

# 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 Ngannawal 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](#) demonstrate 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



# 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 dark hair, wearing an orange lab coat and clear safety glasses, is smiling at the camera while working on a green circuit board. She is holding a soldering iron in her right hand. The background is a workshop or lab with various tools, equipment, and a computer monitor. A blue water bottle and a red toolbox are visible on the workbench. A blue box 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
We enable industry and business in specific places to identify and enact impactful emissions reductions.	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	<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

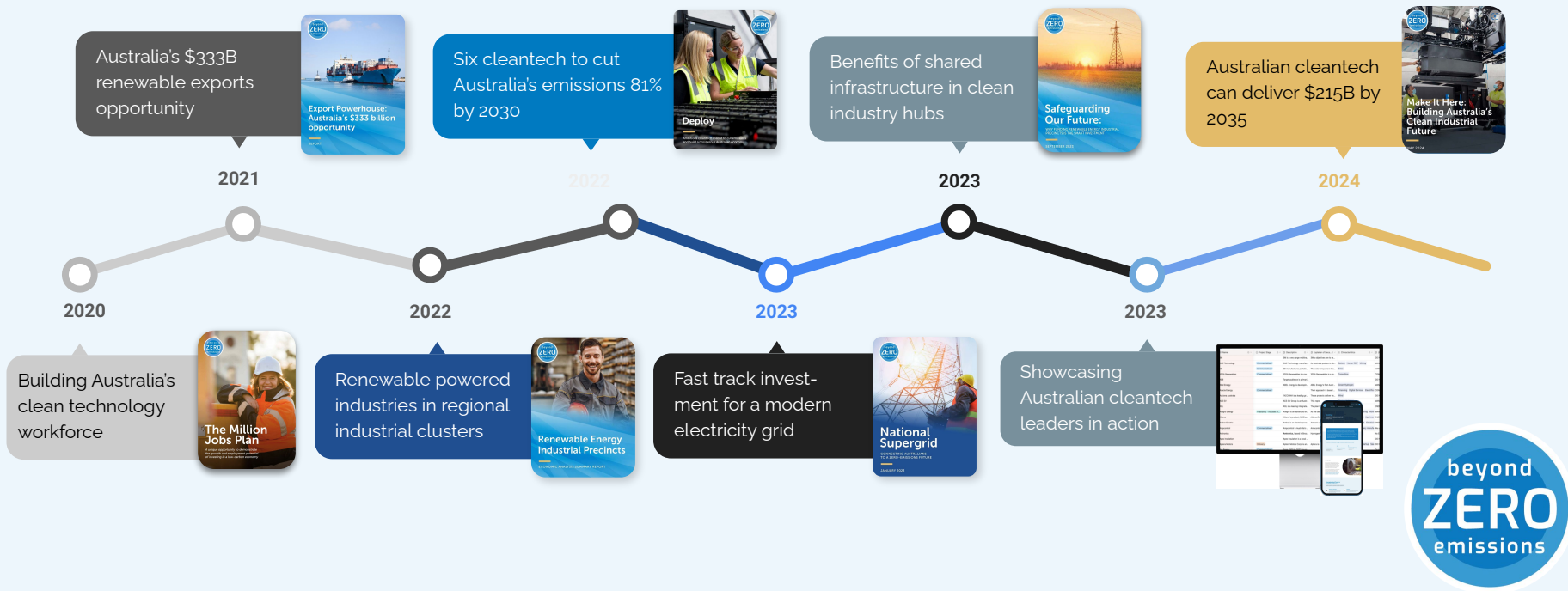




# Outcomes and initiatives

<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



Two men, likely employees of Zenith Energy, are standing in front of a large array of solar panels. They are both wearing white hard hats with the Zenith Energy logo and high-visibility orange safety vests over dark blue polo shirts. The man on the left has a beard and is wearing a black smartwatch. The man on the right is also wearing a black smartwatch. They are both smiling at the camera. The background shows rows of solar panels stretching into the distance under a clear sky.

## 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.

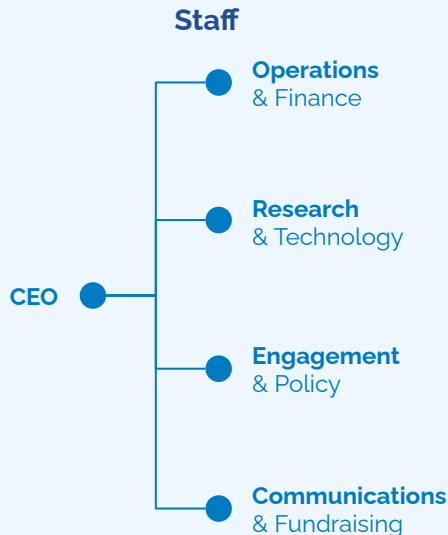
Follow Heidi on [LinkedIn](#) or email [ceo@bze.org.au](mailto:ceo@bze.org.au)



# 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.





Australian  
Ethical



BOUNDLESS



Hope Family Foundation



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**

**Heidi Lee**, CEO  
ceo@bze.org.au