



# Business Leaders' Health & Safety Forum

ZERO HARM WORKPLACES

**ANNUAL REPORT SEPTEMBER 2017**

Learning from  
what goes right



# Our members



Abano Healthcare Group  
Richard Keys  
CEO



All About People  
Michelle MacDonald  
Managing Director



Auckland City Council  
Stephen Town  
CEO



BBR Contech  
Paul Wymmer  
Managing Director



Accident Compensation  
Corporation  
Scott Pickering, CEO



Alliance Group  
David Surveyor  
CEO



Auckland International Airport  
Adrian Littlewood  
CEO



Beca  
Don Lyon  
Executive Director



Action Engineering  
Mark Cameron  
Managing Director



Alpine Energy  
Andrew Toms  
CEO



Auckland Kindergarten  
Association  
Tanya Harvey, CEO



BP New Zealand  
Debi Boffa  
Managing Director



Adecco  
Mike Davies  
Managing Director



Amarcor Flexible  
Gavin Barris, Vice-President/  
General Manager



Aurecon NZ  
Carl Devereux  
Regional Director NZ



BRANZ  
Chelydra Percy  
CEO



Advance Diagnostics NZ  
CK Rahi  
Director/CEO



Antarctica New Zealand  
Peter Beggs  
CEO



Aurora Energy  
Grady Cameron  
CEO



Bridgestone NZ  
John Staples  
Director



AECOM  
Craig Davidson  
Managing Director NZ



ANZCO Foods  
Peter Conley  
Group CEO



AWF Madison  
Simon Bennett  
CEO



Bridon Cookes  
Mike Toxopeus  
Managing Director



Agoge  
Andrew Nicol  
CEO



Ara Institute of Canterbury  
Tony Gray  
CEO



Babcock NZ  
Chris Saxby  
Managing Director NZ



Broadspectrum  
Fidel Lopez Soria  
CEO



AgResearch  
Tom Richardson  
CEO



Argus Fire Systems Services  
Jacqui Bensemann  
Managing Director



Balance Agri-Nutrients  
Mark Wynne  
CEO



BVT Mechanical  
Engineering Consultants  
Matt Bishop, Managing Director



Air New Zealand  
Christopher Luxon  
CEO



Arrow International NZ  
Ken Forrest  
CEO



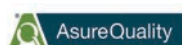
Barkers Fruit Processors  
Justin Riley  
CEO



C3  
Parke Pittar  
CEO



Airways New Zealand  
Pauline Lamb  
Interim CEO



AsureQuality  
John McKay  
CEO



Bay of Plenty Regional Council  
Mary-Anne Macleod  
CEO



Callaghan Innovation  
Vic Crone  
CEO

## Membership at 30 September 2017



Cardinal Logistics  
Tony Gorton  
Managing Director



City Care  
Onno Mulder  
CEO



Contact Energy  
Dennis Barnes  
CEO



Delta Utility Services  
Mike Costelloe  
CEO



Cassidy Construction  
Brendon Vincent  
General Manager



Civil Aviation Authority of NZ  
Graeme Harris  
CEO



Cook Brothers Construction  
Dave Bulling  
Managing Director



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



Cavalier Woolscourers  
Tony Cunningham  
COO



Coca-Cola Amatil  
Chris Litchfield  
Managing Director



Cosman Parkes  
Mike Cosman  
Partner



Department of Corrections  
Ray Smith  
CEO



Cawthron Institute  
Charles Eason  
CEO



CODA Group  
Scott Brownlee  
CEO



Cottonsoft NZ  
Kim Calvert  
Country Manager NZ



Dominion Salt  
Shane Dufaur  
CEO



CentrePort  
Derek Nind  
CEO



Cold Storage Nelson  
Alistair Morrison  
CEO



Counties Manukau DHB  
Gloria Johnson  
Acting CEO



Downer NZ  
Steve Killeen  
CEO



Cerebos Greggs  
Terry Svenson  
CEO



Commercial Hire NZ  
Brendan Morrison  
Managing Director



Counties Power  
Judy Nicholl  
CEO



Duncan Cotterill  
Stephanie Grieve  
Partner



CHEP New Zealand  
Michael Lewis  
Country Manager



Compass Group  
Glenn Corbett  
Managing Director



CPB Contractors  
Tony Pike  
Country Manager NZ



DuPont



Chorus  
Kate McKenzie  
CEO



Comvita New Zealand  
Scott Coulter  
CEO



CrestClean  
Grant McLauchlan  
Managing Director



Dynes Transport Tapanui  
Peter Dynes  
Managing Director



Christchurch City Council  
Karleen Edwards  
CEO



Connect 8  
Ray O'Regan  
CEO



Crown Forestry  
Warwick Foran, General  
Manager Crown Forestry



Earthquake Commission  
Sid Miller  
CEO



Christchurch  
International Airport  
Malcolm Johns, CEO



Connetics  
Jono Brent  
CEO



DairyNZ  
Tim Mackle  
CEO



Eastland Group  
Matt Todd  
Group CEO



ECL Group  
Grant Mirfin  
Managing Director



EROAD  
Steven Newman  
CEO



Forest Protection Services  
Kevin Ihaka  
Managing Director



Gore District Council  
Stephen Parry  
CEO



EcoCentral  
Judi Sefton  
CEO



Euro Corporation  
Timothy Thodey  
CEO



Forestry Industry Council (FISC)  
Fiona Ewing  
National Safety Director



Gough Group  
Karl Smith  
Group CEO



ecoPortal  
Logan Wait  
Co-founder



Evonik Peroxide  
Tom Barratt  
Managing Director



Fortuna Group  
David Dodunski  
Executive Director



Greater Wellington  
Regional Council  
Greg Campbell, CEO



EIS  
Dean Addie  
CEO



Fire and Emergency NZ  
Rhys Jones  
CEO



Freshpork New Zealand  
Lynden Glass  
CEO



Green Gorilla  
Graeme Bowkett  
CEO



Electrix  
Gavan Jackson  
Managing Director



First Gas  
Paul Goodeve  
CEO



Frucor Suntory  
Kevin Bowler  
CEO



Guaranteed Flow Systems  
Peter Leitch  
Managing Director



Enable  
Steve Fuller  
CEO



Fitzroy Engineering Group  
Richard Ellis  
Managing Director



Fulton Hogan  
Cos Bruyn  
Group CEO



H.W. Richardson  
Brent Esler  
CEO



ENGIE Services ANZ  
Lee Lunt  
General Manager NZ



Fletcher Building  
Michele Kernahan  
CEO Construction



Genesis Energy  
Marc England  
CEO



Halls Group  
Alan Pearson  
Managing Director



Environmental Protection  
Authority  
Allan Freeth, CEO



Flick Electric Co  
Steve O'Connor  
CEO



GHD  
Ian Fraser  
General Manager Asia Pacific



Hamilton City Council  
Richard Briggs  
CEO



EnviroNZ  
Gary Saunders  
Managing Director



Fonterra Co-operative Group  
Mark Leslie  
Director NZ Manufacturing



Gibbons Construction  
Scott Gibbons  
Managing Director



Hancock Forest Management  
Bill McCallum  
General Manager



Ernslaw One  
Thomas Song  
Managing Director



Foodstuffs NZ  
Steve Anderson  
CEO



GNS Science  
Ian Simpson  
CEO



Harrison Grierson  
Glen Cornelius  
Managing Director



## Membership at 30 September 2017



Hawkins  
Gary Walker  
Executive General Manager



Housing New Zealand  
Andrew McKenzie  
CEO



Ixom  
Andrew Moss  
General Manager



Landcorp New Zealand  
Steven Carden  
CEO



HEG  
Ajay Anand  
CEO



Hynds Pipe Systems  
Adrian Hynds  
Managing Director



Jacobsen Holdings  
Barry Woolcott  
Group Managing Director



Landpower Holdings Limited  
Richard Wilson  
CEO



Hellaby Holdings  
Colin Daly  
CEO



Ideal Air  
Jim Raggs  
National Service Manager



JDE Coffee  
John Ruteledge  
Director



LIC  
Wayne McNee  
CEO



Hikurangi Forest Farms  
Rob Hunter  
Managing Director



Imperial Tobacco NZ  
Samuel Abbott  
Director



Kaiteriteri Recreation Reserve  
David Ross  
CEO



Linfox Logistics  
James Watters  
Country Manager



Hilton Haulage  
Scott Crampton  
CEO



Inframax Construction  
Chris Hayward  
CEO



Kensington Swan  
Charles Spillane  
CEO



Liquigas  
Albert de Geest  
CEO



Hireace  
Guy Clouth  
CEO



Ingham's Enterprises  
Adrian Revell, Group Executive  
General Manager NZ



Kimberly-Clark NZ  
Elizabeth Metz  
General Manager



Lyttelton Port of Christchurch  
Peter Davie  
CEO



Hiway Group  
John Boocock  
CEO



InterCity Group  
John Thorburn  
CEO



KiwiRail  
Peter Reidy  
CEO



MainPower New Zealand  
Bruce Emson  
CEO



HJ Asmuss & co  
Grant Bradford  
CEO



Intertek - NZ and Pacific  
Mahendra de Alwis  
Managing Director



KONE Elevators  
Grant Winfield  
General Manager



Marlborough Lines  
Ken Forrest  
Managing Director



HNZ NZ  
Keith Mullett, Executive Vice  
President International



Invercargill City Council  
Richard King  
CEO



Kordia  
Scott Bartlett  
CEO



Mars  
Gerry Lynch  
General Manager



Holcim  
Glenda Harvey  
Country Manager




























ISO  
Liam Dickson  
Managing Director



Landcare Research NZ  
Richard Gordon  
CEO



Matrix Security Group  
Scott Carter  
CEO

			
MB Century Marcel Manders CEO	Millennium Plastics Tony Rutz CEO	Nelson Marlborough Institute of Technology Liam Sloan, Interim CEO	nib nz Rob Hennin CEO
			
Ministry of Business, Innovation & Employment Carolyn Tremain, Acting CEO	Milmeq Chester Bakkerus CEO	Nestlé NZ Christian Abboud CEO/Country Manager	NIWA John Morgan CEO
			
McAlPines Peter Crighton CEO	Miraka Richard Wyeth CEO	Network Tasman Oliver Kearney CEO	Northern Forest Products Gary Leslie Director
			
McConnell Dowell Constructors Fraser Wyllie Managing Director	Mitre 10 NZ Neil Cowie CEO	Network Waitaki Graham Clark CEO	Northpower Andrew McLeod CEO
			
Meadow Mushrooms John Barnes CEO	Moana New Zealand Carl Carrington CEO	New Plymouth District Council Alan Bird Acting CEO	Nurse Maude Jim Magee CEO
			
Men at Work Dean Hyde Director	Napier Port Garth Cowie CEO	New Zealand Agriseeds Michael Hales Managing Director	NZ Bus Zane Fulljames CEO
			
Mercury Fraser Whineray CEO	Naylor Love Rick Herd Managing Director	New Zealand Defence Force Tim Keating, Lieutenant General Chief of Defence Force	NZ Crane Hire Deane Manley Managing Director
			
Mercy Hospital Richard Whitney CEO	Nelmac Lee Babe CEO	Ngāi Tahu Farming Andrew Priest CEO	NZ Hothouse Simon Watson Managing Director
			
Meridian Energy Mark Binns CEO	Nelson City Council David Hammond Acting CEO	Ngāi Tahu Tourism Quinton Hall CEO	NZ Oil Services Toby Beaglehole CEO
			
Methanex Kevin Maloney Managing Director	Nelson Forests Lees Seymour Managing Director	Ngati Tuwharetoa Holdings Spence McClintock CEO	NZ Transport Agency Fergus Gammie CEO

## Membership at 30 September 2017



NZL Group  
Simon Hepburn  
CEO



Paul Smith Earthmoving  
Mark Rogers  
CEO



Ports of Auckland  
Tony Gibson  
CEO



Red Bus  
Paul McNoe  
CEO



O-I New Zealand  
Paul Vine  
General Manager



PF Olsen  
Peter Clark  
CEO



Powerco  
Nigel Barbour  
CEO



Refining NZ  
Sjoerd Post  
CEO



OCS  
Garth Marriott  
Managing Director



PGG Wrightson  
Mark Dewdney  
CEO



PowerNet  
Jason Franklin  
CEO



Rendertech  
Greg Adams  
General Manager



Oji Fibre Solutions  
Jon Ryder  
CEO



Pipeline & Civil  
Hugh Goddard  
General Manager



Programmed Facility  
Management, Brian Moreland,  
General Manager



Rentokil Initial  
Craig Wilson  
Managing Director NZ/Fiji



OMV New Zealand  
Gabriel Seltschi, Senior Vice  
President – Australasia



PKW Farms  
Warwick Tauwhare-George  
CEO



Progressive Enterprises  
Dave Chambers  
Managing Director



Research First  
Simon Worthington  
CEO



Opus International Consultants  
Ian Blair  
Managing Director



Plant & Food Research  
Peter Landon-Lane  
CEO



Ravensdown  
Greg Campbell  
CEO



Restaurant Brands NZ  
Russel Creedy  
CEO



Orillion  
William McCook  
CEO



Port Nelson  
Martin Byrne  
CEO



Rayonier New Zealand  
Paul Nicholls  
Managing Director



Ruralco NZ  
Robert Sharkie  
CEO



Otago Regional Council  
Peter Bodeker  
CEO



Port of Tauranga  
Mark Cairns  
CEO



RCP  
Matt Allen  
Director



Saito Labels & Tags  
Sarah Spencer, GM  
Operations NZ/Australia



Otorohanga District Council  
Dave Clibbery  
CEO



Port Otago  
Kevin Winders  
CEO



Real Journeys  
Richard Lauder  
CEO



Sanford  
Volker Kuntzsch  
CEO



PAE NZ  
Phillip Orchard  
CEO



Port Taranaki  
Guy Roper  
CEO



Rebain  
John Gilbert  
Managing Director



Sealink NZ  
Mark Gibson  
CEO



SGS New Zealand  
Peter Hart  
Managing Director



South Taranaki District Council  
Craig Stevenson  
CEO



TAG Oil  
Max Murray  
NZ Country Manager



Thomson Reuters  
Haydn Davies  
Country Manager



Shell Companies in NZ  
Rob Jager  
Chairman



South Waikato District Council  
Craig Hobbs  
CEO



Tasti Products  
Simon Hall  
CEO



ThunderMaps  
Rahul Watson Govindan  
Group CEO



Siemens NZ  
Paul Ravlich  
CEO



Southern Response  
Anthony Honeybone  
CEO



Tauranga City Council  
Garry Poole  
CEO



Timberlands  
Robert Green  
CEO



Silver Fern Farms  
Dean Hamilton  
CEO



Spotless NZ  
James Fletcher  
Executive General Manager



Taylors Contracting Co  
Charlie Taylor  
CEO



Tonkin & Taylor  
Doug Johnson  
Managing Director



Simpson Grierson  
Kevin Jaffe  
Chairman



Stevenson Group  
Mark Franklin  
CEO



Telarc SAI  
Philip Cryer  
CEO



Top Energy Group  
Russell Shaw  
CEO



Site Safe NZ  
Alison Molloy  
CEO



Storelink Sales  
Angie Samuel  
General Manager



Tenon Manufacturing  
Mark Taylor  
Vice President NZ



Tourism Holdings  
Grant Webster  
CEO



SkyCity Auckland  
Graeme Stephens  
CEO



Stork Technical Services NZ  
Rob Sullivan  
General Manager/Director



The Better Drinks Company  
Chris Gray  
General Manager



Transdev Auckland  
Michel Ladrak  
Managing Director



Smart Environmental  
Grahame Christian  
Managing Director



Straterra  
Chris Baker  
CEO



The Griffin's Food Company  
Brett Henshaw  
Managing Director



Transpower  
Alison Andrew  
CEO



Smiths City Group  
Roy Campbell  
CEO



Stride Property Group  
Philip Littlewood  
CEO



The Labour Exchange  
Dave Devereux  
Managing Director



Trinder Engineers  
Kerry Hill  
Managing Director



South Port NZ  
Nigel Gear  
CEO



Summerset Group Holdings  
Julian Cook  
CEO



The Warehouse  
Nick Grayston  
Group CEO



TW Power Services  
Garth Mann  
CEO



## Membership at 30 September 2017



Unison Networks  
Ken Sutherland  
Group CEO



Waste Management  
Institute NZ, Paul Evans  
CEO



Wiri Oil Services  
Ian Cummings  
General Manager



Unitec Institute of Technology  
Rick Ede  
CEO



Watercare Services  
Raveen Jaduram  
CEO



WorkSafe NZ  
Nicole Rosie  
CEO



Vector  
Simon Mackenzie  
CEO



WEL Networks  
Garth Dibley  
CEO



Worley Parsons  
Keith Nutting  
Location Director – CEO



Veolia Water  
Ian Cathcart  
General Manager



Wellington City Council  
Kevin Lavery  
CEO



Young Farmers  
Terry Copeland  
CEO



Villa Maria  
George Fistonich  
CEO



Wellington International Airport  
Steve Sanderson  
CEO



Z Energy  
Mike Bennetts  
CEO



VTNZ  
Mike Walsh  
CEO



Wellington Regional Economic  
Development Agency  
Derek Fry, CEO



Zealandia  
Paul Atkins  
CEO



Waikato District Council  
Gavin Ion  
CEO



Wellington Water  
Colin Crampton  
CEO



Waimate District Council  
Stuart Duncan  
CEO



Wells Group  
Pat Hills  
CEO



Waitemata DHB  
Dale Bramley  
CEO



Westpower/ElectroNet  
Rob Caldwell  
CEO



Waitomo Petroleum  
Jimmy Ormsby  
Managing Director



Whitaker Civil Engineering  
Frances Boyce  
General Manager

# Key results

## Year to 30 September 2017

### LEADERSHIP

#### 47 LEADERS ATTENDED

our CEO safety leadership courses, up 27%



#### 61 EXECUTIVES ATTENDED

our General Manager courses, up 56%



### CONNECTING CEOs

7

FORUM  
EVENTS

with nearly

700  
ATTENDEES

8

EVENTS  
WITH  
PARTNERS

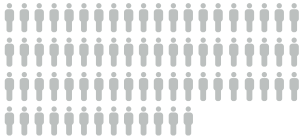
400  
ATTENDEES

INFLUENCING OTHERS

Helped create  
**AGRICULTURAL  
LEADERS'  
GROUP**

Influenced  
development of  
**SAFETY  
STAR RATING**

HOLDING OURSELVES TO ACCOUNT



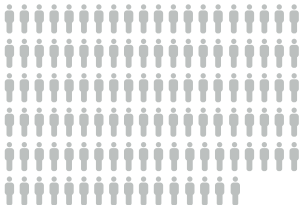
**73 MEMBERS**

took part in Forum's  
5<sup>th</sup> Benchmarking Report

Participants achieved

**51% REDUCTION**

in employee TRIFR over 5 years



**116 MEMBERS**

took part in the 2<sup>nd</sup>  
Forum/Deloitte CEO  
H&S Leadership Survey

BUILDING A MOVEMENT OF ACTIVE SAFETY LEADERS



**306 MEMBERS**

at 30 September 2017

**9% INCREASE**

on previous year

# Foreword – Chair and Executive Director

## Learning from 'normal' work and learning to let go

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**‘Leading complex organisations to be safe and healthy requires a new toolkit of capabilities and practices.’**

**Over the last year, the Forum has introduced members to an additional ‘tool for the kit’ in leading safer, healthier and more productive businesses – Safety II thinking.**

Safety II represents a significant shift in the way health and safety is approached. It offers leaders some powerful new levers to improve performance in their organisations. For that reason, the Forum has focused on exposing members to this new concept during the last year.

Safety II is based on the principle that variability is inevitable during the working day. So we need to give our people the tools, skills, systems and environments that will enable them to adapt to change efficiently and safely. Our people are making those adaptations successfully most days. Sometimes that's because we're providing them with the things they need to make this happen. Other times it's despite what we've given them.

This more expansive view challenges us to look at health and safety as more than just the *absence of harm*, but also as the *presence of capacity* for healthy and safe work to happen.

At the October 2016 Summit, Safety II expert Daniel Hummerdal shared different techniques leaders can use to find out more about the adaptations taking place in their businesses, particularly by paying more attention to 'normal' work. He also provided practical questions leaders can use to test their business' capacity for health and safety, so they can enable their people to cope with the realities of day-to-day work.

Safety II concepts are also explored in our *Executive Leadership Programme*, which experienced strong levels of participation over the year for both our CEO and General Manager courses. A central theme developed in the programme is the capability to become more curious about the differences between work-as-imagined and work-as-done. These differences provide 'weak signals of failure', but also of success.

At our May Summit, US human performance psychologist Dr Todd Conklin entertainingly, but with real impact, challenged us with the reality that failure of fatal risk controls is almost inevitable because both people and work conditions are variable. Consequently, CEOs need to ensure that their operations are able to 'fail safely', by ensuring their approach to managing risk includes effective recovery controls to protect people when something goes wrong.

In August the originator of Safety II, Professor Erik Hollnagel, shared with us that this expanded focus on normal work must be built on solid foundations, good risk management and good incident investigations. Safety II is an additional tool, not an exclusive approach.

Safety II themes also emerged from our two peer learning events this year. Landcorp/Pāmu CEO Steve Carden shared his company's journey of responding to a series of workplace fatalities. Landcorp's experience underlines the importance of focusing on critical risks. But it also demonstrates that building front-line leadership capability is a core enabler to grow culture and empower people to work safely in highly variable environments like agriculture.

Transpower CEO Alison Andrew's story, about how her company improved contractor performance by working differently with its suppliers, affirmed that the most concrete way of respecting people (including contractors) isn't telling them what to do. Rather it is by creating the space for the people doing the work to contribute to its design and execution. Sometimes the way to get better is to let go and enable others to show the way.

Involving workers is a foundational pillar of Safety II. Our second annual CEO H&S Leadership Survey with Deloitte indicated CEOs understand the importance of involving workers in health and safety and believe their engagement programmes are effective. Despite that, they identify culture and work attitudes as the main barriers to improving health and safety. This suggests we need to challenge ourselves on not just *how* we're engaging with our people, but *why*.

As leaders we will never have all the answers. But Safety II helps us ask better questions and reminds us we need to direct those questions at the right people, our people.

We would like to thank all Forum members for their ongoing support, as it enables us to bring thought leaders to New Zealand, identify and promote the experiences of our own leaders, and provide a national voice for safer, healthier and more productive New Zealand workplaces.

We look forward to working with you again over the next year.



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George Adams  
Forum Chair

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

Francois Barton  
Forum Executive Director



# Workstream activity

## – Leadership of health and safety

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

### Highlights

- Executive Leadership Programme continues to grow
- Introduced Safety II thinking
- Forum leaders honoured
- Developed a CEO risk management tool

### Safety leadership programme

47 CEOs took part in the Forum's *Executive Leadership Programme* courses during the year, up 27% on last year. Feedback from participants is consistently very high, with leaders commenting on the quality and practical applicability of the new thinking they are exposed to. More than 90 CEOs and Managing Directors have now been involved in the programme, which includes the Forum's ground-breaking CEO Safety Leadership 360 Assessment.

### Strengthening the bench

Demand for the Forum's safety leadership courses for General Managers continues to grow. 61 tier-2 equivalent executives took part in the programme in the past year, up 56% on last year.

### Introducing Safety II thinking

During the year we exposed members to Safety II thinking – which focuses on what we can learn from normal work, as well as what goes wrong at work. This included bringing several Safety II experts to New Zealand and creating a number of resources for CEOs that are now on the Forum's website. Safety II

thinking is now also included in the *Executive Leadership Programme*.

### Safety leadership awards

Congratulations to Forum members named finalists in the *Executive Leader of the Year* category of the 2017 NZ Workplace H&S Awards – KiwiRail CEO Peter Reidy, Fonterra COO Global Robert Spurway, and Landcorp/Pāmu CEO Steve Carden (the eventual winner). The category is sponsored by the Forum to help raise the profile of safety leadership.

Congratulations also to Shell Chair Rob Jager who received a Lifetime Achievement Award, Corrections CEO Ray Smith for the Safety Governance Award and former Fletcher Construction CEO Graham Darlow, who accepted the Supreme Award on behalf of the Canterbury Rebuild Health and Safety Charter.

### CEO Risk management tool

Extensive work has been completed on a guide to help CEOs understand and fulfil their role in leading health and safety risk management in their organisations. This tool will be launched in 2018.

# Workstream activity

## – Influence

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

### Highlights

- Supported appointment of government lead on health and safety
- Supported creation of Agricultural Leaders group
- Provided a voice in development of Safety Star Rating/SafePlus
- Submitted Forum views on NZX listing rules

### Supported appointment of government lead on health and safety

Corrections CEO Ray Smith has been appointed the Government's Functional Lead on health and safety. Ray will oversee a health and safety programme across core government agencies. The Forum supported the establishment of this role and will continue to support Ray in this work.

### Supported creation of Agricultural Leaders group

The Forum worked with Landcorp/Pāmu CEO Steve Carden and others members to create the Agricultural Leaders' Health and Safety Action Group, launched in November 2016. The group brings together farmers, CEOs and senior leaders from the sector and government with the single purpose of making farms safer.

### Provided a voice in development of Safety Star Rating/SafePlus

The Forum represented members' views and influenced the shape of the Government's Safety Star Rating initiative – now called SafePlus.

The outcome of this work is a tool that shows businesses what good health and safety looks like, including options for how businesses can assess their level of performance.

### Submitted Forum views on NZX listing rules

In October 2016, the Forum made a submission on NZX's draft new Corporate Governance Reporting Requirements. We supported NZX explicitly identifying health and safety as a core component of risk management for boards to focus on. We also supported NZX's push for substance over form when it comes to risk reporting.

### Members influencing their regions and industries

The Forum and its members have initiated and supported safety leadership efforts in their industries, regions and on specific risk areas. This activity includes regional safety leadership forums, industry safety leadership groups and a catastrophic risk leaders working group.

# Workstream activity

## – Connecting leaders

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

### Highlights

- Held two Summits focusing on helping leaders understand Safety II concepts
- Ran nine other events with safety leadership experts
- Ran two peer learning events with Transpower and Landcorp
- Provided an informal mechanism for connecting CEOs

### Held two Summits focusing on helping leaders understand Safety II concepts

At our October 2016 Summit, keynote speaker Daniel Hummerdal from Art of Work outlined the Safety II approach, and how organisations can learn from normal work. At our May Summit, Dr Todd Conklin explored a related theme – why businesses need to learn to 'fail safely'. Summaries of both presentations were turned into tools for CEOs and are available through the Forum's website.

### Ran nine other events with safety leadership experts

The Forum was fortunate to have Professor Erik Holnagel present to members. Holnagel is the originator of Safety II, which encourages businesses to learn from ordinary work. Safety advocate and former US Shuttle Astronaut Colonel Mike Mullane presented at an event for leaders and their employees/contractors. Mike also spoke at joint Forum/Chamber of Commerce events in Auckland and Wellington. We also held three joint Forum/Deloitte events to launch our second CEO H&S Leadership Survey and two joint events with Ernst and Young on culture change.

### Ran two peer learning events with Transpower and Landcorp

In March, Landcorp/Pāmu CEO Steve Carden spoke at a Forum peer learning event about the challenge of changing the entrenched culture that contributed to three workplace fatalities in six months. In August, Transpower CEO Alison Andrew spoke about the company's changing approach to client leadership in the supply chain. This includes building collaborative and long-term partnerships with contractors, and ensuring that commercial terms don't undermine safety. Steve's story has been summarised into a case study on the Forum's website and Alison's story will be added by the end of 2017.

### Provided an informal mechanism for connecting CEOs

The Forum continues to provide a highly effective mechanism for connecting CEOs with shared issues or interests. While this work is ad-hoc and largely informal, it is very important to our success and our ability to support CEOs to learn from each other.

# Workstream activity

## – Holding ourselves to account

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

### Highlights

- We scoped ideas for broadening the indicators used in our benchmarking initiative
- Published our fifth annual Benchmarking Report, covering five years to December 2016
- Produced a second survey of CEO H&S Leadership with Deloitte and achieved a considerable increase in the number of Forum members participating
- Approximately half the awards at the 2017 NZ Workplace Health and Safety Awards were won by Forum member organisations

### Benchmarking

Our 5<sup>th</sup> Benchmarking Report shows that over the last five years, reported employee injury rates have fallen substantially, with a 51% reduction in the total recordable injury frequency rate (TRIFR). Just under half of companies involved in the report entered data for contractors in 2016, representing 39.3 million hours worked. TRIFR for contractors fell 4%.

# Workstream activity

## – Building our organisation

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

### Highlights

- Our membership grew 9% to 306 members by 30 September 2017
- There has been an encouraging increase in members from the small-to-medium business sector
- The spread of industries represented within the Forum continues to grow
- We now have significant representation from New Zealand's highest risk industries
- Members contributed significantly to our next Strategic Plan 2018-2021

### Strategic Plan development

More than 200 leaders provided their views and input into the Forum's future direction via surveys and at our May Summit. As a member-based organisation, this level of contribution and engagement on the Forum's focus is critical.

# Statement of Financial Performance for year to June 30, 2017

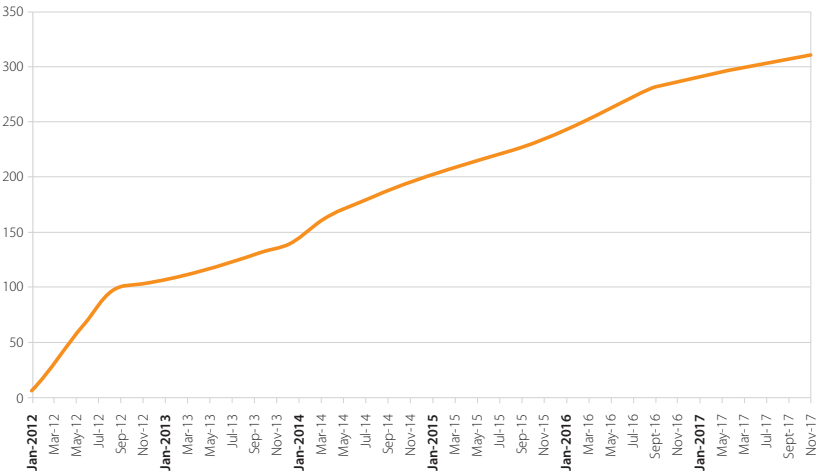
## Business Leaders' Health & Safety Forum incorporated for the year ended 30 June 2017

	2017	2016
Total Revenue	\$1,407,665	\$1,170,451
Total Expenses	\$1,175,160	\$1,094,706
Surplus/(Deficit) for the Year	\$232,505	\$75,745

Audited accounts for the 30 June 2017 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 growth

The Forum had 299 members at the end of the Financial Year to 30 June 2017, rising to 306 members at 30 September 2017.





# Our people

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## Forum Steering Group

**George Adams,**  
*Independent Director (Chair)*

**Warwick Foran,**  
*General Manager, Crown Forests  
(Treasurer)*

**Sheridan Broadbent,**  
*Independent Director (Secretary)*

**Shane Dufaur,**  
*CEO, Dominion Salt*

**Keith Nutting,**  
*CEO, WorleyParsons*

**Mike O'Brien,**  
*Independent Director*

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

**Jono Brent,**  
*CEO, Connetics*

**Andrew Priest,**  
*CEO, Ngāi Tahu Farming*

**Albert de Geest,**  
*CEO, Liquigas*

**Peter Reidy,**  
*CEO, KiwiRail*

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

**Rob Jager,**  
*Chairman, Shell Companies in NZ*

**Tania Palmer,**  
*General Manager People & Safety,  
Contact Energy*

**James Fletcher,**  
*Executive General Manager NZ, Spotless*

**Nicole Rosie,**  
*CEO, WorkSafe NZ*

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

**Peter Mathewson,**  
*Global Director Water, Opus*

**Blair O'Keeffe,**  
*Independent Director*

**Robert Jones,**  
*former CEO, Fulton Hogan NZ*

**Francois Barton,**  
*Executive Director, Business Leaders' Health  
and Safety Forum.*

# 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.

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**