



Business Leaders' Health & Safety Forum

ZERO HARM WORKPLACES

ANNUAL REPORT OCTOBER 2016

Focusing on what
matters in health
and safety



Our members



AB Equipment
Peter Dudson
CEO



Airways NZ
Ed Sims
CEO



Arrow International NZ
Mark Hopwood
CEO



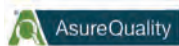
Barkers Fruit Processors
Justin Riley
CEO



Abano Healthcare Group
Richard Keys
CEO



All About People
Michelle MacDonald
Managing Director



AsureQuality
John McKay
CEO



Bay of Plenty Regional Council
Mary-Anne Macleod
CEO



Accident Compensation
Corporation
Scott Pickering, CEO



Alliance Group
David Surveyor
CEO



Auckland City Council
Stephen Town
CEO



BBR Contech
Paul Wymmer
Managing Director



Action Engineering
Mark Cameron
Managing Director



Alpine Energy
Andrew Tombs
CEO



Auckland District Health Board
Alisa Claire
CEO



Beca
David Carter
Executive Director



Adecco
Mike Davies
Chief Operating Officer



Animal Control Products
William McCook
CEO



Auckland International Airport
Adrian Littlewood
CEO



BP NZ
Matt Elliott
Managing Director



Advance Diagnostics NZ
CK Rahi
Director/CEO



Antarctica New Zealand
Peter Beggs
CEO



Auckland Kindergarten
Association
Tanya Harvey, CEO



BRANZ
Chelydra Percy
CEO



AECOM
John Bridgman
Managing Director NZ



ANZCO Foods
Mark Clarkson
Managing Director



Aurecon NZ
Bruce Manners
Regional Director NZ



BrewGroup
Mark Hamilton
CEO



Agoge
Andrew Nicol
CEO



API Consumer Brands
Mitch Cuevas
General Manager/Director



AWF Limited
Simon Bennett
CEO



Bridgestone NZ
Joanne Denley
Director



Air NZ
Christopher Luxon
CEO



Argus Fire Systems Services
Jacqui Bensemann
Managing Director



Ballance Agri-Nutrients
Mark Wynne
CEO



Bridon Cookes
Mike Toxopeus
Managing Director

Membership at 30 September 2016



Brightwater

Brightwater Group
David Bowman
CEO



CentrePort
Derek Nind
CEO



Commercial Hire NZ
Brendan Morrison
Managing Director



CPB Contractors
Tony Pike
Country Manager NZ



Broadspectrum
John Brockles
Executive Director NZ



Cerebos Greggs



Compass Group
Glenn Corbett
Managing Director



Crown Forestry
Warwick Foran
General Manager



BVT Mechanical
Engineering Consultants
Matt Bishop, Managing Director



A Brambles Company

CHEP NZ
Mike O'Brien
Country Manager



Connect 8
Ray O'Regan
CEO



DairyNZ
Tim Mackle
CEO



C3
Dean Camplin
CEO



Chorus
Mark Ratcliffe
CEO



Connetics
Jono Brent
CEO



Delta Utility Services
Grady Cameron
CEO



Callaghan Innovation
Hemi Rolleston
Interim CEO



Christchurch
International Airport
Malcolm Johns, CEO



Contact Energy
Dennis Barnes
CEO



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



Canadian Pacific
Peter Leitch
Managing Director



City Care
Onno Mulder
CEO



Cook Brothers Construction
Dave Bulling
Managing Director



Department of Corrections
Ray Smith
CEO



Cardinal Logistics
Tony Gorton
Managing Director



Coca-Cola Amatil
Chris Litchfield
Managing Director



Cosman Parkes
Mike Cosman
Partner



Dominion Salt
Shane Dufaur
CEO



Cavalier Woolscourers
Nigel Hales
CEO



CODA Group
Scott Brownlee
CEO



Counties Manukau DHB
Geraint Martin
CEO



Downer NZ
Cos Bruyn
CEO



Cawthron Institute
Charles Eason
CEO



Cold Storage Nelson
Alister Morison
CEO



Counties Power
Sheridan Broadbent
CEO



Duncan Cotterill
Stephanie Grieve
Partner



DuPont
Mark Christie
NZ Country Manager



Enable
Steve Fuller
CEO



Fonterra Co-operative Group
Mark Leslie
Director of NZ Manufacturing



GNS Science
Dr Neal Wai Poi
Acting CEO



Dynes Transport Tapanui
Peter Dynes
Managing Director



ENGIE Services NZ
Lee Lunt
GM



Foodstuffs NZ
Steve Anderson
CEO



Gough Group
Karl Smith
Group CEO



Earthquake Commission
Ian Simpson
CEO



EnviroNZ
Gary Saunders
Managing Director



Forest Protection Services
Kevin Ihaka
Managing Director



Greater Wellington
Regional Council
Greg Campbell, CEO



Eastland Group
Matt Todd
Group CEO



Ernslaw One
Thomas Song
Managing Director



Fortuna Group
Shaun Neeley
CEO



Griffin's Foods
Alison Barrass
CEO



ECL Group
Grant Mirfin
Managing Director



EROAD Limited
Steven Newman
CEO



Fulton Hogan
Robert Jones
CEO



H.W. Richardson
Brent Esler
CEO



EcoCentral
Judi Sefton
CEO



Evonik Peroxide
Tom Barratt
Managing Director



Genesis Energy
Marc England
CEO



Halls Group
Alan Pearson
Managing Director



ecoPortal
Dr Logan Wait, Director
of Business Development



First Gas
Paul Goodeve
CEO



GHD
Ian Fraser
General Manager NZ



Hamilton City Council
Richard Briggs
CEO



EIS
Dean Addie
CEO



Fitzroy Engineering Group
Richard Ellis
Managing Director



Gibbons Construction
Scott Gibbons
Managing Director



Hancock Forest Management
Bill McCallum
General Manager



Electrix
Gavan Jackson
Managing Director



Fletcher Building
Graham Darlow
CEO Construction Group



Gilbarco NZ
Harry Stiller
General Manager



Harrison Grierson
Glen Cornelius
Managing Director



Hawkins
Geoff Hunt
CEO



HeadSafe
Les Heads
Director



Hellaby Holdings
Alan Clarke
Managing Director and CEO



Hikurangi Forest Farms
Paul Ainsworth
General Manager



Hilton Haulage
Scott Crampton
CEO



Hireace
Guy Clouth
CEO



HNZ NZ
Keith Mullett
Executive VP International



Holcim
Glenda Harvey
Country Manager



Horizon Energy Distribution
Ajay Anand
CEO



Hynds
Adrian Hynds
Managing Director



Ideal Air
Jim Raggs
National Service Manager



Imperial Tobacco NZ
Brendan Walker
Marketing Manager



Inghams Enterprises
Adrian Revell
General Manager NZ



Intertek – NZ and Pacific
Mahendra de Alwis
Managing Director



ISO
Liam Dickson
Managing Director



Ixom
Matt Cawte
General Manager



Jacobsen Holdings
Barry Woolcott
Group Managing Director



Kensington Swan
Charles Spillane
CEO



Kimberly-Clark NZ
Sharna Heinjus
General Manager



KiwiRail
Peter Reidy
CEO



KONE Elevators
Grant Winfield
General Manager



Kordia
Scott Bartlett
CEO



Landcare Research NZ
Richard Gordon
CEO



Landcorp NZ
Steven Garden
CEO



Landpower Holdings
Richard Wilson
CEO



Leighs Construction
Anthony Leighs
Managing Director



LIC
Wayne McNee
CEO



Linfox Logistics
James Watters
Country Manager



Liquigas
Albert de Geest
CEO



Lyttelton Port of Christchurch
Peter Davie
CEO



Marlborough Lines
Ken Forrest
Managing Director



Mars
Gerry Lynch
General Manager



MB Century
Marcel Manders
CEO



MBIE
David Smol
CEO



McAlpines
Peter Crighton
CEO



McConnell Dowell Constructors
Roger McRae
Managing Director



Men at Work
Dean Hyde
Director



MWH NZ
Mark Bruzzone
Managing Director ANZ & Fiji



New Plymouth District Council
Barbara McKerrrow
CEO



NZ Bus
Zane Fulljames
CEO



Mercury
Fraser Whineray
CEO



Napier Port
Garth Cowie
CEO



Ngāi Tahu Farming
Andrew Priest
CEO



NZ Crane Group
Cameron McCahill
General Manager



Mercy Hospital
Richard Whitney
CEO



Naylor Love
Rick Herd
Managing Director



Ngāi Tahu Tourism
Quinton Hall
CEO



NZ Defence Force
Tim Keating, Lieutenant
General, Chief of Defence Force



Meridian Energy
Mark Binns
CEO



Nelmac
Lee Babe
CEO



nib nz
Rob Hennin
CEO



NZ Fire Service
Paul Baxter, Chief Executive/
National Commander



Methanex
Kevin Maloney
Managing Director



Nelson City Council
Clare Hadley
CEO



NIWA
John Morgan
CEO



NZ Food Innovation Auckland
Alexandra Allan
CEO



Millennium Plastics
Tony Rutz
CEO



Nelson Forests
Lees Seymour
Managing Director



Norske Skog Tasman
Aaron Buist
Mill Operations Manager



NZ Hothouse
Simon Watson
Managing Director



Miraka
Richard Wyeth
CEO



Nelson Marlborough
Institute of Technology
Tony Gray, CEO



Northpower
Mark Gatland
CEO



NZ Oil Services
Toby Beaglehole
CEO



Mitre 10 NZ
Neil Cowie
CEO



Nestlé NZ
Veronique Cremades
CEO



Nurse Maude
Jim Magee
CEO



NZ Safety
Tim Searle
National Manager



Moana NZ
Carl Carrington
CEO











Network Tasman
Oliver Kearney
CEO



NZ Agriseeds
Murray Willocks
CEO



NZ Transport Agency
Fergus Gammie
CEO

			
NZL Group Simon Hepburn Group Manager	Paul Smith Earthmoving Mark Rogers CEO	Port Taranaki Guy Roper CEO	Real Journeys Richard Lauder CEO
			
O-I New Zealand Paul Vine General Manager	Pentarch Forest Products Steve Walker National Manager NZ	Ports of Auckland Tony Gibson CEO	Rebain John Gilbert Managing Director
			
OCS Garth Marriott Managing Director	PF Olsen Peter Clark CEO	Powerco Nigel Barbour CEO	Red Bus Paul McNoe CEO
			
Oji Fibre Solutions Jon Ryder CEO	PGG Wrightson Mark Dewdney CEO	PowerNet Jason Franklin CEO	Refining NZ Sjoerd Post CEO
			
OMV New Zealand Gabriel Seltschi Managing Director	Pipeline & Civil Hugh Goddard General Manager	Programmed Facility Management, Brian Moreland, General Manager	Rendertech Greg Adams General Manager
			
Opus International Consultants Peter Mathewson Managing Director NZ	Plant & Food Research Peter Landon-Lane CEO	Progressive Enterprises Dave Chambers Managing Director	Rentokil Initial Craig Wilson Managing Director NZ/Fiji
			
Otago Regional Council Peter Bodeker CEO	Port Nelson Martin Byrne CEO	Ravensdown Greg Campbell CEO	Research First Simon Worthington CEO
			
Otorohanga District Council Dave Clibbery CEO	Port of Tauranga Mark Cairns CEO	Rayonier NZ Paul Nicholls Managing Director	Restaurant Brands NZ Russel Creedy CEO
			
PAE NZ Philip Orchard CEO	Port Otago Geoff Plunket CEO	RCP Matt Allen Director	Sanford Volker Kuntzsch CEO



Sealink NZ
Mark Gibson
CEO



SGS NZ
Peter Hart
Managing Director



Shell Companies NZ
Rob Jager,
Chair



Siemens NZ
Paul Ravlich
CEO



Silver Fern Farms
Dean Hamilton
CEO



Simpson Grierson
Kevin Jaffe
Chair



Site Safe NZ
Alison Molloy
CEO



SkyCity Auckland
John Mortensen
CEO



Smiths City Group
Roy Campbell
CEO



South Port
Mark O'Connor
CEO



South Waikato District Council
Craig Hobbs
CEO



Southern Response
Peter Jensen
CEO



Spirit of Adventure Trust
Dean Lawrence
CEO



Stevenson Group
Mark Franklin
CEO



Storelink Sales
Angie Samuel
General Manager



Straterra
Chris Baker
CEO



Summerset Group Holdings
Julian Cook
CEO



Superior Personnel
Andrew Berry
Managing Director



T&G Global
Alastair Hulbert
CEO



TAG Oil
Max Murray
NZ Country Manager



Tasti Products
Don Souloglou
CEO



Tauranga City Council
Garry Poole
CEO



Taylors Contracting Co
Charlie Taylor
CEO



Telarc SAI
Philip Cryer
CEO



Tenon Manufacturing
Mark Taylor
VP NZ Operations



The Better Drinks Company
James MacVicar
General Manager



The Labour Exchange
Dave Devereux
Managing Director



The Warehouse
Nick Grayston
Group CEO



Thomson Reuters
Haydn Davies
Country Manager



ThunderMaps
Clint Van Marrewijk
Managing Director



Todd Corporation
Jon Young
CEO



Tonkin & Taylor
Doug Johnson
Managing Director



Top Energy Group
Russell Shaw
CEO



Tourism Holdings
Grant Webster
CEO



Tower
Richard Harding
CEO



Transdev Auckland
Martin Kearney
Managing Director



Transpower
Alison Andrew
CEO



Waikato District Council
Gavin Ion
CEO



Wellington Regional Economic
Development Agency
Chris Whelan, CEO



Z Energy
Mike Bennetts
CEO



Trinder Engineers
Kerry Hill
Managing Director



Waimate District Council
Bede Carran
CEO



Wellington Water
Colin Crampton
CEO



Zealandia
Paul Atkins
CEO



TW Power Services
Gareth Mann
CEO



Waitemata DHB
Dale Bramley
CEO



Wells Group
Graham Wells
Managing Director



Unison Networks
Ken Sutherland
Group CEO



Waitomo Petroleum
Jimmy Ormsby
Managing Director



Westpower/ElectroNet
Rob Caldwell
CEO



Unitec Institute of Technology
Rick Ede
CEO



Waste Management
Institute NZ
Paul Evans, CEO



Whitaker Civil Engineering
Frances Boyce
General Manager



Vector
Simon Mackenzie
CEO



Watercare Services
Raveen Jaduram
CEO



Wiri Oil Services
Ian Cummings
General Manager



Veolia Water
Ian Cathcart
General Manager



WEL Networks
Garth Dibley
CEO



Wood Group Training
Kerry Martyn
General Manager



Villa Maria
George Fistonich
CEO



Wellington City Council
Kevin Lavery
CEO



WorkSafe NZ
Gordon McDonald
CEO



VTNZ
Mike Walsh
CEO



Wellington International Airport
Steve Sanderson
CEO



Worley Parsons
Keith Nutting
CEO



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.

Our Vision

Safe, healthy and productive workplaces across New Zealand.

Our Strategy

To create a culture of CEO health and safety leadership by:

- Ensuring CEO health and safety **leadership** is effective and valued
- **Influencing** other leaders, and leveraging our reach through collaboration
- **Connecting** CEOs so they can spark off each other
- Holding ourselves to **account** for the promises we've made
- **Building** a movement of passionate, visible and active health and safety leaders.

Key results

Year to 30 September 2016

LEADERSHIP

37 LEADERS ATTENDED
our CEO safety leadership courses



39 EXECUTIVES ATTENDED
our safety leadership courses
for General Managers



CONNECTING CEOs

12

EVENTS
FOR CEOs

with nearly

800

ATTENDEES

4

EVENTS
FOR GMS
AND H&S
MANAGERS

400

PARTICIPATING

10

CITY ROADSHOWS
WITH INSITUTE
OF DIRECTORS

attended by about

500

DIRECTORS

BUILDING MEMBERSHIP



281
MEMBERS

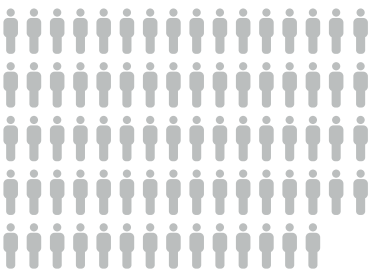
22%
INCREASE
on last year

INFLUENCE

**MEMBERS
ACTIVE**

in growing
number of
regional
& industry
safety
leadership
groups

HOLDING TO ACCOUNT



78 MEMBERS
took part in
benchmarking

**RELEASED
NZ'S FIRST**

safety
leadership
survey with
Deloitte

From the Chair

– Forum continues to grow in membership and influence

‘Our Forum has achieved a considerable amount. But clearly there is still more work to be done.’



A stylized, handwritten signature in white ink on an orange background.

George Adams
Forum Chair
Independent Director



It's pleasing to see that the Forum has continued to grow over the last year in terms of membership, activity and influence.

This growth occurred against the backdrop of the new Health and Safety at Work Act, which came into force in April 2016. The Act is a central plank in the government's plan to reduce New Zealand's workplace injury and death toll 25% by 2020. The Act highlights the need for businesses to focus on four key things that underpin good health and safety – strong leadership, effective risk management, good supply chain management and genuine engagement of workers.

The challenge for CEOs is how to maintain that focus, while grappling with the breadth and complexity of their roles. The Forum's flagship initiative for 2016, our *Monitoring What Matters* guide, aimed to help them do this.

The Forum partnered with WorkSafe on the resource – an excellent example of how we can work collaboratively with the regulator. We also have long-standing and valuable working relationships with the Workplace Relations and Safety Minister, ACC and MBIE. These relationships are important to ensure the voice of safety leaders is heard by government, and we will continue to nurture them.

Our other key initiative during the last year has been the further development of regional CEO leadership groups, and the Forum's support for industry-based CEO safety leadership groups including the new agriculture leaders' group. It is encouraging to see Forum members stepping up to lead or get involved in these groups. They are important vehicles for leaders to be able to share learnings and experiences, and they have the potential to deliver practical solutions and improvements within regions or industries.

And improving our performance on health and safety – at an organisation, sector and national level – is what our Forum is all about. The Health and Safety at Work Act has set the new environment, but the ball's now in our court to make these improvements happen in our workplaces.

The deadline for achieving the government's 25% reduction goal is only four years away. But injury statistics produced by ACC and WorkSafe make it clear that if we want to achieve this goal we still have a lot of work to do. While the target was set by government, we at the Forum support its ambition and will continue to work with our members, government, industry parties and the NZCTU to actively play our part in delivering it.

Our Forum has achieved a considerable amount in the last six years and I am grateful to our members, our Steering Committee and our Executive for the support and encouragement so graciously and freely given. I look forward in earnest to the future, and the Forum continuing to play its part in improving the health and safety performance of our businesses and New Zealand.

From the Executive Director – Growing the discussion

‘We will build on the importance of the 3Rs – risks, relationships and resourcing – in lifting H&S performance.’



Francois Barton
Executive Director



The last year has been a significant one for health and safety in New Zealand. The new regulatory environment provided a welcome opportunity for all businesses in New Zealand to refocus and recommit to creating healthy and safe places to work. Unsurprisingly, but encouragingly nevertheless, I have seen the Forum's growing membership responding to that challenge with energy and vigour.

The more vexing challenge in this environment, however, is less about building our capability, but more about how we sustain that energy over time. The tide of interest and attention will wane...because it almost always does. So how do we individually and collectively lock in the efforts we are currently seeing?

We need to grow the depth and breadth of the discussion. Leadership from the top table is critical to driving a shift in culture. But it needs to be focused on the things that make a difference. So over the next year we will build on the importance of *the 3Rs* – risks, relationships and resourcing – in lifting health and safety performance. We will develop practical resources for CEOs that make clear what 'good' looks like and what's working in safety governance, procurement and contractor performance and engaging the frontline. We will also bring a clearer and practical focus to understanding and managing work-related health and catastrophic risks.

We need to grow the number of leaders having the discussion. This last year has seen some members step up and start driving a health and safety discussion within their sector, with our agriculture members at the fore. We have started to support General Managers build their safety leadership capability, and we have further strengthened our relationship with the Institute of Directors and their many members. We need to continue and grow this work in the year ahead. We also need to explore how we can contribute to influencing and supporting smaller and medium-sized businesses around the country.

We need to grow the ways of having the discussion. I know that for many members, time and distance often limit their ability to access or engage with the Forum's resources and wider member network. That's why we have started trialling webcasting of Forum sessions, and will look to roll this out more widely. Our members in Taranaki, Nelson, Christchurch, Dunedin and Southland have continued to grow regional opportunities to connect – we can grow this in other centres. We will also ensure that we bring more Forum events out of the main centres and into the regions.

Health and safety is not only about the absence of harm. As leaders of business, it's about ensuring the presence of the things that make a difference – in our businesses, in our industries, and in our communities.

I look forward to another year of working with you all to make that happen.



MONITOR WHAT MATTERS

– What helps me

Fraser Whineray, CEO Mercury

When I think about monitoring and reporting on health and safety, a useful metaphor is the pixels making up the picture on your TV. The more pixels, the better the picture, and the greater detail you can see.

The important thing in understanding what's going on in your organisation is to bring in information from a wide range of sources. In the past year we had three lost-time injuries – all of them quite low severity. If we had only investigated those – if we had only three dots on our screen – we would have completely missed the true picture of safety in the business.

You need richer colour and more resolution. That's why we also consider other angles like serious near misses, incident actions, drug and alcohol testing results and driver infringements. These can point to the potential for harm, and identify a possible high-severity incident before it happens.

We have introduced online reporting and a mobile phone app to make it easy for staff and contractors to record issues in real time. They can take a photo on their phone and report a hazard or incident directly into the Synergi Life database. This is about moving from the 'ambulance at the bottom of the cliff', to putting a safety barrier and a warning sign at the top.

Thinking beyond the numbers is crucial. Anything from safety walk-arounds, qualitative data from employee surveys, to feedback from discussions, and the importance of gut feeling when you look at work activity, and asking the right questions. This adds pixels to the picture.

In our staff survey, three of the top four rated questions were on safety. That's telling us that our people are engaged; we have eyes and ears open and a strong safety culture. When you see pockets of disengagement, that could give rise to a safety risk.

Triangulation, cross-referencing the hard data with imperfect pieces of information and then giving it an intellectual overlay, is key. We ask ourselves: 'Are we getting a good picture and therefore are we focusing on the right things?' It's when things look like they're going particularly well, that's when I start to get uncomfortable. There is no room for complacency. You need to keep looking and asking questions.

Another valuable source of information comes from outside our organisation. We were a founding partner in the collaborative initiative StayLive, which promotes sharing of learnings, investigations, initiatives and reporting. StayLive has initiated measures including training, process safety, shared investigators for incident review, and common prequalification health and safety standards.

We operate in one of the most competitive markets but no one should be competing on safety. It's about co-operation and collaboration for the common good. If one of our competitors finds a material risk that could apply across the industry they would instantly let us and others know through StayLive. It's another way of adding colour pixels to the TV screen and getting a high-definition picture.

Mercury (formerly Mighty River Power) is an electricity generator and retailer listed on the NZX and ASX.



Workstream activity

– Leadership of health and safety

GOAL: Support members to become better leaders of health and safety

Highlights

- Launched our *Monitoring What Matters* guide to help CEOs monitor H&S performance
- Introduced safety leadership courses for Forum General Managers
- Ran a safety leadership course specifically for public sector CEOs in partnership with the State Services Commission
- Continued to sponsor the safety leader of the year award, to raise the profile of safety leadership.

Monitoring What Matters guide

This guide was the Forum's flagship initiative for 2016, and was done jointly with WorkSafe. It supports leaders to improve their monitoring of health and safety, and thus meet their 'due diligence' duties. The guide helps leaders identify what they should be monitoring, and provides examples of indicators they might use to do this. More than 1200 CEOs, directors and health and safety practitioners attended events about the guide, which included a 10-city roadshow with the Institute of Directors. The guide can be downloaded from our website, and has already been viewed 1300 times.

Executive Safety Leadership Programme

37 leaders took part in the programme, completing either the 2-day or 4-day courses. Another 30 public sector CEOs and senior executives attended a bespoke course organised with the State Services Commission in Wellington. To support leaders and

help them 'strengthen the bench' we also introduced courses for General Managers with operational or people responsibilities. These provided very popular, with all courses booked out, and 27 executives taking part. For more information about the programme see our website.

At least four members used the Forum's 360 Safety Leadership Assessment or CEO safety leadership course as in-house programmes to continue building their executive capability.

Safety leader of the year awards

Congratulations to Forum members named finalists in the Executive Leader of the Year category of the NZ Health and Safety Awards – Graham Darlow (Fletcher Construction CEO – winner), Jules Fulton (Fulton Hogan Executive Manager) and Mike O'Brien (CHEP NZ Country Manager). The Forum sponsors this award to raise the profile of CEO safety leadership. See case studies about Fletcher Construction and Fulton Hogan on the Forum's website.



MONITOR WHAT MATTERS

– What helps me

Jono Brent, CEO Connetics

It was a conversation a few years ago, when I was told I needed to 'make sure you don't have any LTIs; that got me thinking about what health and safety really means. Connetics operates in an industry with plenty of safety rules and metrics. But was concentrating purely on rules actually making the industry safer?

*I remember a site visit where I watched three workers set up for a job, while a fourth man in a truck filled out the health and safety forms. And I made a decision – Connetics would work towards the goal not of being **statistically** safe, but of being **actually** safe.*

We realised that one of the biggest safety risks in our company was the gap between what management and directors imagine is happening, and what is actually happening. We decided we have to be open and honest.

And if that made the LTI rate unpalatable, so be it.

Our industry and many others have led themselves to believe that not having LTIs indicates that we are safe. Of course we want everyone to stay safe and free from harm. But our focus has to be on the way we handle the high risk aspects of the business.

*But how was **actually safe** to be achieved? When I talked to staff they mentioned two things discouraging them from engaging with health and safety:*

- *Management didn't listen to feedback*
- *Fear of retribution for doing the wrong thing.*

*In response, Connetics set up a 13-person, cross-company **Safety Leadership Group** – separate from the more formal Health and Safety Committee – to delve into the difference between **what should happen** and **what actually happened** with health and safety.*

*We declared a total amnesty on what was discussed in the **Safety Leadership Group** – there could be no retribution for field staff if they told us: 'We know we should do that, but no one ever does. We had to deal with the reality and be open as to how we fixed it.' The group reports back to the Connetics board every three months.*

Another initiative will involve two health and safety consultants being embedded into the workforce to watch and to ask questions about how work is actually done at Connetics.

Looking beyond safety metrics isn't the soft option.

In the scheme of things, it is easy to put in place rules and procedures. But changing leadership styles and getting worker participation is very hard. The trap we don't want to fall into is saying: 'We have good programmes in place so we must be a safe company'. We have to do more.

Connetics is a Christchurch-based electrical distribution networks company.



Workstream activity

– Influence

GOAL: Influence other leaders, and extend our reach through collaboration

Highlights

- Worked with key partners to extend our reach, including the IOD, WorkSafe, ACC and MBIE, the Society of Local Government Managers, State Services Commission, and a broad range of other industry groups
- Supported the establishment of an agricultural industry safety leaders group, and supported the work of safety leadership groups in forestry, retail, food and grocery and electricity
- Ensured the voice of committed safety leaders is heard by government and policy-makers, particularly during the implementation of the Health and Safety at Work Act
- Spoke at more than 20 industry events about the role of leaders in health and safety.

Influencing and supporting industries

The Forum supported Steven Carden (Landcorp) and other Forum members in agriculture to create an agricultural safety leaders group. Forum members Graham Darlow (Fletcher Construction) and Raveen Jaduram (Watercare Services) contributed to the development of this group, as did Helen Kelly (former CTU president).

We also partnered with the Forest Industry Safety Council (FISC) on an event for forestry leaders, where Robert Jones (Fulton Hogan) shared learnings on managing critical risks.

The Forum supported safety leadership events for the food and grocery sector organised by Mike O'Brien (CHEP) and Gerry Lynch (Mars), and a health and safety workshop run by the Electricity Networks Association.

The Forum supported Simpson Grierson in delivering a multi-city local government roadshow for local authorities on the new Health and Safety at Work Act.

Collaboration with Institute of Directors

The huge cross-over in membership between the Forum and the IOD – and the shared legal duties of our members – has led the Forum to develop a close working relationship with the IOD. This includes sponsoring a health and safety session at IOD's April conference, where Dr Kirstin Ferguson spoke about safety governance. A guide based on Kirstin's work is available on the Forum's website.

Ongoing dialogue with government

The Forum provides a mechanism for conversations between government and business leaders committed to health and safety. We meet regularly with the Minister for Workplace Relations and Safety, the WorkSafe CEO Gordon MacDonald and the WorkSafe board, which includes two current or former Forum members – Chris Ellis and Jan White. We meet regularly with MBIE, WorkSafe and ACC officials, and have collaborated with these agencies on several initiatives.



MONITOR WHAT MATTERS

– What helps me

Grady Cameron, CEO Delta

Every week my executive team has a stand-up safety meeting in what we call the Operations Room. The walls are covered with whiteboards, which in turn are full of graphs, notes, spreadsheets and lists. For 15-30 minutes the team examine safety indicators pinned on the walls – visible, physical evidence of what's being measured and reported around health and safety by staff, management and contractors within the organisation. Then we use that data to make decisions.

The meeting is part of the Delta operating model. We identify key areas we need to be measuring and monitoring, and put that into tangible form – bits of paper stuck to the wall. On the health and safety side we go through the data weekly – safety alerts, for example, KPIs or near misses – and we identify key areas of risk or trends going in the wrong direction. Then we try to understand what's going on and make an intervention.

Similar models are replicated in operating areas around the organisation, with employees in the field often having a health and safety board where they are monitoring and measuring their own performance. Then the data is cascaded up to the Operations Room when priority attention is required.

Delta's approach to health and safety began to change in 2013. We focused our harm prevention programme on significant non-injury incidents which had a high potential to cause serious harm. We identified five critical risks – contact with live electricity, falls from height, crush from above, heavy machinery, and working in confined spaces – and formally adopted risk management thinking and tools, based on process safety.

At the same time Delta increased its investment in safety leadership skills, including training 50 staff in incident cause analysis method (ICAM) investigations to help the company work out what is going on with near miss and other incidents, and how to fix the root cause of problems before they occur.

We want management to be visibly leading safety conversations, to be prepared to listen, to be more accountable, and to take action when issues are raised.

It hasn't been easy. The introduction of new measuring and monitoring systems, and training staff has taken at least two years to become ingrained. And we're constantly refining and reviewing what information we need, to ensure we're getting the right signals.

We are always checking to ensure we get the right information, and we get it early enough. We also want to be sure red flag issues show up clearly and are acted on.

Delta is a South Island-based electricity and infrastructure services provider that employs 620 staff.



Workstream activity

– Connecting leaders

GOAL: Connect CEOs so they can spark off each other

Highlights

- Two Summits focusing on helping leaders to build workplaces cultures that value safety
- Two mock courts, run with Deloitte, focusing on leadership of safety in the supply chain
- Seminar on workplace health by UK expert Lawrence Waterman
- Workshop with WorkSafe to help practitioners support their CEOs and boards in adapting to the new regulatory environment
- Presentation on catastrophic risk with major hazard experts, IChemE
- Seminar with *Environmental Resources Management* on using the Health and Safety at Work Act as a springboard for improvements.

Building safety culture – CEO Summits

Our May and October CEO Summits focused on building workplace cultures that value and support health and safety. A total 240 leaders both events, and heard entertaining but challenging presentations from our guest speakers, corporate anthropologist Michael Henderson and psychologist Dr Tim Marsh. At the May event, BP NZ CEO Matt Elliot also talked about how engaging with the workforce improved his monitoring of health and safety. See resources from these Summits on our website.

Regional Forums

Members have taken the initiative to develop regional CEO safety forums in Christchurch, Invercargill and Nelson. Forum members are also very active in the Taranaki safety leaders group, which pre-dates the Forum.

Partnering with ACC on occupational health

In October 2015 the Forum and ACC ran a seminar for about 80 practitioners on how they can better support their CEOs to lead on occupational health. Our presenter was UK consultant Lawrence Waterman, well known for leading health and safety during building of the 2012 London Olympic complex – the first built without a fatality.

Managing catastrophic risk

In July about 25 executives attended a presentation on managing catastrophic risk by Australia-based IChemE Safety Centre director Trish Kerin, a major hazard expert. The interactive event was targeted at CEOs from traditional major hazard industries like oil and gas, and those in non-traditional major hazard industries, like heavy manufacturing, food processing and transport.

ZERO HARM

MONITOR WHAT MATTERS

– Making it easier

NZ Transport Agency's Zero Harm app

Encouraging and facilitating health and safety reporting is difficult if you are a 50-employee company in one location. Imagine the complexity if your 'site' is 11,000 kilometres of road, and you have 1400 employees and an extensive network of contractors. That was the problem facing the NZ Transport Agency (NZTA) when it introduced its Zero Harm strategy in July 2014.

One part of the NZTA initiative involved focussing on incidents or near misses, in order to identify problem areas, and prioritise resources to fix issues. But to do that, the organisation needed consistent and accurate data. And it didn't have that.

People often didn't know what system to use to report incidents or near misses, and there was no consistency; there were a variety of different systems and metrics throughout the organisation and the supply chain. Also, reporting was primarily paper-based, so forms often got lost or forgotten, and delays from when something occurred to when it was reported meant critical details were often missed. Because of these barriers, it was challenging for NZTA to understand the full scope of what was happening on its sites. Also, it couldn't provide timely remedial action to keep people safe when incidents or near misses occurred.

The solution for NZTA was its Zero Harm mobile H&S application. The cloud-based app allows real-time reporting of incidents, near misses, suggestions or good practice – from any employee or contractor. It also allows NZTA to monitor H&S metrics and performance.

The metrics show performance against lead and lag indicators, allowing the company to develop task-specific programmes that encourage proactive behaviours – a first for New Zealand.

The app – developed in consultation with other roading safety groups – was launched in January 2015. But it wasn't long before other industries approached NZTA asking if they could use the reporting tool too. In August 2015, NZTA launched SafetyApp (www.safetyapp.co.nz).

It uses the existing back-end infrastructure with a reworked front end platform so businesses can customise it with their company logo and colour scheme. Now any business can use the app free of charge to measure and improve their safety performance.

NZ companies in a variety of industries – forestry, local government, food and beverage, haulage and oil – are now using it.



Workstream activity

– Building our organisation

GOAL: Build a movement of visible, active safety leaders

Highlights

- Our membership grew 22% to 278 members by 31 August 2016
- Much of this growth has come from members recommending us to their peers
- Most members are actively involved, participating in at least one of our courses, events or initiatives
- As well as getting involved in the Forum, many members are leading or are actively engaged in safety initiatives in their own industries.

Workstream activity

– Holding ourselves to account

GOAL: Hold ourselves to account for the promises we've made

Highlights

Published our fourth annual benchmarking report, covering 4 years to Dec 2015:

- 78 members took part in benchmarking
- Overall, employee TRIFR rose 15% in 2015, but was still 32% below where it was 4 years ago
- 22 participants had an employee TRIFR of less than 1 in 2015
- Read the report on the Forum's website.

Worked with Deloitte to publish New Zealand's first national survey of CEO Safety Leadership:

- Survey results showed business leaders are strongly committed to health and safety but there are gaps between this commitment and the reality of day-to-day practices
- Board engagement with health and safety is high but few boards focus on engaging workers, despite knowing this is important to improve health and safety performance
- There is confidence that health and safety risks are well managed but a third of respondents say that the risks in their business aren't well described
- About 190 leaders attended three events to discuss the survey results
- Read the full survey here: www.deloitte.com/nz/healthandsafety

Statement of Financial Performance

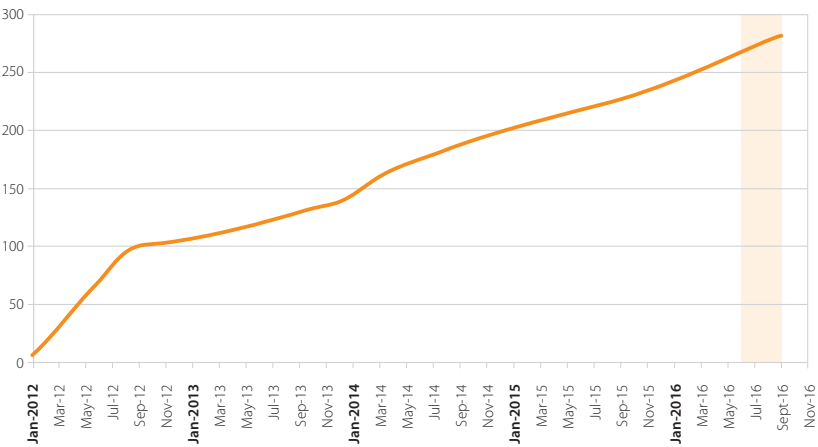
BUSINESS LEADERS' HEALTH & SAFETY FORUM INCORPORATED FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
Total Revenue	1,170,451	1,021,402
Total Expenses	1,094,706	985,949
Surplus/(Deficit) for the Year	75,745	35,452

Audited accounts for the 30 June 2016 year (including the audit opinion) are distributed before the AGM and are available to members by emailing info@zeroharm.org.nz

Membership growth

The Forum had 261 members at the end of the Financial Year to 30 June 2016. By 30 September 2016 this had risen to 281 members.





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

Email: info@zeroharm.org.nz

Phone: +64 4 499 1897

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



**Business Leaders'
Health & Safety Forum**

ZERO HARM WORKPLACES