



Investor  
Group on  
Climate  
Change

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# Strategy 2030

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# About the Investor Group on Climate Change.

We are the leading network for Australian and Aotearoa New Zealand investors to understand and respond to the risks and opportunities of climate change.

Our members include our countries' largest superannuation and retail funds, specialist investors and advisory groups.

Their beneficiaries include more than 14.8 million Australians, and millions more New Zealanders.

IGCC members have almost \$5 trillion in assets under local management.

# The Why

Our current trajectory, its costs, and the benefits if we meet our goals.

# The Financial Risks of Our Current Trajectory

Climate-related economic damage and disruption and the transition to net zero are material investment factors that investors must understand, manage and minimise as part of their fiduciary duty.

~3°C

Global Warming by 2100

Current Trajectory

-\$40B

Current Disaster Costs

2% of GDP annually

-\$73B

Projected Disaster Costs

By 2060 (4% of GDP)

-38%

Lower Super Returns

By 2050 in a 3°C scenario

*"The 2020s will be looked back on as the decade that makes or breaks our ability to live safely on this planet."*

— Climate Scientist Joëlle Gergis, IGCC Summit 2025

# The Economic Upside: Climate Action Pays Off

An orderly transition to net zero by 2050 is the least-cost, highest-return pathway for Australia's economy and retirement system. It puts downward pressure on inflation and avoids a 38% cumulative negative impact on superannuation returns.

**\$2.2T**

Higher GDP

By 2050

**5.1M**

New Jobs

By 2050

**\$68B**

Green Exports

By 2050

**\$3.8B**

Health Savings

By 2040

**2:1 to 11:1**

Adaptation ROI

On investments

# The Vision

A climate-resilient economy that is on track,  
by 2030, for net zero emissions in 2050.

# What the vision means

## Decarbonisation at 2030

↘ 43%  
Australia's Emissions Reduction Target



Renewable Energy Dominance



Sustainable Transport Well Underway

↘ 50%  
New Zealand's Emissions Reduction Target



Industry's Green Transition Well Underway



Agriculture & Rural Emissions Reduced, and Drawing-Down

## A Climate-Resilient Economy



Resilient Infrastructure  
and businesses



Science-based governance  
and institutions



Stable Financial  
Services

# Impact Themes to 2030

These five strategic themes, that IGCC can influence, are crucial to a net zero and climate resilient economy

They guide where we direct our effort, expertise, and resources to achieve the greatest real-world impact.

# Accelerating the Energy Transition

Driving the shift to renewable and clean energy systems by supporting investor action, corporate practices, and policy reform. Our goal is to responsibly phase out fossil fuels, scale up clean energy infrastructure, and prioritise people and communities in the transition.

## The Challenge



### Replacing Aging Coal Assets

Australia's energy system needs to replace aging, unreliable coal assets within the next decade.



### Investment Risk

Absence of carbon pricing risks insufficient renewable investment, leading to reliance on expensive fossil gas.



### Supply Chain & Workforce Strain

Strained supply chains and workforces create delays and risks, reducing investment attractiveness.



### Accelerate Renewables

Rapid rollout of renewable energy is crucial to meet 2030 emissions targets and ensure reliable, affordable supply.



### Grid Modernization

Reform of governance and networks is critical for distributed energy sources and 'prosumer' households/businesses.



### Maintaining Community Support

Maintaining community support is essential for new infrastructure and the closure of fossil fuel generators.

## The Opportunity



### Abundant Resources

Leverage Australia's vast wind, solar, and critical mineral resources.



### Lower Energy Costs

Deliver electricity costs significantly below international peers.



### Clean Energy Exports

Basis for clean energy exports and cheaper inputs for green industries like iron, steel, and hydrogen.



### Mature & Cheap Technology

Solar and wind are the cheapest forms of new generation, with further cost improvements expected.



### Falling Storage Costs

Rapidly decreasing battery and storage costs support electrification.



### Sector Decarbonization

Decarbonize transport, buildings, and other sectors using renewable electricity.

# Driving Down Emissions in the Real Economy

Work with investors to hold company decision makers in high-emitting sectors accountable for delivering just and credible transition plans, implement robust decarbonisation strategies, align capital allocation with climate goals, and positively engage on climate-relevant public policy.

## Challenge



### Non-Electrifiable Processes

Decarbonising industrial feedstock, heating, and heavy transport requires new approaches beyond electrification.



### Emerging Technologies

Scaling up new technologies for hard-to-abate sectors presents significant economic and deployment challenges.



### Passive Corporate Stance

Many companies and investors are waiting for systemic changes rather than proactively driving innovation and collaboration.

## Opportunity



### Investor Engagement

Accelerate corporate decarbonisation through active investor engagement with high-emitting companies.



### Systemic Intervention

Broader engagement with value chain stakeholders, policymakers, and regulators can enable critical policy and technology shifts.



### Capacity Building

Equip senior decision-makers with the knowledge and tools to navigate complex decarbonisation challenges.



### Strategic Capital

Drive economic decarbonisation through appropriate governance and targeted capital deployment.

# Addressing Physical Climate Risk Impacts

Enable better understanding of climate risk impacts to protect businesses, communities and ecosystems, while driving more capital to support adaptation and resilience measures.

## Challenge



### Portfolio Vulnerability

Significant physical damage from climate risks will materially impact investor portfolios.



### Avoiding Divestment

Timely investment in resilience avoids costly recovery spending and protects revenue, growth and productivity.



### Avoiding Maladaptation

Ensure adaptation builds true resilience, preventing harmful divestment from vital regions and industries.

## Opportunity



### Resilience Goods and Services

Opportunities exist in businesses and projects focused on adaptation and resilience solutions.



### Key Sector Growth

Areas like building, agriculture innovation, and early warning systems offer strong investment potential.



### Australia's Advantage

Australia is well-placed in many of these sectors, offering both domestic and international opportunities.

# Driving Investment In Climate Solutions:

Address systemic barriers to climate mitigation, adaptation, nature restoration, and a just transition by enabling policy that fosters innovation and builds investor confidence.

## Challenge



### Immature Solutions

Many new climate solutions beyond the energy sector are nascent, with uncertain markets and investment cases.



### Complex Business Models

Identifying beneficiaries and developing viable business models for adaptation and resilience solutions remains challenging.



### Policy & Knowledge Gaps

Growth of these industries requires well-designed policy and knowledgeable, committed investors and leaders, especially early on.

## Opportunity



### Growing Global Demand

Global climate commitments drive strong and sustained demand for innovative climate solutions across all sectors.



### Institutional Investor Advantage

Australian and New Zealand institutional investors have cash flow and long-term interests suited for backing multi-year growth.



### Local Raw Materials

Local markets offer essential raw materials and comparative advantages for climate solutions businesses, both domestically and abroad.

# Supporting regional decarbonisation:

Work with investors in Australia and New Zealand to facilitate the flow of capital to Asia and other emerging economies, where rapid economic expansion is driving significant greenhouse gas emission growth. This work will help investors seeking to mitigate investment risks associated with global emissions growth and access new investment opportunities.

## Challenge



### Policy evolution

Investors face real and perceived challenges in policy, permitting, and regulatory uncertainty in emerging markets, although its improving quickly.



### Infrastructure & Supply Chain

Significant infrastructure and supply chain challenges hinder climate investment in these regions.



### Currency Volatility

Concerns about currency volatility and information gaps create perceived investment risks.

## Opportunity



### Southeast Asia Potential

Southeast Asia offers major opportunities due to (green) growth targets and trajectories and geographical proximity.



### Economic Complementarity

The region provides economic complementarity and needs for trade diversification.



### Clean Energy Expertise

Local investors possess expertise in renewables, climate infrastructure, and green commodities.

# IGCC's Role and Goals

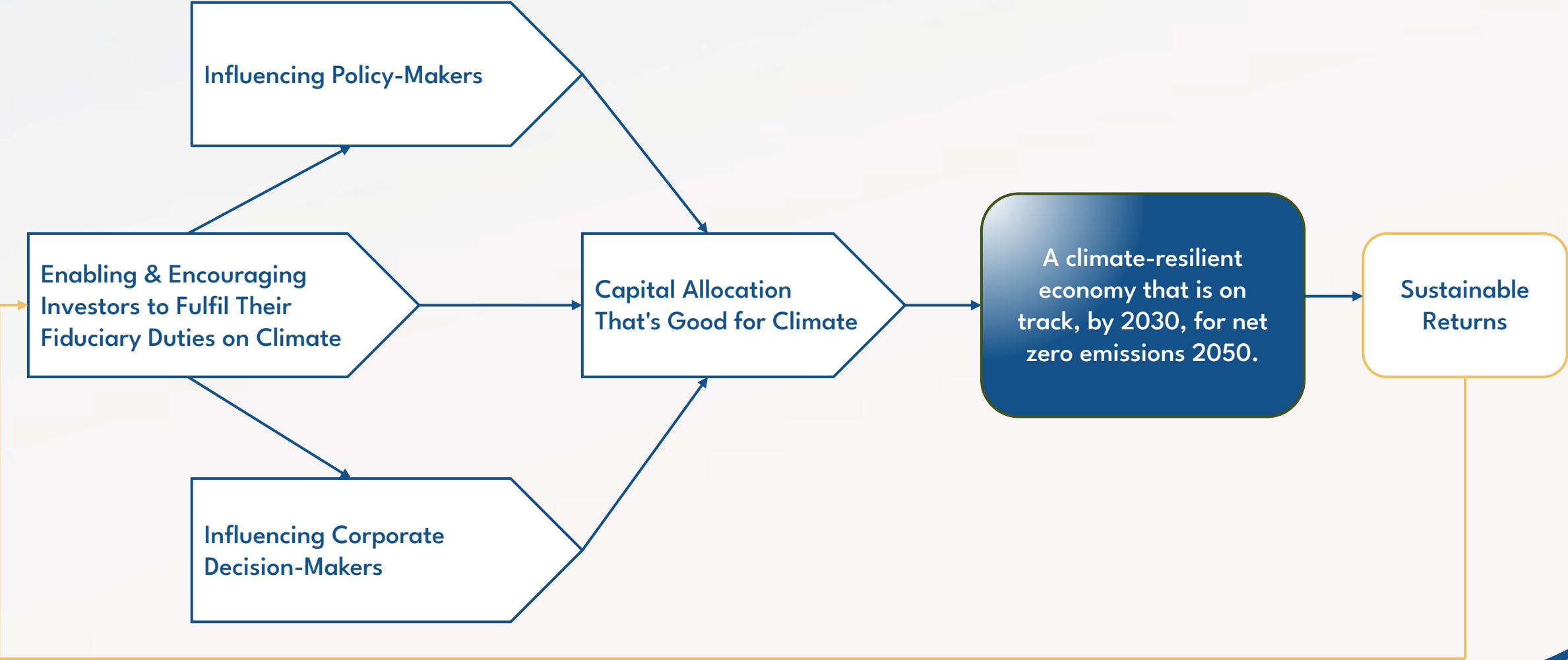
Our operating model and the impact we aim to have by 2030

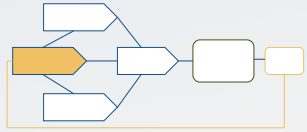
# Mission:

We will deliver real and accelerated progress on climate change by leading, connecting, collaborating, and advocating on behalf of investors

to responsibly manage climate risks and opportunities and drive sustainable returns for investors and the beneficiaries they represent.

# Theory Of Change





# Enabling and Encouraging Institutional Investors to Fulfil Their Fiduciary Duties with Respect to Climate

## Investors Have Crucial Influence

As custodians of capital, they wield significant influence over markets, companies, and public policy.

Mobilising this influence is crucial for transitioning to a net-zero, climate-resilient economy.

This transition is essential for achieving long-term sustainable financial returns.

## Target Outcomes



### Climate Integrated Investment practices

Investors build climate change economics into long-term investment structures.



### Risk & Opportunity Integration

Investors integrate climate financial risks and opportunities into their investment processes.

## Our Impact Ambitions



### Paris Alignment & Engagement

Local investors implement Paris-aligned strategies and effectively engage with corporates and policymakers.



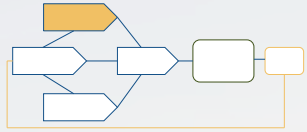
### 80% Market Penetration

Achieve 80% participation of major institutional investors in Australia and New Zealand in our network.



### Comprehensive Climate Action Plans

All network members have a climate action plan covering both transition and adaptation strategies.



# Investors Influencing Policy Makers to Act On Climate

## Policy Shapes the Operating Environment

Policy-makers and regulators shape the operating environment.

This impacts all climate transition projects and financial instruments that are crucial for the transition.

A precondition for long-term sustainable financial returns.

## Target Outcomes



### Policy Engagement

Policy-makers engage with whole-economy implications of climate change.



### Political Will

Policy-makers show political will and clear rationale for ambitious climate policy.



### Policy Meeting Investors' Needs

Policy-makers incorporate investor perspectives to enable climate finance.

## Our Impact Ambitions



### Government Investment Plan that Doubles the Rate of Decarbonisation

Broadens and strengthens policies directing capital to emissions reduction and drawdown, fossil fuel phase down, and positions Australia as net zero trading partner of choice.



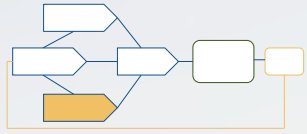
### Strong Legislative Frameworks for Australia and New Zealand

Require review and update of sector plans, investor roadmaps, just adaptation and transition, and strengthen social license and support.



### Climate Resilience Measures

Strengthen climate resilience through updated National Climate Risk Assessments and Adaptation Plans, action at regional and local levels.



# Investors Influencing Corporate Decision Makers to Act On Climate

## Corporates Have Direct Control on Emissions and Resilience

Corporate leaders can ensure long-term stewardship and resilience against climate shifts.

This is crucial for navigating risks, seizing opportunities, and achieving economic decarbonisation.

A necessary precondition for long-term sustainable financial returns.

## Target Outcomes



### Companies with Credible Paris-Aligned Transition Plans

Including targets, decarbonisation strategies, and capital allocation.



### Physical Risk & Resilience Planning

Developing plans to respond effectively to physical climate risks and build resilience.



### Strong Climate Governance & Just Transition

Implementing robust governance structures and ensuring equitable transitions.



### Influence Sector-Wide Factors

Corporates help influence broader sector and system-wide factors, including public policy.

## Our Impact Ambitions



### ASX100 & NZX Companies in Alignment with 1.5°C

ASX100 companies and influential NZX entities adopt 1.5°C-aligned strategies.



### With Supportive Capital Allocation & Governance

Ensuring capital allocation and governance align with climate ambitions.

# Delivering Impact at Scale

Our organisational strength, capabilities, and health are the foundation for maximising our impact.

## Target Outcomes



### High-Performing Team

Cultivate a team with exceptional skills and collaboration.



### Organisational Resilience & Agility

Build robust resources and adaptability to navigate challenges.



### Leading Investor Voice on Climate

Strengthen our position as the preeminent voice for climate action.

## Our Ambitions



### Global Recognition & Influence

Be the leading network for investor-led climate action, attracting top talent and funders.



### Increased Financial Resources

Secure sustained financial backing to expand our operations and mission.



### Thriving Team & Capabilities

Foster a capable and thriving team equipped to deliver our mission effectively.



### Accelerated Regional Impact

Leverage AIGCC and IGCC collaboration for enhanced regional decarbonization.

# Why IGCC?

Our unique capabilities and what we bring to key stakeholders.



Investor-led  
Climate Action



Deep Knowledge of  
Systemic Levers



Evidence-Driven,  
Long-Term Focus



Trusted Global  
Reputation and Role

# IGCC's Value To Investors: Climate Progress

Climate progress across the whole system helps investors achieving sustainable financial returns. This not only fulfils investors' fiduciary duties to clients and beneficiaries, it cements investors' role in society at large.

## The Benefits of IGCC Membership



### Policy Voice

Provides an investor voice on policy to drive climate legislation in Australia and New Zealand.



### Unique Access to Masterclasses and Briefings

Provides unique access to peer-to-peer learning and networking opportunities.



### International Initiatives

Participate in leading international initiatives and gain insight into global best practices.



### Enhanced Knowledge

Increases knowledge of climate-related risks, opportunities, and best practices.



### Channels Influence to the Real Economy

Channels influence to encourage stronger climate action from the companies you invest in.



### Demonstrates Commitment

Showcases your organisation's commitment to an orderly transition to a net-zero economy.

# IGCC's Value To Policy-Makers

IGCC offers policymakers and regulators invaluable insights and opportunities into what's necessary to shift capital to Australian national climate priorities.



## Influential Investor Network

Connects policymakers with global and domestic investors managing \$5T locally on behalf of 15m+ people, ensuring climate policies are informed by investor perspectives to mobilise capital.



## Convening Capability

Provides a trusted platform to bring together investors, businesses, regulators, and policymakers, fostering consensus among complex stakeholders.



## Deep Expertise

A dedicated team bridges the gap between deep knowledge in climate, investment, and business, with effective policy development and ambition.



## Strategic Thought Leadership

A leading voice offering insights and evidence-based analysis to shape public discourse and inform robust, systemic climate policy decisions.

# Our Value To Business Decision-Makers

IGCC's network offers business decision-makers informed and collective insights into investors' priorities and expectations for how to manage climate related risks and opportunities.



## Collaborative

Access practical, nuanced, and impactful investment industry insights through a collaborative approach, tailored for business decision-makers.



## Systemic

Leverage systemic stewardship practices and cross-value chain collaboration to remove barriers in decarbonization and meeting climate goals.



## Thematic

Gain expertise and investment perspectives on key themes like capital deployment, physical risk, just transition, and climate disclosures.



## Global

Benefit from insights informed by global perspectives and internationally leading practices, including IGCC's role in Climate Action 100+.

# IGCC's Value To Funders

We recognise the need for urgent action and have a track record of influencing institutional investors, policy-makers and business decision-makers; groups who are crucial to deploying capital into broad climate impact.



## Systemic Approach and Impact

We leverage the influence of institutional investors, with a systemic approach to mobilising capital, transforming industries, and unlocking policy change.



## Expert and Networked

A dedicated team with deep knowledge, experience, and networks across climate, investment, business, and policy development.



## Credible and Evidence Based

Our work is grounded in climate science, economics, investor fiduciary principles, and a powerful theory of change.



## Accountable and Values Aligned

Committed to ambitious climate impact, our accountability ensures direct and measurable results in combating climate change.

# Our Value To Staff

Employees have an opportunity to work in an impactful organisation on one of the defining challenges of our era: the transition to a net zero, climate-resilient economy.



## Systemic Climate Impact

Leverage institutional investor influence to mobilize capital, transform industries, and unlock policy change.



## Collaborative & Inclusive Environment

Work in a mission-driven environment that values diverse perspectives and commitment to practical climate solutions.



## Engage with Top Talent

Collaborate directly with climate investment professionals, key policymakers, and industry leaders.





## Skill Development & Growth

Gain hands-on experience with leading research, engagement, and policy initiatives in climate finance.

# Putting it together

# A climate-resilient economy that is on track, by 2030, for net zero emissions in 2050.

## Strategic Themes

-  Accelerating the Energy Transition
-  Driving down emissions in the real economy
-  Addressing physical climate risk impacts
-  Driving investment in climate solutions
-  Supporting regional decarbonisation

## Our Levers

-  **Enabling and encouraging institutional investors**  
to fulfil their fiduciary responsibilities with respect to climate
-  **Influencing policy makers**
-  **Influencing Corporate Decision Makers**  
to act on climate
-  **Delivering Impact at Scale**

## Five Year Ambitions

### Investor Related

- Local investors are realising Paris aligned strategies that address climate risks and capitalise on opportunities.

### Policy Related

- Double the rate of decarbonisation across the economy with a government investment plan.
- Australia and New Zealand have durable, equitable legislative frameworks for decarbonisation, with democratic support.
- Australia and New Zealand are strengthening resilience.

### Corporate Related

- IGCC is working systemically with members to ensure ASX100 companies and an influential contingent of the NZX have 1.5 aligned strategies with supportive capital allocation and governance.

### IGCC and Our Network

- 80% of major institutional investors in Australia and New Zealand have joined our network, and they will have climate action plans.
- We are recognised globally as the leading network for investor-led climate action.



## Investor Group on Climate Change

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