

# Strategy for impact 2025-27



# Recognition of traditional custodians

Beyond Zero Emissions acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to lands, waters and communities.

Beyond Zero Emissions maintains offices on the traditional lands of the Wurundjeri Woi Wurrung people, the Ngunnawal people, the Wonnarua people and the Bailai, Gurang, Gooreng Gooreng and Taribelang Bunda peoples. We pay our respects to Elders past and present.

We recognise that Aboriginal people's sovereignty over their land was never ceded and the impact of this ongoing dispossession continues to this day.

# Hello!

Beyond Zero Emissions is an [award-winning think tank](#), widely recognised as one of Australia's [most effective](#) organisations combating climate change.

Our decarbonisation [research](#) and place-based [solutions](#) have had significant policy [impact](#), moving Australia towards being a renewable energy [superpower](#). Our advocacy and [cleantech showcase](#) demonstrates to decision-makers that solutions are already here to replicate and scale.

We activate support for industry and business, so that they [deploy](#) effective zero-emissions solutions, and we work with partners to amplify collective impact.

This is our fourth [Strategic Plan](#), capitalising on strengths we've built over the past 15 years to address the most critical climate challenges of this moment.

There's many ways you can get involved, [donate](#), [volunteer](#) or partner with us.

Our work has never been more needed than now. We'd love to hear from you.

**Heidi Lee**, CEO

# Contents

1. Context
2. Strategy
3. Initiatives
4. Getting it done



# 1. Context

An aerial photograph of a large industrial facility, likely a refinery or chemical plant, situated on a coastal area. The facility features numerous large, cylindrical storage tanks, complex piping, and several large industrial buildings with gabled roofs. A prominent pier extends from the facility into the turquoise water of the ocean. The surrounding landscape includes green vegetation and a sandy beach. In the background, other industrial structures and smokestacks are visible under a clear blue sky.

# Our strategic context

Policy and politics are moving forward, but emissions are still rising.  
We now need to focus on **implementing good solutions well.**



# Global challenges

The world is on-track for 2-degrees plus of warming. Australia will not meet science-based emissions reduction targets on the current trajectory.

Coordination of urgent adaptation measures, alongside rapid emissions reduction, present challenges.

Climate and nature are overlapping crises, and capital is not being mobilised on the scale required to implement effective solutions well.



# Australia's opportunity

1. **Efficient, low cost and reliable energy** for our homes, businesses, transport and industries
2. **A strong, healthy, and nature-positive economy** built on climate-resilient renewable energy infrastructure
3. **Location of choice for energy-intensive green industries**, with thriving world-class talent, education and innovation onshore
4. **Solving 6-9% of global emissions** by making and exporting zero-emissions exports to the world



# We need change

1. **No coordinated plan** to deliver emissions reduction or export superpower potential
2. **Industry practice and policy** are not aligned with 1.5°C warming
3. **Confusion and disagreement** about effective climate action, what it looks like and who should do it
4. **No transparency or accountability** for action and inaction
5. **Limited resources** available for non-government players (like BZE) to affect change

## 2. Strategy

A woman with long dark hair, wearing clear safety glasses and an orange long-sleeved shirt, is smiling and looking towards the camera. She is holding a green and black soldering iron, working on a green printed circuit board (PCB) on a workbench. The background is a workshop or laboratory with various tools, equipment, and a computer monitor. A blue water bottle and a red toolbox are visible on the workbench. A blue banner with the text '2. Strategy' is overlaid on the left side of the image.

Our vision:

**A prosperous and zero  
emissions Australia.**



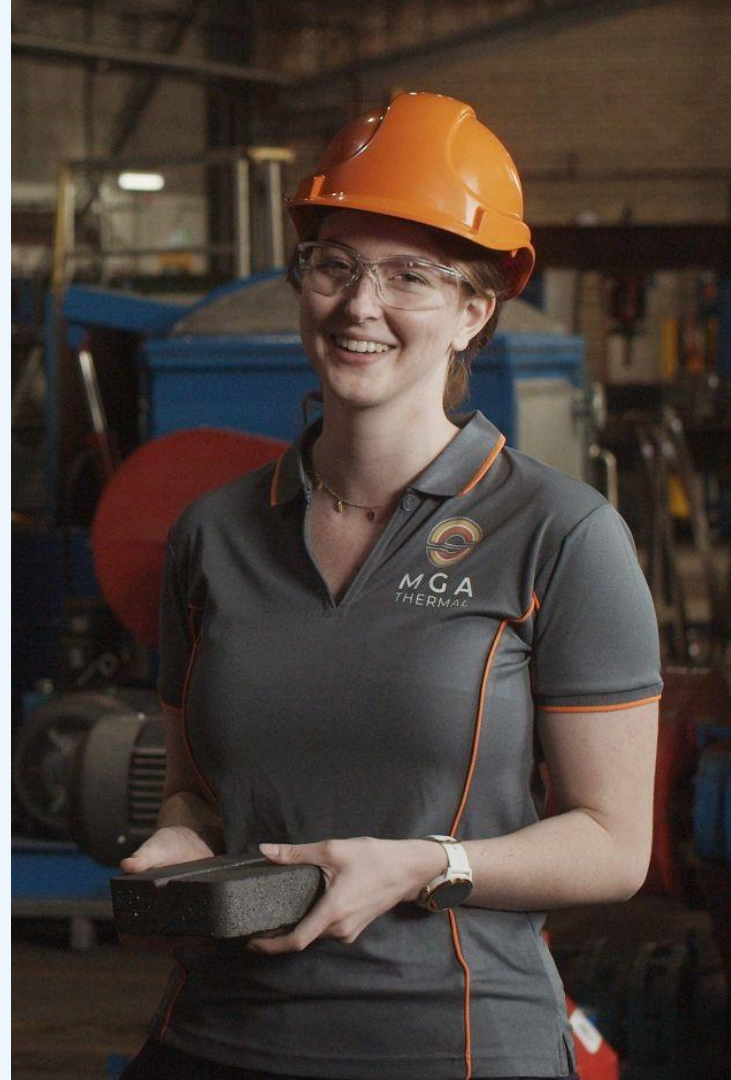
# Impact framework

Aspiration 2025-2027	Impact objective	Evidence and Measures
<p>We enable industry and business in specific places to identify and enact impactful emissions reductions.</p>	<p>By June 2027, targeted industries and businesses in key locations are taking coordinated action to reduce emissions aligned with 81% emissions reduction by 2030<sup>1</sup> as a result of BZE's work</p>	<ol style="list-style-type: none"> <li>1. Broad buy-in for a realistic national action plan, with timelines and targets for initiatives, that deliver the required emissions reduction and adaptation measures</li> <li>2. Initiatives identified above are on track to reach investment decisions by the required timelines</li> <li>3. Influential stakeholders champion the above-mentioned national action plan and initiatives to de-risk delivery</li> <li>4. Industry and government announcements are reality-checked against clear, transparent criteria to hold leaders to account for delivery</li> <li>5. BZE has a strong team culture and support from partners and funders due to our clarity of purpose, focus on impact and effective initiatives</li> </ol>

<sup>1</sup> Deploy, Beyond Zero Emissions, 2022

# Model for change

When **business and industry** see the benefits of action (and costs of inaction), they **will lead** the implementation of **effective zero-emissions solutions**, that will eliminate demand for fossil fuels **and rapidly reduce emissions**.







# Outcomes

1. **National coordination** for Australia to decarbonise and become a clean energy superpower
2. **Change practice and policy** through advocacy partnerships and high-impact solutions
3. **Inspire action** to be taken by influential leaders in key locations by showcasing success
4. **Hold players to account** by monitoring and critiquing the success of interventions
5. **Regeneration** of BZE people, network and support systems



# 3. Initiatives

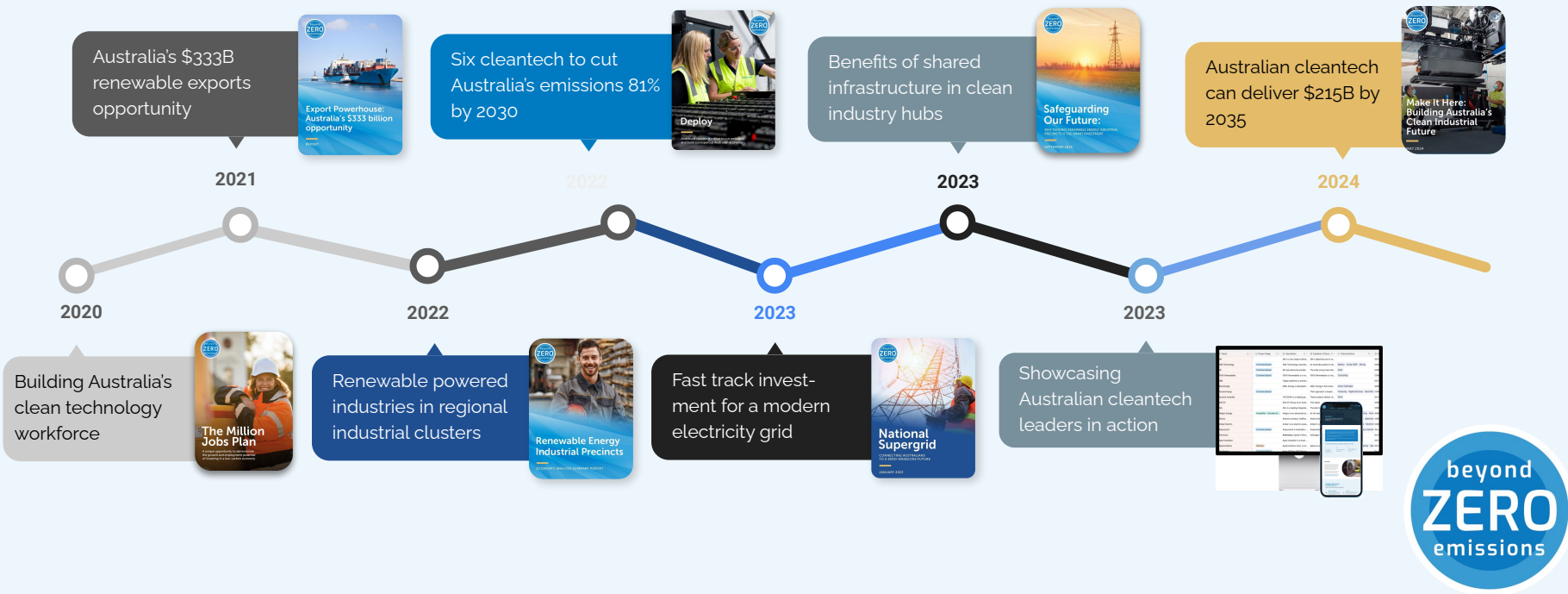




# Outcomes and initiatives

<p><b>National coordination</b> for Australia to decarbonise and become a clean energy superpower</p>	<p><b>(1) A National Action Plan</b> for Australia, using prioritisation criteria for a sequence of emissions-reducing activities and applying the criteria to a number of key locations. This will be used to hold industry and governments to account for emissions reduction in the (8) National Action Plan review framework</p>
<p><b>Change practice and policy</b> through advocacy partnerships and high-impact solutions</p>	<p><b>(2) Advocacy partnerships</b> promoting our existing policy recommendations through industry and business channels and providing tech advice to aligned advocacy groups</p> <p><b>(3) High impact solutions</b> to change key policies and industry practices for our (2) Advocacy, where these changes will directly unlock (1) National Action Plan priorities and expand our (6) Cleantech Hub</p>
<p><b>Inspire action</b> to be taken by influential leaders in key locations by showcasing success</p>	<p><b>(4) Showcase tours</b> to connect with leaders in key locations, raising awareness of solutions, profiling local wins in the (6) Cleantech Hub, gathering intel on local issues, and securing supporters for (2) Advocacy and (5) Media</p> <p><b>(5) Media drumbeat</b> in likely key locations and industry outlets to increase the amount of high-quality, practical and solutions-focused media for industry and business</p>
<p><b>Hold players to account</b> by monitoring and critiquing the success of interventions</p>	<p><b>(6) Cleantech Hub expansion</b> to support (2) Advocacy, (3) High impact solutions, (4) Tours, and (5) Media</p> <p><b>(7) 'Reality Check' framework</b> to review announced projects, provide insights for (2) Advocacy partnerships, (3) High impact solutions, (4) Tours and (5) Media</p> <p><b>(8) National Action Plan review framework</b> to assess progress made in implementing <b>(1) National Action Plan</b></p>
<p><b>Regeneration</b> of BZE people, network and support systems</p>	<p><b>(9) Regenerative culture</b> created by involvement by all staff</p> <p><b>(10) Proof of impact</b> strengthens and grows our donor community and revenues</p> <p><b>(11) Expert volunteers</b> create impact and become powerful advocates</p>

# Superpower solutions



# Latest highlights

**40+ orgs** with >4,600 employees support Renewable Energy Industrial Precincts in the Gladstone and Hunter regions 2021

**>2.2million** eyes on our Central Queensland promotions ahead of the federal election 2022

**2000+** regional media appearances, articles and editorials, promoting successful cleantech initiatives and benefits 2022-23

**Liberal, Labor and Independent** Senators jointly launch BZE's Cleantech Showcase at Parliament House 2023

**Australia's first Climate Budget** and the *Future Made in Australia Act*, following our extensive supply chain advocacy and collaboration, in 2024

**\$21bn** of clean projects accelerated through Million Jobs Plan advocacy 2021

**27 Aussie cleantech** manufacturers showcased on the global stage at COP27 in Egypt by BZE 2022

**130+** policy submissions by BZE promoting our recommendations to decision makers 2019-2023

**9GW** of dispatchable capacity in the expansion of the *Capacity Investment Scheme* as per our Supergrid report and Battery Supply Chain briefing paper 2023

**\$3bn** investment to connect renewables to industrial precincts as per BZE National Supergrid 2023

**\$550k** federal government investment following the release of our Battery Supply Chain policy briefing 2023





## 4. Getting it done

---



# Our values

- Courage and conviction
- Independence
- Honesty and openness
- Respect
- Collaboration
- Sustaining our people





# Meet the board



**Geoff Summerhayes**  
Board Chairperson



**Elisa de Wit**  
Board Member



**Peter Rohde**  
Board Member



**Susheela Peres da Costa**  
Board Member



**Cristina Talacko**  
Board Member



**Dr Anne Hellstedt**  
Board Member



# Meet the CEO

**Heidi Lee** has been CEO of BZE since 2020. With two decades of experience in sustainable design and architecture, Heidi brings a wealth of expertise in environmental advocacy and leadership to her role.

Under her stewardship, BZE has spearheaded numerous groundbreaking initiatives, including comprehensive plans for renewable energy transitions and decarbonising industries. BZE was recognised as one of the three most impactful Australian organisations by [Giving Green](#) in both of their national reviews (2021 and 2024).

Heidi's work focuses on practical, scalable strategies that empower communities and businesses to achieve ambitious climate goals, driving Australia towards a prosperous, zero-emissions future.



## Heidi Lee

Heidi has been listed by [The Australian](#) as one of Australia's 'Top Green Power Players' in 2022 and 2023, and is a regular keynote and contributor to leading green industry events.

She has a Masters of Architecture from Deakin University and has been a proud volunteer contributor to various BZE initiatives since the 2010 Stationary Energy Plan.

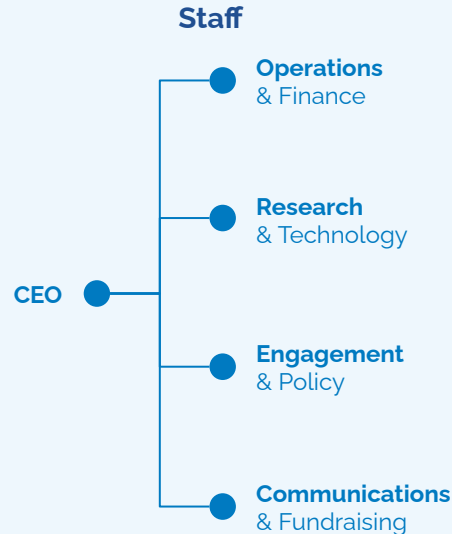
Follow Heidi on [LinkedIn](#) or email [ceo@bze.org.au](mailto:ceo@bze.org.au)



# Our unique approach

We have a unique ability to mobilise a community of support for our work. Providing volunteer opportunities for experts and professionals makes our work better quality and creates immediate industry impact:

1. **Our work is high quality and contemporary** because it is interrogated deeply by a range of experts and practitioners ahead of publication.
2. **Volunteers become champions** in their own professional circles, this helps raise the bar for industry performance and the profile of our brand in industry.
3. **Staff and volunteers expand their networks** meaning more peer support for ambitious work, and more career advancement opportunities.



## Volunteers

- **Project advisors** and peer reviewers (pro-bono experts)
- **Consultants** as needed for specialist advice (low-bono)
- **Researchers** and university student interns
- **Regional industry** leaders (presentations & events)
- **Data analysts** for review of cleantech projects
- **Industry profiles** BZE are never paid by businesses and projects we profile

# Partners

We share strategy, tactics and efforts with **dozens of aligned organisations** around Australia to maximise the impact of our work, and theirs.





JAMES N. KIRBY  
FOUNDATION



Height Morris  
Foundation

Climate Action Network Australia

Charles Warman Foundation

Julie & Mike Taylor-Mills

# Funding

We are grateful for the support of our donor community, including many of Australia's leading climate philanthropists and grant-makers.

*'Based on Beyond Zero Emissions' track record of wins, its strategic and high-leverage approach, and the tractability of its work in the current political environment, we conclude that Beyond Zero Emissions is one of the most effective organisations in Australia working to address climate. **We consider Beyond Zero Emissions to be a highly promising philanthropic funding option.***

[givinggreen.earth](https://givinggreen.earth), June 2024

Donations over \$2 are tax deductible.



[bze.org.au](https://bze.org.au)

**Heidi Lee**, CEO  
[ceo@bze.org.au](mailto:ceo@bze.org.au)