



## 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



George Reed  
General Manager  
1st Maintenance



Craig Davidson  
Managing Director NZ  
AECOM



Andrew Tombs  
CEO  
Alpine Energy



John McKay  
CEO  
AsureQuality



Richard Keys  
CEO  
Abano Healthcare Group



Andrew Nicol  
CEO  
Agoge



Rod Gibson  
CEO  
Animates



Adrian Littlewood  
CEO  
Auckland Airport



Alastair Blackler, General  
Manager, Abergeldie Complex  
Infrastructure



Sue Bidrose  
CEO  
AgResearch



Sarah Williamson  
CEO  
Antarctica New Zealand



Jim Stabback  
CEO  
Auckland Council



Scott Pickering  
CEO  
ACC



Greg Foran  
CEO  
Air New Zealand



Grant Nicholson  
Partner  
Anthony Harper



Tracey Ryan  
CEO  
Aurecon NZ



Mark Irvine  
Managing Director  
Acrow



Brian Stokes  
Managing Director  
Airtech



Peter Conley  
Group CEO  
ANZCO Foods



Richard Fletcher  
CEO  
Aurora Energy



Mark Cameron  
Managing Director  
Action Engineering



Graeme Sumner  
CEO  
Airways



Tony Gray  
CEO  
Ara Institute of Canterbury



Simon Bennett  
CEO  
AWF Madison



Teresa Moore  
CEO  
Adecco



David Mitchell  
CEO  
AJ Hackett Bungy



Ian Brown  
General Manager  
Aratu Forests



Chris Saxby  
Managing Director  
Babcock New Zealand



Ross Bowmar  
General Manager  
ADM New Zealand



David Surveyor  
CEO  
Alliance Group



Jacqui Benemann  
Managing Director  
Argus Fire Protection



Mark Wynne  
CEO  
Ballance Agri-Nutrients

## 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  
Cawthron 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  
Carrifields



Terry Murdoch  
CEO  
Christchurch Helicopters



Gerard 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)  
Cookes (Bridon)



Una Jagose  
Solicitor-General and CEO  
Crown Law



Jonathan Pooch  
Managing Director  
Detta 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



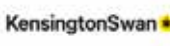
Steve Killeen  
CEO  
Downer NZ



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 Stevenston 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 Cavers 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 McNeen  
CEO  
LIC



Tim Cosgrove  
CEO  
Marlborough Lines



Vince Hawksworth  
CEO  
Mercury Energy

 <p>Richard Whitney CEO Mercy Hospital</p>	 <p>Carolyn Tremain CEO, Ministry of Business, Innovation and Employment</p>	 <p>Chris Wilesmith CEO Mitre 10 (New Zealand)</p>	 <p>Oliver Kearney CEO Network Tasman</p>
 <p>Neal Barclay CEO Meridian Energy</p>	 <p>Andrew Bridgman CEO Ministry of Defence</p>	 <p>Craig Langley CEO Mix</p>	 <p>Geoff Douch CEO Network Waitaki</p>
 <p>Dean Richardson Managing Director Methanex</p>	 <p>Iona Holsted CEO Ministry of Education</p>	 <p>Steve Tarrant CEO Moana New Zealand</p>	 <p>Craig Stevenson CEO New Plymouth District Council</p>
 <p>Glen Sowry CEO Metlifecare</p>	 <p>Ashley Bloomfield Director-General of Health and CEO, Ministry of Health</p>	 <p>Todd Dawson CEO Napier Port</p>	 <p>Sean Gray CEO, New Zealand Artificial Limb Service</p>
 <p>Simon Mander CEO Metro Glass</p>	 <p>Andrew Crisp CEO, Ministry of Housing and Urban Development</p>	 <p>John Morgan CEO, National Institute of Water and Atmospheric Research</p>	 <p>Sam Cliffe CEO New Zealand Blood Service</p>
 <p>Ray Smith CEO Ministry for Primary Industries</p>	 <p>Andrew Kibblewhite CEO Ministry of Justice</p>	 <p>Rick Herd Managing Director Naylor Love Enterprises</p>	 <p>Christine Stevenson CEO New Zealand Customs Service</p>
 <p>Vicky Robertson CEO Ministry for the Environment</p>	 <p>Debbie Power CEO Ministry of Social Development</p>	 <p>Mark Eglinton CEO NZ and AU NDA Group</p>	 <p>Kevin Short Chief of Defence Force New Zealand Defence Force</p>
 <p>Renee Graham CEO Ministry for Women</p>	 <p>Richard Wyeth CEO Miraka</p>	 <p>Jane Sheard CEO Nelmac</p>	 <p>Natalie Pollard CEO New Zealand Oil Services</p>

## 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  
Ngati Tuwharetoa Holdings



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



Tanya Winter  
CEO  
Rotorua 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  
Parininihi ki Waitotara



Tony Cunningham  
COO  
New Zealand Woolscouring



Barry Hinkley  
CEO  
NZ Bus



William McCook  
CEO  
Orillon



Geoff Milsom  
CEO  
Pattle Delamore Partners



Mike Lightfoot  
CEO  
Nexus Logistics & Conlinx









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 of 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 Melthot 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  
SKOPE 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



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Garth Dibley  
CEO  
WEL Networks



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Natalie Davis  
Managing Director  
Woolworths NZ



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Barbara McKerrrow  
CEO  
Wellington City Council



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Phil Parkes  
CEO  
WorkSafe NZ



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Steve Sanderson  
CEO  
Wellington International Airport



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Gillian Cagney  
CEO  
Worley New Zealand



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Colin Crampton  
CEO  
Wellington Water



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Mike Bennetts  
CEO  
Z Energy



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Pat Hills  
CEO  
Wells Group



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Paul Atkins  
CEO  
Zealandia



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Peter Armstrong  
CEO  
Westpower/ElectroNet



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Frances Boyce  
General Manager  
Whitaker Civil Engineering



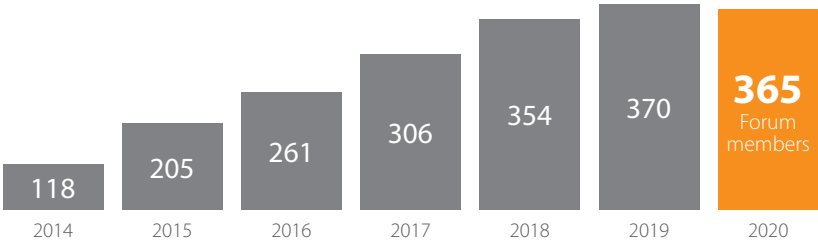
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Brian Souness  
General Manager  
Wood Training

Key progress

# Year to 30 September 2020

## MEMBERSHIP



## 10 YEARS ON – 2010 TO 2020

**10 YEARS**

*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



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## 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

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## 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!

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**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.



George Adams  
Forum Chair

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**

### 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.



David Langford from New Plymouth District Council

"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.







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:

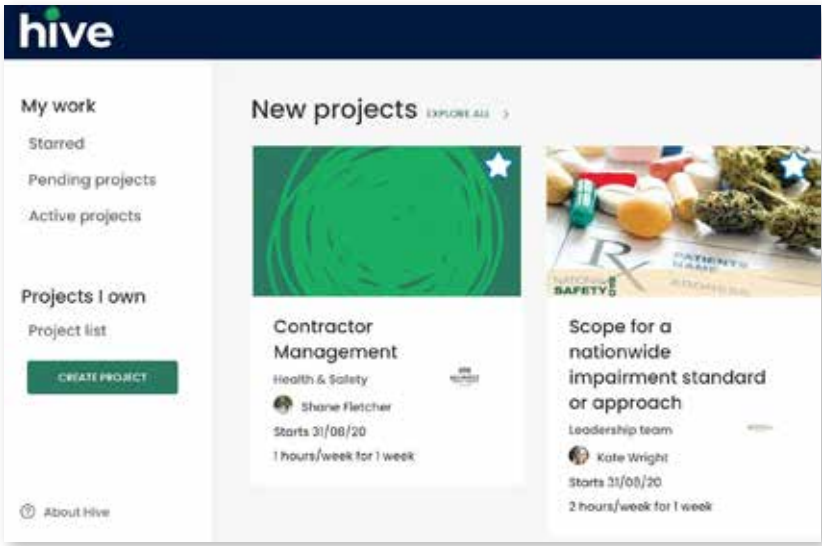
1. Systemic and more robust deployment of the HSWA
2. Government as a better, more connected client
3. Leveraging the Covid-19 stimulus funding to achieve better productivity, safety and environmental outcomes on 'shovel ready' projects
4. Better integrating how we monitor health, safety and productivity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

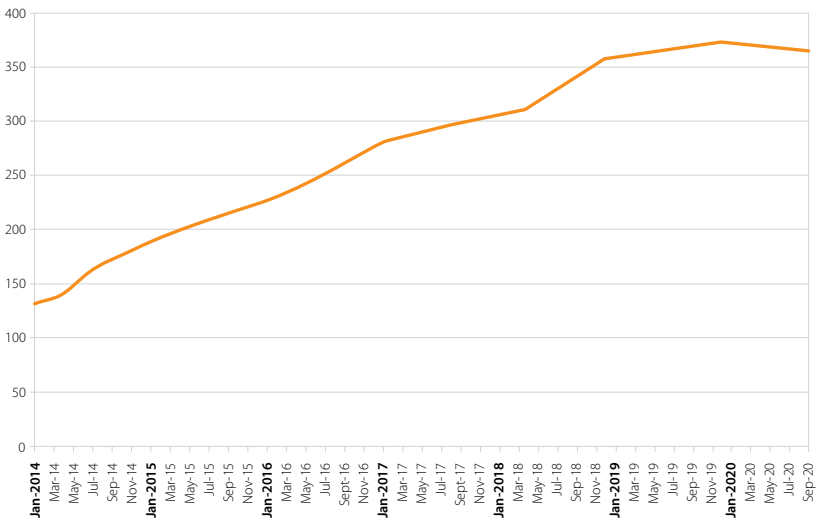
## Business Leaders' Health & Safety Forum Incorporated for the year ended 30 June 2020

	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](mailto: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  
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Phone: **+64 4 499 1897**

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



**Business Leaders'  
Health & Safety Forum**