



Business Leaders' Health & Safety Forum

ANNUAL REPORT SEPTEMBER 2020

Capacity and connections
to bounce forward



“The thing I love about the Business Leaders’ Health and Safety Forum is that of course it forces you to think deeply about health and safety excellence in your organisation, but after attending an event or reading one of their articles, you actually end up as a better leader in every aspect of the role of a Chief Executive.”

Steve Carden, CEO, Pāmu



Who we are

The Forum is a group of CEOs, directors and country heads who are committed to becoming better leaders of health and safety in our organisations and industries.

What we want for New Zealand

Safe, healthy and productive workplaces.

Why we're here

To engage, educate and elevate New Zealand CEOs so they have the skills and confidence to lead healthy and safe organisations.

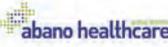
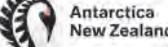
What we'll do

- Build CEO **competence**
- Help CEOs **influence** and enable the workforce and supply chain
- **Connect** CEOs to take more effective action
- Help CEOs work with others to **build the movement**
- **Assess progress** to deliver on our promises.

“It’s an incredible opportunity to connect across New Zealand with a common language and common vision about how do we help create New Zealand as a safe and productive country.”

Peter Reidy, CEO, Fletcher Construction

Our members

 1st Maintenance Ltd			
<p>George Reed General Manager 1st Maintenance</p>	<p>Craig Davidson Managing Director NZ AECOM</p>	<p>Andrew Tombs CEO Alpine Energy</p>	<p>John McKay CEO AsureQuality</p>
			
<p>Richard Keys CEO Abano Healthcare Group</p>	<p>Andrew Nicol CEO Agoge</p>	<p>Rod Gibson CEO Animates</p>	<p>Adrian Littlewood CEO Auckland Airport</p>
			
<p>Alastair Blackler, General Manager, Abergeldie Complex Infrastructure</p>	<p>Sue Bidrose CEO AgResearch</p>	<p>Sarah Williamson CEO Antarctica New Zealand</p>	<p>Jim Stabback CEO Auckland Council</p>
			
<p>Scott Pickering CEO ACC</p>	<p>Greg Foran CEO Air New Zealand</p>	<p>Grant Nicholson Partner Anthony Harper</p>	<p>Tracey Ryan CEO Aurecon NZ</p>
			
<p>Mark Irvine Managing Director Acrow</p>	<p>Brian Stokes Managing Director Airtech</p>	<p>Peter Conley Group CEO ANZCO Foods</p>	<p>Richard Fletcher CEO Aurora Energy</p>
			
<p>Mark Cameron Managing Director Action Engineering</p>	<p>Graeme Sumner CEO Airways</p>	<p>Tony Gray CEO Ara Institute of Canterbury</p>	<p>Simon Bennett CEO AWF Madison</p>
			
<p>Teresa Moore CEO Adecco</p>	<p>David Mitchell CEO AJ Hackett Bungy</p>	<p>Ian Brown General Manager Aratu Forests</p>	<p>Chris Saxby Managing Director Babcock New Zealand</p>
			
<p>Ross Bowmar General Manager ADM New Zealand</p>	<p>David Surveyor CEO Alliance Group</p>	<p>Jacqui Bensemann Managing Director Argus Fire Protection</p>	<p>Mark Wynne CEO Ballance Agri-Nutrients</p>

Membership at 30 September 2020



Michael Hales
Managing Director
Barenbrug Agriseeds



Chelydra Percy
CEO
BRANZ



Brendon Vincent
General Manager
Cassidy Construction



Malcolm Johns
CEO
Christchurch Airport



Fiona McTavish
CEO
Bay of Plenty Regional Council



John Staples
Director
Bridgestone NZ



Paul Alston
CEO
Cavalier Corporation



Grant Dodson
CEO
City Forests



Justine Brennan
CEO
Bay Venues



Matt Bishop
Managing Director
BVT



Charles Eason
CEO
Cawthon Institute



Onno Mulder
CEO
Citycare



Derek Bilby
CEO
BBR Contech



Craig Stewart
General Manager
C3



Derek Nind
CEO
CentrePort Wellington



Shelley Turner
Interim CEO
Civil Aviation Authority



Darryl-Lee Wendelborn
NZ Managing Director
Beca



Clive Mackay
CEO
Cake Commercial Services



Chris Alderson
CEO
CHASNZ



Sam Abraham
CEO
Clearvision Communications



Todd Grave
CEO
Blue Sky Meats



Vic Crone
CEO
Callaghan Innovation



JB Rousselot
CEO
Chorus



Peter Montgomery
CEO
Clever First Aid



Debi Boffa
Managing Director
BP Oil New Zealand



Brendon Furness
CEO
Cardinal Logistics



Dawn Baxendale
CEO
Christchurch City Council



Chris Litchfield
Managing Director
Coca-Cola Amatil



Michael Lewis
Country Manager
Brambles NZ (Chep)



Matthew Keen
COO
Corrfields



Terry Murdoch
CEO
Christchurch Helicopters



Gérard Morrison
CEO
CODA Group



Richard Aitken
CEO
Cold Storage Nelson



Dave Bulling
Managing Director
Cook Brothers Construction



Grant McLauchlan
Managing Director
CrestClean



Brook Barrington
CEO, Department of the Prime
Minister and Cabinet



Brendan Morrison
Managing Director
Commercial Hire NZ



Mike Toxopeus
Managing Director (since left)
Cooks (Bridon)



Una Jagose
Solicitor-General and CEO
Crown Law



Jonathan Pooch
Managing Director
Delta Consulting



David Banfield
CEO
Comvita New Zealand



Myriam Mitchell
Senior Associate
Copeland Ashcroft Law



Tim Mackle
CEO
DairyNZ



Brett Hobson
General Manager
Dominion Salt



Ray O'Regan
CEO
Connect 8



Glenn Corbett
Managing Director
Corys Electrical



Mike Costelloe
CEO
Delta Utility Services



Steve Killeen
CEO
Downer NZ



Lester Foxall
CEO
Connell Contractors



Mike Cosman
Partner
Cosman Parkes



Charles Spillane
CEO
Dentons Kensington Swan



Richard Roberts
CEO
Dunedin Airport



John Thompson
Acting CEO
Connetics



Kim Calvert
Country Manager NZ
Cottonsoft



Lou Sanson, Director General
Department of Conservation –
Te Papa Atawhai



Peter Dynes
Managing Director
Dynes Transport Tapanui



Toby Beaglehole
CEO
Connexis



Judy Nicholl
CEO
Counties Power



Jeremy Lightfoot
CEO
Department of Corrections



Sid Miller
CEO
Earthquake Commission



Mike Fuge
CEO
Contact Energy



Paul Corbett
General Manager NZ
CPB Contractors



Paul James
CEO
Department of Internal Affairs



Matt Todd
Group CEO
Eastland Group

Membership at 30 September 2020



Grant Mirfin
Managing Director
ECL Group



Lee Lunt
General Manager NZ
ENGIE Services ANZ



Terry Copeland
CEO
Federated Farmers



Mark Troughear
CEO
Freightways



Craig Downie
CEO
EcoCentral



John Thorburn
CEO
Entrada Travel Group



Rhys Jones
CEO
Fire and Emergency New Zealand



Lynden Glass
Managing Director
Freshpork New Zealand



Manuel Seidel
CEO
ecoPortal



Allan Freeth
CEO, Environmental Protection
Authority



Paul Goodeve
CEO
First Gas



Darren Fullerton
CEO
Fruco Suntory



Alison Gill
Managing Director
edenfx HSE Recruitment



Chris Aughton
CEO
EnviroNZ



Peter Reidy
CEO
Fletcher Construction



Mike Horne
CEO
Fullers 360



Nicholas Pole
Chief Review Officer
Education Review Office



Paul Nicholls
Managing Director
Ernslaw One



Miles Hurrell
CEO
Fonterra Co-operative Group



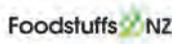
Cos Bruyn
Managing Director
Fulton Hogan



Dean Addie
CEO
EIS



Steven Newman
CEO
EROAD



Steve Anderson
Managing Director South Island
Foodstuffs (SI)



Hamish Whyte
CEO
Furnware



Robert Ferris
Managing Director
Electrix



Terry Brown
Managing Director
Evonik Peroxide



Fiona Ewing
National Safety Director
Forest Industry Safety Council



Marc England
CEO
Genesis Energy



Steve Fuller
CEO
Enable



Toby Sellers
CEO
FCB



Kevin Ihaka
Managing Director
Forest Protection Services



Van Tang
General Manager NZ/Pacific
GHD



Scott Gibbons
Managing Director
Gibbons



Scott O'Donnell
CEO
H.W.Richardson Group



Murray Robertson
Executive General Manager
Hawkins



Keith Mullett
Managing Director
PHI Inc



Ian Simpson
CEO
GNS Science



Michelle Kernahan
CEO
Hall's Group



Mitch Cuevas
Director
Helius Therapeutics



Kevin Larcombe
Executive General Manager
Holcim New Zealand



John Dakin
CEO
Goodman



Richard Briggs
CEO
Hamilton City Council



Gemma Newburn
Managing Director
Hemisphere Health



Ajay Anand
CEO
Horizon Energy Group



Stephen Parry
CEO
Gore District Council



Bill McCallum
General Manager
Hancock Forest Management



Mark Cole
CEO
Hick Bros



Paul Steventon
Group Manager
Hutec Group



Andrew Hampton, CEO
Government Communications
and Security Bureau



Glen Cornelius
Managing Director
Harrison Grierson



Scott Crampton
CEO
Hilton Haulage



Andrew Moss
CEO
Hynds



Greg Campbell
CEO, Greater Wellington
Regional Council



Nigel Bickle
CEO
Hastings District Council



Guy Clouth
CEO
Hireace



Jim Ragg
National Service Manager
Ideal Air



Elaine Morgan
CEO
Green Gorilla



Tim Grubb
CEO
Haunt Digital



John Boocock
CEO
Hiway Group



Richard Gibson
Managing Director
Impac Services



Peter Leitch
Managing Director
Guaranteed Flow Systems



Langley Covers
CEO
Hauraki District Council



Dean Brown
CEO
H J Assmus & Co



Chris Hayward
CEO
Inframax Construction

Membership at 30 September 2020



Jonathan Gray
CEO NZ
Ingham's Enterprises



Wayne Maxwell
CEO
Kāpiti Coast District Council



James Watters
Country Manager
Linfox Logistics



Peter Simmons
General Manager
Mars



Naomi Ferguson
CEO and Commissioner
Inland Revenue



Aaron Smith
CEO
Keith Andrews Trucks



Albert de Geest
CEO
Liquigas



Greg Thompson
Acting CEO
MB Century



Peter Lennox, CEO
Institute of Environmental
Science and Research



Timo Skog
NZ Director
KONE Elevators



Roger Gray
CEO
Lyttelton Port



Peter Crighton
CEO
McAlpines



Clare Hadley
CEO
Invercargill City Council



Scott Bartlett
CEO
Kordia



Shaun Wilson
General Manager
Mackleys



Fraser Wyllie
Managing Director
McConnell Dowell



Paul Cameron
CEO and Director
ISO



Gaye Searancke
CEO
Land Information New Zealand



Andy Lester
CEO
MainPower New Zealand



John Barnes
CEO
Meadow Mushrooms



Sean Eccles
General Manager
IXOM



Richard Wilson
CEO
Landpower Holdings



Richard Gordon
CEO, Manaaki Whenua –
Landcare Research



Tim Harty
General Manager
Meateor Foods



Andrew McKenzie
CEO
Kāinga Ora



Campbell Smith
Country Manager
LeasePlan New Zealand



Keith Manch
Director and CEO
Maritime New Zealand



Dean Hyde
Director
Men at Work



David Ross
CEO
Kaiteriteri Recreation Reserve



Wayne McNee
CEO
LIC



Tim Cosgrove
CEO
Marlborough Lines



Vince Hawksworth
CEO
Mercury Energy



Richard Whitney
CEO
Mercy Hospital



Carolyn Tremain
CEO, Ministry of Business,
Innovation and Employment



Chris Wilesmith
CEO
Mitre 10 (New Zealand)



Oliver Kearney
CEO
Network Tasman



Neal Barclay
CEO
Meridian Energy



Andrew Bridgman
CEO
Ministry of Defence



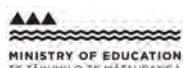
Craig Langley
CEO
Mix



Geoff Douch
CEO
Network Waitaki



Dean Richardson
Managing Director
Methanex



Iona Holsted
CEO
Ministry of Education



Steve Tarrant
CEO
Moana New Zealand



Craig Stevenson
CEO
New Plymouth District Council



Glen Sowry
CEO
Metlifecare



Ashley Bloomfield
Director-General of Health
and CEO, Ministry of Health



Todd Dawson
CEO
Napier Port



Sean Gray
CEO, New Zealand Artificial
Limb Service



Simon Mander
CEO
Metro Glass



Andrew Crisp
CEO, Ministry of Housing
and Urban Development



John Morgan
CEO, National Institute of Water
and Atmospheric Research



Sam Cliffe
CEO
New Zealand Blood Service



Ray Smith
CEO
Ministry for Primary Industries



Andrew Kibblewhite
CEO
Ministry of Justice



Rick Herd
Managing Director
Naylor Love Enterprises



Christine Stevenson
CEO
New Zealand Customs Service



Vicky Robertson
CEO
Ministry for the Environment



Debbie Power
CEO
Ministry of Social Development



Mark Eglington
CEO NZ and AU
NDA Group



Kevin Short
Chief of Defence Force
New Zealand Defence Force



Renee Graham
CEO
Ministry for Women



Richard Wyeth
CEO
Miraka



Jane Sheard
CEO
Nelmac



Natalie Pollard
CEO
New Zealand Oil Services

Membership at 30 September 2020



Mike Bush
Commissioner of Police
New Zealand Police



Andrew Priest
CEO
Ngāi Tahu Farming



Gareth Marriott
Managing Director
OCS



Stephen Stuart
CEO
OSPRI New Zealand



David Walsh
CEO
New Zealand Post



Quinton Hall
CEO (since left)
Ngāi Tahu Tourism



Jon Ryder
CEO
Oji Fibre Solutions



Sarah Gardner
CEO
Otago Regional Council



Niamh Lawless
Secretary General
New Zealand Red Cross



Spence McClintock
CEO
Ngāti Tuwaharetoa Holdings



Gabriel Selischi, Senior
Vice-President, Australasia
OMV New Zealand



Tanya Winter
CEO
Rotoranga District Council



Rebecca Kitteridge, Director-
General of Security, New Zealand
Security Intelligence Service



Rob Hennin
CEO
nib New Zealand



Lees Seymour
Executive General Manager
OneFortyOne



Chris Pile
Interim CEO
PAE New Zealand



Gretta Stephens
CEO NZ and Pacific Islands
New Zealand Steel



Andrew McLeod
CEO
Northpower



Greg Managh
CEO
Online Distribution



Steve Carden
CEO
Pāmu



Peter Chrisp
CEO
New Zealand Trade & Enterprise



Jim Magee
CEO
Nurse Maude



Gráinne Moss
CEO, Oranga Tamariki –
Ministry for Children



Warwick Tauwhare-George
CEO
Parinihi ki Waitotara



Tony Cunningham
COO
New Zealand Woolscouring



Barry Hinkley
CEO
NZ Bus



William McCook
CEO
Orillion



Geoff Milsom
CEO
Pattle Delamore Partners



Mike Lightfoot
CEO
Nexus Logistics & Conlinxx



Simon Watson
Managing Director
NZ Hothouse



Rob Jamieson
CEO
Orion



Bill Peryer
Director
Peryer Construction



Te Kapunga Dewes
CEO
PF Olsen



Mark Cairns
CEO
Port of Tauranga



Henry Arundel, General
Manager NZ, Programmed
Facility Management



Russel Creedy
CEO
Restaurant Brands New Zealand



Stephen Guerin
CEO
PGG Wrightson



Kevin Winders
CEO
Port Otago



Peter Beggs
CEO
Rangitikei District Council



Robert Sharkie
CEO
Ruralco



Dave Gawn
CEO
Pike River Recovery Agency



Guy Roper
CEO
Port Taranaki



Greg Campbell
CEO
Ravensdown



Gordon MacLeod
CEO
Ryman Healthcare



Grant Tregurtha
Managing Director
Pinnacle Corporation



Tony Gibson
CEO
Ports of Auckland



Brendan Slui
Managing Director
Rayonier Matariki Forests



Christian Sykes
General Manager
SaferMe



Hugh Goddard
General Manager
Pipeline & Civil



Nigel Barbour
CEO
Powerco



Matt Allen
Director
RCP



Chris Hunter
CEO
Safety'n Action



David Hughes
CEO
Plant & Food Research



Jason Franklin
CEO
PowerNet



Tony King
CEO
Red Bus



Sarah Spencer, General Manager
Operations NZ and AU
Saito Labels & Tags



Rhys Welbourn
CEO
Port Marlborough



Brent Crawford
General Manager
Prime Range Meats



Naomi James
CEO
Refining NZ



Volker Kuntzsch
CEO
Sanford



Hugh Morrison
CEO
Port Nelson



Philip Melhopt
CEO
PrimePort Timaru



Craig Wilson
Managing Director NZ and Fiji
Rentokil Initial



Steve Chapman
CEO
SeaLink NZ

Membership at 30 September 2020



Glenn Donaldson
CEO
Service Resources



Todd McLeay
Managing Director
Smart Environmental



Angie Samuel
General Manager
Storelink



Chris Watson
Director
Taranaki Instrument Services



Peter Hart
Managing Director
SGS New Zealand



Nigel Gear
CEO
South Port New Zealand



Rob Sullivan
General Manager, Stork
Technical Services New Zealand



Josette Prince
Managing Director
Tasti Products



Paul Ravlich
CEO
Siemens NZ



Quin Henderson
CEO
Southbase Construction



Chris Baker
CEO
Straterra



Marty Grenfell
CEO
Tauranga City Council



Simon Limmer
CEO
Silver Fern Farms



Penny Simmonds
CEO, Southern Institute of
Technology



Julian Cook
CEO
Summerset Group Holdings



Charlie Taylor
CEO
Taylors Contracting Co



Anne Callinan
Chair
Simpson Grierson



James Kafanelis
Executive General Manager
Spotless



Richard Cook
Head of Forests
Summit Forests



Dave Samuels
CEO, Te Puni Kōkiri – Ministry
of Māori Development



Brett Murray
CEO
Site Safe New Zealand



Lachlan Philp
Managing Director
SSA New Zealand



Gareth Edgecombe
CEO
T & G Global



Philip Cryer
CEO
Telarc



Guy Stewart
Managing Director
SCOPE Industries



Peter Bradley
CEO
St John



John Holyoake
CEO
Tamaki Regeneration Company



Mark Taylor
General Manager
Tenon Clearwood LP



Graeme Stephens
CEO
SkyCity Auckland



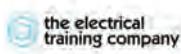
Peter Hughes
State Services Commissioner
and Head of State Services



Drew Cadenhead
NZ Country Manager
Tamarind Resources



Grant Whitelaw
CEO
Terra Cat



Jeremy Sole
CEO
The Electrical Training Company



Ryan Cavanagh
Managing Director
Timberlands



Kerry Hill
Managing Director
Trinder Engineers



Justin Liddell
CEO
Villa Maria



Dan Gilbert
Managing Director
The Griffin's Food Company



Doug Johnson
Managing Director
Tonkin & Taylor



Peter Carnahan
CEO
Trojan Holdings



Greg O'Connor
Country Manager
VTNZ



Dave Devereux
Managing Director
The Labour Exchange



Russell Shaw
CEO
Top Energy Group



Ken Sutherland
Group CEO
Unison Networks



Gavin Ion
CEO
Waikato District Council



Richard Moxon
General Manager
The Learning Wave



Grant Webster
CEO
Tourism Holdings



Mary Ollivier
CEO
Utilities Disputes



Jimmy Ormsby
Managing Director
Waitomo Petroleum



Sean Horgan
CEO
The Lines Company



Peter Lensink
Managing Director
Transdev Auckland



Simon Mackenzie
CEO
Vector



Nicole Rosie
CEO, Waka Kotahi –
NZ Transport Agency



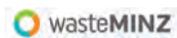
Nick Grayston
Group CEO
The Warehouse



Alison Andrew
CEO
Transpower



Gordon Shaw
Executive Director
Vehicle Inspection NZ (VINZ)



Janine Brindson
CEO, Waste Management
Institute of New Zealand



Peter Bateman
Editor of Safeguard
Thomson Reuters



Caralee McLiesh
CEO
Treasury



Alex Lagney
General Manager
Veolia NZ



Marlon Bridge
Acting CEO
Watercare Services



Alan Pearson
Group CEO
TIL Logistics



Ed Chignell
Executive Chairman
Treescape



Mike Lange
CEO
VetNZ



Ian Jackson
Acting CEO
Wayfare

Membership at 30 September 2020



Garth Dibley
CEO
WEL Networks



Natalie Davis
Managing Director
Woolworths NZ



Barbara McKerrow
CEO
Wellington City Council



Phil Parkes
CEO
WorkSafe NZ



Steve Sanderson
CEO
Wellington International Airport



Gillian Cagney
CEO
Worley New Zealand



Colin Crampton
CEO
Wellington Water



Mike Bennetts
CEO
Z Energy



Pat Hills
CEO
Wells Group



Paul Atkins
CEO
Zealandia



Peter Armstrong
CEO
Westpower/ElectroNet



Frances Boyce
General Manager
Whitaker Civil Engineering

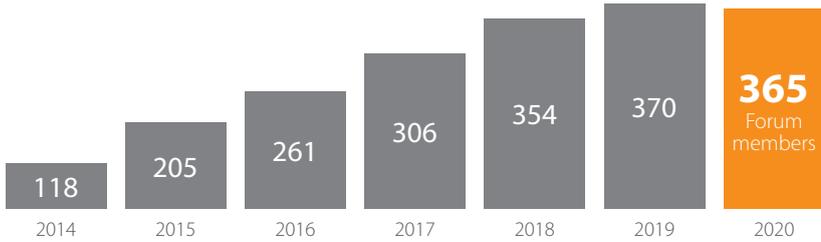


Brian Souness
General Manager
Wood Training

Key progress

Year to 30 September 2020

MEMBERSHIP



10 YEARS ON – 2010 TO 2020

Business Leaders' Health and Safety Forum celebrates its 10-year anniversary

“It’s been a fantastic experience, it’s helped me a lot in terms of developing my leadership style, and I’ve really enjoyed constructive challenge, often quite a bit, from my peers in the Forum. What a fantastic experience and I’m really looking forward to the next 10 years.”

Sheridan Broadbent, Independent Director

HARM AND INJURY PERFORMANCE

75 FORUM MEMBERS PARTICIPATED IN THE 2019 BENCHMARKING REPORT
compared with 77 in 2018

↑15.35 TOTAL RECORDABLE INJURY FREQUENCY RATE (TRIFR)
increased by 66.23% from 2018

↑149.59 NEAR-MISS FREQUENCY RATES
increased by 68.26% from 2018

MEMBER SUPPORT AND SATISFACTION

44 FORUM EVENTS
(virtually and in person) this year with **more than 770 attendees** – compared with 49 Forum events last year with 925 attendees

83 MEMBERS INVOLVED
in monthly or six-weekly virtual CEO Connection calls from March to September

121 CEOs AND GENERAL MANAGERS
attended our Executive Leadership programmes, including in-house programmes in New Zealand and Australia

30% GROWTH IN LINKEDIN FOLLOWERS



MORE THAN 38,000 UNIQUE PAGE VIEWS
on our website, with people spending an average of just over two minutes on the site

Foreword – Chair and Executive Director

Inflection point? Maybe. Learning opportunity? Definitely!

The Forum turned 10 this year. In any normal year, a health and safety organisation for and by CEOs reaching that milestone would be the hero focus! But 2020 hasn't been a normal year.

Will the global pandemic be an inflection point leading to fundamental change? Possibly. Whilst significant, has the disruption from Covid-19 been too limited to effect transformational shifts? Maybe.

What feels less ambiguous is that we've been tested, and we have all learned some important things about our own leadership, about the capacity and capability of our people when pressured and about where the choke points and fragility sit in our businesses, supply chains and national systems.

The opportunity we've had thrust upon us is as potentially rewarding as it is challenging – to be deliberate and committed to finding those lessons individually and collectively, and to implement them in a way that works for your organisation and people.

Care and protection is a good strategy

Our national strategy is that a strong and robust health response is inextricably linked to a better and more resilient economy – the care and protection of people is acknowledged as a legitimate part of a resilience strategy. For members this is a compelling and profound affirmation of the development and leadership in which you've invested in over recent years.

Whatever the specific economic trajectory over the next few years, the mental wellbeing of all New Zealanders will be tested and challenged and require protection and support. The breadth of work demands, legal and strategic expectations and the risk of harm to people at work will only grow.

This means that the importance of capable, supported and committed CEOs has never been greater. The Forum is a community of leaders that was established by that commitment and is focused on providing that support and capability.

Forum members connecting to share and learn together

We have remained anchored to that purpose for the past six months, and adapted our approach to the new operating environment. As a result hundreds of CEO connections have been made via short, sharp Zoom exchanges amongst peers, and via more facilitated discussions with fellow members and experts in their fields.

These opportunities to connect, share and learn have supplemented the many other sector-specific groups our members are part of. But our CEO-centric focus and deliberate diversity of sector and organisational perspectives have proved valuable and have been welcomed. They have also ensured we have been directly plugged in to the specific and changing issues on your plate.

As a result, we have managed to curate a range of peer-to-peer and expert-led sessions for members, focusing on key challenges ranging from mental wellbeing in a crisis to flexible work arrangements, adaptive leadership in uncertainty, working with boards, and cannabis impairment in light of the 2020 referendum.

Mental health – the ‘hidden pandemic’

Through the CEO webinar series, *Leading Wellbeing Through Crisis* with Dr Hillary Bennett from Leading Safety, we learned that 50 years of research into natural catastrophes have taught us that mental health is the ‘hidden pandemic’ following a disaster. Whilst leaders and business cannot “make that all better”, we know leadership and action are needed to ensure work helps rather than harms people’s mental wellbeing.

Mental distress is not only a type of harm in itself, it can be an amplifier both of other risks (such as commercial judgement, interpersonal as well as health and safety) and of control effectiveness.

Optimising for resilience

Through two expert-led webinar series with Dr Philip Voss from Leading Safety and Dr Todd Conklin, we explored how and why dynamically uncertain environments demand very different leadership skills and approaches. Philip got us to understand the value and importance of CEOs accessing a diversity of perspectives, and that enlightened trial and error and ‘zig-zagging’ is a smart strategy, not indecision.

Todd reminded us that Covid-19 has simply underscored the reality that our ability to predict has always been patchy, and a better strategy for CEOs is to focus on understanding and ensuring that we have the capacity to respond, flex, learn and adapt. He challenged and encouraged us to stay attuned to what this current context of global health and economic crises is teaching us – especially the importance of relationships and connection across our organisations and people, and the reality that adaptability and resilience sit at every level of our businesses.

Whether we’re responding to a health pandemic or ensuring safe and healthy work, the presence of capacity is a more fruitful focus than outcome measures alone.

Looking to the next 10 years

Having had a successful first 10 years since inception, the Forum’s Steering Group is now looking to build a vision and a plan to guide our next 10 years. Supporting and enabling CEOs to play their unique and influential parts in a safer and healthier New Zealand remains at the centre of who we are and what we do. We also recognise, however, that there are some system realities that make it more challenging than it needs to be to do the right things and do them properly. Consequently, our new strategy will also include a deliberate focus on the critical system issues that are hindering good health and safety leadership.

We want to finish by acknowledging the increased economic pressures experienced by many of our members. We are delighted with your continued support and patronage. By way of acknowledgement of the economic challenges, we were pleased to be able to reduce membership subscriptions by 15% at the end of 2019, as well as offer a 20% Covid-19 discount for this membership year.

Thank you for your support of the Forum, your fellow CEO peers, and your leadership for a safer, healthier New Zealand.



A white handwritten signature of George Adams on an orange background.

George Adams
Forum Chair



A white handwritten signature of Francois Barton on an orange background.

Francois Barton
Forum Executive Director

What we have done

Build CEO competence

Highlights

- Health and safety leadership and lessons during Covid-19
- Adaptive leadership during a crisis
- Preparing for the 2020 cannabis referendum

Health and safety leadership in a Covid-19 environment

As the emerging crisis with the Covid-19 pandemic became clear from early March 2020, the Forum worked quickly to establish straight-forward and frequent communications with members. We facilitated small groups of CEOs to meet virtually and discuss their challenges and opportunities in the current context. From these, we pulled together a resource designed to support leaders in uncertain and extraordinary times. *Health and safety leadership in a Covid-19 environment* was written from ideas, experiences and questions from Forum CEOs who continued to operate through the Alert Level 4 lockdown. It positioned the work as finding not just a 'new normal', but a 'better normal'.

"We're already seeing future opportunities for a 'better normal', such as less travel and better use of technology for communication and meetings."

Forum CEO, April 2020

Lessons from our leaders

We ran a three-part short video series in May 2020 asking our leaders to answer some questions about their leadership learnings during Covid-19:

- If you could have written a letter to yourself a year ago with what you know now, what would you have told yourself as a CEO and leader?
- What's the one thing you've learnt through leading through crisis, that you want to hold on to?
- What's the leadership work for you as a CEO in creating a better normal, not just a new normal?

We had an overwhelmingly positive response to these videos, with the first video trending under #leadership on LinkedIn.

Adaptive leadership discussion series

In lieu of a regional round of CEO events planned for May 2020, the Forum adapted its programme and organised an eight-part virtual series with Dr Philip Voss on *Adaptive Leadership – Leading through Covid-19*. Around 40 CEOs took part in these hour-long sessions, which built on Ron Heifetz's *Practice of Adaptive Leadership* and gave members a chance to discuss the adaptations they were seeing in their organisations. A member advisory was developed from this series.



Southland and Otago members join Dr Philip Voss for a virtual session on adaptive leadership.

Preparing for the 2020 cannabis referendum

With a referendum on the legalisation of cannabis due in October 2020, the Forum pulled together a series of resources to support members to manage the risks of impairment. While the Forum had no formal position on the referendum question itself, it encouraged all businesses to use the cannabis debate as an opportunity to reflect, refine and refocus their current approaches to managing impairment risks at work – from cannabis, as well as other drugs and fatigue. Our resources included:

- *Focusing on what matters: Managing cannabis impairment risks at work* – a reflective guide for members, published in June 2020
- A two-part webinar series with the Canadian Centre on Substance Use and Addiction (CCSA) on *Lessons from Canada*, which legalised recreational cannabis in 2018. 140 people joined in live, and more watched the videos following both events
- Two podcasts, one with the CCSA and another with the Institute for Work and Health in Toronto, on emerging research into how cannabis use at work has changed since legalisation in Canada. More than 150 people have downloaded these podcasts on Spotify and iTunes.

New foundation course added to the Executive Leadership suite of programmes

The Forum launched a new foundation course in November 2019 for CEOs who want to ensure they have a sound foundation on which to build their health and safety leadership. *Obligation creates opportunity* is a one-day course focusing on the CEOs' key obligations under the Health and Safety at Work Act 2015 (HSWA), while exploring how CEOs can leverage these obligations to create opportunities for better health and safety and improved business performance overall. In the past year we've run two of these courses, with 14 CEOs attending.



The Forum's reflective guide for members to support them with the upcoming cannabis referendum.

What we have done

Help CEOs influence and enable the workforce and supply chain

Highlights

- Celebrating ten years of the Forum
- New Plymouth District Council paving the way in supply chain leadership
- Continuing our focus on mental health and wellbeing

10 years of the Business Leaders' Health and Safety Forum

In July the Forum marked its 10th anniversary. In that time it has grown from just under 100 CEO members to 365, with a focus on making workplaces safer by growing world-class CEO safety leadership in New Zealand, and by leveraging the combined skills, influence and resources of members. A number of members helped to mark the anniversary by sharing their thoughts on what being part of the Forum meant to them – in a short video on our website and LinkedIn and YouTube channels.

"... what it's become ... is a business excellence forum in my view, where CEOs bring together their best ideas around culture and continuous improvement and how you create a better, fairer and more equitable and more successful workplace..."

Nicole Rosie, CEO, Waka Kotahi – NZ Transport Agency



David Langford from New Plymouth District Council

New Plymouth District Council paves the way in supply chain leadership

Supply chain leadership is an area many organisations find challenging, so we were thrilled to give members the opportunity to hear about the New Plymouth District Council's success story in this area at our October 2019 Summits in both Auckland and Christchurch.

The Council had been relying on the Lowest Price Conforming model when tendering for work, but it had a vision of becoming a supply chain leader, where its role was to coach, mentor, lead and inspire its contractors. In early 2019 the Council implemented a new approach when tendering for its annual maintenance contract. It used a weighted-attribute system to focus on investment in the workforce, health and safety, hours worked, and moving the contract from three years to ten years – resulting in some great outcomes. Written and video case studies were also produced for Forum members.

"We're trying to develop a culture where our staff are not just good at planning and execution but prepared to challenge the status quo, be a bit curious, push the boundaries and do some innovative stuff."

Craig Stevenson, CEO,
New Plymouth District Council



Supply chain leadership in practice – New Plymouth District Council

Supply chain leadership during Covid-19

During the early weeks of the Covid-19 lockdown, the Forum gathered tactical advice from members to share with others on operating during a crisis. Part of this information was focused on tactics that were useful in their relationships with clients and their supply chains – including communication about working at various alert levels, sharing pandemic plans and procedures, and where possible committing to some minimum hours of work.

Continuing our focus on mental health and wellbeing

With the emerging crisis of Covid-19 and the impacts on mental health and wellbeing, the Forum ran four sessions in May and June 2020 for members to explore the CEO's role in leading mental health and wellbeing. Led by Dr Hillary Bennett, around 30 CEOs took part in small-group discussions via Zoom to understand their work in this area and share what others were doing to protect the wellbeing of their workers during Covid-19. Hillary also ran another, tailored session for General Managers.

The Forum produced its first podcast in late 2019 to highlight the personal and work-related mental health journey of Steering Group member Martin Byrne, the former CEO of Port Nelson. Martin spoke openly about his own mental health challenges and the work he had led at the Port to change the conversation around mental health and wellbeing. To date the podcast has had more than 100 downloads on Spotify and iTunes.

Sharing our leaders' successes

Following our new series *Spotlight on our Leaders*, started in 2019, a short case study was produced with Forum Steering Group member James Fletcher, the former CEO of Treescape, in January 2020. James was a finalist in the Leader of the Year category at the 2015 and 2019 New Zealand Workplace Health and Safety Awards, and provided some advice on how to get an organisation's culture humming and find new solutions to persistent problems.

What we have done

Connect CEOs to take more effective action

Highlights

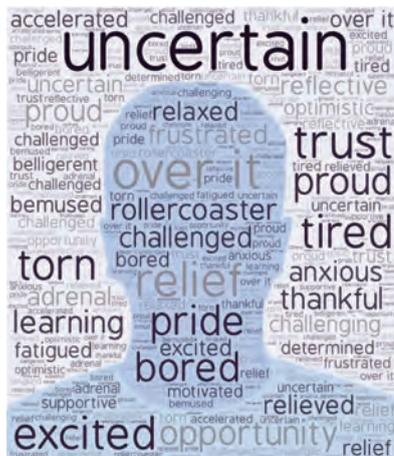
- Connecting members like never before
- 'Bouncing forward' virtually with Todd Conklin
- Adapting to a changing health and safety landscape

Connecting members like never before

In the immediate aftermath of the Alert Level 4 lockdown announcement in late March 2020, members were seeking support, ideas and opportunities for operating in an unknown environment. As a result, the Forum immediately set up small discussion groups, via Zoom, to help connect members. We ran these 'CEO Connection calls' across industries and regions, and by early June 2020 we had seven of these groups connecting monthly, growing to 11 groups by the end of August 2020 and involving more than 80 members. Topics focused on 'one word to describe Covid', mental health and wellbeing, the second wave, and Boards and governance in a crisis. These CEO connection calls will continue throughout 2020 and beyond.

'Bouncing forward' virtually with Todd Conklin

The Forum was delighted to host virtual sessions for members with Todd Conklin in July 2020. Todd is an internationally recognised organisational psychologist and health and safety expert, and focused on supporting leaders to 'bounce forward' from Covid-19. In the three Zoom sessions for CEOs, with breakout rooms, Todd discussed how businesses doing best during Covid-19 were the ones that had previously invested in building capacity to enable them to be adaptive and resilient. Todd also hosted a webinar with close to 150 people – and the Forum reproduced this into a short video as a resource for Boards and leadership teams.



A 'word cloud' to demonstrate members' 'one word to describe Covid' during the June 2020 CEO Connection calls.



Todd Conklin delivering virtual sessions with members in July 2020, focusing on 'bouncing forward'.

Adapting to a changing health and safety landscape

In February and early March 2020, as part of our planned regional engagement programme, the Forum ran eight sessions for CEOs from Auckland to Southland on 'adapting to a changing health and safety landscape'. Facilitated by Dr Philip Voss, these sessions looked at the changing New Zealand environment around health and safety in the past decade, and challenged leaders to consider how they were fundamentally structuring and controlling their organisations' work, and holding each other to account. Each session was kindly hosted by a Forum organisation in the region – particular thanks go to South Port, Otago Regional Council, Foodstuffs South Island, Taylors Contracting, Worley New Zealand and Horizon Energy Group.

Continuing to support H&S Managers and GMs

As part of the February regional sessions for CEOs, we ran sessions immediately following for GMs and H&S Managers. More than 80 people attended these events during February and March.

As well as this, we ran two workshops for GMs and H&S Managers in September 2020, looking at a 'better normal' in a post-Covid-19 environment, asking those attending to consider what they had learnt about their organisations' capacity during Covid-19, and how they had learnt it – in order to build not just a 'new normal', but a 'better normal'. This event was moved online for Auckland and run in person in Christchurch.

"Thanks for the workshop this morning. These [sessions] help me maintain my sanity and feel part of the wider H&S community."

What we have done

Help CEOs work with others to build the movement

Highlights

- Continuing to get in front of Ministers
- Supporting innovation and capacity sharing
- Strengthening relationships with Directors

"We've influenced major legislation and we've been able to drive change in our respective businesses."

James Fletcher, Director and Forum Steering Group member

Continuing to get in front of Ministers

We continued to engage directly with government, meeting the Minister of Workplace Relations and Safety several times during the year. We also engaged with the Minister of Justice, Minister for Building and Construction, and Minister of Finance, and with the Minister for Regional Economic Development and for Infrastructure.

In September 2020 the Forum produced a submission for the Productivity Commission's inquiry into frontier firms. In it we detailed the wider business factors that both supported and constrained improved health and safety and productivity, and identified four levers to improve the environment in which New Zealand businesses operate that would contribute to lifting productivity and health and safety performance in New Zealand:

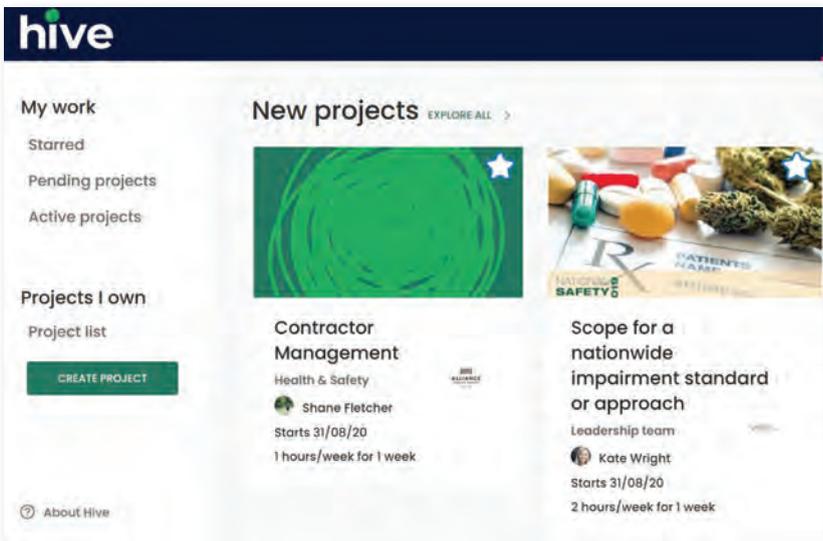
1. Systemic and more robust deployment of the HSWA
2. Government as a better, more connected client
3. Leveraging the Covid-19 stimulus funding to achieve better productivity, safety and environmental outcomes on 'shovel ready' projects
4. Better integrating how we monitor health, safety and productivity performance beyond simple outcome measures.

Supporting innovation and capacity sharing

In late 2019 the Forum was pleased to support the development of a new group of health and safety industry leaders in establishing a Community of Safety Innovation. After an initial workshop with 20 health and safety managers and relevant GMs in their fields, in November 2019, the Community was underway, supporting those people to trial new and innovative ideas for better work in their organisations. With the support of WorkSafe NZ, the New Zealand Institute of Safety Management and industry leaders the community has steadily grown – with more than 75 practitioners now having completed an initial 'innovation' workshop and taken those practices back to their respective businesses.



Francois Barton leading a webinar for the Community of Safety Innovation with Queensland Urban Utilities in September 2020.



The HIVE platform in action.

At the same time the Forum has been working with Future Work Studio to trial a new shared capacity platform. HIVE connects people with opportunities and initiatives within and across organisations – enabling us all to tap in to the talent across New Zealand. In August 2020 we launched a trial phase of HIVE with seven Forum organisations and believe this could be a fantastic tool to connect Forum organisations in a way like never before.

Strengthening relationships with Directors

Our relationships with stakeholders, particularly the Institute of Directors (IoD), continues to strengthen. During the Alert Level 4 lockdown in April, and the uncertainty around starting work again in Level 3, the Forum worked quickly with IoD to develop *Four key assurance principles* for a safe-start risk plan. These were quickly distributed to members in both organisations to support their plans to restart work at varying alert levels.



What we have done

Assess progress to deliver on our promises

Highlights

- Benchmarking report – in its eighth year
- Strong response to Deloitte survey on mental health
- Strategic interviews with our CEOs

Benchmarking report – in its eighth year

This year 75 Forum members were involved in our annual benchmarking project, down very slightly on the year before. As in previous years the trend is showing large increases in near-miss reporting which showed a rate of 49.59, up 68% on the year before.

The Total Recordable Injury Frequency Rates (TRIFR) for employees was recorded at 5.35 – up 66% percent on the year prior.

This was the first year in which the Forum used a new provider for its benchmarking report, and we're looking forward to more members coming on board for the 2020 report.

Strong response to Deloitte survey on mental health

We were delighted to see a strong response to our fourth annual Deloitte/ Forum survey on CEO health and safety leadership – this year focusing on mental health and wellness.

140 people responded, of whom 110 were CEOs or Managing Directors from around New Zealand. Of those surveyed, 70% of CEOs and Managing Directors said mental health and wellbeing are always considered when setting timeframes; however, only 45% of health and safety or human resources executives shared that view.

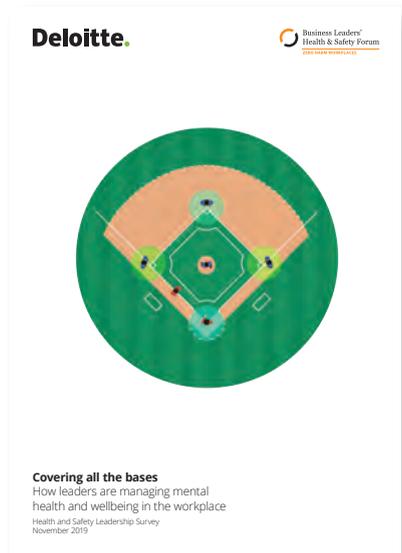
The biggest risk to work-life balance was seen as long hours, but few limit work hours or actively manage fatigue. Many leaders are using strategies to support people who are unwell, but fewer are using strategies to prevent harm to mental health and wellbeing, or to promote mental health.





Strategic interviews with our CEOs

We have continued with our rolling one-on-one interviews with CEO members, started in 2019, to assess the Forum's impact and the health and safety leadership mindsets of members. Thank you to the 21 CEOs who have taken part to date and supported the Forum with new thinking, challenges and ideas. We look forward to continuing more of these interviews in the coming year.



Key findings of the Deloitte/Forum report into mental health and wellbeing in November 2019.

Statement of Financial Performance for the year to 30 June 2020

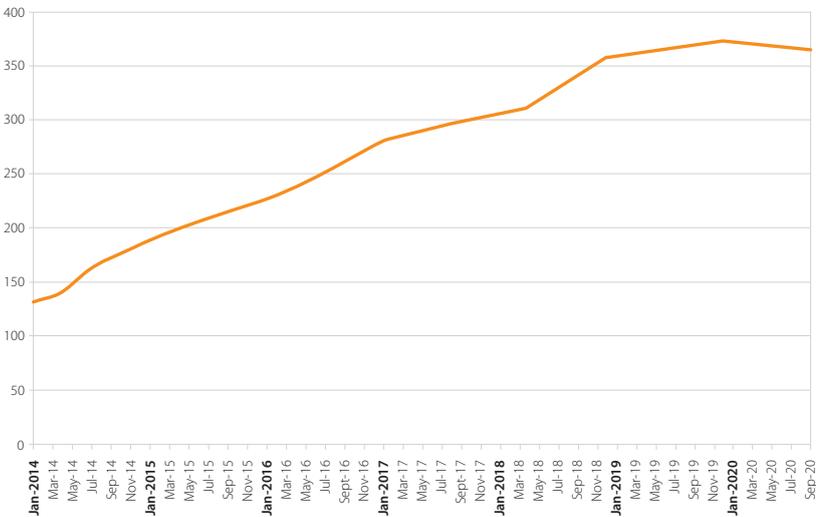
Business Leaders' Health & Safety Forum Incorporated for the year ended 30 June 2020

	2020	2019
Total Revenue	\$1,235,575	\$1,489,888
Total Expenses	\$1,046,956	\$1,235,771
Surplus for the Year	\$188,619	\$254,117

Audited accounts for the 30 June 2020 year (including the audit opinion) are distributed before the AGM and are available to members by emailing info@zeroharm.org.nz.

Membership

The Forum had 370 members at 30 September 2019; this decreased slightly to 365 members at 30 September 2020, which is a 1.35% decrease.



Our people

Forum Steering Group

Our Steering Group is made up of CEOs, Directors and leaders from major organisations around New Zealand. We would like to take this opportunity to thank them for their governance, support, and rich discussions at our quarterly meetings throughout the past 12 months.

George Adams

Independent Director (Chair)

Sheridan Broadbent

Independent Director (Secretary)

Toby Beaglehole

CEO, Connexis (Treasurer)

Debi Boffa

MD, BP Oil New Zealand

Jono Brent

CEO, Connetics

Martin Byrne

Independent Director

Gillian Cagney

CEO, Worley New Zealand

Mike Costelloe

CEO, Delta Utility Services

Albert de Geest

CEO, Liquigas

Shane Dufaur

GM, Ballance Agri-Nutrients

Marc England

CEO, Genesis Energy

Fiona Ewing

National Safety Director, Forest Industry Safety Council

James Fletcher

Independent Director, Treescape

Hugh Goddard

General Manager, Pipeline & Civil

Gavin Ion

CEO, Waikato District Council

Mike O'Brien

Independent Director

Phil Parkes

CEO, WorkSafe NZ

Emma Powell

Business Customer Service Delivery, ACC

Andrew Priest

CEO, Ngāi Tahu Farming

Gordon Shaw

Executive Director, VINZ

Jeremy Sole

CEO, The Electrical Training Company

Gretta Stephens

CEO, New Zealand & Pacific Islands, New Zealand Steel

Warwick Tauwhare-George

CEO, Parininihi ki Waitotara

Carolyn Tremain

CEO, Ministry of Business, Innovation and Employment

Francois Barton

Executive Director, Business Leaders' Health and Safety Forum

For more information about the Forum
or to talk about joining, contact:

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Phone: **+64 4 499 1897**

Or find out more at: www.zeroharm.org.nz



Business Leaders'
Health & Safety Forum