

SUCCESSFUL BUSINESS HELPS TO MAKE NEW ZEALANDERS BETTER OFF.



The Voice of Business.

BusinessNZ 



NEW ZEALAND'S SUCCESS MOTIVATES BUSINESSNZ'S ADVOCACY.



BusinessNZ continues to champion the benefits of successful business to the New Zealand economy. We strongly support government initiatives that encourage capital to be invested in this country and lobby constructively for policy settings that allow this capital to be used for the benefit of business and therefore, New Zealand.

We encourage the celebration of success, innovation and entrepreneurial initiatives as the cornerstone of future economic growth and employment creation. Only business can create employment and enhance income growth through the judicious use of capital. All our considerable activities and programmes are focused on securing these outcomes.

BusinessNZ's advocacy is supported by members of the regional associations: Employers' and Manufacturers' Association (EMA), Business Central, Canterbury Employers' Chamber of Commerce and Otago Southland Employers' Association; as well as the Major Companies Group and the Affiliated Industries Group. Without the support and input from these organisations, the role of BusinessNZ would be impossible.

The BusinessNZ family also includes ExportNZ, ManufacturingNZ, Sustainable Business Council, BusinessNZ Energy Council and the Buy NZ Made Campaign.

All these affiliates and organisations play a crucial role in BusinessNZ's pursuit of business-led growth for our economic future. A growth led by innovation, efficiency and international competitiveness.

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SUCCESSFUL BUSINESS HELPS TO MAKE NEW ZEALANDERS BETTER OFF.



Advocating for enterprise and representing New Zealand's brilliant businesses, we work for positive change, promoting new thinking, productivity and innovation.

Our unique strength lies in our capability to work on a daily basis with government officials, community groups, MPs and Ministers, ensuring business interests are represented from the start of the policy process, right through to policy outcomes.

This ongoing everyday engagement means BusinessNZ can act as a generator of new ideas and debate and throughout the policy process be advisor and tester of new thinking.

BusinessNZ's sights are set on a more successful New Zealand through creating conditions that encourage business, and New Zealand overall, to reach their full potential.

This booklet gives an overview of who we are and what we do at BusinessNZ in our quest for this goal. We like to keep in close contact with all stakeholders and those who share our vision of a prosperous New Zealand. We welcome your feedback and dialogue.



ABOUT US

ADVOCATING FOR ENTERPRISE AND PROMOTING THE VOICE OF THOUSANDS OF BUSINESSES ACROSS NEW ZEALAND, WE WORK FOR POSITIVE CHANGE THROUGH NEW THINKING, PRODUCTIVITY AND INNOVATION.



Chief Executive Phil O'Reilly serves on a number of groups involved with trade, business tax, productivity, research and development, employment relations, regulation, retirement income, small business and trade certification.

Our unique strength lies in our capacity to engage with government officials, community groups, MPs, Ministers and decision makers on a daily basis, ensuring business interests are represented throughout the policy-making process.

Our specialist policy managers champion policies that help grow skills, investment, high-value goods, services, innovation and international competitiveness.

What we do affects all New Zealanders, because when business is going well, it affects the wellbeing of our economy, our environment, our jobs, our communities, our families and our futures.

Under the BusinessNZ family, there are several organisations concentrating on specific business areas. These include: Major Companies Group, ExportNZ, ManufacturingNZ, Sustainable Business Council, BusinessNZ Energy Council and the Buy NZ Made Campaign.

National network

Because we represent all enterprises every day, from the smallest to the largest, across every sector and region of New Zealand, this weight in advocacy brings many benefits, including:

- Our ability to tap into and champion real, timely issues affecting all sectors of business and society on a daily basis.
- A mandate to make submissions representing the entire business sector.
- Long-standing connections with a large network of organisations including domestic and international, profit and non-profit, government and non-government,

with representation spanning local schools and polytechnics through to the International Labour Organisation and the OECD.

- Cooperation with our members for ongoing research informs and adds weight to our advocacy.
- Expert staff covering economics, exporting, manufacturing, employment law, energy, sustainability, resource management, training, and more.
- We are principles-based – the lobby agenda of BusinessNZ has always reflected the needs of all businesses and our policy agenda is organically driven and subject to the governance of members. Therefore we can't be "bought" by any individual, sector or political party.
- We are well-resourced and although led by business, we're not exclusively about business – our advocacy is for the betterment of New Zealand as a whole.



**LIAISING WITH OUR
FOUNDATION MEMBER BUSINESS
GROUPS THROUGHOUT EACH
REGION OF THE COUNTRY
FORMS AN INTEGRAL PART OF
BUSINESSNZ'S WORK.**

Our foundation member business groups

Liaising daily with our foundation member business groups throughout each region of the country – Employers' and Manufacturers' Association (EMA), Business Central, Canterbury Employers' Chamber of Commerce and the Otago Southland Employers' Association – forms an integral part of BusinessNZ's work.

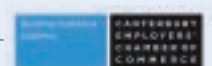
Our ongoing liaison with thousands of businesses, the Affiliated Industries Group, and other specific industry groups, gives us a nationwide picture of the needs and concerns of New Zealand businesses, feeding into our advocacy work.



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OUR FAMILY

THE BUSINESSNZ FAMILY HAS ITS ROOTS IN FOUR LARGE REGIONAL ORGANISATIONS OF MEMBER BUSINESSES THAT TOGETHER COVER THE ENTIRE COUNTRY.



EMA, Business Central, Canterbury Employers' Chamber of Commerce and Otago Southland Employers' Association have been serving their member businesses for over a hundred years, with legal advice, human resources and other services. This regional presence is the strength behind BusinessNZ's advocacy on behalf of all New Zealand business.

EMA (EMPLOYERS' AND MANUFACTURERS' ASSOCIATION)



Kim Campbell
Chief Executive

EMA is based in Auckland, with offices also in Whangarei, Hamilton and Tauranga. The largest of the regional associations, EMA serves many thousands of member businesses in the upper North Island.

The EMA AdviceLine answers around 40,000 advice calls a year on issues including employment relations, leave, health and safety and remuneration. EMA runs more than 700 training courses and events annually, holds regular member briefings in 30 locations, and lobbies for better business policy with local and central government, especially on regional business issues.

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1800 300 362
(free phone within Australia)

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BUSINESS CENTRAL



Raewyn Bleakley
Chief Executive

Business Central is based in Wellington, with offices in New Plymouth, Palmerston North, Napier, Wanganui and Nelson. It serves a vibrant community of businesses, state agencies, and not-for-profit organisations throughout the central region.

Each year Business Central answers over 8,000 free AdviceLine calls from members for employment relations consultancy and legal advice. With a team of employment lawyers and consultants specialising in employment relations, human resources, and health and safety, this organisation focuses on offering practical solutions to businesses.



OSEA (OTAGO SOUTHLAND EMPLOYERS' ASSOCIATION)



John Scandrett
Chief Executive

Established in 1892 and servicing the large southern area of New Zealand, the Otago Southland Employers' Association (OSEA) provides member organisations with employment law services, health and safety advice and training, together with a comprehensive range of over 120 professional development and business-oriented training programmes. Advice and training on exporting, manufacturing and business lobbying and advocacy form part of the specialist offerings. The OSEA has offices in Dunedin and Invercargill and specialist staff in other locations across the two provinces.

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Business Central also offers conferences and over 500 training courses annually throughout the central region on a wide range of topics. Members based in Wellington get access to our advocacy and international business support services and networking opportunities.

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CECC (CANTERBURY EMPLOYERS' CHAMBER OF COMMERCE)



Peter Townsend
Chief Executive

The CECC (Canterbury Employers' Chamber of Commerce) is based in Christchurch and is the largest and most progressive business support agency in the South Island with members from Kaikoura, across to the West Coast through to Ashburton.

Its team of advisers offer advice across all aspects of business, such as business strategy, marketing including international trade, sales, finance, operations and human resources including health and safety.

CECC also offers a comprehensive training and development programme and a wide range of networking events including the largest business awards in New Zealand, the 'Champion Canterbury Business Awards'.

Christchurch is embarking on the biggest economic development programme ever seen in New Zealand with the Christchurch rebuild. Businesses are working with new business models and facing unprecedented growth which is well supported by the CECC.

Through CECC's reputation and their strong relationships with other organisations across New Zealand, their influence extends well beyond the region of Canterbury.

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FIND OUT MORE AT
WWW.BUSINESSNZ.ORG.NZ



INTERNATIONAL NETWORK

NEW ZEALAND IS A SMALL, OPEN, TRADING NATION A LONG WAY FROM OUR MAJOR INTERNATIONAL MARKETS, THEREFORE MULTILATERALISM IS VERY IMPORTANT.



We have always derived our influence in the world by connecting with the world.

At an international level, BusinessNZ representatives serve on a number of international business bodies, and we contribute to a range of international organisations concerned with business, employer and employee interests.

As part of its strong engagement with international partners, BusinessNZ hosts international business delegations, such as the Japanese delegation we hosted in Wellington in March 2014. This included a meeting organised with Japan's Keidanran, BusinessNZ's sister organisation in Japan. It focused on increasing two-way trade and furthering the Trans-Pacific Partnership (TPP).

Chief executives and chairmen from various Japanese businesses were matched up with their New Zealand counterparts.

Some of the key influences on the New Zealand economy are the thinking, recommendations and research that comes out of the large international organisations such as the OECD. In a sense New Zealand's border isn't at our coastline but the places overseas where this thinking takes place. Our involvement is essential to New Zealand's success.

BusinessNZ has taken a long-term view that we need to actively get out into the world and engage. It's only by doing this that we can influence events that might impact New Zealand later on.

Things like the future of free trade, the future of globalisation, the way in which skills are utilised, international tax systems, all impact on New Zealand; and we want to be in the rooms where these sorts of decisions are being made.

This is why BusinessNZ is engaged in many international organisations – including:

- World Business Council for Sustainable Development, where Penny Nelson and her Sustainable Business Council team are engaged
- World Energy Forum, where John Carnegie and the BusinessNZ Energy Council are engaged
- Global Federation of Competitiveness Council where Catherine Beard is engaged on behalf of ManufacturingNZ and ExportNZ
- The International Labour Organisation (ILO) where Phil O'Reilly and Paul Mackay are engaged and, most powerfully,



WHAT THE INTERNATIONAL NETWORK SAYS

- OECD and the Paris-based Business and Industry Advisory Committee (BIAC) where Phil O'Reilly is engaged and is Chair of the Board of the BIAC. BIAC represents the OECD business community and assists the OECD in its mission to promote better policies for competitive, efficient and open economies across the globe through frequent policy dialogues and consultations.

The whole team at BusinessNZ aims to influence the global dialogue because we take a very firm view that influencing in the places where that thinking is done, will achieve better outcomes for New Zealand.

OECD Connection

The OECD is very impactful on the way in which we think about the economy and the way in which we think about success. From international tax arrangements through to innovation policy, what the OECD is thinking is critical in the New Zealand debate.

Phil O'Reilly's chairmanship of the BIAC is about:

- influencing decisions** - being as powerfully influential as we can be in the thinking and debates that have the capacity to impact New Zealand and;
- demonstrating leadership** - demonstrating to the world that New Zealand can and does show leadership. This has lots of other impacts more broadly on the way in which the international business community perceives New Zealand.



Brent Wilton
Secretary-General
International Organisation of Employers (IOE)

"The IOE's 150 members around the world always appreciate having BusinessNZ on the employers' team in global discussions that impact on business. During the most recent International Labour Conference, Phil O'Reilly's skills were instrumental in turning a very broad debate on sustainable development, decent work and green jobs into one that was focused, action-orientated and supportive of the needs of sustainable business in the real world."



Bernhard Welschke
Secretary General, BIAC to the OECD

"The presence and contributions of New Zealand's vibrant business community to BIAC's work enable us to help shape the global economic debate in a truly comprehensive fashion. Through Phil O'Reilly's strong leadership as BIAC's Chairman, I know that our calls for consistent policies and a business enabling regulatory framework will be heard with clarity by the OECD and our governments."



Deborah France-Massin
Director, Bureau for Employers Activities, ILO

"BusinessNZ is a valued partner in our global effort to address capacity challenges for business representative organisations around the world. As a result of this partnership, over the years many organisation in Asia and Africa acquired knowledge and skills to advance organised business interests, to develop, grow and contribute to their countries' success."



FIND OUT MORE AT
WWW.BUSINESSNZ.ORG.NZ/BUSINESS-ISSUES/INTERNATIONAL



MAJOR COMPANIES GROUP



Phil O'Reilly and Minister Tim Groser at the Heads of Mission briefing.

Major companies account for a dominant share of New Zealand's GDP, and bring a weight of influence that helps ensure New Zealand's largest companies are heard in policy, business and economic debate. They also enable strong counsel to government and other key decision makers.

Key benefits of MCG membership are connections and ability to influence, with the aim of making New Zealand a better place to do business where New Zealanders can live, grow, develop and innovate. We want to grow the New Zealand economy and the potential of all our people.

MCG members receive a suite of services, including:

- specialist independent policy advice
- opportunities to contribute to research and policy development
- a conduit through which to engage in influencing the political and regulatory business framework
- specialised policy forums – including the CEO forum.

These services facilitate members' input into policy development via meetings with relevant Ministers, MPs and officials tasked with drafting legislation. Forums provide the opportunity to find consensus and present options to decision makers on: regulatory issues, international trade, energy and electricity, environment, sustainability, employment relations, skills and training, and many other matters.

The CEO Forum is the peak policy body within the MCG. It is a powerful group of New Zealand's top chief executives talking about business needs, expectations and policy positions. It's also a free exchange of business insights with government officials that helps policy development so that we can grow the New Zealand economy.

CEO Forums cover a wide variety of issues – infrastructure, employment relations, diversity, skills, emissions trading, climate change, capital markets, use of natural resources and the social licence to operate. They are held three times a year, with CEOs in attendance, plus officials, Ministers and political leaders.

BusinessNZ is apolitical so we work with all parties. We seek to provide parties and policy settings with the best inputs and insights from New Zealand companies.

For a list of MCG members see page 26.



WE WANT TO GROW THE NEW ZEALAND ECONOMY AND THE POTENTIAL OF ALL OUR PEOPLE.

Phil Love – General Manager Major Companies Group and Corporate Development

We also use our international connections so we can continue to be world class at adopting innovation strategies and business improvement that enable New Zealand companies to be highly competitive in the world economy.

Regular MCG events include:

the Prime Minister's Pre-Budget Luncheon with Fujitsu; Back to the Grindstone cocktail party with Westpac & Science NZ; the Pre-Election Conference with Deloitte; and the end of year Prime Minister's Annual Business Update with Deloitte & Westpac. In addition, we run the Heads of Mission briefing with Ministry of Foreign Affairs and Trade and Fonterra. We also facilitate a number of private dinners throughout the year with political leaders and CEOs on issues of importance to the economy.

BusinessNZ co-manages the **Australia New Zealand Leadership Forum** to ensure NZ business has a strong voice in shaping the economic agenda between the two countries. This trans-Tasman forum, comprising some of the largest companies on both sides of the Tasman, meets every year to cover a full policy agenda. Issues discussed include the mutual recognition of tax credits, policy around investment strategies and a joint focus on the Asia Pacific region. MCG members can attend this forum, held consecutively in New Zealand and Australia.



WHAT BIG BUSINESS SAYS



Simon Moutter CEO, Telecom
The Major Companies Group CEO
Forum Chairman

"The CEO forum brings together an influential mix of chief executives who meet regularly with political leaders and Government officials to discuss policies that support New Zealand's economic growth."



Thomas Pippas
Chief Executive, Deloitte New Zealand.

"The Major Companies Group is an important forum for the chief executives of New Zealand's largest companies to engage with the Government and public sector officials on the common goal of making New Zealand more successful and competitive in the global economy. Deloitte is pleased to partner with BusinessNZ again to deliver the very popular Election Conference on September 8, 2014 in Wellington."



Jo Healey
Managing Director, Fujitsu NZ Ltd

"Business engagement with government and stakeholders is vital for enabling successful outcomes on key issues such as skills and education, so our future workplace needs can be anticipated and met."



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EXPORTNZ



OPERATING IN THE MAIN CENTRES AND EXPORTING REGIONS OF NEW ZEALAND, EXPORTNZ PROVIDES GUIDANCE AND PRACTICAL HELP FOR COMPANIES SELLING INTO OVERSEAS MARKETS AND THOSE SEEKING TO BECOME EXPORTERS.



Exporters sharing tips, advice and experiences at the Go Global Conference.

At a national level, ExportNZ provides:

- advocacy and lobbying – representing exporters' views to government
- analysis and promotion of exporter issues through the media and in submissions
- the experience and guidance of the ExportNZ Board, which includes some of New Zealand's leading exporters from both large and niche companies, including its Chair Sir Ken Stevens.

At a regional level:

ExportNZ provides networking events, training and services which are run out of the regional business associations: EMA in Auckland, Waikato and Bay of Plenty, Business Central in Central New Zealand, the Canterbury Employers' Chamber of Commerce in Christchurch and the Otago Southland Employers' Association in Dunedin.

ExportNZ members benefit from: trade missions, export awards, regional conferences, a unique calendar of export-focused events, professional development opportunities, and preferential rates for entry to events supported by ExportNZ. This includes ExportNZ's national export conference Go Global – providing superb networking and the opportunity to learn from some of New Zealand's top exporters.

Go Global, is now a "must attend" on the New Zealand exporter's calendar. This annual event attracts hundreds to Auckland's SKYCITY Convention Centre, as well as others live streaming the event overseas, to hear leading New Zealand exporters tell their story of finding and breaking into new export markets. The day brings together government officials and international business leaders to inspire, share tips and answer questions.

ExportNZ's Executive Director, Catherine Beard, provides strong advocacy on behalf of New Zealand international traders to communicate their business challenges to politicians, policy makers, the media and the public. This includes:

- Formulating and promoting policy positions to support exporters. Feedback from exporters is gained through regular meetings and surveys, and passed through to relevant government officials, New Zealand Trade and Enterprise,



OUR AIM IS TO PROVIDE EFFECTIVE ADVOCACY, LOBBYING AND PRACTICAL SUPPORT TO HELP NZ FIRMS REACH THEIR INTERNATIONAL POTENTIAL.

Catherine Beard – Executive Director, ExportNZ



WHAT THE EXPORTERS SAY

"The ability to associate with a wider group of exporters helps overcome the go-it-alone Kiwi spirit which doesn't work in a sophisticated 21st century environment, with strong global competition from emerging nations who are highly organised in selling their products and services. Collaboration is key for a small nation and ExportNZ is providing a practical 'real-world' framework to support the exporters."

Simon Russell Eagle Aviation Consulting Ltd

"ExportNZ provides exporters with a one stop shop to access information, support and just as importantly, networking opportunities in a relaxed environment. The events topics are very relevant and are tailored to deliver specific information that is of real benefit to exporters."

Mark Whitworth Port of Tauranga Ltd

"Our membership of ExportNZ is vital in facilitating and delivering measurable results and increasing our bottom line. Quite simply, our export initiatives would not have been as successful without their involvement. Together we strive towards both individual and collective goals showcasing our Web Development Services to the world."

Graham Dockrill hairyLemon Web Solutions Ltd, Christchurch

"The events run by ExportNZ are always interesting and topical, and the opportunity to network with other companies facing similar issues is always helpful. The capability of the members of ExportNZ and the quality of advice available is invaluable."

Barry Squires Head of International Business New Zealand, Financial Markets - Westpac Institutional Bank

- Ministry of Foreign Affairs and Trade, Ministry of Business, Innovation and Employment and Ministers.
- Provides input on policy issues including:
 - Review of Customs & Excise Act
 - Productivity Commission report on international transport
 - Free Trade negotiations such as TPP
 - Commerce (Cartels & Other Matters) Amendment Bill
 - Promotion of Government Procurement as a route to connecting with international supply chains.
- Providing timely information on the export sector via the ExportNZ website and e-newsletters, including trade updates, overseas reports, tradeshows, training and networking events.
- Providing online resources and tools for exporters via the ExportNZ website e.g. export readiness assessment.
- Keeping ExportNZ and BusinessNZ well represented at the International Business Forum, which includes representatives from our largest export sectors.
- Keeping exporters well represented on international trade missions and reporting back on market opportunities.
- Establishing MOU's and running seminars with business councils including: the New Zealand China Trade Association, ASEAN, Latin American, Korean and Indian Business Councils.
- Working with New Zealand Trade and Enterprise to inform exporters around the regions.
- Providing input into whole-of-government country strategies to boost exports. This includes providing research and reports such as the "Lifting Export Performance" report which ExportNZ commissioned from NZIER.



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MANUFACTURINGNZ



MANUFACTURING AND EXPORTING ARE VITAL ISSUES FOR BUSINESSNZ. NEW ZEALAND'S MANUFACTURED EXPORTS MAKE UP AROUND 85% OF ALL MERCHANDISE EXPORTS FROM THIS COUNTRY.

Our Executive Director Catherine Beard is dedicated full-time to working on the manufacturing and export sectors. Manufacturers comprise a significant part of the membership of BusinessNZ's regional member organisations EMA, Business Central, CECC and OSEA.

Manufacturing forums and policy research and advocacy are a key part of our representation of New Zealand's manufacturing sector – working to improve government procurement so manufacturers have better opportunities to win tenders.

Innovation is bringing about a step change in New Zealand's international competitiveness. The manufacturing sector is steadily moving towards more innovative and specialised goods and services that earn higher export revenues.

At the company level, the development of innovative products, services and technologies is a profoundly important route to finding new markets and new income streams, as well as maintaining existing ones.

Innovation in export products and services is essential to the growth of the New Zealand economy and is an important consideration in ManufacturingNZ's work.

Specific projects and workstreams include:

- Contributing actively to the Global Federation of Competitiveness Council – a global organisation seeking to identify and share the principles and best practice of global competitiveness. Member countries take part in a CEO manufacturing survey of competitiveness and contribute ideas on what sort of business environment contributes the most to a competitive manufacturing sector.
- Partnering with the MBIE and Callaghan Innovation to brief manufacturers around the country about R&D funding opportunities.
- Working on policy issues which affect manufacturers, such as the ETS, double taxation for those exporting into Australia, product standards, and improving investment in R&D and the provision of skilled training in the trades.
- Producing a report on NZ manufacturing with respected Economic Counsultancy Castalia, which includes recommendations to Government about the best policy to support manufacturing.
- Helping the Industry Capability Network (ICN) communicate to manufacturers how they can better win a place in global supply chains.



INNOVATION IN EXPORT PRODUCTS AND SERVICES IS ESSENTIAL TO THE GROWTH OF NEW ZEALAND.

Catherine Beard – Executive Director, ManufacturingNZ

Callaghan Innovation

Advocacy by BusinessNZ through the Powering Innovation taskforce resulted in the establishment of the Callaghan Innovation network, supporting research, development and innovation in New Zealand manufacturing.

ManufacturingNZ is now working with Callaghan Innovation to bring world class manufacturing speakers to New Zealand to share tips on how to be globally competitive and what the latest international trends are in innovation and manufacturing. Callaghan Innovation also supports our annual export conference Go Global where it showcases speakers on innovation and how they can help.

Government Procurement

Improving government procurement policy so manufacturers have better opportunities to win tenders is a key project for ManufacturingNZ.

We have been working with the Ministry of Business, Innovation and Employment (MBIE) to improve government procurement policy so manufacturers have better opportunities to win tenders based on whole of life assessments – including price, quality, servicing, maintenance, and building local capability. We are pleased to report that the new government rules on procurement now reflect these principles.

Initiatives that have helped us improve the visibility of local suppliers include working with the Industry Capability Network and MBIE on “Meet the Buyer” events in Wellington and Auckland. These brought together Government procurement managers (the ‘buyers’) with local service and manufacturing firms, helping to promote mutual understanding and build relationships.



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FIND OUT MORE AT www.manufacturingnz.org.nz**

- Partnering with NZTE and the ICN to promote local manufacturing capability to large multinationals looking to invest in New Zealand.
- Contributing to the policy agenda at the Australia New Zealand Leadership Forum.
- Maintaining a relationship with Australian business groups.
- Partnering with Callaghan Innovation to bring international manufacturing experts to speak to NZ Manufacturers about future trends.
- Establishing the ManufacturingNZ website **www.manufacturingnz.org.nz**, providing:
 - the latest information, training, events and assistance with a range of manufacturing issues
 - a directory of contract manufacturers to allow businesses to find contract manufacturers who may be able to assist them with particular projects
 - a free online lean manufacturing assessment tool to help improve productivity.
- Producing regular e-newsletters highlighting the latest trends and issues, events, research, assistance, opportunities and initiatives.
- Conducting the BNZ-BusinessNZ Performance of Manufacturing Index (PMI) – a monthly survey which provides the most accurate and timely data about manufacturing in New Zealand.

It's aligned with PMI surveys in the US, EU, Asia and Australia, allowing comparisons between manufacturing activity in New Zealand and other economies. After taking the pulse of the sector, we then communicate it to manufacturers, policy makers and the media. The PMI's sister survey is the BNZ-BusinessNZ Performance of Services Index (PSI).



SUSTAINABLE BUSINESS COUNCIL



L to R: Phil O'Reilly, Suzie Greenhalgh – Landcare Research, Kim Hill, Guy Waipara – Meridian Energy, Todd Muller – Fonterra

Members work together to find scalable solutions and encourage the New Zealand business community to have a leading role in creating a sustainable future for business, society and the environment.

The SBC's purpose is to enable New Zealand businesses to be leaders in sustainable business practice by:

- sharing and showcasing exemplar practice
- identifying benchmarks for companies to compare themselves against
- providing a sustainable business viewpoint in key conversations
- contributing knowledge and experience into policy development
- being a change agent through inspiring and driving mainstream change.

The SBC is the New Zealand regional partner to the World Business Council for Sustainable Development (WBCSD), a CEO-led organisation of forward-thinking companies that galvanises the global business community to create a sustainable future for business, society and the environment.

The SBC also has established links with other international business organisations, the New Zealand Government and international bodies – including the ILO and BIAC.

THE SBC IS LED BY SENIOR EXECUTIVES AND HAS AN ACTIVE MEMBERSHIP OF DECISION-MAKERS, CORPORATE PARTNERS, EDUCATIONAL INSTITUTIONS AND STAKEHOLDERS.

Some examples of the SBC's work projects include:

1. Vision 2050 to Action 2020:

Champions: Paul Ravlich, Siemens and Paul Herrod, KPMG.

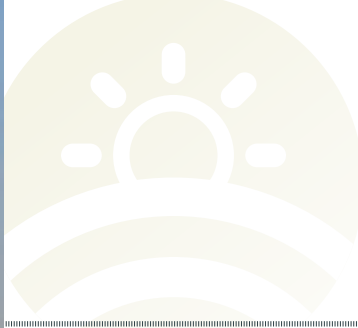
The World Business Council for Sustainable Development's Vision 2050 laid out a business vision for the future. The SBC is now working to identify priority actions for New Zealand businesses by 2020, that will realise our 2050 Vision of having six million people living well and within the limits of the planet.

2. Biodiversity and Business:

Champions: Mark Christensen, Anderson Lloyd Lawyers and Richard Gordon, Landcare Research.

Most businesses have an impact on the environment – whether positive or negative. And all businesses depend on the environment and the biodiversity and ecosystem services it provides. The SBC is developing a suite of communications and learning tools to increase

For a list of SBC members see page 26.



OUR AIM IS TO MAKE SUSTAINABLE BUSINESS PRACTICES MAINSTREAM AMONG NZ BUSINESSES – THROUGH CONNECTING AND INSPIRING THEM TO BE MORE SUSTAINABLE AND FIND SOLUTIONS TO SUSTAINABILITY CHALLENGES.

Penny Nelson – Executive Director of the SBC

understanding of the importance of biodiversity and ecosystem services for businesses and society.

3. Resource Efficiency & Supply Chains: *Champions: Alistair Davis, Toyota and Graham Norton, 3R.*

In a changing world, businesses recognise that the resources they use will become increasingly constrained. This project provides a platform for businesses to collaborate and to rethink the way they use resources to achieve more with less, while improving commercial and social value.

4. Social Role of Business: *Champions: Richard Manaton, Countdown Supermarkets and Malcolm Rands, ecostore.*

Business has a direct interest as an employer, taxpayer and citizen, in how well society meets the needs of its members. The Social Role of Business is a project that is seeing businesses take a lead role in working with government to address societal issues.

5. Social Licence to Operate: *Champions: Todd Muller, Fonterra and Simon Linge, NZ Steel*

A social licence to operate is the ability of an organisation to carry on its business because society has confidence that it will behave in a legitimate, accountable and socially and environmentally acceptable way. The SBC and Major Companies Group of BusinessNZ are developing a framework for thinking about 'Licence to Operate' issues to help businesses make this a core part of the way they work.



6. Future Leaders' Programme: *Champions: Mark Drury, URS NZ and Liz Read, Lion.*

The Future Leaders' Programme aims to develop a group of future business leaders who understand sustainability challenges and are capable of acting as sustainability development ambassadors within their companies and society. The Programme runs annually and is aligned with the WBCSD Future Leaders Programme. Each year the group focuses on a different topic.



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ENERGY, ENVIRONMENT & INFRASTRUCTURE

BUSINESSNZ'S ENERGY, ENVIRONMENT AND INFRASTRUCTURE WORK IS MANAGED BY JOHN CARNEGIE. AS PART OF THIS, JOHN ALSO RUNS THE BUSINESSNZ ENERGY COUNCIL (BEC).

BusinessNZ's energy, environment and infrastructure policy areas include:

- climate change policy
- the efficient provision of infrastructure
- natural resources (including the Crown Minerals Act)
- Emissions Trading Scheme and
- Resource Management Act (RMA) policies
- energy policy.

Our specific work around the RMA for example, is focused on trying to narrow its scope so councils only regulate what they need to and economic activity is freed-up. This equates to greater reliance on private arrangements and greater respect for private property rights.

For example, shop owners should not have to spend time and money getting resource consent to put up an awning on the front of their own property. This does not impact the sustainable management of the environment – which is what the RMA is meant to protect.

The scope of the RMA's regulation is now too broad. BusinessNZ is aware of this and the need to let people get on with running their businesses.

BusinessNZ keeps businesses well represented at the annual international climate change conferences. John Carnegie's attendance means officials have direct access to New Zealand business view and how proposals may affect businesses. It also means domestic businesses are kept informed of international policy developments, and risks and opportunities are brought to their attention as quickly as possible.

Our advocacy about the Emissions Trading Scheme helped to avert an increase in the cost of carbon faced by New Zealand businesses, at a time when many of their international competitors did not face this cost at all.

For a list of BEC members see page 29.



WE ARE TRYING TO CREATE A MORE OUTWARD-LOOKING PERSPECTIVE TO CONSIDER WHAT IS HAPPENING GLOBALLY AND HOW IT IMPACTS NEW ZEALAND. THIS HELPS US GENERATE NEW IDEAS AND DECIDE HOW WE MIGHT PARTICIPATE IN ENERGY ADVOCACY.

John Carnegie – Manager Energy, Environment and Infrastructure

With the Sustainable Business Council (SBC) also being a division of BusinessNZ, there are opportunities for MCG members with interests in natural resources, BEC members and SBC members to work together on priority issues where they have common goals. For example, there are sometimes opportunities to run events together on topics of mutual interest to different memberships – such as the breakfast the SBC and BEC co-hosted for the Minister of Energy and Resources to announce a set of energy efficiency initiatives for business.

The teams complement each other well as the SBC focuses on what business is doing and how it can be enabled to do more; while John Carnegie and the BEC aim to ensure policies are robust and support the international competitiveness of New Zealand businesses.

BusinessNZ Energy Council (BEC)

A key driver for establishing the BusinessNZ Energy Council (BEC) was to create a link to the World Energy Council (WEC), bring back stories from around the world and share our New Zealand stories on the international stage.

The BEC aims to provide thought leadership in the energy sector and to demonstrate such leadership.

It has a diverse membership – comprising a cross-section of leading business, government departments and research organisations. The common goal is supporting New Zealand's economic well-being through the active promotion of the sustainable development and use of energy. This applies both domestically and globally.

The BEC shares energy information, represents the views of its members, promotes dialogue and networking for its members, prepares and disseminates reports, and organises seminars and conferences with international speakers.

An important focus of this policy work is keeping BEC members informed on what the rest of the world is doing in the energy and environment space, and generating ideas and debate about NZ companies moving forward. The rest of the world is energy-hungry, so it's important to have the conversation about how we play in an energy-hungry world, investigating if there is a role for NZ businesses, and how we get a slice of the action.



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SKILLS & HUMAN CAPITAL



EVERY BUSINESS IS ONLY AS GOOD AS THE PEOPLE WORKING IN IT. BUSINESSNZ ADVOCATES FOR BUSINESSES TO ENSURE THEY HAVE THE OPTIMUM SUPPLY OF SKILLS AND HUMAN CAPITAL NEEDED FOR SUCCESS.

Our goal is to help make workplaces safer, more productive, more innovative and more responsive to the markets they operate in.

To achieve this goal we work closely with a number of government departments and agencies including: Ministry of Business Innovation and Employment, Tertiary Education Commission, the Ministry of Education, Worksafe New Zealand, Inland Revenue Department, New Zealand Qualifications Authority, New Zealand Trade and Enterprise and the Ministry of Foreign Affairs and Trade.

We are making workplaces safer

BusinessNZ has played a central role in designing the new Health and Safety infrastructure, including being part of the task force that recommended the new law, and ongoing involvement in the advisory level to the new health and safety agency.

We have also been involved in a three year project reviewing the Industry Training Bill and the reform of the Health and Safety Act.

We are making workplaces more productive

In the training and skills area with the Industry Training and Apprenticeships Amendment Bill, we've been involved at every level, from the policy review, to the submission stage, working with advisory groups to ensure the legislation delivers value for industry.

As part of our work with the Industry Training Review, we have gained more financial support for apprentices and a more streamlined approach to Industry Training Organisations (ITOs). There are now fewer ITOs and these are more focused, more directed, and more accountable to business. This too should create more value for businesses.

In our work with literacy and numeracy programmes, despite government funding cut backs, we have tried to maintain them and make them more fit-for-purpose and more easily accessible for businesses.

For a list of MCG members see page 26.



WE AIM TO ENCOURAGE THE DEVELOPMENT OF EMPLOYMENT POLICIES THAT ACHIEVE A SUSTAINABLE BALANCE BETWEEN THE ECONOMIC NEED FOR BUSINESS TO PROSPER, AND FOR THEIR EMPLOYEES TO ENJOY FAIR WAGES AND GOOD, SAFE WORKING CONDITIONS.

Paul Mackay – Manager Employment, Relations Policy



ENSURING NZ'S BUSINESSES HAVE ACCESS TO EMPLOYEES WITH THE RIGHT SKILLS IS AN ESSENTIAL PART OF CREATING PRODUCTIVE WORKPLACES AND A SUCCESSFUL, SUSTAINABLE, COMPETITIVE NZ.

Carrie Murdoch – Manager Education, Skills & Trade

Other work projects include working with the Ministry of Education in developing Vocational Pathways. The Profile Builder is a tool that helps students to see how their strengths, interests and achievements relate to future study options and job opportunities across a range of industry sectors.

The Pathways provide clear study options that are valued by employers and show what employers expect to see students achieve in their learning. They cover five broad industry sectors: Manufacturing and Technology, Construction and Infrastructure, Primary Industries, Social and Community Services, and Services Industries. Creative Industries was added in 2014.

We also work with Careers NZ to try and bridge the gap between education, training and work, enhancing the career opportunities in the market place.

We are making workplaces more innovative

We have also been involved in the review of the Performance Based Research Fund, a \$350 million fund that the universities use to do their research. One of our key objectives is to ensure that government is sending incentives that encourage university based researchers or those training to be researchers, to engage with businesses and commercialisation.

As part of BusinessNZ's work in the workplace research area, Paul Mackay chairs the Business Advisory Group to AUT and is on the equivalent group for the Industrial Relations Institute at Victoria University of Wellington. We have the ability to help influence the direction of business-related research because of this sort of involvement.

We are making workplaces more responsive to the markets they operate in

Our advocacy has made employment relations law more balanced. BusinessNZ has consistently lobbied for less compulsion and a fairer balance between employers and employees in the Employment Relations Act.

BusinessNZ's Manager of Employment Relations Policy is Paul Mackay and Carrie Murdoch is Manager of Education, Skills and Trade.



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SMALL BUSINESS



WE HAVE THE HIGHEST NUMBER OF SMALL BUSINESSES PER HEAD OF POPULATION IN THE OECD. MANY ARE NEW BUSINESSES: AROUND HALF ARE LESS THAN 6 YEARS OLD, WITH VERY FEW OVER 20 YEARS.

Small businesses are essential for New Zealand's future growth. Over 97% of our enterprises have fewer than 20 employees and only 1% of enterprises have more than 50 employees.

We have the highest number of small businesses per head of population in the OECD. Many are new businesses: around half are less than 6 years old, with very few over 20 years.

More than other countries, New Zealand depends on a healthy small business sector. And small businesses create jobs. Those with fewer than 50 employees account for nearly half of all jobs. Those with fewer than 20 employees account for nearly a third of all jobs.

We speak on their behalf to make sure their interests are being heard, and to maintain the best possible relationships with government officials and decision makers.

Phil O'Reilly regularly speaks to conferences of small businesses around the country to update them from the coalface of political change, and to get their feedback, ideas and concerns.

BusinessNZ's regional associations – EMA, Business Central, CECC and OSEA – are the key contact points for small firms. Their feedback forms a crucial part of our policy work on behalf of the small business sector.

This vital regional network trains and supports hundreds of small businesses every year to grow their capability. It also helps to promote useful relationships – e.g. through our work with NZTE and MBIE.

Our ambition is for New Zealand to be a global leader in small business.

Innovation is key as globalisation is creating change for small and new businesses. Competition is driving efficiency to the utmost. Profitability and growth now depend on being able to create new products, new services and new solutions. This environment suits New Zealanders' strengths of inventiveness, creativity and problem-solving, and many Kiwi companies are thriving on the challenge. Our policy work aims to help improve small business growth and success.



ACHIEVING A BUSINESS ENVIRONMENT THAT HELPS SMALL FIRMS GROW IS A PRIME GOAL OF BUSINESSNZ'S ADVOCACY.

Steve Summers – Economist



Small business policy areas being worked on include:

Compliance Costs

Overall, BusinessNZ is actively engaged with various government departments in helping to achieve their aim of cutting businesses' costs when interacting with government by 25% by 2017. For many small- and medium-sized businesses, these savings could free up more time for them to grow their business.

NZBN

One way in which small- and medium-sized businesses can better deal with government is through the creation of a New Zealand Business Number. This would replace a host of different numbers businesses have to use with various government agencies. BusinessNZ has been actively engaged in this project, ensuring that the policy and operations behind the roll-out of the number provides the greatest benefit for businesses.

IRD Transformation

Our Chief Executive Phil O'Reilly is part of the IRD Transformation Advisory Group which, amongst other things, is looking at what is best for small- and medium-sized businesses.

The Group provides the Office of the Commissioner of Inland Revenue with insights and perspectives from across the business, tax and citizen communities.

Operating as a sounding board for ideas and innovation around design and delivery of better services and policy development, the Group provides feedback on the implications of Inland Revenue's work.

Through providing an external and independent voice to assist the Commissioner in community and business engagement, it is hoped that decisions made as part of the transformation programme will be better informed, reflect customer preferences for integrated services, and contribute to open, interactive government.

PMI/PSI

BusinessNZ also monitors and reports on the performance of many small businesses through the BNZ-BusinessNZ Performance of Manufacturing Index (PMI) and the BNZ-BusinessNZ Performance of Services Index (PSI).

Our main contact for small business issues, PMI, PSI and other BusinessNZ surveys is Steve Summers.



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www.buynz.org.nz

BUY NZ MADE



BUY NZ MADE CATERS FOR BUSINESSES OF ALL SIZES IN A RANGE OF INDUSTRIES. WE HAVE DIFFERENT TYPES OF MEMBERSHIP AVAILABLE FOR DIFFERENT TYPES OF BUSINESS. AS WELL AS USE OF THE ICONIC LOGO, ALL OUR MEMBERS BENEFIT FROM A NUMBER OF MARKETING INITIATIVES THAT WE RUN TO ENCOURAGE PEOPLE TO SUPPORT NZ MADE PRODUCTS.

Trina Snow – Buy NZ Made Manager

The Buy NZ Made Campaign celebrates New Zealand-produced goods and services and promotes local jobs and economic growth.

Buy NZ Made has approximately 1,100 members, including manufacturers, service providers and retailers. It celebrated its 25th anniversary in 2013 with a People's Choice Awards campaign. The initiative encouraged the public to vote for their favourite NZ Made products in five categories. Over 180 products were involved and the overall winners were announced at a dinner at SKYCITY Auckland.

Buy NZ Made's online directory provides web-based marketing opportunities for members on the campaign website **www.buynz.org.nz**.

The success of the Buy NZ Made Campaign is underpinned by the 'Kiwi in a triangle' logo shown by independent research to be recognised by 90% of adult New Zealanders. Members of the Campaign receive a certificate of licence that entitles them to use this well-recognised logo on all their New Zealand-made products, packaging and company promotional material.

A range of marketing activities are undertaken to promote members to the general public. These include a popular Facebook page, website features, direct marketing and regular coverage in the media.

The Buy NZ Made Campaign also assists members in exhibiting at trade and major public shows nationwide, including the Ellerslie International Flower Show, the Fine Food Show and Mystery Creek Fieldays.



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OUR PEOPLE



BUSINESSNZ COUNCIL

BusinessNZ Council, left to right

Back Row: Tony Sewell, Phil O'Reilly, Graham Mountfort, Andrew Hunt, Vaughan Renner, John Scandrett **Middle Row:** Derek Rankin, Tracey Chambers, Leeann Watson, Kim Campbell, Richard Stone, Paul Morriss **Front Row:** Laurie Margrain, David Thomas, Raewyn Bleakley, John Milford

The BusinessNZ Council, BusinessNZ's governance body, guides and contributes to policy development formulated through consultation with thousands of member businesses.

The BusinessNZ Council is made up of representatives of the four regional organisations' governance councils.

Contact for the BusinessNZ Council is Geraldine Smith
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AFFILIATED INDUSTRIES GROUP

In addition to the businesses that are direct members of BusinessNZ and regional organisations, many thousands more are affiliated to the BusinessNZ family through the Affiliated Industries Group (AIG).

The AIG is made up of over 70 national industry associations, together representing tens of thousands of enterprises.

The AIG meets regularly to share information and strategy directions on issues common to business in New Zealand and to gain the benefit of BusinessNZ's advocacy work on behalf of all business.

For a list of AIG members see page 29.

OUR PEOPLE

Having expertise on hand across a wide range of business issues is a key benefit for BusinessNZ members. As the range of issues affecting business continues to widen, issues specific to individual businesses can rapidly become sector-wide, impacting the business environment overall. Member businesses with particular concerns are welcome to contact the relevant member of the BusinessNZ team.

THE BUSINESSNZ POLICY AND ADVOCACY TEAM



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Chief Executive

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Major Companies Group, stakeholder relations member companies, business development.
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**Steve Summers****Economist**

Economic and labour markets, regulation, tax, compliance costs, capital markets, small business telecommunications and surveys.
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**Paul Mackay****Employment Relations Policy Manager**

Employment relations, industrial bargaining, employment law, holidays, health and safety, ACC.
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**Linda Boland**

Accounts Administrator & Executive Assistant to Phil Love

**Monica Brookes**

Webmaster

**Amber Landall**

PA to Penny Nelson, John Carnegie & Catherine Beard

**Andy Cooke**

Buy NZ Made Member Administrator

**Kavita Kumar**

Receptionist

**Merlyn Bonaparte,**

Accountant

MEMBERS & AFFILIATES

Sustainable
Business Council



Foundation Members Business Groups

EMA (EMPLOYERS' AND MANUFACTURERS' ASSOCIATION)

BUSINESS CENTRAL

CECC (CANTERBURY EMPLOYERS' CHAMBER OF COMMERCE)

OSEA (OTAGO SOUTHLAND EMPLOYERS' ASSOCIATION)

Major Companies Group members include:

ACC
AECOM NZ
AG Research
Air New Zealand
ANZ National Bank
ASB Bank
Auckland International Airport
Ballance Agri-Nutrients Ltd
Bank of New Zealand
BECA
BP New Zealand
Chapman Tripp
Chevron NZ
Chorus New Zealand Ltd
Compass Group
Contact Energy
Countdown
Datacom group
Deloitte
DeutscheCraigs
Downer
Fisher and Paykel Healthcare
Fletcher Building
Fonterra Group
Foodstuffs Group
Fuji Xerox NZ
Fujitsu NZ
Fulton Hogan
Genesis Energy
Hawkins Group
HSBC
IAG New Zealand

KiwiRail
Landcare Research
LIC
Lion
Lyttelton Port Company
Meridian Energy
Methanex NZ
Microsoft NZ
Mighty River Power
New Zealand Steel
Ngai Tahu Holdings Corporation
NIWA
NZ Aluminium Smelters Ltd
NZ Oil & Gas Ltd
NZ Post
NZ Refining Company
NZX
Opus International
Orion Health
Pan Pac Forest Products
Port of Tauranga
Ports of Auckland
PricewaterhouseCooper NZ
QBE Insurance (International)
Ravensdown
Sanford
Shell NZ
Siemens (NZ)
Silver Fern Farms
Skopec Industries
Sky City Entertainment Group
Southern Cross Healthcare Group
Telecom NZ
Thales NZ
The Warehouse Group
Todd Corporation
Toyota NZ
Transfield Services NZ
Transpower
Unison Networks
Vero Insurance NZ
Vodafone New Zealand
Waterfront Auckland
Wellington Electricity
Westpac NZ
Z Energy Ltd
Zespri International.

Business Members

3R Group
Air New Zealand
Anderson Lloyd Lawyers
Andrew.Stewart
Aotearoa Fisheries
Auckland Airport
Auckland Council
ATEED
Bathurst Resources
Beca
BMW
BNZ
BRANZ
Canfarm
Chevron
Contact Energy
Countdown
DB Breweries
Deloitte
Downer
ecoPortal
ecostore
Energy & Technical Services
ERM
Fletcher Building
Fonterra
Fujitsu
GHD
Golder Associates
IAG
Ideas Shop
KPMG
La Nuova Apparelmaster
Landcare Research
Les Mills
Lion
Living Earth
McHugh & Shaw
Meridian Energy
Net Balance
NZ Post
NZ Steel
OCS

OfficeMax
O-I New Zealand
Opus
PE Australasia
Ports of Auckland
Ricoh
Sanford
Shell
Siemens
Solid Energy
Sovereign Assurance
Terra Moana
The Warehouse
Thought Partners
Toyota
URS
Vodafone
Wellington Zoo
Westpac NZ
Wright Communications

Strategic Partner Members

Auckland Council
Department of Conservation
EECA Business
Massey University College of
Business
The University of Waikato
Management School





MEMBERS & AFFILIATES

BusinessNZ Energy Council members

All members of the BusinessNZ
Major Companies Group

Non-Major Companies Group Corporates

Callaghan Innovation
CRL Energy
David Butcher and Associates
GNS Science
Heliocore
Trustpower
Gas Industry Company
Hale & Twomey

Government

Electricity Authority
Energy Efficiency and
Conservation Authority
Ministry of Business, Innovation
and Employment

Industry Association members

The Motor Trade Association
Straterra

Plus individual members

Affiliated Industries Group

Members of the AIG include:

Association of NZ Advertisers Inc
Association of Market Research
Organisations
Aviation Industry Assn of NZ Inc
Brewers Association of Australia &
NZ Inc
Business Central
Bus & Coach Assn NZ Inc
Cement & Concrete Assn of NZ
Distilled Spirits Assn of NZ
Electrical Contractors Assn
of NZ Inc
Electricity Engineers Association
of NZ
Electricity Networks Association
Federated Farmers of NZ
Federation of Maori Authorities
Fertiliser Association of NZ
Financial Services Federation
Floor NZ
Footwear Industry Assn of NZ
Forest Industry Contractors Assn
Furniture Assn of NZ
Health Funds Assn of NZ
Horticulture NZ
Hospitality NZ
Independent Tertiary
Education NZ
Industry Training Federation
Institute of Finance
Professionals NZ
Insurance Council of NZ Inc

Lighting Council NZ
Major Electricity Users Group
Marketing Association
Master Painters NZ Assn Inc
Meat Industry Assn of NZ
Medical Technology Assn of NZ
Medicines New Zealand
Motor Trade Assn Inc
Nat Assn of Retail Grocers
& Supermarkets of NZ Inc
Newspaper Publishers Assn of NZ
Nurserymen's Enterprises Ltd
NZ Aged Care Assn
NZ Association of Bakers
NZ Bankers' Assn
NZBIO
NZ Contractors' Federation
NZ Council for Infrastructure
Development
NZ Fire Equipment Manufacturers'
Assn Inc
NZ Food & Grocery Council
NZ Forest Owners Assn
NZ Institute of Chartered
Accountants
NZICT Group Inc
NZ Institute of Management
NZ Marine Industry Assn
NZ Paint Manufacturers Assn Inc
NZ Photo-imaging Industry Assn
Inc
NZ Private Equity & Venture
Capital Assn
NZ Retailers Assn

NZRISE
NZ Shipping Federation
NZ Taxi Federation Inc
NZ Wind Energy Assn
NZ Wine
Petroleum Exploration &
Production Assn of NZ
Pipfruit New Zealand
Plastics NZ
Port Companies of NZ
Poultry Industry Assn of NZ
PrintNZ
Radio Broadcasters Assn
Registered Master Builders' Fed
Restaurant Assn of NZ
Retirement Villages Assn
Road Transport Forum NZ
Seafood New Zealand
Stevedoring & Ports NZ Inc
Straterra Inc
Tourism Industry Assn NZ
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