involved earlier in the design phase of buildings and infrastructure.



**Andrew.Stewart Ltd**  
**SME exemplar in governance and transparency**

Attaining CEMARS certification is one example of how environmental consulting firm Andrew.Stewart go beyond advocating action and are committed to following through with their own sustainability goals. The company demonstrates leadership in the New Zealand SME business sector through measuring the impact from their business activity and providing a clearly articulated public account of their sustainability aims and performance.

Andrew.Stewart is a Fairtrade Workplace that considers sustainable procurement and environmental management core to their business, measuring energy consumption, waste output and carbon emissions on an annual basis. Not only does Andrew.Stewart support the Hauraki Gulf Mussel Restoration Project, but they also assist in development and fundraising for the Urban Ecoliving Charitable Trust's Tread Lightly Caravan Project. This reinforces their business's aim to promote a culture of innovation and improving science and technology education in New Zealand schools. Andrew.Stewart also refers to the sustainability challenges it faces and areas for improvement, reinforcing the credibility of its goals and establishing a transparent relationship with its stakeholders.

Having a clear, accessible public account of their sustainability work has a number of benefits for Andrew.Stewart, such as enhancing its integrity within the communities it works with, giving employees a sense that their workplace is about more than just profit and driving long term thinking and value within the organisation.



**Westpac NZ**  
**Long-term sustainability strategy**

Westpac New Zealand demonstrates sustainable business leadership in a number of areas, including their approach to building a long term sustainability strategy. This comprehensive strategy articulates the bank's response to current material issues and anticipates trends that may affect the company and its stakeholders over the long term.

Building on past strategies, the Westpac New Zealand long-term approach is driven by a high degree of senior level engagement. It looks at the need to respond to

demographic and cultural change, provide economic solutions to environmental challenges, help customers to achieve sustainable financial futures, sustainably manage its own operations and make a positive contribution to communities.

Westpac New Zealand aligns with the sustainability strategy of Westpac Group, who were recently ranked number one in the 'Global 100 Most Sustainable Corporations in the World' at the World Economic Forum, through such initiatives as developing financial solutions for the CleanTech sector and partnering with SeniorNet to help educate older adults about technology and build their confidence in banking.

# Who's who at SBC



**Penny Nelson**  
Executive Director



**Alison Herft**  
Manager – Member Services and Communications



**Amber Landall**  
PA to Penny Nelson and SBC Admin Support (part time)



**Belinda van Eyndhoven**  
Project Manager (part time)

## Advisory Board members 2013/14:

- Brett Tomkins**, Audit Partner, Deloitte (Chair)
  - Alistair Davis**, CEO, Toyota NZ (Deputy Chair)
  - David Carter**, Executive Director, Beca
  - Mark Drury**, Chief Executive, URS NZ
  - Richard Gordon**, CEO, Landcare Research
  - Richard Manaton**, GM Corporate Affairs and Strategy, Countdown
  - Todd Muller**, Group Director Co-operative Affairs, Fonterra
  - Graeme Norton**, Director, 3R Group
  - Phil O'Reilly**, Chief Executive, BusinessNZ
  - Malcolm Rands**, Founder and CEO, ecostore
  - Paul Ravlich**, CEO, Siemens
  - Liz Read**, External Relations Director, Lion
  - Guy Waipara**, GM External Relations, Meridian Energy
- Future Leaders Programme Alumni Representatives:
- Damian Lawrence & Sarah Holden**, Westpac

## SBC Member Companies

Air New Zealand	Fletcher Building
Anderson Lloyd Lawyers	Fonterra
Andrew.Stewart	Fujitsu
Aotearoa Fisheries Ltd	GHD
Auckland Airport	Golder Associates
ATEED	IAG
Bathurst Resources Ltd	Ideas Shop
Beca	KPMG
BMW	Landcare Research
BNZ	La Nuova Apparelmaster
BRANZ	Les Mills
Chevron NZ	Lion
Contact Energy	Living Earth
Countdown	McHugh & Shaw
DB Breweries	Meridian Energy
Deloitte	Net Balance
Downer	NZ Post Group
ecoPortal	New Zealand Steel
ecostore	OCS
Energy and Tecnical Services	OfficeMax
ERM	O-I New Zealand

## Strategic Partner Members

- Auckland City Council
- Department of Conservation
- EECA BUSINESS
- Massey University College of Business
- University of Waikato Management School



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