



# Business Leaders' Health & Safety Forum

ZERO HARM WORKPLACES

**ANNUAL REPORT OCTOBER 2015**

## Creating a culture of CEO health and safety leadership

Where leading on health and safety is a normal,  
valued and accepted part of the CEO's role.



# Our members



AB Equipment  
Peter Dudson  
Chief Executive



Allied Workforce Group  
Simon Bennett  
Chief Executive



Beca Group  
David Carter  
Executive Director



Canadian Pacific  
Peter Leitch  
Managing Director



Abano Healthcare Group  
Richard Key  
Chief Operating Officer



Alpine Energy  
Andrew Tombs  
Chief Executive



Bell Tea & Coffee Company  
Mark Hamilton  
Chief Executive



Canterbury Earthquake  
Recovery Authority  
Kelvan Smith, Deputy Chief Exec



ACC  
Scott Pickering  
Chief Executive



ANZCO Foods  
Mark Clarkson  
Managing Director



BP NZ Holdings  
Matt Elliott  
Managing Director



Cardinal Logistics  
Tony Gorton  
Managing Director



Action Engineering  
Mark Cameron  
Managing Director



Aotearoa Fisheries  
Carl Carrington  
Chief Executive



BRANZ  
Chelydra Percy  
Chief Executive



Carter Holt Harvey Pulp,  
Paper & Packaging,  
Jon Ryder, Chief Executive



Adecco  
Mike Davies  
Chief Operating Officer



Arrow International Group  
Mark Hopwood  
Chief Executive



Bridgestone NZ  
Joanne Denley  
Director



Cavalier Woolscourers  
Nigel Hales  
Chief Executive



AECOM  
John Bridgman  
Managing Director NZ



Auckland District Health Board  
Ailsa Claire  
Chief Executive



Bridon NZ  
Mike Toxopeus  
Managing Director



Cawthron Institute  
Charles Eason  
Chief Executive



Agoge  
Andrew Nicol  
Chief Executive



Auckland International Airport  
Adrian Littlewood  
Chief Executive



Brightwater Group  
David McGregor  
Chief Executive



CentrePort  
Blair O'Keeffe  
Chief Executive



Air New Zealand  
Christopher Luxon  
Chief Executive



Aurecon  
Bruce Mannors  
Delivery Centre Manager



BVT Mechanical  
Engineering Consultants  
Matt Bishop, Managing Director



Cerebos Greggs  
Andre Gargiulo  
Country Manager NZ



Airways NZ  
Ed Sims  
Chief Executive



Barkers Fruit Processors  
Justin Riley  
Chief Executive



C3  
Dean Camplin  
Chief Executive



CHEP NZ  
Mike O'Brien  
Country Manager



Alliance Group  
David Surveyor  
Chief Executive



Bay of Plenty Regional Council  
Mary-Anne Macleod  
Chief Executive



Cableprice NZ  
Shige Takatori  
Managing Director



Chorus  
Mark Ratcliffe  
Chief Executive



Christchurch  
International Airport,  
Malcolm Johns, Chief Executive



Counties Power  
Sheridan Broadbent  
Chief Executive



Dynes Transport Tapanui  
Peter Dynes  
Managing Director



Evonik-Degussa Peroxide  
Tom Barratt  
Managing Director



City Care  
Onno Mulder  
Chief Executive



Crown Forestry  
Ian Warwick Foran  
General Manager



Earthquake Commission  
Ian Simpson  
Chief Executive



Fitzroy Engineering Group  
Richard Ellis  
Managing Director



Coca-Cola Amatil NZ  
Chris Litchfield  
Managing Director



Dairy NZ  
Tim Mackle  
Chief Executive



Eastland Group  
Matt Todd  
Group Chief Executive



Fletcher Construction  
Graham Darlow  
Chief Executive



CODA Group  
Scott Brownlee  
Chief Executive



DELTA Utility Services  
Grady Cameron  
Chief Executive



ECL Group  
Grant Mirfin  
Managing Director



Fonterra Co-operative Group  
Maury Leyland, Managing  
Director People, Culture & Strategy



Cold Storage Nelson  
Alister Morison  
Chief Executive



Department of Corrections  
Ray Smith  
Chief Executive



EcoCentral  
Judi Sefton  
Chief Executive



Foodstuffs NZ  
Steve Anderson  
Managing Director



Compass Group  
Glen Corbett  
Managing Director



Department of Conservation  
Te Papa Atawhai  
Lou Sanson, Director General



EIS  
Dean Addie  
Chief Executive



Forest Protection Services  
Kevin Ihaka  
Managing Director



Connetics  
Jono Brent  
Chief Executive



Dominion Salt  
Shane Dufaur  
Chief Executive



Electrix  
Gavan Jackson  
Managing Director



Fulton Hogan  
Robert Jones  
Chief Executive NZ



Contact Energy  
Dennis Barnes  
Chief Executive



Downer EDI Works  
Cos Bruyn  
Chief Executive



Enable Services  
Steve Fuller  
Chief Executive



Genesis Energy  
Albert Brantley  
Chief Executive



Cook Brothers Construction  
Dave Bulling  
Managing Director



Duncan Cotterill  
Stephanie Grieve  
Partner



Envirowaste  
Gary Saunders  
Managing Director



Gibbons Construction  
Scott Gibbons  
Managing Director



Cosman Parkes  
Mike Cosman  
Partner



DuPont NZ  
Mark Christie  
NZ Country Manager



Ernslaw One  
Thomas Song  
Managing Director



Gilbarco NZ, Harry Stilin  
Director Sales & Marketing ANZ/  
General Manager NZ

# Our members



GNS Science  
Mike McWilliams  
Chief Executive



Hilton Haulage  
Scott Crampton  
Chief Executive



KONE Elevators  
Grant Winfield  
General Manager



MB Century  
Marcel Manders  
Chief Executive



Gough Group  
Karl Smith  
Group Chief Executive



Hireace  
Guy Clouth  
Chief Executive



Kordia  
Scott Bartlett  
Chief Executive



McAlpines  
Peter Crighton  
Chief Executive



Griffin's Foods  
Allison Barras  
Chief Executive



Holcim NZ  
Glenda Harvey  
Managing Director



LandCorp  
Steven Carden  
Chief Executive



McConnell Dowell Constructors  
Roger McRae  
Managing Director



H W Richardson Group  
Scott O'Donnell  
Managing Director



Hynds Pipe Systems  
Adrian Hynds  
Managing Director



Leighs Construction  
Anthony Leighs  
Managing Director



Men at Work  
Dean Hyde  
Director



Halls Group  
Alan Pearson  
Chief Executive



Ideal Air  
Jim Ragg  
National Service Manager



Leightons Contractors NZ  
Tony Pike  
Country Manager NZ



Meridian Energy  
Mark Binns  
Chief Executive



Hamilton City Council  
Tracey Stevenson  
Chief Executive



Inghams Enterprises NZ,  
Adrian Revell, Group Executive  
– General Manager NZ



LIC  
Wayne McNee  
Chief Executive



Methanex NZ  
Kevin Maloney  
Managing Director



Hancock Forest Management  
Bill McCallum  
General Manager



Intertek NZ and Pacific  
Mahendra de Alwis  
Managing Director



Linfox Logistics NZ  
James Watters  
Country Manager



Mighty River Power  
Fraser Whineray  
Chief Executive



Harrison Grierson  
Glen Cornelius  
Managing Director



ISO  
Greg Dickson  
Managing Director



Liquigas  
Albert de Geest  
Chief Executive



Ministry of Business,  
Innovation & Employment  
David Smol, Chief Executive



Hawkins Group  
Geoff Hunt  
Chief Executive



Kensington Swan  
Alastair Carruthers  
Chief Executive



Lyttelton Port of Christchurch  
Peter Davie  
Chief Executive



Miraka  
Richard Wyeth  
Chief Executive



Hikurangi Forest Farms  
Paul Ainsworth  
General Manager



Kiwi Rail  
Peter Riedy  
Chief Executive



Mars  
Gerry Lynch  
General Manager



Mitre 10 NZ  
Neil Cowie  
Chief Executive





MWH NZ  
Andrew Caseley  
Managing Director



New Zealand Fire Service  
Paul Baxter, Chief Executive /  
National Commander



NZ Post Group  
Brian Roche  
Chief Executive



PAE NZ  
Philip Orchard  
Chief Executive



Naylor Love  
Rick Herd  
Managing Director



Ngāi Tahu Farming  
Andrew Priest  
Chief Executive



NZ Safety  
Tim Searle  
National Manager



Paul Smith Earthmoving  
Mark Rogers  
Chief Executive



Nelmac  
Lee Babe  
Chief Executive



Ngāi Tahu Tourism  
Quinton Hall  
Chief Executive



NZL Group  
Simon Hepburn  
Group Manager



Pentarch Forest Products  
Steve Walker  
National Manager NZ



Nelson Forests  
Lees Seymour  
Managing Director



nib  
Rob Hennin  
CEO



NZTA  
Geoff Dangerfield  
Chief Executive



Petrochemicals & Super Air/  
Ballance Agri-Nutrients  
Greg Delaney, General Manager



Nelson Marlborough  
Institute of Technology  
Tony Gray, Chief Executive



NIWA  
John Morgan  
Chief Executive



O-I New Zealand  
Jonathan Marshall  
General Manager



PF Olsen  
Peter Clark  
Chief Executive



Nestlé New Zealand  
Veronique Cremades  
Chief Executive



Norske Skog Tasman  
Peter McCarty  
General Manager



OCS  
Gareth Marriot  
Managing Director



PGG Wrightson  
Mark Dewdney  
Chief Executive



New Plymouth District Council  
Barbara McKerron  
Chief Executive



Northpower  
Mark Gatland  
Chief Executive



OMV New Zealand  
Peter Zeillinger  
Managing Director



Pipeline and Civil  
Hugh Goddard  
General Manager



New Zealand Agriseeds  
Murray Willocks  
Chief Executive



Nurse Maude  
Jim Magee  
Chief Executive



Opus International Consultants  
David Prentice, Chief Executive  
& Managing Director



Plant and Food Research  
Peter Landon-Lane  
Chief Executive



New Zealand Crane Group  
Deane Manley  
Managing Director



NZ Bus  
Zane Fulljames  
Chief Executive



Orica NZ  
Matt Cawte  
General Manager



Port of Napier  
Garth Cowie  
Chief Executive



New Zealand Defence Force  
Tim Keating  
Chief of Defence Force



NZ Oil Services  
Toby Beaglehole  
Chief Executive



Origin Energy NZ  
Tony Bissell, Commercial  
Marketing Manager



Port Nelson  
Martin Byrne  
Chief Executive

# Our members



Port Otago  
Geoff Plunket  
Chief Executive



Red Bus  
Paul McNoe  
Chief Executive



Simpson Grierson  
Kevin Jaffe  
Chairman



**Tauranga City**  
Tauranga City Council  
Garry Poole  
Chief Executive



Port Taranaki  
Guy Roper  
Chief Executive



Refining NZ  
Sjoerd Post  
Chief Executive



Site Safe NZ  
Alison Molloy  
Chief Executive



Taylors Contracting Co  
Charlie Taylor  
Chief Executive



Ports of Auckland  
Tony Gibson  
Chief Executive



Rendertech  
Bryan Mould  
General Manager



South Port  
Mark O'Connor  
Chief Executive



Tenon Manufacturing  
Mark Taylor  
Vice President NZ Operations



Powerco  
Nigel Barbour  
Chief Executive



Restaurant Brands NZ  
Russell Creed  
Chief Executive



Southern Response  
Peter Rose  
Chief Executive



The Better Drinks Company  
Craig Cotton  
Chief Executive



PowerNet  
Jason Franklin  
Chief Executive



Sanford  
Volker Kuntzsch  
Chief Executive



Stevenson Group  
Mark Franklin  
Chief Executive



The Labour Exchange  
Dave Devereux  
Managing Director



Progressive Enterprises  
Pat McEntee  
Managing Director



SATO NZ  
Kerry Langley  
Managing Director



Straterra  
Chris Baker  
Chief Executive



The Warehouse  
Haydn Powell  
Group Chief Executive



Ravensdown Fertiliser Co-op  
Greg Campbell  
Chief Executive



SGS NZ  
Peter Hart  
Managing Director



Summerset Group  
Julian Cook  
Chief Executive



Thomson Reuters  
Haydn Davies  
Country Manager



Rayonier NZ  
Paul Nicholls  
Managing Director



Shell Companies in NZ  
Rob Jager  
Chairman



Superior Personnel  
Andrew Berry  
Managing Director



Thundermaps  
Clint Van Marrewijk  
Managing Director



RCP  
Matt Allen  
Director



Siemens NZ  
Paul Ravlich  
Chief Executive



Tag Oil  
Max Murray  
Country Manager



Todd Corporation  
Jon Young  
Chief Executive



Rebain International NZ  
John Gilbert  
Managing Director



Silver Fern Farms  
Dean Hamilton  
Chief Executive (Acting)



Tasti Products  
Don Souloglou  
Chief Executive



Tonkin & Taylor  
Doug Johnson  
Managing Director



Top Energy  
Russell Shaw  
Chief Executive



Tower  
David Hancock  
Chief Executive



Transdev Auckland  
Martin Kearney  
Managing Director



Transfield Services  
John Brockies  
Executive Director NZ



Transfield Worley Power  
Services, Gareth Mann  
Chief Executive



Turners and Growers  
Alastair Hulbert  
Chief Executive



Unison Networks  
Ken Sutherland  
Group Chief Executive



Unitec Institute of Technology  
Rick Ede  
Chief Executive



Vector  
Simon Mackenzie  
Chief Executive



Veolia Water  
Ian Cathcart  
General Manager



Villa Maria  
George Fistonich  
Chief Executive



VTNZ  
Mike Walsh  
Chief Executive



Waikato District Council  
Gavin Ion  
Chief Executive & Mayor



Waitemata DHB  
Dale Bramley  
Chief Executive



WasteMINZ  
Paul Evans  
Chief Executive



Watercare Services  
Raveen Jaduram  
Chief Executive



WEL Networks  
Garth Dibley  
Chief Executive



Wellington City Council  
Kevin Lavery  
Chief Executive



Wellington International  
Airport, Steve Sanderson  
Chief Executive



Wellington Water  
Colin Crampton  
Chief Executive



Wells Group  
Graham Wells  
Managing Director



Whitaker Civil Engineering  
Frances Boyd  
General Manager



Wiri Oil Services  
Ian Cummings  
General Manager



Wood Group Training  
Kerry Martyn  
General Manager



WorkSafe NZ  
Gordon McDonald  
Chief Executive



Worley Parsons  
Keith Nutting  
Location Manager – CEO



Z Energy  
Mike Bennetts  
Chief Executive







# Who we are

The Forum is a group of more than 220 CEOs and managing directors 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.

## From the Chair

– The Forum provides a voice  
for committed safety leaders

---

‘Changes have taken place that  
probably wouldn’t have without us’



Rob Jager  
Forum Chair (2011 – 2015)  
Chair Shell Companies in NZ



---

**I have often said that there's no 'silver bullet' that will deliver excellent health and safety performance. However, passionate, visible and sustained safety leadership makes great 'silver buckshot'.**

A heartfelt commitment to safety leadership – acted on by everyone in an organisation and particularly those at the top – will make a real difference over time, not just to the wellbeing of our people, but also to the success of our businesses.

You can see evidence of this in individual organisations. I believe you can also see the impact that sustained, collective safety leadership can have on an entire country. In part, this is as a result of our Forum, which has been instrumental in improving the profile of safety leadership, along with the skills and influence of our safety leaders.

When I took over as Forum Chair nearly four years ago the concept of safety leadership was still considered quite 'fringe' in our business community. The Forum was largely an untested entity and there were no guarantees we would have any real impact on New Zealand's health and safety environment.

Fast-forward four years – to what will be my last foreword as Forum Chair – it's hugely satisfying and indeed humbling to be able to say that I believe we have made a significant difference. Changes have taken place that probably wouldn't have without us – or not to the same extent.

The first unequivocal sign that the Forum had established itself as a voice for committed safety leaders came in 2012, when the government asked me to chair its Independent Taskforce on Workplace Health and Safety. The Forum was very active in providing input into, and feedback on, the Taskforce's recommendations, and in making submissions on the new law that flowed out of those recommendations.

Our support, and the active involvement of our members, has also been critical to the success of other key safety initiatives, including the Canterbury Rebuild Safety Charter and the Independent Forestry Safety Review.

I believe one key factor in our success has been having two excellent executive directors in Julian Hughes and our incumbent Francois Barton. Their passion and creativity has made a huge difference to the quality of the Forum's initiatives.

Another factor has been the Forum's willingness to 'push the boat out' and try things that haven't been done anywhere else in the world. Examples of this are our ground-breaking CEO safety leadership assessment and courses.

Although I am handing over to a new Chair this month I will remain an active member of the Forum. My biggest hope for the Forum's future is that we are able to sustain a growing interest in, and visible commitment to, safety leadership, even after the current attention on the new law and other changes has died away.

I consider it an honour and a privilege to have led this organisation through such a formative and impactful period. I want to thank every member who has contributed to our success, and I look forward to seeing what the Forum can achieve in the future.

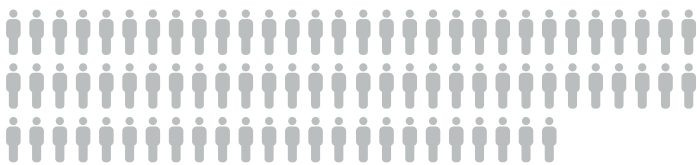
# Key results

## Year to 30 September 2015

### LEADERSHIP

**84** PEOPLE PARTICIPATED

in our Executive Safety Leadership Programme



#### CONNECTING CEOs



**7**  
EVENTS

with more than

**490**  
ATTENDEES

#### BUILDING MEMBERSHIP



**227**  
MEMBERS

**20%**  
INCREASE

on 12 months ago



INFLUENCE

20+ MEMBERS CONTRIBUTED

to submission on new H&S regulations



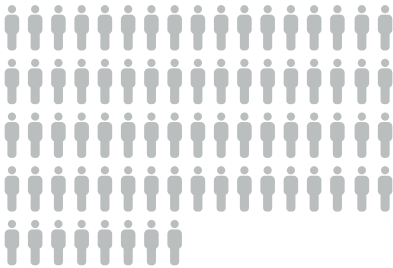
HOLDING TO ACCOUNT



14%  
DECREASE

in TRIFR of  
members  
involved in

BENCHMARKING



76  
MEMBERS

took part in  
benchmarking

# From the Executive Director – Building on strong foundations

---

‘The Forum finds itself in  
a strong position to evolve.’



Francois Barton  
Executive Director



---

It has been a motivating reintroduction for me to the Forum, having helped set up this organisation in 2010 when I worked for the former Department of Labour. It's been great to again experience first-hand the commitment, energy and efforts of our growing membership. Almost every week since I came on board in May, we have welcomed a new leader to the Forum, growing our ranks to now total more than 220 members.

I've seen growing momentum and activity across our initiatives. Our *Contractor Safety Initiative* has seen increased engagement at each of the events this year. Our *Executive Safety Leadership Programme* continues to attract CEOs committed to building their safety leadership capability. And we've started to see CEO members working through the Forum to run in-house safety leadership programmes with their executive teams.

I've also been struck by the small informal actions of members, concretely demonstrating the importance of health and safety, such as a letter to the editor or including safety in a discussion with mainstream business media. Safety leadership is as much about the small steps as it is the big.

So the Forum finds itself in a strong position to continue to evolve. But that evolution needs to build on the strong foundations established over the last five years.

We need to keep CEO safety leadership at the centre of our efforts. Supporting you to prepare for the new safety law will be a key priority for the upcoming year, especially around safety governance, complex contracting environments and worker participation.

We need to test additional ways of connecting and engaging you as members. Our Southland, Nelson, Taranaki and Canterbury members have already kick started how they can grow regional opportunities to connect. Our members in the agriculture, retail and food and grocery sectors have also started to connect on shared issues and opportunities. And we need to keep challenging ourselves and each other to make our pledge commitments real.

All of these activities rely on you as active and engaged members. So thanks to those who have got involved and played an active role in our activities, especially members who have hosted events and sat on our advisory groups. I would also like to acknowledge all of the Steering Group members for their tireless support of the Forum's work. And, finally, a special note of acknowledgement needs to go to our retiring Chair, Rob Jager. Rob's energy, passion and insight have been key ingredients in the Forum establishing itself as a credible part of health and safety in New Zealand.

I look forward to working with all of you over the next year.



## CEO Stories

---

### **Simon Mackenzie, CEO Vector**

*At a Forum Contractor Safety event in July, Vector CEO Simon Mackenzie described how his contractors had felt under pressure to fix power outages caused by storms – even when conditions outside meant it still wasn't safe to work.*

*Vector acted to ensure it wasn't inadvertently applying this pressure, telling contractors it didn't want them to work until conditions were safe. The company was adamant that it would rather breach its statutory obligations to limit the length of outages than have someone get hurt. Then Vector acted to reduce pressure from the public, by educating customers and the media about the dangerous conditions that prevail after a storm and by making a strong statement that work wouldn't start until it was safe.*

*By taking a firm public stand and demonstrating that it put safety ahead of other considerations, Vector was able to begin reducing the pressure contractors felt to work in unsafe conditions.*

*Watch Simon's case study on the Forum website.*





# Workstream activity

## – Health and safety leadership

**GOAL:** Create an environment where CEO health and safety leadership is effective and valued

### Examples of how we are achieving this:

- Attracted more leaders into our *Executive Safety Leadership Programme*
- Held two Summits focusing on helping members to get ready for the new Health and Safety at Work Act
- Created a resource to help CEOs engage their boards on safety governance
- Sponsored an Institute of Directors workshop on safety governance attended by about 80 senior directors
- Continued to speak at industry events and in the media about the vital importance of health and safety leadership.

### Executive Safety Leadership Programme

This unique programme helps CEOs and managing directors improve the effectiveness of their health and safety leadership. It brings leaders together in an environment that exposes them to new thinking and enables them to learn from each other. The programme has three parts:

#### Safety Leadership 360 Assessment

Gives leaders deeper insights into their performance and enables them to benchmark themselves against a model of world-class safety leadership.

#### Safety Leadership Development Series

Exposes members to eight powerful leadership practices that can improve health and safety performance.

#### Safety Leadership Course

Helps leaders build the mind-sets of a world-class safety leader.

### Getting ready for new H&S Act Beyond Due Diligence

Our May 2015 Summit offered members new thinking on safety governance, including how CEOs can support their boards to become better leaders in this area.

#### Operating in a *Person Conducting a Business or Undertaking* (PCBU) environment

At our October 2014 Summit, high-profile CEOs talked about how they are preparing for the new health and safety law. Video presentations from both events are available on our website.

### Safety governance and leadership guide

At our May Summit we launched a *Safety Governance* guide for directors and senior executives that outlines how they can go beyond compliance with due diligence requirements in the new Act, to demonstrate more effective safety leadership. This guide has been very popular with members and copies can be downloaded from our website.



## CEO Stories

---

### **Geoff Hunt, CEO, Hawkins**

*At a Contractor Safety event in April, Hawkins CEO Geoff Hunt talked about the actions he's taken to support improved health and safety in his contracting chain.*

*Geoff outlined how he had worked with his Chair to establish a board health and safety committee and had set up a national health and safety steering committee, which he chairs. Crucially, he also established health and safety as a key element of their business strategy.*

*Geoff initiated a review and audit by DuPont and decided the company needed to measure its performance against international benchmarks.*

*He says his company is moving from a position where safety was considered a bureaucratic responsibility imposed from above, to an ethical responsibility owned by those in positions of leadership.*



# Workstream activity

## – Influence

### GOAL: Influence other leaders, and leverage our reach through collaboration

#### Examples of how we are achieving this:

- Worked to ensure the voice of committed health and safety leaders was heard during the government's health and safety reforms
- Made Forum-wide submissions on regulations to support the new Health and Safety at Work Act
- Progressed our *Contractor Safety Initiative*
- Regularly spoke about the role of health and safety leaders at industry events.

#### Input into the new law and regulations

Over the last 18 months the Forum has met regularly with government officials to provide feedback during the development of the new Health and Safety at Work Act. We prepared a formal Forum submission on three new regulations being developed to support the Act, and are preparing a Forum submission on the Worker Participation regulations.

#### Contractor safety

Members of the Forum's *Contractor Safety Initiative* completed a self-assessment that helped them understand how they are performing as leaders of health and safety in their contracting chains. The self-assessment measured them against 12 *Success Factors* known to support good contractor safety. Aggregate results from the survey have helped guide the development of the initiative.

#### Influencing industries

As part of our strategy of collaborating with others to leverage our influence, the Forum's Executive Director and Forum members regularly support and present at industry events around the country. Examples over the last year include:

- Process safety event co-sponsored by the Forum and Forum member Mark Christie, NZ Country Manager, DuPont
- Seminar to improve safety training in Auckland's construction industry co-sponsored by the Forum and Forum member Rick Ede, CEO, Unitec Institute of Technology
- Presentation to the waste management industry conference run by WasteMINZ.

Thanks to the Forum members who've helped make this work happen, and to all members who've supported safety-related activities in their industries or have talked about safety at industry events.



## CEO Stories

---

### **Cos Bruyn, CEO, Downer NZ**

*At a Forum peer learning event in October 2014, Downer NZ CEO Cos Bruyn spoke about his experience of leading a company through the aftermath of a fatality at work.*

*Cos says the death of experienced driller Graham Brown in 2012 was one of the hardest things he's had to deal with as a CEO.*

*The experience taught him the importance of supporting the family, of ensuring that lessons from the tragedy are identified and acted on, and that a leader's first duty is always to their workers. Their duty to protect the company's reputation during any investigation comes second to that.*

*A summary of Cos' presentation is available as a written and video case study on the Forum's website.*





# Workstream activity

## – Connecting leaders

**GOAL:** Connect CEOs so they can spark off each other

### Examples of how we are achieving this:

- Held five peer learning events where members shared experiences, and made connections during the table discussions and informal networking opportunities
- Held regional events and began building regional Forums
- Our *Executive Safety Leadership Programme* courses involve group work and 'peer shadowing', encouraging participants to mentor each other and collaborate to solve problems.

### Forum peer learning events

An important ingredient in the success of the Forum's peer learning events is that they provide an opportunity for members to come together to share experiences and to discuss common challenges in a supportive environment. Four of this year's five events focused on our *Contractor Safety Initiative*, and looked at how leaders can *own, manage and measure* contractor health and safety performance.

Thanks to the following Forum members who presented at our events:

- Cos Bruyn, CEO, Downer NZ  
(*Leading after a fatality at work*)
- Geoff Hunt, CEO, Hawkins  
(*Taking ownership of contractor safety*)
- Simon Mackenzie, CEO, Vector  
(*Managing contractor safety*)
- Geoff Dangerfield, CEO, NZ Transport Agency  
(*Improving visibility of contractor safety performance*).

### Growing regional groups

Last year our Southland colleagues kicked off the Invercargill Safety Group of Forum CEOs, which is ensuring Southland CEOs are learning from each other and safety is staying on the local business agenda. Building on those examples, members in Nelson and Canterbury have started the ground work on what they want in their areas. We will encourage and support these member-driven efforts next year, as they make CEO peer learning and collaboration easier by bringing it closer to home.

### Industry safety groups

We are also looking at how we can connect members in the same or related industries or leverage existing industry groups to support improved CEO safety leadership in these industries. Our members in the agriculture, retail and food and grocery sectors have already begun making these connections, and sharing challenges and opportunities.



## CEO Stories

---

### **Geoff Dangerfield, CEO, NZ Transport Agency**

*At a Contractor Safety event in September, NZ Transport Agency CEO Geoff Dangerfield talked about how his company has changed the way it thinks about contractors. It now defines 'our people' as everyone who works for the company, including contractors.*

*Geoff said to help improve the visibility of contractor health and safety the company funded the development of a real-time incident reporting app that has been made available free to all its contractors. Working with Civil Contractors NZ, the Transport Agency also developed a free safety reporting app that has been made available to all small-to-medium business in New Zealand. For more information see the website [www.safetyapp.co.nz](http://www.safetyapp.co.nz).*

*The Transport Agency, in partnership with Auckland Transport, is also supporting the Construction Safety Council and is currently running trials of the competency-based **ConstructSafe** scheme.*

*The company has also set up a Leadership Forum of CEOs and General Managers from its tier one contractors so they can tackle the big ticket items on safety together.*



# Workstream activity

## – Building our organisation

---

**GOAL:** Build a movement of passionate, visible and active safety leaders

**Examples of how we are achieving this:**

- We are constantly fine-tuning our events and other activities to ensure they meet members' needs, and seek feedback from members to help inform these improvements
- We routinely identify influential industry leaders we believe could contribute to the Forum's goals and invite them to join
- We encourage members to recommend us to their peers
- We sponsor the *Executive of the Year* category at the NZ Workplace Health and Safety Awards to raise the profile of senior health and safety leadership in the wider business community.

# Workstream activity

## – Holding ourselves to account

---

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

**Examples of how we are achieving this:**

- Published our third annual benchmarking report
- Worked with Deloitte to initiate New Zealand's first national survey of CEO safety leadership.

**Benchmarking report**

Our online health and safety benchmarking tool enables Forum members to track their performance over time, and to compare themselves with peers and others in their industry using a common set of definitions. The report produced from this tool also helps the Forum to monitor its own performance, and track progress towards Zero Harm.

Our 2014 report includes three-year performance trends and, for the first time, some data on contractor health and safety performance. See our website to read the report or find out more about benchmarking.

# Profiling member activity

**The Forum is all about encouraging members to become more active health and safety leaders in their organisations and wider business communities.**

It's great to see so many of our leaders creating, supporting and promoting their own health and safety initiatives. Individually these activities might appear to be small steps. But collectively they are changing perceptions about the role of the CEO, and showcasing environments where safety leadership is a normal and expected part of their job.

## Working together to improve regional H&S performance



Mark O'Connor

Several Forum members are involved in Southland's successful *HSE Passport*, an online contractor pre-qualification and health and safety induction system created for companies working in the region. Forum members South Port, Alliance Group, HWR Richardson, Ballance and Powernet are all involved, along with Southland companies NZAS, Dongwha and SIT. South Port CEO Mark O'Connor says the system helps contractor companies meet higher health and safety standards, and ensures contractor employees have a better understanding of health and safety. Also, contractors don't have to duplicate work because they only have to complete a pre-qualification once. This information then gets sent to all the major companies involved in the passport to review. To date more than 300 Southland companies and 6,000 employees have registered for the passport.

## Supporting improved health and safety capability in our industries



Roger McRae

One way members are demonstrating leadership is by supporting health and safety groups in their industries. For example, the ability for the Construction Safety Council to have an impact has been strengthened by people like NZ Transport Agency CEO Geoff Dangerfield and McConnell Dowell Managing Director Roger McRae, who have contributed time and money to beef up the Council's resources. Likewise, Rayonier CEO Paul Nicholls, Hancock Forest Management GM Bill McCallum and PF Olsen CEO Peter Clark were among forestry leaders involved in setting up the Forest Industry Safety Council.



## Safety Executive of the Year



Albert Brantley

Congratulations to Albert Brantley, Genesis Energy CEO, who was named the Business Leaders' Health and Safety Forum Executive of the Year at the NZ Workplace Health and Safety Awards in May 2015. The award recognises the crucial role of senior leaders, who through personal commitment to creating safe workplaces have helped transform the health and safety culture in their organisations. Congratulations also to the other finalists for the award – James Fletcher, former Managing Director of OCS, and Natasha Possenniskie, Property Director at the Department of Corrections.

## Promoting safety in the media



Mike O'Brien

Several Forum members have used media interest in their business operations to tell the health and safety story. For example, when the editor from *FTD Supply Chain Management Magazine* was interviewing CHEP NZ Country Manager Mike O'Brien on-site, there were a number of references made to safety initiatives at the company's busy workplace. This led to Mike inviting her to do another story about health and safety at CHEP, which she did. The story profiled several CHEP safety initiatives including the use of 'limbering up' exercises during shift handovers to reduce manual handling injuries. See the story at [www.ftdmag.co.nz/top-stories/workplace-health-and-safety-championed-at-chep-new-zealand](http://www.ftdmag.co.nz/top-stories/workplace-health-and-safety-championed-at-chep-new-zealand)

## Sharing our story with international colleagues



Keith Nutting

The Forum is unique – we are not aware of any other country with a national group solely focused on CEO safety leadership. That's prompted inquiries about our organisation from overseas, and has seen several members who are part of multi-nationals being invited to talk about the Forum to their international peers. WorleyParsons NZ CEO and Location Director Keith Nutting recently updated WorleyParsons CEO Andrew Wood and members of the WorleyParsons Board of Directors on the Forum, including on our Contractors Safety Initiative, which he helps lead. Keith says this was a great opportunity to showcase the Forum's activities, and to share learnings and experiences with overseas colleagues. It also opened the door to them providing valuable feedback that can help build the body of knowledge available for the Forum to draw on.



# Getting ready for the new health and safety law

The Health and Safety at Work Act, which comes into force in April 2016, includes new 'due diligence' duties for CEOs and directors. The Forum has focused on helping members prepare for the new Act at our Summits in 2014 and 2015.

## Safety Governance

At the Forum's May 2015 Summit, Australian non-executive director Dr Kirstin Ferguson presented on how CEOs and boards can work together to improve safety governance and leadership. Kirstin outlined four key safety leadership criteria:

- **Vision:** Senior leaders need to publicly articulate shared health and safety goals across their organisations
- **Personal commitment:** Senior leaders need to show a personal commitment to health and safety – and have a sincere, visible and genuine dedication that demonstrates care for others' welfare
- **Decision making:** Senior leaders need to promote a sound assessment of health and safety issues when decisions are being made, and enable open communication between all levels of the organisation
- **Transparency:** Senior leaders need to be open to scrutiny of health and safety performance, through monitoring and by communicating the effectiveness of safety initiatives.

## Mike Bennetts, CEO, Z Energy

At the Forum's October 2014 Summit, Z Energy CEO Mike Bennetts outlined how his company is preparing for the new Health and Safety at Work Act.

Mike hasn't waited for the new law to come into force. For the last year he's been preparing his business for the new operating environment.

He has focused on three areas he sees as key for his business:

- Developing governance and leadership capability
- Increasing worker engagement
- Understanding what the new concept in the law of a PCBU means for Z Energy and its multiple contractors and suppliers.

Watch Mike and Kirstin's presentations on the Forum's website.

# Our people

Forum members lead businesses that have a large number of employees or contractors, or operate in high-risk sectors. All our leaders have made a personal commitment to make health and safety a vital part of their business. For a full list of members see our website.

## Steering Group

The Forum is governed by a Steering Group elected by members.

### CHAIR

**Rob Jager**, *Chairman, Shell Companies in New Zealand*

### TREASURER

**Philip Orchard**, *CEO, PAE (NZ)*

### SECRETARY

**Zane Fulljames**, *CEO, NZ Bus*

### EXECUTIVE DIRECTOR

**Francois Barton**

### STEERING GROUP MEMBERS

**George Adams**, *Chair, Bell Tea and Coffee Company*

**Sheridan Broadbent**, *CEO, Counties Power*

**Peter Clark**, *CEO, PF Olsen*

**Graham Darlow**, *CEO, Construction Group, Fletcher Building*

**James Fletcher**, *Independent Forum member*

**Gordon MacDonald**, *CEO, WorkSafe*

**David McGregor**, *CEO, Brightwater Group*

**Mike O'Brien**, *Country Manager, CHEP*

**Scott Pickering**, *CEO, ACC*

**Sjoerd Post**, *CEO, Refining NZ*

**Dr David Prentice**, *Managing Director, Opus*

**Don Stock**, *Independent Director*

**Graham Wells**, *Managing Director, Wells Group*

**Blair O'Keeffe**, *CEO, CentrePort*

**Marcel Manders**, *CEO, MB Century*

**Gerry Lynch**, *Managing Director NZ, Mars NZ*

**Tania Palmer**, *GM Health and Safety, Contact Energy*

Thanks to the following Steering Group members who stood down during the year:

- **Nicole Rosie**, *former Director Health and Safety, Fonterra*
- **David Tregoweth**, *former National Health, Safety and Environment Manager, Progressive Enterprises*
- **Ian Cathcart**, *General Manager, Veolia Water.*

Thanks also to Julian Hughes who stood down as Executive Director in February 2015 and Frances Martin who acting in that role until Francois Barton took over in May 2015.

---

## Working groups

The Forum has several working groups that lead our key projects:

### Leadership

CHAIR

**James Fletcher**, *Independent Forum member*

**Roger McRae**, *Managing Director, McConnell Dowell*

**Sheridan Broadbent**, *CEO, Counties Power*

**Graham Darlow**, *CEO, Construction Group, Fletcher Building.*

### Contractor safety

CHAIR

**Don Stock**, *Independent Director*

**Graham Wells**, *Managing Director, Wells Group*

**Raveen Jaduram**, *CEO, Watercare Services*

**Keith Nutting**, *CEO, Worley Parsons*

### Occupational health

CHAIR

**George Adams**, *Chair, Bell Tea and Coffee Company*



Rob Jager



James Fletcher



Don Stock



George Adams



# Financial performance

**The Forum continues to operate on a sound financial basis, with income continuing to increase as the membership grows.**

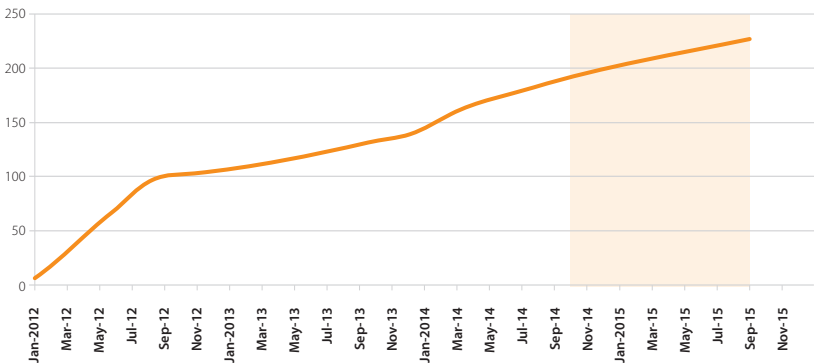
The Forum has continued to grow its income through increased membership, thereby ensuring that it has a sound financial base for its operations. The ongoing philosophy of the Steering Group (having accrued a \$200,000 reserve fund to cover committed costs) is to use all of the income in each financial year to pursue the Forum's objectives.

For FY 2015 the Steering Group agreed to a minor increase in expenditure over income to ensure continuity of delivery while the new Executive Director was recruited, and to leverage the ongoing opportunities arising from the significant regulatory changes surrounding health and safety in New Zealand. This increased expenditure was predominantly due to short-term increases in: the use of contractors; implementation support for the launch of the Executive Safety Leadership Programme; increased opportunities for member events; and provision of input into increased governmental legislative activity. As a result expenditure exceeded income for the year but no draw-down on the reserve fund was required. The intention for FY16 is to run a balanced budget (expenditure equal to income) and this will be managed by the Executive Director exercising tight control over operating expenditure and adjustment to discretionary project expenditure as required .

A full set of audited accounts for the year to 30 June 2015 (including the audit opinion) will be distributed at the Annual General Meeting and these are also available by emailing [info@zeroharm.org.nz](mailto:info@zeroharm.org.nz)

## Membership

Growth in members – January 2012 to September 2015



### Membership and revenue

At the end of our financial year on 30 June 2015 our membership make-up and fees consisted of:

CATEGORY	NUMBER OF BUSINESSES	REVENUE
1	78	\$78,000
2	50	\$125,000
3	35	\$175,000
4	24	\$180,000
5	18	\$270,000
Totals	205	\$828,000 (excl GST)

### Membership categories

CATEGORY	CRITERIA	ANNUAL FEE (EXCL GST)
1	Revenue less than \$50m Total assets lower than \$20m Fewer than 200 employees	\$1,000
2	Revenue between \$50m & \$135m Total assets between \$20m & \$50m Between 200 & 500 employees	\$2,500
3	Revenue of between \$135m & \$350m Total assets of between \$50m & \$250m Between 500 & 1,000 employees	\$5,000
4	Revenue between \$350m & \$690m Total assets between \$250m & \$500m Between 1,000 & 5,000 employees	\$7,500
5	Revenue over \$690m Total assets over \$500m 5,000-plus employees	\$15,000

---

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

**Email:** [info@zeroharm.org.nz](mailto:info@zeroharm.org.nz)

**Phone:** +64 4 499 1897

**Or find out more at:** [www.zeroharm.org.nz](http://www.zeroharm.org.nz)

---



**Business Leaders'  
Health & Safety Forum**

---

**ZERO HARM WORKPLACES**