

WORKSAFE

Te Tauākī Whakamaunga atu

Statement of Intent

2021/22-2024/25

Statement of intent

In signing this statement,
we acknowledge that we are
responsible for the information
contained in this WorkSafe
New Zealand Statement of
Intent 2021/22–2024/25.

Tauākī o te kawenga

Statement of responsibility

This information has been prepared in accordance with sections 138–148 of the Crown Entities Act 2004 and to give effect to the Minister for Workplace Relations and Safety's expectations of WorkSafe.



Ross Wilson
Chair



Paula Rose QSO
Deputy Chair

Foreword



Ross Wilson
Chair

We want to make a measurable difference towards achieving our vision, that everyone returns home from work healthy and safe.

WorkSafe's mission is to transform Aotearoa's health and safety performance towards world-class. The Government's Health and Safety at Work Strategy 2018–2028 provides a framework for the changes Aotearoa needs to make. We are working hard to play our part by influencing how mahi (work) is done so that kaimahi (workers) prosper and businesses and organisations are productive and thrive. This means shifting mindsets away from health and safety being viewed as an addition to work, to being an integral part of how mahi is designed, set up and undertaken. We support workers' participation and representation in decisions that affect their health and safety.

We are committed to intervening in new sectors and industries where we identify emerging risks



Phil Parkes
Chief Executive

and increased harm by using a range of system leadership, education and engagement levers, and we hold to account employers who don't meet their obligations to keep kaimahi healthy and safe. We will take enforcement action when warranted.

In 2012, government set a target to reduce work-related fatalities by 25 percent by 2020 – our data shows that fatalities have reduced by 30 percent. It is pleasing to see the country is ahead of where we intended to be by now, and WorkSafe has contributed to that success.

However, there is much more to do – fatalities are only one indicator. Far too many kaimahi are still getting sick or injured by work.

Aotearoa's burden of harm from work-related ill health is significant, our serious non-fatal work-related injury rate is creeping upwards, and work-related injuries resulting in more than a week away from work have increased.

Over the same period, public expectations of WorkSafe have grown. This is positive, but it's also a challenge as we constantly work to prioritise and make tough choices about where and when we can intervene.

The reality is that Aotearoa needs to change the way we work to ensure workers' health and safety, and wellbeing. This is the responsibility of everyone in every workplace, and particularly those who control the work processes.

It's not just a health and safety issue – it's about how we set up our organisations, it's about the culture that leadership and directors set, and it's about creating jobs and an environment where kaimahi can thrive.

WorkSafe has an important contribution to make, but we can't do it on our own. The conditions for our success include engaged and motivated stakeholders and partners. Together with business leaders and unions, employers and kaimahi, health and safety professionals, and government agencies, we can make a positive difference.

We need a complete and coherent legislative and regulatory health and safety framework to lead improvements and efficiencies in the system. The slow development of supporting regulations constrains our regulatory effectiveness and efficiency, and WorkSafe needs to be a capable and well-resourced regulator.

Over the period of this Statement of Intent, Aotearoa will see WorkSafe working differently. We will be building on what works and trying new ways to create better, safer, healthier mahi across Aotearoa. Our Strategic Delivery Plan – Taura Here Waka – will support us to get there.



Ngā tūruapō

VISION

Ka haere ngā tāngata katoa ki te mahi, ka hoki hauora, haumarū mai ki te kāinga

Everyone who goes to work comes home healthy and safe

Te aronga

MISSION

Kia tāhū nui te hauora, te haumarū i ngā wāhi mahi o Aotearoa

To transform Aotearoa's workplace health and safety performance towards world-class

Ngā mātāpono

VALUES

Whakakotahi – Kia whakakotahi, kia aronui tahi tātou

We're united in a strong purpose

Tiakina mai – Kia tiakina i roto i ngā mahi katoa

We're entrusted with a duty of care

Kōrero mai – Kia whakapāpā tahi tātou

We engage meaningfully

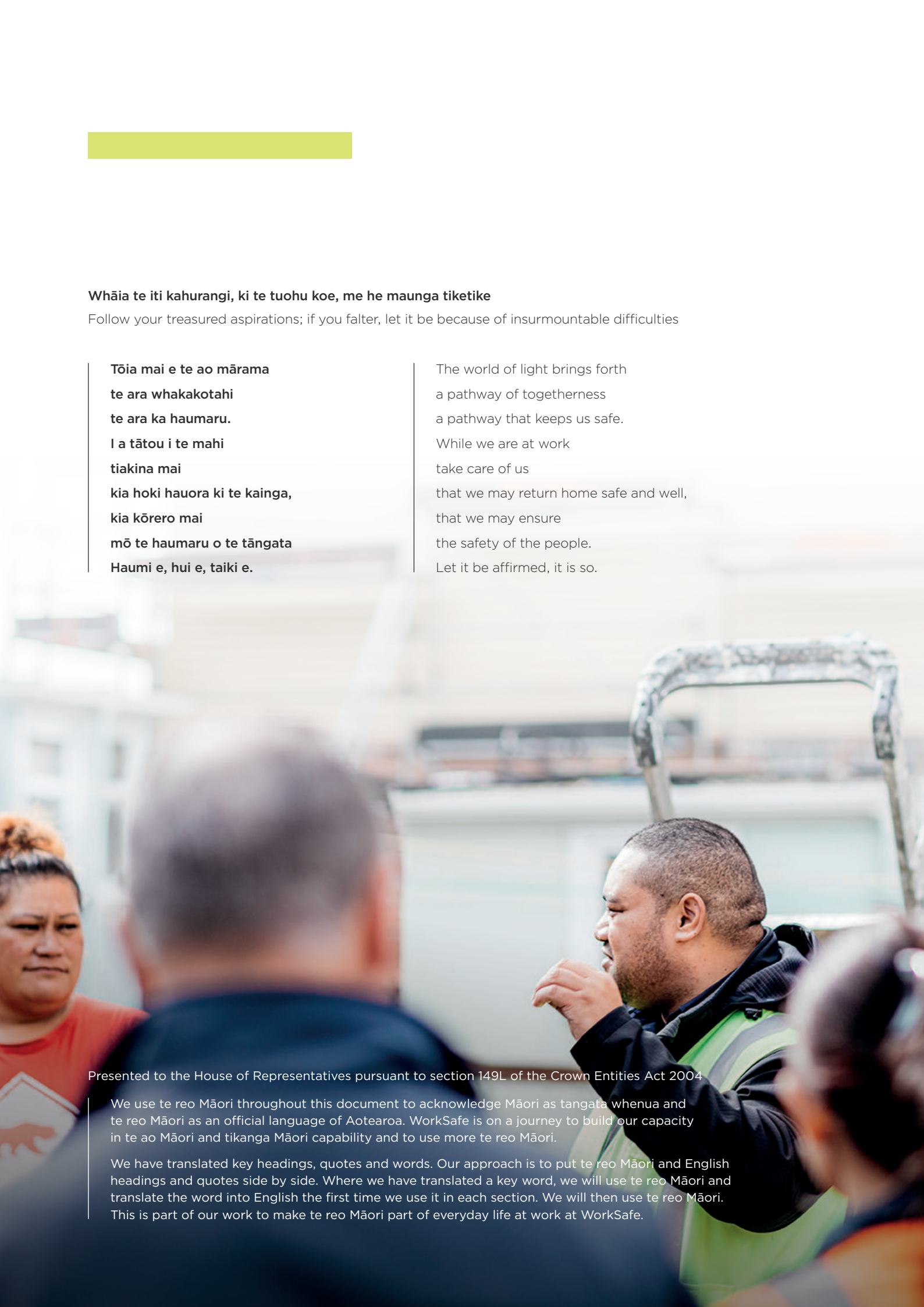


Whāia te iti kahurangi, ki te tuohu koe, me he maunga tiketike

Follow your treasured aspirations; if you falter, let it be because of insurmountable difficulties

**Tōia mai e te ao mārama
te ara whakakotahi
te ara ka haumaruru.
I a tātou i te mahi
tiakina mai
kia hoki hauora ki te kainga,
kia kōrero mai
mō te haumaruru o te tāngata
Haumi e, hui e, taiki e.**

The world of light brings forth
a pathway of togetherness
a pathway that keeps us safe.
While we are at work
take care of us
that we may return home safe and well,
that we may ensure
the safety of the people.
Let it be affirmed, it is so.



Presented to the House of Representatives pursuant to section 149L of the Crown Entities Act 2004

We use te reo Māori throughout this document to acknowledge Māori as tangata whenua and te reo Māori as an official language of Aotearoa. WorkSafe is on a journey to build our capacity in te ao Māori and tikanga Māori capability and to use more te reo Māori.

We have translated key headings, quotes and words. Our approach is to put te reo Māori and English headings and quotes side by side. Where we have translated a key word, we will use te reo Māori and translate the word into English the first time we use it in each section. We will then use te reo Māori. This is part of our work to make te reo Māori part of everyday life at work at WorkSafe.

RĀRANGI TAKE

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Kupu whakataki

Introduction

This Statement of Intent 2021/22–2024/25 describes WorkSafe New Zealand’s strategic intentions for lifting health and safety at work performance in Aotearoa. It includes our planned impacts and contribution to system outcomes and how we intend to achieve and measure these outcomes over the period.

Our strategic outcomes framework starts with and supports the Government’s vision from the Health and Safety at Work Strategy 2018–2028 that mahi (work) is healthy and safe for everyone in New Zealand. WorkSafe and our partners will deliver on this vision by focusing on what will make the biggest impact to reduce harm and build everyone’s capability to do this well.

We want to make a measurable difference to health and safety outcomes, and we want mahi to be healthy and safe for all.

We work towards our vision by influencing how mahi is designed, set up and done so that kaimahi (workers), and all people in wāhi mahi (workplaces) are healthy and safe. We strive to reduce inequities in health and safety outcomes for kaimahi.

Harm prevention is at the heart of what we do. We want risks to be identified and eliminated or actively controlled. WorkSafe also has an important role in protecting the public from specific hazards, including those in the energy sector. We are responsible for energy safety, including the safe production, supply and use of energy, and the safety of gas and electrical products.

During this Te tauākī whakamaunga atu (Statement of Intent) period, we aim to evolve into a modern, insights-driven regulator through our strategic delivery plan, Taura Here Waka (Strength in Every Strand).

This Statement of Intent can be read with WorkSafe’s annual Te Tāhuhu Whakaneinei mahi (Statement of Performance Expectations), which outlines what we will deliver over each performance year, how we will measure our performance and our financial forecasts.

Our ripoata a-Tau (Annual Reports) set out how we have performed against the strategic objectives, outcome indicators and performance measures outlined in this Statement of Intent and the performance expectations described in our Statement of Performance Expectations.

A photograph of two men in a warehouse or industrial setting. The man on the left is seen from the back, wearing a bright green high-visibility vest with 'WORKSAFE' and 'Mahi Haumaru Aotearoa' printed on it. The man on the right is in profile, wearing a patterned shirt and a high-visibility vest. The background shows industrial equipment and a large window.

OUR VISION

Ka haere ngā tāngata katoa
ki te mahi, ka hoki hauora,
haumaruru mai ki te kainga.

Everyone who goes to work
comes home healthy and safe.

WHO WE ARE

We are the Government's primary health and safety regulator.

WHAT WE DO

We lead, contribute to and promote improved health and safety at work, and energy safety.

OUR VISION

Everyone who goes to work comes home healthy and safe.

About WorkSafe

WorkSafe's mission is to transform New Zealand's health and safety performance towards world-class

OUR GOALS

We are working towards three goals for Aotearoa:

- 1 Healthy work
- 2 Safe work
- 3 Equitable outcomes

OUR IMPACTS

We want our mahi to help ensure:

- health and safety is integrated into work design, set-up and practice
- a capable workforce drives sustained health and safety performance
- workers are partners in the health and safety at work system
- the health and safety at work system works with and for Māori, Pacific Peoples and all workers
- knowledge and insights inform practice
- work-related risks are identified and eliminated or controlled.

OUR CORE ACTIVITIES

We are here to deliver through our core regulatory activities:

- lead, engage and influence
- educate, guide, inform and learn
- build capability and worker participation
- innovate, design, implement and evaluate
- authorise, oversee, assess and audit
- investigate, enforce and hold to account.

OUR VALUES



Whakakotahi:
We're united in a strong purpose



Tiakina mai:
We're entrusted with a duty of care



Kōrero mai:
We engage meaningfully

HOW WE WORK

We translate our vision into action through:

Taura Here Waka – Strength in Every Strand – our Strategic Delivery Plan

WHO WE WORK WITH



Workers, unions and other worker representatives, energy consumers



Employers, businesses, organisations, sector and industry bodies



Specialist advisors and training organisations



Iwi and communities across Aotearoa



Other regulators and government agencies

WHO WE ARE¹

7

Board members, who bring a wide range of skills and experience to their roles

9

Executive team members, including our Chief Advisor – Māori

645

Permanent and fixed-term staff committed to our vision

315

Staff in our Operations Group, including our General Inspectorate

18

Offices across Aotearoa in key regions

OUR FUNDING

We have two appropriations,² with five funding sources:

81%³

Working Safer Levy

A levy on all businesses to cover the cost of core activity undertaken by WorkSafe and designated health and safety regulators

3%

Major Hazard Facility Levy

A levy to offset the cost of activity in the major hazard facility regulatory regime

3%

Energy Safety Levy

A levy to recover the cost of promoting and contributing to the safe supply and use of electricity and gas

2%⁴

Targeted fees

User charges to offset the cost of activity in specific regulatory regimes (for example, safety cases)

11%

ACC revenue

Funding provided by ACC to deliver harm prevention interventions and activity

¹ As at April 2021.

² The two appropriations in 2021/22 are the Worker Safety Levy and Tax Funded CRRF (COVID-19 Response and Recovery Funding) support for industry health and safety leadership groups.

³ Includes a contribution to major hazard facility activities.

⁴ Includes interest revenue.

He aro ki te rautaki

Our strategy on a page

Our vision

Ka haere ngā tāngata katoa
ki te mahi, ka hoki hauora,
haumarū mai ki te kāinga
Everyone who goes to work
comes home healthy and safe

We will make a measurable
difference to health and safety

Work is safe for
workers and those
affected by work

Our mission

To transform Aotearoa's
workplace health and
safety performance
towards world-class

We will influence the way
work is done, so workers
prosper, and businesses and
organisations thrive



Work is healthy
for workers and
those affected
by work

Work is
healthy and
safe for all
in Aotearoa

Our values

Our WorkSafe mātaḡono (values)
will guide our behaviours

WHAKAKOTAHĪ
We are united in
a strong purpose

TIAKINA MAI
We are entrusted
with a duty of care

KŌRERO MAI
We engage
meaningfully

The impacts we want our mahi to have

Health and safety is integrated into work design, set-up
and practice

A capable workforce drives sustained health and
safety improvement

Workers are partners in the health and safety at work system

The health and safety at work system works with and for
Māori, Pacific Peoples and all workers

Knowledge and insights inform practice

Work-related risks are identified and eliminated or controlled

Through Taura Here Waka, we will

Choose the most effective intervention

Make choices based on insights

Measure what we do

Listen and tell our story

Partner across Aotearoa

Be set up for success

By 2023, we will be a modern, insights-led regulator

The conditions we need to support our success

We will work with others to be successful

Modern, fit-for-
purpose legislation
and regulations

Engaged and
motivated stakeholders
and partners

A capable and well-
resourced regulator

E manawanui
ana tātou ki te
whakarerekē i te
āhua o te mahi,
i te whakatū i te
mahi kia ora pai
ai a Aotearoa.

We are committed
to changing the way
work is designed,
set up and done,
so Aotearoa is
productive and
thrives.

Tō tātou āhuatanga me te tirohanga whānui

Our nature and scope

To support kaimahi (workers) and businesses and organisations⁵ to be productive and thrive, Aotearoa needs better mahi (work). This means everyone working together to create a future where kaimahi, businesses and organisations are set up for success. We all need to create wāhi mahi (workplaces) where things go right, and we need mahi that keeps everyone healthy and safe.

Fatalities have reduced by 30 percent from our 2008–2010 baseline, but we must recognise that kaimahi are still being injured and killed at work. We also know we have to address the heavy burden of harm caused by work-related ill health.

88%

Work-related ill health accounts
for 88 percent of the work-related
harm burden



Musculoskeletal disorders account
for the most significant burden
of harm

To do better mahi, we need leaders and others in our businesses and organisations to shift their thinking about health and safety at work. We need kaimahi to be partners to this shift and use their knowledge and experience to help drive measurable and sustainable change.

Too often, health and safety at work is considered an add-on, a technical or compliance-based activity that is separate from the way we work. We must evolve our thinking and approach to integrate health and safety into work design, set-up and practice.

⁵ We include organisations as well as businesses to recognise work by, for example, volunteer organisations.

Who we are

WorkSafe is the primary regulator for the health and safety at work system. We are a Crown agent established by the WorkSafe New Zealand Act 2013.

What we do

WorkSafe leads, contributes to, and promotes improved health and safety at work, and energy safety. The foundation for our role is the Health and Safety at Work Act 2015. We are also responsible for regulating the:

- Gas Act 1992 enacted to protect the public in relation to gas, and provide for the regulation, supply, and use of gas
- Electricity Act 1992 enacted to protect the public in relation to electricity and provide for the regulation, supply, and use of electricity.

We work across all Aotearoa's wāhi mahi, including major hazard facilities, the petroleum, geothermal and extractive industries, and tunnelling and quarrying operations. We also regulate high-risk activities, such as adventure activities, scaffolding and powder-actuated tools. We are responsible for energy safety, including the safe production, supply and use of energy, and the safety of gas and electrical products.

Our mission is to transform Aotearoa's health and safety at work performance towards world-class. We strive to be a health and safety regulator that inspires others across Aotearoa, and internationally to create and do better work.

Ko te aukati kino te mahi nui ki a tātou.

Harm prevention is at the heart of what we do.

Defining our mission

To transform Aotearoa's health and safety at work performance towards world class

Transform:

WorkSafe will lead a positive and sustained change to health and safety at work over time.

Aotearoa:

Our mahi impacts on everyone in Aotearoa including kaimahi, their whānau, and our communities.

Health and safety:

The key to everything we do. We acknowledge both 'healthy' and 'safe', recognising that workers need long-term protection from both harmful work-related exposures and from acute events.

Performance:

The improvements in Aotearoa's health and safety at work outcomes are measurable.

World-class:

We strive to be a health and safety regulator that inspires others across Aotearoa and internationally to create and do better work.

We have six core regulatory activities



Arahanga, whakapāpā me te whakapakepake

Lead, engage and influence

- We oversee, assess and audit authorisation regimes established by regulations for high-risk workplaces, plant, substances or activities.
 - We administer the licences, permits and other authorising documentation associated with these regimes.
 - We forge relationships with whānau, hapū and iwi to build meaningful partnerships to drive health and safety at work change.
 - We contribute to the international arena on health and safety at work, and energy safety.
-



Whakaako, ārahi, whakamōhio me te ako

Educate, guide, inform and learn

- We monitor and communicate the performance of the health and safety at work system to support insights.
 - We commission, collect and use data, information and research.
 - We improve health and safety practice by promoting guidance and educational materials and tools.
 - We build our understanding of the system by learning from our engagements and regulatory activities.
-



Kia hangaia te kaha, kia kanohi kitea ngā kaimahi

Build capability and worker participation

- We develop and support health and safety leadership programmes.
 - We develop and support capability-building programmes for the health and safety workforce.
 - We support and enable worker engagement, participation and representation.
 - We engage with kaimahi and unions when we assess, audit and investigate.
-



Whakahou, whakahoahoa, whakatinana me te arotake

Innovate, design, implement and evaluate

- We focus on reducing ill health, injuries and fatalities by developing and supporting harm prevention programmes.
 - We work to identify and eliminate the risk of catastrophic events.
 - We develop kaupapa Māori harm prevention approaches with and for Māori.
 - We measure and evaluate how effective our programmes and interventions are.
-



Whakamana, whakahaere, aromatawai me te arotake

Authorise, oversee, assess and audit

- We develop legal standards and instruments to set minimum standards for health and safety at work.
- We deliver and oversee authorisation regimes⁶ for regulated people, places and activities.
- We regulate, assess and audit people, places and activities.
- We use a range of enforcement tools⁷ to improve health and safety practice and prevent harm.



Ketuketu, whakauruhi, me te noho haepapa

Investigate, enforce and hold to account

- We investigate to support compliance with health and safety laws.
- We support businesses and organisations to self-review to help them improve their health and safety practice.
- We hold those who do not meet their health and safety obligations to account in a fair and proportionate way.
- We may prosecute when there is non-compliance with health and safety laws, and in doing so, provide justice for victims.
- We agree enforceable undertakings when work systems and processes require change.

Our funding

We are funded through two appropriations set by Parliament's annual budget process and collected primarily through the Working Safer Levy. We also receive income from fees, a partnership agreement with the Accident Compensation Corporation (ACC), a Major Hazard Facility Levy and the Energy Safety Levy. Information about our funding is set out in our annual Statement of Performance Expectations.

⁶ Authorisation regimes are administrative schemes established by regulation and administered by WorkSafe. There are currently 13 regimes.

⁷ Our enforcement tools include infringement notices, prohibition notices, urgent instructions, warnings, advisories and prosecutions.

Te Titikaha ki te Tiriti o Waitangi

Our commitment to the Treaty of Waitangi

WorkSafe is committed to the Crown's obligations under te Tiriti o Waitangi (the Treaty of Waitangi). We work with and for Māori kaimahi (workers), whānau, hapori whānui (communities), hapū and iwi and others to improve the health and safety of kaimahi and wāhi mahi (workplaces).

This Statement of Intent, our annual Statement of Performance Expectations, and our Strategic Delivery Plan - Taura Here Waka - will link the programmes and initiatives we deliver with and for Māori to achieve equitable health and safety outcomes.

We have established Māori-specific health and safety indicators in this Statement of Intent and in our annual Statement of Performance Expectations to ensure the line of sight with our equity outcome is clear.

Our WorkSafe strategy and our Maruiti strategy have prioritised Māori health and safety as a goal for our organisation and our people. We will deliver on this goal by tasking everyone to improve health and safety outcomes for Māori. To support this, we have established te ao Māori, and tikanga Māori capacity and capability within WorkSafe.

We will continue to build the relationships WorkSafe needs to work with and for Māori over the period of this Statement of Intent. We are formalising and growing external partnerships through our Partners Council and using our Te Ara Tuituinga engagement framework.

We are increasing the number of kaupapa Māori harm prevention projects and initiatives. These projects and initiatives will be designed to include a te ao Māori approach and to make a measurable difference to Māori kaimahi.

**E arotahi ana tātou
ki te whakatika i
ngā mahi tangata
e kitea nei i ngā
putanga hauora
me te haumaru mō
ngā kaimahi Māori.**

We are focused on addressing the inequities we see in health and safety outcomes for Māori workers.







Kia eke panuku ki āpōpō, kua whakarerekētia e Mahi Haumaruru te tirohanga a ngā umanga, ngā rōpū me ngā kaimahi ki te hauora me te haumaruru i roto i te mahi.

In our ideal future state, WorkSafe has transformed how businesses, organisations and workers view health and safety at work.



Te ara eke panuku hei kaiwhakarite waeture i te ao

Our journey to be a world-class regulator

WorkSafe is evolving to be a modern, insights-driven regulator

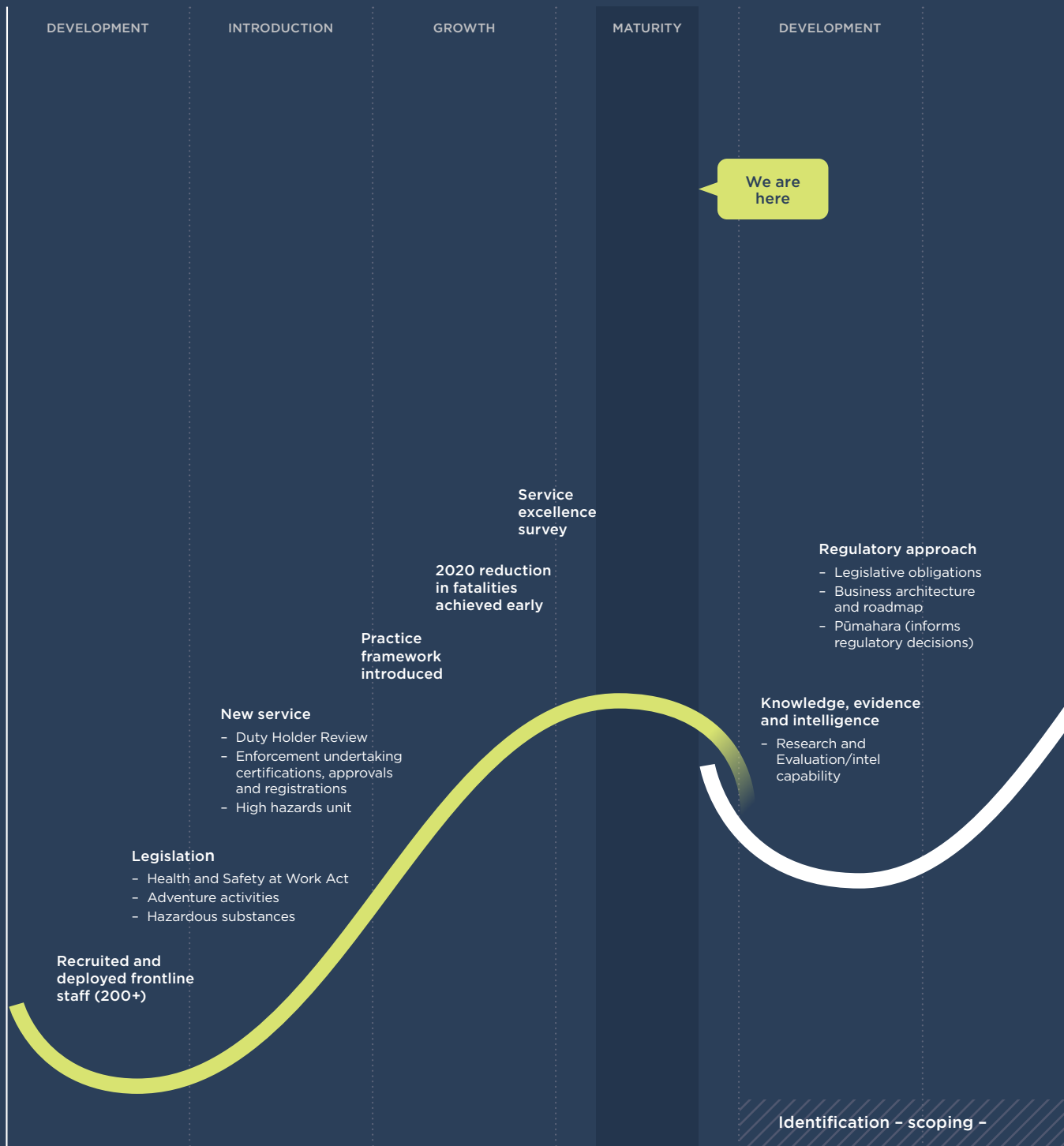
Since our establishment in 2013, WorkSafe has guided the re-establishment of the health and safety at work system. We have established and grown our organisation and our people. We have identified our core regulatory activities and developed our longer-term harm prevention approach. We have built effective strategic relationships and worked across the system with businesses and their organisations and with kaimahi (workers) and their unions.

We are proud of the progress we have made, and we are energised and ready for the significant journey ahead. Over the period of this Statement of Intent, we will continue our modernisation journey to become an effective, modern, insights-driven organisation as we move closer to becoming a world-class regulator.

WorkSafe has completed a gap assessment of our current operating model against the agreed future state to shape and define a 10-year modernisation roadmap. Along the journey the roadmap paves for us, WorkSafe will travel through three transition states to become a world-class regulator.

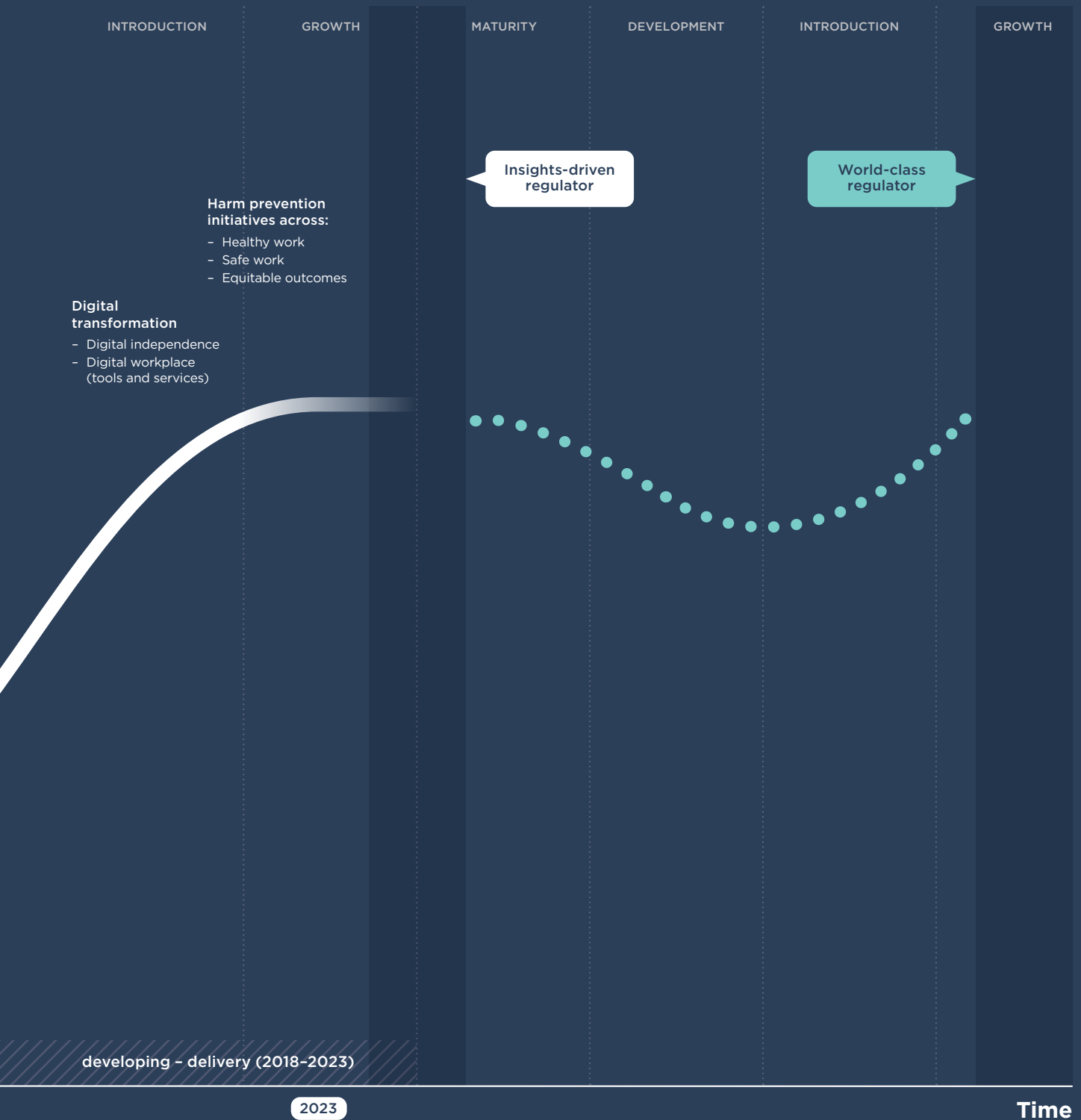
The journey we have embarked on will see WorkSafe transform how health and safety at work is viewed. Health and safety will be core to how we design, set up and do work. Everyone will understand risk and recognise hazards so that they can be eliminated or actively managed.

Success



FROM

- Reactive regulator
- >
- Localised knowledge
- >
- Ad hoc activity
- >
- Focus on acute injury
- >
- Manual systems and processes
- >



TO

Modern, effective regulator

Harm understood across system, including causes

Interventions planned and measured

Balanced focus across health and safety

Technology enabled

WorkSafe's regulatory story

WorkSafe has embarked on a journey to become a modern, insights-driven regulator. We are evolving to effectively deliver our core activities, support our mahi (work) across the health and safety system, and have the capability, capacity and resources to make a measurable difference.

Over the next few years, Aotearoa will see WorkSafe doing things differently. We are building on what works well and trying new ways to reduce harm and create better, safer, healthier and more productive mahi.

As the primary regulator for the health and safety at work system and energy safety, WorkSafe's role and mandate is wide-reaching. We strive to deliver on three broad goals for Aotearoa; healthy mahi, safe mahi and equitable outcomes.

We work across all wāhi mahi (workplaces). Our remit spans major hazard facilities and extractive industries, tunnelling, domestic gas and electricity, and public safety issues such as adventure activities. Our task is larger than our available resources and we must make difficult choices about how and where we target our interventions. This means we traditionally focus on higher-risk industries, such as forestry, construction and transport.

But to get better health and safety results we must work differently. We are transforming from being a reactive regulator to one that is modern, effective and insights-driven through greater data and intelligence capability. This will help us look beyond traditional high-risk sectors to areas of emerging risk and high-risk work practices. We are leveraging investment in harm prevention (including through our ACC partnership) to build capability and resilience in the health and safety at work system. Our focus and effort will increasingly be towards how health and safety is integrated into work design and practice.

We are also focused on how we use our regulatory interventions to their best effect, including how and when we use our enforcement measures and actions. Our mahi includes telling a better story about what we do, when and how we will intervene, and how we leverage the mahi of others.

Like all regulators, WorkSafe will continue to assess our priorities against our legislative requirements, high risk areas, expectations, emerging issues and public expectations.

As we step up to lead change in the way mahi is done in Aotearoa, we face ongoing operational challenges and opportunities:

-
- 1 Our role supporting the Government's Health and Safety at Work Strategy to drive system outcomes means we must focus on harm prevention and capability building interventions across a wide range of areas.

 - 2 We need to increase our focus on work-related health (where the greatest burden of harm lies). Within health there is increasing demand for WorkSafe to support mentally healthy mahi (including being safe from bullying and harassment). We must manage these increasing expectations of WorkSafe within available resources.

 - 3 The COVID-19 pandemic has created health risks within the border workplace environment, which require WorkSafe to provide support in new and different ways.

 - 4 Changes in the energy sector, including moves towards a hydrogen economy, mean we have more mahi to do around energy safety.

 - 5 We need to better understand our core legislative obligations and any gaps, and strengthen our activities to ensure we meet those obligations. This includes maintaining effective oversight of third party certification schemes and working to ensure that third parties undertake inspections and assessments to a high and consistent standard.

 - 6 To minimise the risk of catastrophic events, we need to anticipate the range, likelihood, impact and significance of potential events so we can identify the relevant legal frameworks and agencies for work activities that give rise to risk.
-

Te pou rautaki me ngā takune

Our strategic outcomes framework and intentions

Our strategic outcomes framework is focused on achieving our vision.

We are focused on work being healthy and safe for everyone in Aotearoa, and addressing inequities in health and safety outcomes.

We will make a measurable difference by reducing the level of work-related ill health and the injury and fatality rates in high-risk work and high-risk sectors and industries. This will, in turn, make a difference to kaimahi (workers), their whānau and hāpori whānui (communities). This will enable kaimahi to be present and productive at work, supporting businesses and communities to thrive.

OUR VISION

**Ka haere ngā tāngata katoa ki te mahi,
ka hoki hauora, haumaru mai ki te kainga.**

Everyone who goes to work comes home
healthy and safe.

Te pou rautaki me ngā whakaaro

Our strategic outcomes framework

Health and Safety at Work Strategy

Work is healthy and safe for everyone in New Zealand

Our vision

Ka haere ngā tāngata katoa ki te mahi, ka hoki hauora, haumaru mai ki te kāinga
Everyone who goes to work comes home healthy and safe

Our goals for Aotearoa New Zealand

HEALTHY WORK

Work is healthy for workers and those affected by work

SAFE WORK

Work is safe for workers and those affected by work

EQUITABLE OUTCOMES

Work is healthy and safe for all in Aotearoa

The impacts we want our mahi to have



Health and safety is integrated into work design, set-up and practice



A capable workforce drives sustained health and safety improvement



Workers are partners in the health and safety at work system



The health and safety at work system works with and for Māori, Pacific Peoples and all workers



Knowledge and insights inform practice



Work-related risks are identified, and eliminated or controlled

Our values

WHAKAKOTAHI

We are united in a strong purpose

TIAKINA MAI

We are entrusted with a duty of care

KŌRERO MAI

We engage meaningfully

Our core regulatory activities



Lead, engage and influence



Educate, guide, inform and learn



Build capability and worker participation



Innovate, design, implement and evaluate



Authorise, oversee, assess and audit



Investigate, enforce and hold to account

Ngā putanga mō Aotearoa

Our outcomes for Aotearoa

New Zealand

Putanga tahi – mahi hauora

Outcome 1 – healthy work

Work is healthy for workers and those affected by work.

Healthy mahi (work) is about the impact that mahi can have on people's health. While mahi can be good for health, work environments and working conditions can also have negative effects on health in the short or longer term. Work-related ill health places a significant burden on kaimahi (workers), their whānau, families, hapori whānui (communities) and the wider economy.

We have identified 'healthy work' and 'safe work' as two outcomes, recognising that kaimahi need work and work environments that are positive for their long-term health and safe from accidents and injuries. An increased focus on work-related health, including mental health, is one of the key priorities of the Government's Health and Safety at Work Strategy 2018–2028.

WorkSafe is striving to reduce these metrics

750–900

DEATHS⁸

Work-related ill health results in an estimated 750–900 deaths and 5,000–6,000 hospitalisations each year

50,000

DALYs LOST⁹

We estimate that work-related harm results in 50,000 disability-adjusted life years (DALYs) lost every year

88%

Work-related ill health accounts for an estimated 88 percent of the total work-related burden of harm

⁸ The methodology for these 2019 estimates is set out on WorkSafe's website: worksafe.govt.nz

⁹ Disability adjusted life years (DALYs) provide a single metric to estimate the years of life lost from early death and the loss of quality of life from ill health or injury.

We will contribute to this outcome by:

- improving our understanding of work-related health risks and harms, including where we can focus our efforts to make the biggest difference
- building work-related health capacity and capability in WorkSafe and the wider system
- using a range of interventions to support businesses and organisations to address work-related health risks and to promote good work design
- working with and through others across the wider system to raise the profile and priority of work-related health.

Our priorities for work-related health are:¹⁰



Carcinogens and airborne risks

Cancers account for 16 percent and respiratory disease 15 percent of work-related harm



Musculoskeletal risks

Musculoskeletal harm accounts for 27 percent of work-related harm



Mentally healthy work

Mental ill health accounts for 17 percent of work-related harm

Te ara whakamātautau i te angitū

How we will measure our success

To measure progress towards the outcome of healthy work, we are tracking:

- self-reported experience of work-related ill health
- worker exposure to carcinogens
- worker experience of the psychosocial working environment.

These indicators are new, which means that baselines are being established. However, our direction of travel is clear. We want mahi to be healthy and fewer kaimahi to be affected by poor work-related health or exposed to risk factors that can contribute to ill health.

We will use results from three large-scale surveys to measure these indicators. Workers across all industries are invited to take part and we make sure that kaimahi of all ages, genders, and ethnicities are included. The survey questions are designed to be clear and understandable for people of all abilities. Despite our efforts, we must acknowledge that survey results are subject to margins of error, which limit their accuracy. We also know that people interpret survey questions in different ways, which introduces some uncertainty. We need to take this into account when we consider the data; however, at present, they remain the best population-level information sources we have about work-related health in Aotearoa.

SELF-REPORTED ILL HEALTH

We are using our two-yearly Workforce Segmentation and Insights Programme (WSIP) survey to track the proportion of workers who report ill health they consider has been caused or made worse by their work. The survey asks about work-related skin, respiratory, hearing, musculoskeletal, mental health, or other health problems that kaimahi experienced in the past 12 months. It then asks whether they first experienced these problems in the past 12 months (incidence) or at any stage in their life (prevalence). The survey also asks about any infectious diseases (excluding the common cold) that workers believe they caught from their work during the past 12 months.

¹⁰ The methodology for these 2019 estimates is set out on WorkSafe's website: [worksafe.govt.nz](https://www.worksafe.govt.nz)

The WSIP survey is our primary source of specific information about workers who suffer musculoskeletal ill health (pain, discomfort, numbness or loss of mobility), which accounts for the largest portion of the work-related burden of harm.

In 2021, 52% of workers reported experiencing a health problem which they thought had been caused or made worse by work, beginning at any time in their life. Musculoskeletal problems were the most common health issue, being reported by 33% of kaimahi. In 2021, 24% of workers reported they had first experienced a work-related health problem in the past 12 months. The proportion who had first experienced a musculoskeletal problem in the past 12 months was 11%. Our goal is to see a reduction in the proportion of kaimahi that report any new work-related health problem, and a specific reduction in the proportion that report a new musculoskeletal problem.

OUTCOME INDICATOR 1.1 – FEWER WORKERS EXPERIENCE HEALTH PROBLEMS CAUSED OR MADE WORSE BY WORK

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | | BENCHMARK OR DIRECTION OF TRAVEL |
|---|--|------------------------|---|
| Self-reported ill health caused or made worse by work in the past 12 months | Workforce Segmentation and Insights Programme Survey (WSIP) | Baseline (2021) | Reduced proportion of workers reporting: – any new work-related health problem – a new work-related musculoskeletal problem |
| | Any new work-related health problem | 24% | |
| | A new musculoskeletal health problem | 11% | |

EXPOSURE TO CARCINOGENS

Work-related carcinogens raise the risk of cancer and may also cause respiratory and other health problems. For example, exposure to respirable crystalline silica is a risk factor for lung cancer and silicosis (including accelerated silicosis) as well as being associated with kidney disease and autoimmune disease.

We are using our New Zealand Carcinogens Survey (NZCS), first conducted in 2021, to track exposure among New Zealand workers. The survey is representative of the workforce and gauges exposure to over 50 agents classified as confirmed (Class 1) or probable (Class 2a) human carcinogens according to the International Agency for Research on Cancer (IARC).

In the survey, workers answer questions about the tasks they do at work. This information is used to calculate the amount of exposure to each carcinogen.¹¹ The level of exposure is reported in relation to the carcinogen’s workplace exposure standard (WES), also referred to as an occupational exposure limit (OEL), where these exist¹²

¹¹ Workers are not asked to evaluate their own exposure; rather, their exposure is estimated based on information they provide about the tasks they do at work. This information is processed by algorithms which incorporate research and expert opinion. This is done using the Occupational Integrated Database Exposure Assessment System (OccIDEAS), developed by Curtin University in New South Wales, Australia.

¹² Workplace exposure standards (WES) are values that refer to the airborne concentration of substances at which it is believed that nearly all workers can be repeatedly exposed day after day without coming to harm. This is the term used by WorkSafe and in New Zealand, while overseas discussions often refer to the occupational exposure limit (OEL).

If exposure is determined, it is reported as either:

- High: at or around the WES/OEL
- Medium: between high and low
- Low: above background, but not of concern to occupational health and safety professionals.

For this indicator, we are tracking two key data points:

- The proportion of workers with high or medium exposure to any carcinogen, excluding solar ultraviolet (UV) radiation or shift work-related factors. This allows a focus on exposures which represent the greatest risk of serious health harm¹³ We expect to see the proportion of workers with high or medium exposure trend down as carcinogenic materials and processes are eliminated or more effectively controlled.
- The proportion of workers with any exposure to asbestos. This is because asbestos remains the single most significant cause of work-related cancer, and no safe threshold for asbestos exposure has been established for these cancers. We expect to see the gradual elimination of any work-related exposure to asbestos.

The NZ Survey on Carcinogen exposure at work data became available in January 2022. Because information on respondents' occupation and industry comes in separate datasets, we have determined that the survey results need to be re-weighted to be representative of the whole workforce. This will allow us to produce indicators that are valid for the entire NZ workforce. Baseline data will therefore be reported for the first time in WorkSafe's 2022 Annual Report.

OUTCOME INDICATOR 1.2 – FEWER PEOPLE ARE EXPOSED TO CARCINOGENS THROUGH THEIR WORK

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | | BENCHMARK OR DIRECTION OF TRAVEL |
|--|---|---|--|
| Proportion of workers exposed to carcinogens classified by the International Agency for Research on Cancer as confirmed (Class 1) or probable (Class 2A) human carcinogens ¹⁴ | <p>Carcinogens Survey</p> <p>Workers with high or medium exposure to any carcinogen</p> <p>Workers with any exposure to asbestos</p> | <p>Baseline (2021)</p> <p>Survey results are being re-weighted to be representative of the workforce. Baseline data will be reported in Annual Report 2022</p> | <p>Proportion of workers with high or medium exposure to any carcinogen trends down</p> <p>Proportion of workers with any exposure to asbestos trends down</p> |

¹³ A relatively high proportion of workers are exposed to solar ultraviolet radiation, but it represents a relatively low risk to health, with work-related solar UV exposure primarily being a risk factor for non-melanoma skin cancer. Ocular UV from the sun is also excluded from this indicator. Shift work is another common exposure circumstance which has been classified by the IARC as class 2A (probably carcinogenic to humans). However, pathways from exposure to harm, and effective controls, are different from most other work-related carcinogens. We will continue to track exposure to solar UV and shift work factors in our system performance story and will seek to address these as part of promoting good work design.

¹⁴ Excludes solar ultraviolet (UV) radiation and shift work factors.

THE PSYCHOSOCIAL WORK ENVIRONMENT

Work-related psychosocial risks such as low job control, long work hours and poor interpersonal relationships are associated with mental ill health and a range of other health conditions. To gain insight into work-related exposure to psychosocial risks in Aotearoa, we are using the Psychosocial Survey, which is undertaken using an internationally validated questionnaire. We expect to be able to undertake this survey once every three to five years.

The Psychosocial Survey undertaken in 2021 asked workers questions about 25 different aspects (called ‘dimensions’) of their psychosocial work environment, as well as how often they were exposed to negative acts such as bullying or harassment. We report the results in two complementary ways.

For aspects of the psychosocial work environment including work demands, the control workers have over their work, relationships with colleagues and leaders, and the impact of work on other parts of life, we are interested in how often workers are exposed to risk. This is expressed as a score from 0 to 100, where a score of 100 indicates no exposure to risk and a score of 0 indicates very frequent exposure to risk. Workers’ responses are combined to calculate a mean score from 0–100 for each dimension. In 2021, the average score for all workers across the 25 dimensions included in the survey was 62 out of 100. Compared to workers in other countries, New Zealand workers report they have more influence at work and greater control over their working hours. However, on average, they experience greater quantitative demands (workload).

For negative acts such as bullying and harassment, we report the proportion of workers who said they had **any** exposure to these acts. In 2021, a total of 35% of workers reported being exposed to one or more negative acts at any stage in the past 12 months.

We want to know whether, overall, the psychosocial work environment improves for New Zealanders over time. To measure improvement, the next time the Psychosocial Survey is run we will evaluate the net exposure score (NES). This will compare the number of dimensions that show an improvement, to the number that see a deterioration. Improvement is defined as either an increase in mean score, for dimensions that measure frequency of risk exposure, or a reduction in the proportion of workers reporting exposure to negative acts.

OUTCOME INDICATOR 1.3 – WORKER EXPERIENCE OF THE PSYCHOSOCIAL WORKING ENVIRONMENT IMPROVES

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL |
|---|---|----------------------------------|
| Worker experience of psychosocial working environment | Psychosocial Survey | Baseline (2021) |
| | Average score on questions with 0–100 scale | 62 |
| | Proportion reporting any negative act | 35% |

Putanga rua – mahi haumarū

Outcome 2 – safe work

Work is safe for workers and those affected by work.

Everyone should expect to be safe from acute incidents that may cause injury or death at work. The impacts of work-related injuries and deaths extend to workers' whānau, families and hapori whānui and can be significant and long-lasting. We want to progressively reduce the rate of fatalities and injuries suffered by kaimahi. Our goal of safe mahi also includes working to ensure safe supply and use of energy, and maintaining oversight of high-risk activities that are economically and socially important but present risks of serious harm to kaimahi, and in some cases, the public and the environment.¹⁵

Progress has been made in the last decade in reducing fatal and serious injuries, but progress now appears to have stalled.

We will contribute to this outcome by:

- continuing to develop our understanding of work-related risks and harms
- building our specialist capability to intervene and improve health and safety outcomes
- driving effective interventions that promote good work design and prevent injuries and fatalities
- continuing our focus on high-risk sectors, industries, and high-risk work
- maintaining oversight of activities where we have a regulatory stewardship role
- Implementing new plant and structures regulations during the period of this Statement of Intent.



High-risk sectors and industries

High-risk sectors include agriculture, forestry, construction, manufacturing and transport



High-risk work

High-risk work includes work in and around plant and vehicles and work from height

Te ara whakamātautau i te angitū

How we will measure our success

ACUTE INJURY RATES

To measure progress towards the outcome of safe work, we are seeking a sustained decrease in kaimahi being injured and killed at work. For our indicator, we track three data points related to acute fatalities, serious non-fatal injuries and injuries with more than a week away from work. The source for these is official data reported by Stats NZ, using inputs from WorkSafe investigations, ACC claims and Ministry of Health hospitalisation data. All injury rates are calculated with respect to the number of full-time equivalent workers (FTEs), based on the Stats NZ's Household Labour Force Survey (HLFS).

Acute fatalities

The rate of work-related acute fatalities is calculated over a three-year period to smooth fluctuations due to relatively small numbers. During 2018–20 there were 179 work-related acute fatalities. The rate of 2.2 (provisional) per 100,000 FTEs was 33% below the 2008–10 baseline of 3.3 (which excludes the fatalities from the Pike River mine explosion in 2010). However, the decline in fatality rates has stalled since around 2015.

¹⁵ These include the operation of major hazard facilities, mining, quarrying and tunnelling, asbestos removal, adventure activities, and the work-related use and storage of hazardous substances.

This can be attributed to an increase in the number of transport-related fatalities, particularly involving on-road truck crashes, and persistent fatalities from longstanding causes such as agricultural vehicles and in logging.¹⁶




Serious non-fatal injuries

Serious non-fatal injuries are injury events in which a patient admitted to hospital is determined to have a probability of death of 6.9 percent or more. In 2020 there were 444 serious non-fatal injuries, for a rate of 16.5 (provisional) per 100,000 FTE. This was 14% below the 2008–10 baseline of 19.1 WorkSafe is working with Stats NZ to assess event-level data and to undertake further analysis on work-related serious non-fatal injuries.

Injuries that result in more than a week away from work

In 2020 there was an estimated total of 31,000 injuries resulting in more than a week away from work. This represented a rate of 1,260 (provisional) per 100,000 FTEs. This was 12% above the 2009–11 baseline of 1,310. A key reason for this was the increasing proportion of ACC claims that resulted in more than a week away from work. This trend has been seen across all ACC's accounts, including in non-work-related claims. The rate of all work-related ACC claims has declined over the same period. The most common source of injuries with more than a week away from work are musculoskeletal injuries, which in 2020 accounted for nearly 40% of all injuries. This proportion has risen over time.

OUTCOME INDICATOR 2.1 – FEWER PEOPLE ARE INJURED BECAUSE OF THEIR WORK

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | | | | BENCHMARK OR DIRECTION OF TRAVEL |
|---|------------------------------------|-----------------------|-----------------------|--|---|
| Fatal work-related acute injuries per 100,000 full-time equivalent workers (FTE) (age-standardised) | Baseline (2008–10) 3.3 | 2016–18 2.1 | 2017–19 2.3 | 2018–20 (P)¹⁷ 2.2 |  |
| Serious non-fatal work-related acute injuries per 100,000 FTE (age-standardised) | Baseline (2008–10) 19.1 | 2018 17.2 | 2019 18.3 | 2020 (P) 16.5 |  |
| Injuries with more than a week away from work per 100,000 FTE (not age-standardised) | Baseline (2009–11) 1,130 | 2018 1,290 | 2019 1,310 | 2020 (P) 1,260 |  |

ENERGY SAFETY

As an indicator of the public safety outcomes we contribute to, we track data on public fatalities and notifiable accidents from electrical shock, natural gas and LPG. These are currently at very low levels (well below the benchmark rates of fewer than one fatality and ten notifiable incidents per million people exposed). We expect this indicator to remain steady or to decrease. Maintaining current low levels of harm will be a successful outcome as New Zealand's energy infrastructure and usage patterns undergo transition in response to climate change and sustainability challenges.

¹⁶ Ministry of Transport data shows an upturn in truck crashes over recent years, both in total numbers and per kilometre driven. An additional factor which requires further analysis is the lack of completeness and consistency in capturing work-related transport fatalities, particularly on roads. WorkSafe, Stats NZ and transport regulators are working towards a fully consistent approach to classifying and reporting work-related fatalities.

¹⁷ P = provisional.

**OUTCOME INDICATOR 2.2 – HARM TO THE PUBLIC FROM ENERGY SOURCES
(INCLUDING SIGNIFICANT PROPERTY DAMAGE) REMAINS LOW OR DECREASES**

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | | | BENCHMARK OR DIRECTION OF TRAVEL |
|---|--|---|--|---|
| Public fatalities from electric shock, natural gas or LPG per million people exposed | Fatalities per million people exposed, 5-year average (2016–20) | Number of fatalities, 5-year average (2016–20) | Number of fatalities 2020 | Fatalities trend down or remain below 1 per million people exposed |
| | Electric shock | 0.04 | 0.2 | |
| | Natural gas | 0 | 0 | |
| | LPG | 0.11 | 0.4 | |
| Notifiable incidents related to electric shock, natural gas or LPG per million people exposed | Notifiable incidents per million people exposed, 5-year average (2016–20) | Number of notifiable incidents, 5-year average (2016–20) | Number of notifiable incidents 2020 | Notifiable incidents trend down or remain below 10 per million people exposed |
| | Electric shock | 0.7 | 3.4 | |
| | Natural gas | 3 | 2.2 | |
| | LPG | 2.7 | 9.8 | |

Putanga toru – mana ōrite

Outcome 3 – equitable health and safety outcomes

We want mahi to be healthy and safe for all kaimahi. At present, some kaimahi face a greater risk of harm, which translates into unequal outcomes for some population groups, including Māori and Pacific Peoples. To achieve equitable outcomes, we want to see proportionately greater reductions in injury and ill health for those who currently have higher rates of harm. This means addressing higher risks in specific industries and occupations and building a more inclusive health and safety system for all kaimahi and their communities.

We will contribute to this outcome by:

- working to reduce harm in high-risk sectors and activities where Māori, Pacific Peoples, younger and rural kaimahi have higher rates of employment
- building our capability with te ao Māori and tikanga Māori to work better with and for Māori, including through our Te Ara Tuituinga engagement framework
- improving our capability to work with and for Pacific Peoples
- improving our understanding of other drivers of unequal outcomes such as age, gender, residency status and employment status
- developing harm prevention approaches tailored to the diverse circumstances and needs of kaimahi who face a greater risk of harm.

To track progress towards equitable outcomes, we will capture and report our injury, health and exposure data by ethnicity, comparing outcomes for Māori and Pacific Peoples with the non-Māori, non-Pacific workforce. Our goal is to see inequalities between groups reduce, at the same time as overall outcomes improve.

Some workers, including Māori and Pacific Peoples, experience a higher rate of work-related harm.

Te ara whakamātautau i te angitū

How we will measure our success

To track progress towards equitable outcomes, we will capture and report our injury, health and exposure data by ethnicity, comparing outcomes for Māori and Pacific Peoples with the non-Māori, non-Pacific workforce. Our goal is to see inequalities between groups reduce, at the same time as overall outcomes improve.

EQUITY IN WORK-RELATED SAFETY

To track equity in work-related safety, we track the rate of serious non-fatal injuries for Māori, Pacific and non-Māori, non-Pacific workers. In general, caution is required interpreting breakdowns of injury rates by ethnicity, as they depend on effective and consistent capture of ethnicity in the different data sets that contribute to the measured rate. The serious non-fatal injury rate is a relatively robust measure, as it is calculated by Stats NZ using Ministry of Health hospitalisation data, which consistently captures ethnicity.

Over the past decade, the rate of serious non-fatal injury for Māori kaimahi has remained approximately 25 to 40 percent higher than for the non-Māori, non-Pacific workforce. The rate has reduced by approximately 20 percent from the 2008–10 baseline but has remained relatively static since 2016. The rate of serious non-fatal injury for Pacific kaimahi is not significantly different from the non-Māori, non-Pacific workforce and has seen no significant change over time.¹⁸ However, our analysis of ACC claims, which have incomplete ethnicity data, suggests that both Māori and Pacific kaimahi are more likely to have injuries resulting in more than a week away from work. In our Workforce Segmentation and Insights Programme (WSIP) survey, Māori and Pacific kaimahi were more likely to report suffering a work-related injury requiring medical attention in the previous 12 months.

EQUITY IN WORK-RELATED HEALTH

To track equity in work-related health outcomes, we use survey data on self-reported ill health, exposure to carcinogens, and kaimahi experience of the psychosocial work environment. Our surveys are designed to ensure our data represent the diversity of kaimahi across Aotearoa; however, getting accurate information for all groups within the workforce is challenging. The information we have lets us make some generalisations about what work is like for Māori and Pacific workers, but we know we must interpret our results carefully based on the sample sizes we have. We continue to look for ways to include more Māori and Pacific voices in our research.

From our Workforce Segmentation and Insights Programme survey, we are tracking the proportion of Māori and Pacific kaimahi who report health problems they think are caused or made worse by work. In 2021, there was no significant difference in the overall incidence or prevalence of self-reported work-related health problems for Māori or Pacific kaimahi compared to non-Māori, non-Pacific kaimahi.

¹⁸ To compare the Māori, Pacific and non-Māori serious non-fatal injury rates, this indicator uses an average of three years' data rather than a single year. Because there are fewer than 100 incidents each year for Māori and Pacific workers, annual changes in rates can vary markedly with only small changes in incident numbers. This is a common statistical technique, used to smooth out the random effect of fluctuations that may occur from year to year.

However, Māori kaimahi were more likely to report a work-related respiratory or musculoskeletal problem that started at any stage in their life. Pacific kaimahi were more likely to report a work-related hearing problem that started in the past 12 months.

We will use results from the NZ Carcinogens Survey to track the proportion of Māori and Pacific kaimahi that are exposed to carcinogens compared to non-Māori, non-Pacific kaimahi. The 2021 survey results need to be re-weighted to be representative of the whole workforce. Baseline data will be reported in WorkSafe's 2022 Annual Report.

We are using the Psychosocial Survey to understand how the psychosocial work environment differs for Māori and Pacific kaimahi compared to non-Māori, non-Pacific kaimahi. We do this by counting the number of dimensions for which Māori and Pacific workers report higher or lower levels of exposure to risk compared to other workers.

In 2021, Māori and Pacific respondents on average had more positive responses to questions about possibilities for development, meaning of work, recognition, sense of community at work, and organisational justice compared to other workers. However, Māori workers reported facing greater risk from emotional demands at work, being asked to do illegitimate tasks, job insecurity, and insecurity from their working conditions. They were also more likely to report exposure to negative acts including cyberbullying, sexual harassment, threats of violence, and physical violence. Pacific workers reported experiencing greater role conflicts, job insecurity, and insecurity over their working conditions compared to non-Māori, non-Pacific workers. They were also asked to do illegitimate tasks more often and had less control over their working time. Our goal is to see fewer dimensions where Māori and Pacific kaimahi are exposed to greater risk than non-Māori, non-Pacific kaimahi.

OUTCOME INDICATOR 3 – AS OVERALL WORK HEALTH AND SAFETY OUTCOMES IMPROVE, DIFFERENCES IN OUTCOMES BETWEEN POPULATION GROUPS NARROW

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | | | | BENCHMARK OR DIRECTION OF TRAVEL |
|--|----------------------------------|--------------------|--|---|--|
| Serious non-fatal injury rate for Māori and Pacific workers compared to non-Māori, non-Pacific workers | Baseline (2008–10) | | | | Māori and Pacific injury rate trends down and differences between groups reduce |
| | | 2016–17 (R) | 2017–19 (R) | 2018–20 (P)¹⁸ | |
| | Māori | 26.8 | 19.7 | 22.0 | |
| | Pacific | 13.2 | 12.2 | 15.7 | |
| | Non-Māori, non-Pacific | 19.5 | 16.8 | 18.1 | 17.8 |
| Self-reported ill health caused or made worse by work in the past 12 months for Māori and Pacific workers compared to non-Māori, non-Pacific workers | Baseline (2021) | | Any new work-related health problem | A new work-related musculoskeletal problem | Incidence of health problems for Māori and Pacific workers trends down and differences between groups reduce |
| | | | | | |
| | Māori | 27% | 11% | | |
| | Pacific | 23% | 11% | | |
| | Non-Māori, non-Pacific | 24% | 11% | | |

¹⁹ R = revised; P = provisional.

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL | | | | | | | | | | |
|--|---|--|-----------------|--|---|---|---|--|---|---|----|---|
| Exposure to carcinogens for Māori and Pacific workers compared to non-Māori, non-Pacific workers | Survey results are being re-weighted to be representative of the workforce. Baseline data will be reported in WorkSafe’s Annual Report 2022 | Exposure for Māori and Pacific workers trends down and differences between groups reduce | | | | | | | | | | |
| Experience of the psychosocial work environment for Māori and Pacific workers compared to non-Māori, non-Pacific workers | <table border="1"> <thead> <tr> <th></th> <th data-bbox="979 463 1066 517">Baseline (2021)</th> </tr> </thead> <tbody> <tr> <td data-bbox="411 528 916 582">Dimensions where Māori workers have significantly higher risk than non-Māori non-Pacific workers</td> <td data-bbox="1011 528 1034 555">8</td> </tr> <tr> <td data-bbox="411 593 916 647">Dimensions where Māori workers have significantly lower risk than non-Māori non-Pacific workers</td> <td data-bbox="1011 593 1034 620">9</td> </tr> <tr> <td data-bbox="411 658 927 712">Dimensions where Pacific workers have significantly higher risk than non-Māori non-Pacific workers</td> <td data-bbox="1011 658 1034 685">5</td> </tr> <tr> <td data-bbox="411 723 927 777">Dimensions where Pacific workers have significantly lower risk than non-Māori non-Pacific workers</td> <td data-bbox="1011 723 1034 750">10</td> </tr> </tbody> </table> | | Baseline (2021) | Dimensions where Māori workers have significantly higher risk than non-Māori non-Pacific workers | 8 | Dimensions where Māori workers have significantly lower risk than non-Māori non-Pacific workers | 9 | Dimensions where Pacific workers have significantly higher risk than non-Māori non-Pacific workers | 5 | Dimensions where Pacific workers have significantly lower risk than non-Māori non-Pacific workers | 10 | Net exposure score in next survey is positive and number of dimensions with higher risk for Māori and Pacific workers reduces |
| | Baseline (2021) | | | | | | | | | | | |
| Dimensions where Māori workers have significantly higher risk than non-Māori non-Pacific workers | 8 | | | | | | | | | | | |
| Dimensions where Māori workers have significantly lower risk than non-Māori non-Pacific workers | 9 | | | | | | | | | | | |
| Dimensions where Pacific workers have significantly higher risk than non-Māori non-Pacific workers | 5 | | | | | | | | | | | |
| Dimensions where Pacific workers have significantly lower risk than non-Māori non-Pacific workers | 10 | | | | | | | | | | | |



Ko ngā pānga

Our impacts

Our six impacts describe the difference we want our mahi (work) to make. They describe what success looks like for health and safety at work in Aotearoa. The impacts we seek align strongly with the focus areas of the Government's Health and Safety at Work Strategy 2018–2028.

IMPACT 1

Health and safety is integrated into work design, set-up and practice

Integrating health and safety into business as usual is a key focus area of the Health and Safety at Work Strategy and is an aspiration repeatedly expressed by health and safety system stakeholders. We see this as moving from a view of health and safety as an add-on compliance activity to one where everyone values it and sees it as an essential part of work.

HE AHA WHAITAKE AI

WHY THIS MATTERS

Many employers still see health and safety as a cost rather than a benefit.²⁰ If good health and safety is built into the way mahi is designed, set up and done, we will see better working conditions, greater long-term productivity, and less injury and ill health for kaimahi, employers and society.

HE AHA TENEI MEA TE ANGITŪTANGA

WHAT SUCCESS WILL LOOK LIKE

When health and safety is integrated into work design, set-up and practice:

- everyone in Aotearoa will value health and safety as integral to the wellbeing of kaimahi, and that of their families, whānau, hapori whānui (communities) and the wider society
- health and safety will be incorporated into the way work is designed, set up and done – it will be embedded in wāhi mahi (workplaces), plant and structures, and in work systems and processes.

We estimate that the 50,000 disability-adjusted life years lost annually from work-related harm represent a social cost of at least \$2 billion. In addition, work-related harm costs the health system at least \$500 million per year.²¹

²⁰ WorkSafe's Segmentation and Insights Programme Survey.

²¹ The figure of \$2 billion uses Treasury valuations of the cost of gaining a quality-adjusted life year (QALY) to attribute a monetary cost to the loss of a disability-adjusted life year (DALY). Other ways of valuing loss of life and quality of life may produce higher estimates (for example, the value of a statistical life method, which is used by the Ministry of Transport to calculate the social cost of road accidents).

KO Ā TĀTOU MAHI

ACTIONS WE WILL TAKE

We will:

- lead and encourage leadership across the health and safety system and work with others to implement the Government's Health and Safety at Work Strategy 2018–2028
- engage all system participants to shift their thinking about health and safety at work, including through our marketing and communication tools
- explore opportunities to drive improved health and safety through contracting and supply chains, including by influencing public sector planning and procurement
- support the ongoing development of a clear, complete and coherent legislative and regulatory framework for work health and safety.

ME PĒHEA E INEA AI TŌ TĀTOU ANGITU

HOW WE WILL MEASURE OUR SUCCESS

We have two measures for this impact. Positive change at an attitudinal or cultural level is an aspect of the change we seek, and an area where WorkSafe aims to impact through our leadership, education and engagement roles. To track this, we are using an overall index of employer attitudes to health and safety derived from questions in our Workforce Segmentation and Insights Programme survey. Based on their responses to these questions, employers are categorised to one of four 'maturity' segments. The two least mature segments (Immature and Developing) take a passive approach to health and safety. They undertake little review of their processes and practices, are likely to be sceptical of relevant legislation, and their behaviour is often externally triggered. The most mature segments (Cooperative and Autonomous) have an active approach. They monitor all aspects of health and safety in their organisations, view health and safety as an evolving concept, accept legislation, and are internally motivated.

The 2021 survey shows an overall improvement in maturity compared to 2019, with an increased proportion of businesses in the Cooperative and Autonomous categories compared to the Immature and Developing categories. Several key attitudinal shifts from 2019 are associated with the increase in maturity:

- more employers say health and safety is a priority for their business
- more employers say they do health and safety audits as part of business as usual
- more employers say health and safety is discussed in an open and helpful way in their business
- more employers recognise the connection between health and safety and harm reduction
- fewer employers feel the cost of health and safety outweighs the benefit.

IMPACT MEASURE 1.1 - MORE PEOPLE IN AOTEAROA VALUE HEALTH AND SAFETY AT WORK

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | | BENCHMARK OR DIRECTION OF TRAVEL |
|--|---------------------------|------|----------------------------------|
| | Baseline (2019) | 2021 | |
| The distribution of employers between maturity segments in the Workforce Segmentation and Insights Programme (WSIP) survey | Cooperative | 20% | 18% |
| | Autonomous | 33% | 38% |
| | Developing | 27% | 25% |
| | Immature | 21% | 19% |

The second measure seeks to evaluate actual practice, as opposed to self-reported attitudes and behaviour. We want to see evidence that businesses and organisations are committed to building health and safety into their work planning and operations. As a proxy measure for this, we are tracking the number of businesses and organisations that undertake self-assessments using the Safe Plus online tool. Safe Plus is a health and safety improvement toolkit that supports businesses and organisations to understand their current practices, and to initiate positive and ongoing change. It was designed with input from New Zealand industry and tested with over 90 businesses.

We will track the number of businesses that register for the online tool, which is a measure of interest in reviewing and improving health and safety practices; and the number of completed assessments, which shows that a business or organisation has successfully worked through the self-assessment process. Initial baselines will be established during 2021/22 and from there we expect to see a 15% per annum increase in both registrations and completed assessments.

IMPACT MEASURE 1.2 – MORE BUSINESSES AND ORGANISATIONS INCORPORATE HEALTH AND SAFETY INTO BUSINESS AS USUAL

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL |
|--|---|--|
| Number of registrations for Safe Plus online tool | Baseline to be established during 2021/22 | 15% increase per annum from 2021/22 to 2024/25 |
| Number of completed self-assessments using the Safe Plus online tool | Baseline to be established during 2021/22 | 15% increase per annum from 2021/22 to 2024/25 |

IMPACT 2

A capable workforce

Building capability is one of the two overarching goals of the Government’s Health and Safety Strategy, and strengthening professional workforce capability is a specific focus area. A capable workforce, including more health and safety professionals, will help drive the shift to integrated and effective health and safety practices.

**HE AHA E WHAITAKE AI
WHY THIS MATTERS**

All participants in the health and safety at work system need the knowledge and skills to effectively integrate health and safety into the way mahi is designed, set up and done. This includes supervisors, managers and directors, and those working in ‘upstream’ roles such as architects, planners, designers and engineers.

Health and safety professionals offer specialist expertise to support integration of good health and safety practice. International benchmarking indicates that Aotearoa faces challenges with professional workforce capacity (the number of professionals) and capability (the proportion of health and safety professionals operating at the highest levels). The need for health and safety professionals is expected to grow to meet both existing and future demand as more businesses and organisations recognise the value they offer.²²

Kei te kaha ā tātou mahi ki te whakatipu i ngā kaimahi ngaio, ki te whakapakari i te āheitanga hauora me te haumaruru o Aotearoa whānui.

We are contributing to efforts to grow our professional workforce, and build health and safety capability across Aotearoa.

²² Building the Professions: Health and Safety Association of New Zealand Health and Safety Workforce Pipeline Report (2019).

HE AHA TENEI MEA TE ANGITŪTANGA

WHAT SUCCESS WILL LOOK LIKE

When a capable workforce drives sustained health and safety improvement:

- business, organisations and kaimahi will have access to advice and services from health and safety professionals to help manage risks and improve outcomes
- leaders, managers and supervisors will have awareness and understanding of their health and safety responsibilities and how to fulfill these effectively
- health and safety will be incorporated into education and training at all levels, including in business, design, architecture and engineering fields
- kaimahi and others will have the knowledge and skills to carry out their work healthily and safely, understand their rights and responsibilities, and be empowered to keep themselves and others healthy and safe.

KO Ā TĀTOU MAHI

ACTIONS WE WILL TAKE

We will:

- work in partnership with professional bodies to build professional workforce capacity and capability and improve understanding of the role and value of health and safety disciplines
- continue to build capability within WorkSafe by recruiting specialist expertise and through organisation-wide capability development to strengthen our focus on areas such as work-related health
- support improved understanding of risk management and effective health and safety practices through accessible guidance and educational tools tailored to diverse contexts and learning needs.

TE ARA WHAKAMĀTAUTAU I TE ANGITŪ

HOW WE WILL MEASURE OUR SUCCESS

We have two measures for this impact.

The first measure focuses on capability in the wider workforce, including employers and kaimahi. Through our Workforce Segmentation and Insights Programme survey, we are tracking the proportion of employers and kaimahi that report having undertaken health and safety education or training in the previous 12 months that was relevant and useful for their work.

In 2021, 47% of employers undertook education or training which supported them to manage the health and safety risks in their business. Among those who did, 84% found it relevant and useful. This equates to 40% of employers who received useful education or training. We expect this proportion to trend upwards.

In 2021, 42% of workers said they had undertaken some form of education, training or mentoring that covered health and safety in the past 12 months. Among those who did, 75% found it useful and relevant to their work. This equates to 31% of workers who received useful education or training covering health and safety. We expect this proportion to trend upwards.

IMPACT MEASURE 2.1 – MORE EMPLOYERS AND WORKERS HAVE THE APPROPRIATE CAPABILITIES FOR HEALTHY AND SAFE WORK

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL |
|--|---------------------------|----------------------------------|
| The proportion of employers who have engaged in useful health and safety education or training in the previous 12 months | Baseline (2021) 40% | ⬆️ |
| The proportion of workers who have engaged in useful health and safety education or training in the previous 12 months | Baseline (2021) 31% | ⬆️ |

The second measure focuses on the professional health and safety workforce. We track the number of qualified professionals working in health and safety disciplines who are eligible for the Health and Safety Association of New Zealand (HASANZ) Register. To measure our impact, we focus on the core health and safety disciplines that WorkSafe supports through co-designed workforce development programmes. These are health and safety generalists, occupational hygienists, occupational health nurses and human factors and ergonomics professionals. From our Workforce Segmentation and Insights Programme (WSIP) survey, we are also tracking the proportion of businesses and organisations that report employing or seeking advice from these professionals.

While there are no well-established benchmarks for these measures, we know that demand for professional advice is currently outstripping supply. We also know there is significant unmet need for advice. We want to see the number of qualified health and safety professionals increase at a greater rate than overall workforce growth. We also expect to see a sustained increase in the number of businesses that access professional advice.

IMPACT MEASURE 2.2 – MORE BUSINESSES, ORGANISATIONS AND WORKERS HAVE ACCESS TO THE ADVICE OF HEALTH AND SAFETY PROFESSIONALS

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL |
|--|--|----------------------------------|
| The number of professionals in active practice and eligible for the HASANZ Register | Health and safety generalists | Baseline (2021) |
| | Certified professionals | 54 |
| | Professionals | 512 |
| | Occupational health nurses | 172 |
| | Occupational hygienists | 39 |
| | Human factors/ergonomics professionals | 15 |
| The proportion of businesses that employed or received advice from professionals in the previous 12 months | Health and safety generalists | Baseline (2021) 28% |
| | Occupational health nurses | 6% |
| | Occupational hygienists | 1% |
| | Human factors/ergonomics professionals | 3% |

IMPACT 3

Workers are partners

Kaimahi engagement, participation and representation is a foundation of the Health and Safety at Work Act 2015 and a focus area of the Health and Safety at Work Strategy. Health and safety outcomes are better when kaimahi and unions work with businesses and organisations. Businesses and organisations have a duty to meaningfully engage with kaimahi and unions and allow them to contribute to decision-making on health and safety matters.

HE AHA E WHAITAKE AI

WHY THIS MATTERS

Kaimahi carry out the mahi that drives Aotearoa's economy and underpins our collective wellbeing. They are directly affected by any work-related risks and suffer the consequent harm.

Kaimahi are in a good position to know how mahi is done and can provide practical solutions for improving work health and safety. Our research suggests that kaimahi who are highly engaged with health and safety are less likely to suffer serious work-related injuries or health problems.²³

Strengthening engagement and participation for all kaimahi requires addressing barriers around speaking up and challenges with the trust kaimahi place in their own and others' abilities.²⁴ It also means increasing the presence, capability and confidence of health and safety representatives in wāhi mahi across Aotearoa.

HE AHA TENEI MEA TE ANGITŪTANGA

WHAT SUCCESS WILL LOOK LIKE

When kaimahi are partners in the health and safety at work system:

- kaimahi and unions will be visible as health and safety leaders in the public domain
- kaimahi will be influential in health and safety, and their ideas will be listened to, acted on and communicated back to them
- all businesses and organisations, regardless of their size or their type of workplace or work, will have effective processes for kaimahi engagement, participation and representation.

KO Ā TĀTOU MAHI

ACTIONS WE WILL TAKE

We will:

- continue to focus on lifting levels of kaimahi engagement, participation and representation by trialling new and innovative approaches such as the Toroawhi roving health and safety representatives
- continue to co-design and implement initiatives to support health and safety representatives
- engage with kaimahi and unions when we assess, audit and investigate wāhi mahi
- work with our Partners Council to increase collaboration and partnership and implement our Te Ara Tuituinga engagement framework
- continue to support the development of genuinely tripartite leadership groups at an industry level.

**Ko te hiahia kia uru
ngā kaimahi katoa ki
te taha o te hauora me
te haumaru i te mahi.**

We want workers to be partners in health and safety at work.

²³ Workforce Segmentation and Insights Programme survey (2019).

²⁴ Workforce Segmentation and Insights Programme survey (2019).

TE ARA WHAKAMĀTAUTAU I TE ANGITŪ



HOW WE WILL MEASURE OUR SUCCESS

To evaluate this impact, we are tracking kaimahi experience of engagement and participation in work health and safety. Our revised Workforce Segmentation and Insight Programme survey for 2021 had a strengthened focus on asking workers about the effectiveness of their engagement and participation, including how businesses and organisations respond to their input.

In 2021, 71% of kamahi said they were satisfied or very satisfied with how their organisation deals with health and safety issues that workers raise. For workers who raised a health and safety issue during the previous 12 months, 68% said they received feedback from their employer or supervisor on how the issue was dealt with. We expect these proportions to trend upwards. In particular, we expect that all workers who raise a health and safety issue to receive feedback from their employer about how it was dealt with.

From our previous survey, we are continuing to compare kaimahi and employer views on how work health and safety risks are discussed. In 2021, 78% of employers and 60% of workers said that risks were always or almost always discussed in an open and helpful way. This represents no significant change since the previous survey in 2019.

IMPACT MEASURE 3.1 - MORE WORKERS REPORT EFFECTIVE WORKER ENGAGEMENT AND PARTICIPATION PRACTICES

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | | BENCHMARK OR DIRECTION OF TRAVEL |
|--|-------------------------------|---------------------------------------|---|
| The proportion of workers that are satisfied or very satisfied with the way their organisation deals with the health and safety issues workers raise | Baseline (2021) 71% | |  |
| The proportion of workers who raised a health and safety issue in the past 12 months who received feedback about how the issue was dealt with | Baseline (2021) 68% | |  |
| The proportion of workers and employers who say that health and safety risks are discussed in an open and helpful way most or all of the time | | Baseline (2019) 2021 | Employer and worker proportions trend upwards and the gap between employer and worker proportions reduces |
| | Employers | 76% 78% | |
| | Workers | 62% 60% | |

Our second impact measure focuses on the presence of capable health and safety representatives in business and organisations. In 2021, 45% of workers who responded to our Workforce Segmentation and Insight Programme survey said they had a health and safety representative for their team or group. Among survey respondents who worked at worksites with more than 20 people, 60% said they had an HSR for their team or group. We expect to see an increase in this proportion, in line with the expectation set in the Health and Safety at Work (Worker Engagement, Participation, and Representation) Regulations 2016, that there should be a minimum of one health and safety representative for every 19 workers.

As a proxy for the total number of appropriately trained health and safety representatives in New Zealand workplaces, we are also tracking the number of people completing New Zealand Qualifications Authority (NZQA)-approved health and safety representative training. Since 2016, approximately 45,000 people have completed health and safety representative training, with the lower numbers in 2020 and 2021 relating to COVID-19. We expect the number of people who receive HSR training to increase to meet the demand for an increased number of HSRs in workplaces.

IMPACT MEASURE 3.2 – THE PRESENCE OF CAPABLE HEALTH AND SAFETY REPRESENTATIVES IN BUSINESS AND ORGANISATIONS INCREASES

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | | | | BENCHMARK OR DIRECTION OF TRAVEL |
|---|-------------------------------|-------|-------|-------|---|
| The proportion of workers who have a health and safety representative for their team or group | Baseline (2021) 45% | | | | >55% by 2024/25 |
| The number of people completing NZQA-approved health and safety representative training | 2018 | 2019 | 2020 | 2021 | Number to trend upwards to support increased number of HSRs in workplaces |
| | 9,113 | 9,341 | 7,027 | 7,940 | |

IMPACT 4

Equitable participation

To achieve equitable outcomes, we will need to work towards a more inclusive and equitable health and safety system. This means working in partnership with Māori and Pacific Peoples, uncovering the drivers of inequalities, and engaging with diverse businesses and kaimahi in ways that support them to be healthy and safe. WorkSafe aims to set an example in this respect and encourage others to do the same.

HE AHA E WHAITAKE AI

WHY THIS MATTERS

We know that Māori and Pacific Peoples have higher work-related injury rates than the wider workforce. There is some evidence that Māori have higher exposure to some work-related health risks than non-Māori, even within the same industry and occupation. There is also evidence that some recent migrants and younger kaimahi are likely to work in precarious and risky circumstances within specific industries. To address these unequal risks, we cannot take a one-size-fits-all approach to improving health and safety. We need to take active steps to acknowledge, understand and address inequities.

HE AHA TENEI MEA TE ANGITŪTANGA

WHAT SUCCESS WILL LOOK LIKE

When the health and safety at work system works with and for Māori, Pacific Peoples and all kaimahi:

- national, regional and sectoral leadership groups will reflect the diversity of businesses, kaimahi and hapori whānui (communities) that they represent
- processes for engagement, participation and representation will be accessible and effective for all kaimahi

Me whakatika e Aotearoa i ngā putanga makihuhunu mō ā tātou kaimahi katoa.

Aotearoa needs to address the inequities in outcomes for the most impacted workers and safety at work.

- health and safety knowledge and practice will be shared and done with multiple cultural lenses and will incorporate te ao Māori and Pacific world views
- guidance and information will be accessible and meaningful to diverse businesses and organisations and kaimahi of all backgrounds.

KO Ā TĀTOU MAHI

ACTIONS WE WILL TAKE

We will:

- work with our Partners Council and iwi to increase collaboration and partnership and implement our Te Ara Tuituinga engagement framework
- deliver on our Pacific Peoples responsiveness plan and continue our Puataunofu – Come Home Safely programmes to address Pacific Peoples’ health and safety needs and issues
- work on initiatives to engage with migrant kaimahi to address language and culture barriers that hinder their understanding of health and safety at work and their rights and obligations
- adapt our guidance, marketing and communications to be effective for diverse businesses and kaimahi.

TE ARA WHAKAMĀTAUTAU I TE ANGITŪ

HOW WE WILL MEASURE OUR SUCCESS

The impact we seek is progress towards a more inclusive and equitable health and safety system for all. Our measures focus on Māori and Pacific Peoples, who we know experience higher rates of work-related harm. Where possible, we are also seeking to track the experiences of other groups of workers that reflect the overall diversity of the workforce in Aotearoa New Zealand.

For the first measure, we will track how different groups of workers respond to the questions in our Workforce Segmentation and Insights survey about effective kaimahi participation (see impact measure 3.1), and about satisfaction with health and safety information provided by their employer (see impact measure 5.1). The makeup of the survey currently allows us to provide robust results for workers of Māori, Pacific, Asian, and NZ European ethnicities.²⁵

In 2021, the proportion of Pacific and Asian workers who were satisfied with how their organisation deals with the health and safety issues workers raise was lower than for kaimahi who identified as NZ European.

There were no significant differences in the proportion of kaimahi who reported receiving health and safety information that was useful and relevant to their work. However, Asian workers were less likely than other workers to say the information they received was useful and relevant and easy to understand.

To build a more inclusive and equitable health and safety system, we expect to see a reduction in these gaps, at the same time as the overall impact measures improve. In particular, improvements can be achieved in the accessibility of health and safety information to people of different linguistic and cultural backgrounds.

²⁵ The survey sample size for workers of other non-European ethnicities was not sufficiently large to report this separately.

IMPACT MEASURE 4.1 - MĀORI, PACIFIC AND ALL WORKERS ARE EQUALLY LIKELY TO REPORT EFFECTIVE WORKER ENGAGEMENT AND PARTICIPATION PRACTICES AND TO RECEIVE HEALTH AND SAFETY INFORMATION THEY FIND USEFUL AND RELEVANT

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL |
|--|----------------------------------|---|
| Proportion of workers from different groups that are satisfied or very satisfied with the way their organisation deals with the health and safety issues workers raise | | Baseline (2021) |
| | Māori | 70% |
| | Pacific | 64% |
| | Asian | 63% |
| | NZ European and other | 73% |
| The proportion of workers from different groups who received health and safety information in the past 12 months that was useful and relevant to their work | | Baseline (2021) |
| | Māori | 66% |
| | Pacific | 67% |
| | Asian | 60% |
| | NZ European and other | 65% |

For the second measure, we will track the number of health and safety partnership arrangements established and the number of kaupapa Māori health and safety programmes initiated by WorkSafe. These are also activity measures in our Statement of Performance Expectations which reflect our commitments to partnership with Māori under te Tiriti o Waitangi. In this area, WorkSafe seeks to make an impact by setting an example for other system stakeholders. Over the longer term, we would expect to see evidence of partnerships beyond those initiated by WorkSafe.

IMPACT MEASURE 4.2 - THERE ARE MORE FORMAL PROCESSES FOR MĀORI PARTNERSHIP IN THE HEALTH AND SAFETY SYSTEM

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL |
|---|---|---|
| The number of health and safety partnership arrangements established under the WorkSafe Te Ara Tuituinga engagement framework | Initial partnership arrangements are being established during 2021/22 | Six regional partnership arrangements in place by 2024/25 |
| The number of collaboratively designed kaupapa Māori health and safety programmes delivered | In 2020/21, there were four collaboratively designed kaupapa Māori health and safety programmes delivered (forestry in Gisborne, wood processing in the Ruapehu district, construction in Auckland, and meat processing in Northland) | Number of programmes equal or exceed three |

IMPACT 5

Knowledge and insights

This impact aligns with the Health and Safety at Work Strategy's key focus area to develop and share data and insights to improve decision making. To achieve improved and more equitable health and safety outcomes, we need to understand where to focus our efforts, keep track of the impact we are making, and respond to new evidence and emerging risks.

HE AHA E WHAITAKE AI

WHY THIS MATTERS

Knowledge and insights help us to undertake our core regulatory activities in a targeted and effective way. They inform our harm prevention programmes so we can make the biggest difference to improving outcomes.

WorkSafe needs to learn from our regulatory activities, drawing insights from our assessments, audits, investigations and enforcement activity and using them to support future work. We want all businesses and organisations to do the same – to use data, information and knowledge to guide their activities to keep kaimahi healthy and safe. To do this, businesses and organisations need information and guidance that is easily accessible and relevant to their circumstances.

We also need to assess and evaluate the impact of the programmes, projects and activities we undertake to improve health and safety in Aotearoa. This is critical to ensuring continuous improvement across the health and safety system and in our wāhi mahi.

HE AHA TENEI MEA TE ANGITŪTANGA

WHAT SUCCESS WILL LOOK LIKE

When knowledge and insights inform practice:

- decision makers across the system will use evidence and subject matter expertise to identify where they can make the greatest impact in reducing risk and harm
- evidence and insights will be shared and sought after and will be easily accessible across the health and safety system
- data, information, education and guidance materials will be culturally appropriate and accessible to all people working in Aotearoa.

KO Ā TĀTOU MAHI

ACTIONS WE WILL TAKE

We will:

- maintain and share an overview of the health and safety at work system and how it is performing
- commission and review research and base our decisions on evidence
- develop and distribute education and guidance materials to support a better understanding and focus on work-related health
- refine our company risk model to guide decision-making on where to target our wāhi mahi assessments.

**Ko te mātauranga
me te māramatanga
he mea nui ki tā
tātou mahi ārahi i
roto i te pūnaha mō
te hauora me te
haumaruru i te mahi.**

Knowledge and insights are critical to our leadership role in the health and safety at work system.



TE ARA WHAKAMĀTAUTAU I TE ANGITŪ HOW WE WILL MEASURE OUR SUCCESS

The impact we are seeking is for knowledge and insights to flow more freely through the health and safety system. Our first measure focuses on employer and kaimahi satisfaction with the quality and accessibility of guidance and information on health and safety. This includes but is not limited to the guidance and information that WorkSafe provides. We expect other system stakeholders to also contribute to generating and sharing data and insights.

In 2021, 58% of employers who sought information or guidance on health and safety agreed it was easy to find and relevant and useful. However, only 3% of employers strongly agreed that information and guidance was easy to find, and relevant and useful. We expect this proportion to trend upwards, and to see a specific increase in the proportion of employers that strongly agree that information and guidance is easy to find, relevant and useful.

In 2021, 84% of workers said their employers had provided some kind of health and safety information during the previous 12 months, with 77% of kaimahi finding this information useful and relevant to their work. This equates to 65% of workers receiving useful and relevant health and safety information. We expect to see this trend upwards, particularly through a greater proportion of kaimahi reporting that the information they receive is useful and relevant.

IMPACT MEASURE 5.1 - THE ACCESSIBILITY AND QUALITY OF INFORMATION AND GUIDANCE ON HEALTH AND SAFETY AT WORK IMPROVES

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL |
|---|---------------------------|---|
| Proportion of employers who looked for health and safety information in the past 12 months that agree it was easy to find, relevant and useful | Baseline (2021) 58% |  |
| Proportion of workers who agree that their organisation provided health and safety information that was useful and relevant to their work in the past 12 months | Baseline (2021) 65% |  |

Our second measure is activity-based. We will keep track of the frequency of an updated overview of health and safety system performance. This elevates an activity currently led by WorkSafe as something we want to see embedded in the system.

IMPACT MEASURE 5.2 - DATA ON KEY SYSTEM INDICATORS IS PUBLICLY AVAILABLE, SUFFICIENTLY DETAILED AND REGULARLY UPDATED

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL |
|---|--|--|
| The frequency that an updated overview of health and safety system performance is published | The Health and Safety at Work Strategy Outcomes Dashboard was published in December 2019 | System performance overview updated at least every two years |

IMPACT 6

Risk management

Promoting effective risk management is embedded throughout our governing legislation. Under the Health and Safety at Work Act 2015, risks to kaimahi (worker) health and safety must be eliminated as far as reasonably practicable. If a risk can't be eliminated, it must be minimised as far as is reasonably practicable. As well as promoting effective risk management across Aotearoa, WorkSafe is responsible for overseeing specific regulatory regimes spanning major hazard facilities and extractive industries, tunnelling, domestic gas and electricity, along with public safety issues such as adventure activities.

HE AHA E WHAITAKE AI

WHY THIS MATTERS

Integrating health and safety into work design, set-up and practice implies anticipating and working to control the risk of harm. We need to take a proportionate approach to address common risk factors likely to result in injury or ill health – while we also need to manage the risk of rare events that can cause catastrophic harm (multiple kaimahi fatalities and harm to the public or environment). We also need to be aware of new and emerging risks as we adopt new technologies and ways of working.

HE AHA TENEI MEA TE ANGITŪTANGA

WHAT SUCCESS WILL LOOK LIKE

When work-related risks are identified and eliminated or controlled:

- everyone will see identifying and managing risks as part of their duty of care towards others
- lessons learned about risk identification, elimination and management will be shared across leadership groups and through sectors and industries
- near misses and precursor events in our wāhi mahi (workplaces) will be consistently reported and these will be addressed through a culture of continuous improvement
- business, organisations and individuals working in high-risk activities or roles will meet established standards
- businesses and agencies with overlapping duties will work together to identify and address complex risks including those with the potential for catastrophic harm.

KO Ā TĀTOU MAHI

ACTIONS WE WILL TAKE

We will:

- maintain our focus on high-risk sectors and high-risk work practices that span across sectors and industries
- use a range of levers through our harm prevention programmes to encourage and enable effective risk management
- use our enforcement tools in a targeted and proportionate way, for example, issuing a prohibition notice or urgent instruction when a serious risk is identified

- work to better understand our legislated obligations to oversee specific regulatory regimes and strengthen our activities to meet those obligations
- identify the range, likelihood and impact of potential catastrophic events in Aotearoa, so we can identify the relevant legal frameworks and responsible agencies for work activities that give rise to catastrophic risk.

TE ARA WHAKAMĀTAUTAU I TE ANGITŪ HOW WE WILL MEASURE OUR SUCCESS

We have established new measures that are objective rather than attitude based. This is because reported commitment to health and safety in surveys does not necessarily translate into effective risk identification, elimination and management.

The first measure relates to the number of high-potential incidents reported in the extractives, petroleum, geothermal and major hazard facilities (high hazard) industries.²⁶ This is designed to track how well employers identify and manage hazards that may result in serious harm or fatalities to workers or the public. We are working to ensure that operators understand and comply with reporting requirements for notifiable events, so we anticipate that both the total number of events and the number of high-potential incidents reported may increase in the short term. But over the longer term, we expect the number of high potential incidents to decrease as operators more effectively manage high-hazard risks in response to our education and engagement with the sector, learnings from precursor events, and our inspection and enforcement activity.

IMPACT MEASURE 6.1 - HIGH HAZARD OPERATORS PROACTIVELY IDENTIFY AND RESPOND TO NOTIFIABLE INCIDENTS

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL |
|---|--|---|
| The number of high hazard notifiable events that are high potential incidents | Work is in progress to embed reporting and data collection practices and a baseline will be established during 2021/22 | High potential incidents trend down in number and as a proportion of total high hazard notifiable incidents |

The second measure relates to improvement notices issued by WorkSafe inspectors. Inspectors issue approximately 4,000 improvement notices every year to businesses and organisations across all industries. This measure will track how employers respond when WorkSafe has identified a health and safety issue and has required specific action to be taken.

IMPACT MEASURE 6.2 - MORE BUSINESSES AND ORGANISATIONS MEET REGULATED STANDARDS FOR IDENTIFYING AND ADDRESSING RISKS

| WHAT WE MEASURE | PROGRESS AGAINST BASELINE | BENCHMARK OR DIRECTION OF TRAVEL |
|--|--|----------------------------------|
| The percentage of improvement notices that are completed and closed within two weeks of the due date | <p>Baseline (2021)</p> <p>90%</p> | >95% by 2024/25 |

²⁶ A high-potential incident is an event or series of events that causes or has the potential to cause a significant adverse effect on the safety or health of a person.

Te wāhi ki te pūnaha mahi mō te hauora me te haumaru

Our role in the health and safety at work system

Working together to create healthy and safe work



UNIONS AND WORKER REPRESENTATIVES

Represent and support workers so they have the tools, skills, opportunities and environment to work in healthy and safe ways



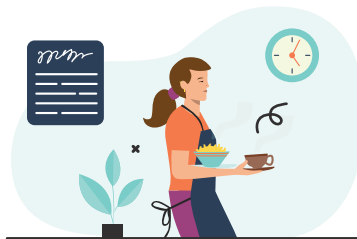
WORKERS

Participate in and influence health and safety systems, processes, and practices at work



SECTORS

Support businesses and business leaders to understand and manage risks well, engage workers, and innovate



BUSINESS

Manage health and safety risks, engage with workers, supply chain and procurement



EDUCATORS AND PRACTITIONERS

Support the health and safety knowledge and capability of workers, businesses and sectors

The health and safety at work system

The health and safety at work system describes the people and groups who work together to improve health and safety outcomes. These include kaimahi, unions, businesses and organisations, research institutions, educators and practitioners, Māori, community groups, government agencies, industry bodies, and leadership groups.

The system is enabled by leadership, capability, knowledge and participation. It is underpinned by a regulatory framework, especially the Health and Safety at Work Act 2015.

The system strategy

The Health and Safety at Work Strategy 2018–2028 sets out the government’s approach to driving improved performance across the health and safety system. The strategy’s vision is that work is healthy and safe for everyone in New Zealand.

The strategy’s goal is that everyone plays their part to manage health and safety risks effectively and proportionately by focusing on what will make the biggest impact on building everyone’s capability to do this well.

Everybody with an interest in and influence on work must collectively drive change if Aotearoa is to progress towards the strategy’s vision. Government, workers, unions, businesses, and organisations all have a role in lifting the performance of the health and safety system.

Ko ngā tāngata katoa e uru ana i ngā mahi i Aotearoa e whai wāhi ai ki te whakatutuki i ngā whāinga o te rautaki.

Everyone involved in work in Aotearoa has a role to play in achieving the strategy’s vision.



MĀORI

Use influence and relationships to support better outcomes for workers and businesses and work with government as Treaty partners



GOVERNMENT

Advise on policy and strategy, monitor regulator (Ministry of Business, Innovation and Employment), Regulators implement policy (Primary regulator WorkSafe; Maritime NZ, Civil Aviation Authority), harm prevention (WorkSafe, ACC), supports return to work (ACC)



COMMUNITY GROUPS

Use influence and relationships to support better outcomes for workers and businesses



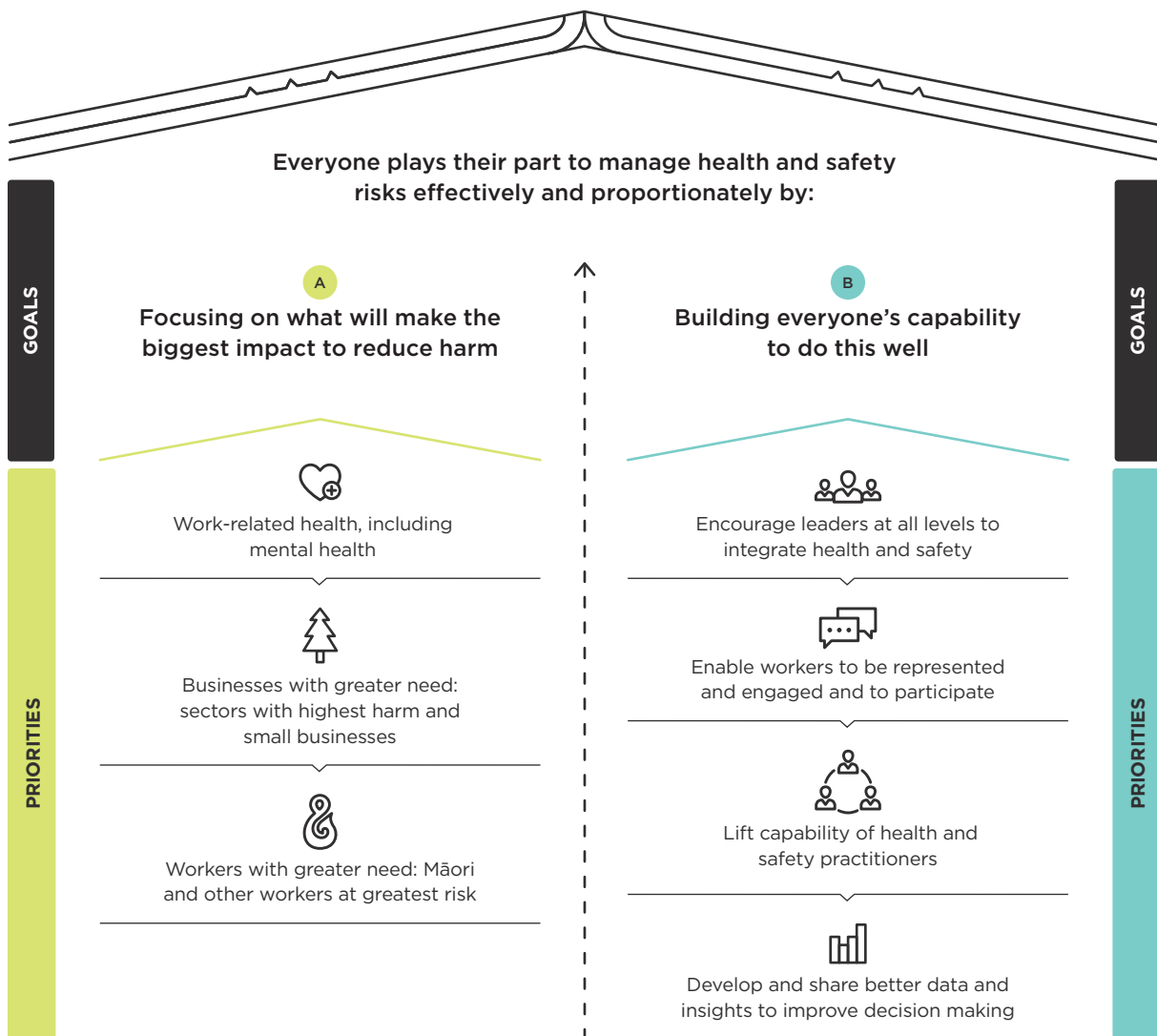
RESEARCH INSTITUTIONS

Improve knowledge of risks and how to manage them well across the system

The Government’s Health and Safety at Work Strategy 2018–28

VISION

Work is healthy and safe for everyone in New Zealand



Who we work with

WorkSafe cannot achieve the health and safety at work system's vision alone. We partner with kaimahi (workers), employers, businesses, organisations, and Māori to transform how Aotearoa views and carries out health and safety at work.

We work collaboratively with Māori, focusing on reducing the disproportionately high injury rates of Māori kaimahi. We work with and through our Partners Council using Te Ara Tuituinga engagement framework. The Partners Council includes iwi and social partners.²⁷

We have partners who we work with or through on a range of initiatives and projects, to support our work's tripartite²⁸ focus. We work with and through several other health and safety leadership groups. We are committed to supporting these groups to become tripartite groups where they are not already.

We work closely with the Ministry of Business, Innovation and Employment (MBIE) and other government agencies and regulators. We have powers and functions that overlap with other regulators, including Maritime New Zealand, the Civil Aviation Authority, the Environmental Protection Authority and Waka Kotahi NZ Transport Agency. We share harm prevention goals with agencies such as Accident Compensation Corporation (ACC) and the Ministry of Health.

We collaborate with health and safety professionals and other technical experts to support our work. This includes learning from and working with education and training organisations to influence the way work is designed, set up and done.

New Zealand is a founding member of the International Labour Organisation (ILO), the key global labour body and source of international labour law. WorkSafe works with MBIE and ACC to ensure full compliance with ILO Convention 155 on occupational safety and health.

²⁷ Our social partners are Business NZ and the Council of Trade Unions.

²⁸ When we refer to tripartite, we are referring to unions, employers and government working together.

Te ao e mahi nei tātou The environment we operate in



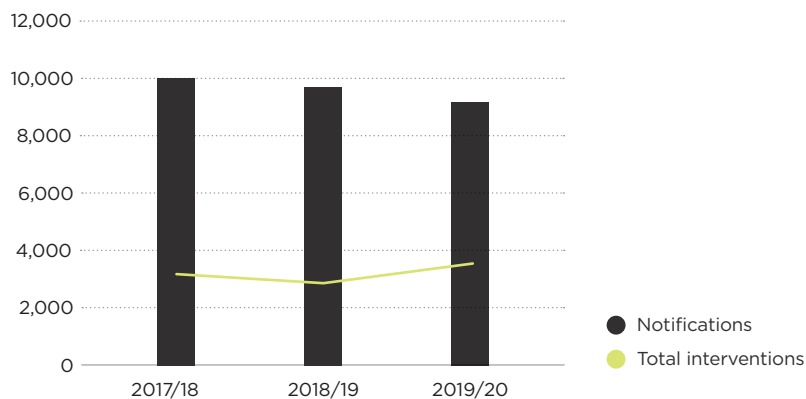


WorkSafe operates within a complex and dynamic environment impacted by global, national, regional and local changes and changing economic and social factors. As the environment changes, Aotearoa will adapt and evolve – working together to create better, healthier and safer work for all kaimahi (workers).

WorkSafe needs to set clear parameters for good wāhi mahi (workplace) models and work practices that will enable mahi (work) to be designed, set up and done well, keeping kaimahi healthy and safe. We also need to be clear about when we will intervene and hold people to account.

We have an increasingly public profile, which brings increased public expectations to keep people healthy and safe at work. Events such as the eruption of Whakaari White Island further amplify our role as the health and safety at work regulator.

Our people and resources are limited. WorkSafe can only respond to a proportion of work-related health and safety issues that we are made aware of. Our inspectorate²⁹ must constantly prioritise and make tough choices about where and when and how to intervene.³⁰ In 2019/20, we received 9,225 notifications. In the same year, 39% of notifications (approximately 3,600) resulted in intervention.³¹ We are working to manage expectations about how and where we target our resources and better tell the story about our work.



²⁹ As at February 2021, WorkSafe's 184 inspectors include 161 inspectors, 13 senior inspectors and 10 principal inspectors. In addition, we have 11 trainee inspectors and 3 coaching and quality leads.

³⁰ WorkSafe does not investigate and assign an inspector to every event or situation that is reported. All reported matters are carefully considered to determine what regulatory response is appropriate to the circumstances, for example, the seriousness of the harm and the compliance history of the business or undertaking. It is not possible or an effective use of resource to have an inspector investigate every notice or complaint received.

³¹ Interventions include assessments, investigations and duty holder reviews.

**Ko tā Aotearoa
whakautu ki te
mate urutā hei
tauirā whāi, mā
te mahi tahi ka
ora ai tātou.**

Aotearoa's response
to the COVID-19
pandemic has
demonstrated
what we can
achieve when we
work together.

COVID-19

This Statement of Intent has been written while the response to the COVID-19 pandemic has a significant impact on our operating environment and Aotearoa. It is also impacting our ability to deliver against our traditional priorities and core regulatory activities.

COVID-19 is a new health risk that all businesses and organisations must mitigate or manage. We must continue to build our understanding of the risks and our responses as our understanding of the virus and the impact that it has evolves. Like many organisations, WorkSafe has reprioritised and redeployed our people and resources to support the all-of-government COVID-19 response.

We will continue to support the Government's ongoing response to the pandemic for as long as required, and we will support Aotearoa's recovery. We will work across and with government agencies and sector and industry leadership groups, and we will support businesses and organisations to keep workers and the public safe. We acknowledge this means we may need to stop, replan or start new projects or activities. It is challenging to plan for when and how this might happen or what it might mean for our organisation.

WorkSafe has proven that we are flexible and resilient in the face of the challenges COVID-19 has presented us. We can use this experience, and our lessons learned to respond to other events we cannot predict but must be prepared for.

WorkSafe will also continue to assess how businesses and organisations ensure the safety of their kaimahi and others in response to COVID-19, with a focus on engagement and education.

WorkSafe is committed to being carbon neutral by 2025. We will achieve this through reducing our carbon emissions from our business activities and off-setting any remaining carbon emissions.

The trends we expect to see over the period of this Statement of Intent



A changing population

Our population is changing, with an ageing workforce and a slowing birth rate. More of our future workers will be Māori and of Pacific descent.

We know that older and younger workers (55 and over and 25 and younger) are at greater risk of harm at work, as are Māori and Pacific Peoples.

As a result of COVID-19, the Government has signalled changes that may impact on our migrant workforce.

The location of workers is also expected to change, for example:

- high urban housing and rental prices may see people move to rural communities
- redundancies in tourism and related sectors may see people move away from tourist centres.

We may also see school leavers and graduates who may have previously travelled overseas seeking employment in Aotearoa.



A changing labour market

Our changing population will change labour market dynamics. We expect to see more remote, part-time and flexible working arrangements. COVID-19 is resulting in changes to the way work is designed, set up and done.

Employers and workers will need to adapt to ensure new working arrangements are healthy and safe.

Accountability could become less clear as working arrangements become more fluid and diverse.

Workers changing jobs, especially those moving into new sectors or industries, are likely to need training to keep them healthy and safe. They may also bring new health and safety insights into their new roles. The Government's response to COVID-19 and prioritisation of 'shovel-ready' projects is one example.



Technology and innovation

New technology and new ways of working will change business models and practices.

Automation, artificial intelligence, and other changes will affect the way people work and live. Employers and businesses need to consider the health and safety risks of new machinery, systems and processes.

Changes driven by new technologies and innovation may bring new health and safety risks. They also provide opportunity to influence the way work is designed, set up and done.



Change in our key sectors

Aotearoa's housing shortage and the post-COVID-19 policy response supports growth in the construction sector. Construction is a high-risk sector in Aotearoa.

Post-pandemic employment in manufacturing is expected to remain static. The sector remains an area with high rates of work-related acute and chronic harm. It employs a high number of Māori and Pacific Peoples who are disproportionately harmed in this sector.

Healthcare and social assistance is the third-largest sector employing an estimated 300,000 workers (in 2020). There are known risks in this sector, some of which may be exacerbated by the pandemic. There are also challenges in ensuring frontline workers have mentally healthy work.

We will closely monitor the impact on tourism and adventure activities as a result of the pandemic. This sector is changing with the reduction in international tourism and a changed approach to domestic tourism.



Emerging risks

Mental ill health makes up an estimated 17 percent of work-related harm.

The ongoing global impacts of COVID-19 are expected to impact workers' mental health. For essential workers, this may include new stress triggers related to their work.

We will need to adapt to ensure that new working arrangements are designed to minimise psychosocial risks to health and safety, while recognising the positive benefits of organising work in new ways.

The Government’s priorities for Aotearoa New Zealand

The Government has three overarching priorities for Aotearoa.



Keep New Zealanders safe from COVID-19



Accelerate the recovery and rebuild



Lay the foundations for the future

WorkSafe’s mahi towards healthy and safe wāhi mahi and equitable health and safety outcomes supports the Government priorities. Those specifically related to the health and safety system are set out in the Government’s Health and Safety at Work Strategy 2018–2028. The Minister for Workplace Relations and Safety also provides WorkSafe with an annual letter of expectations.

Priorities WorkSafe supports

THE HEALTH AND SAFETY AT WORK STRATEGY

Focusing on what will make the biggest impact to reduce harm:

- Work-related health, including mental health
- Businesses with greater need: sectors with highest harm and small businesses
- Workers with greatest need: Māori and other workers at greatest risk

Building everyone’s capability to do this well:

- Encourage leaders at all levels to integrate health and safety
- Enable workers to be represented, and engaged and to participate
- Lift capability of health and safety practitioners
- Develop and share better data and insights to improve decision making

GOVERNMENT PRIORITIES



Keep New Zealanders safe from COVID-19



Accelerate the recovery and rebuild



Lay the foundations for the future

THE LIVING STANDARDS FRAMEWORK

Wellbeing domains

| | |
|---------------------------------|---|
| Health | ● |
| Safety and security | ● |
| Cultural identity | ● |
| Environment | ● |
| Jobs and earnings | ● |
| Social connections | ● |
| Housing | |
| Knowledge and skills | |
| Time use | |
| Subjective wellbeing | |
| Civic engagement and governance | |
| Income and consumption | |

- WorkSafe’s primary domains
- Secondary domains

Keep New Zealanders safe from COVID-19

WorkSafe supports businesses and organisations to keep workers and the public safe. WorkSafe also plays a key role as one of the COVID-19 enforcement agencies.

Accelerate the recovery and rebuild

As part of the COVID-19 economic recovery, the Government is supporting record levels of infrastructure investment and there are changes to the areas New Zealanders work in. This presents new health and safety challenges. As we rebuild, WorkSafe's role in supporting health and safety ensures our workplaces are productive, and harm to New Zealanders is minimised or eliminated.

Lay the foundations for the future

Our mission is to transform Aotearoa's health and safety at work performance towards world-class. Together with our partners, we will create and demonstrate an equitable health and safety at work system that will make us proud. WorkSafe plays a critical role in supporting the wellbeing of New Zealanders through its role supporting health and safety.

The Living Standards Framework

WorkSafe's mahi supports the Treasury's Living Standards Framework, which measures Aotearoa's wellbeing. WorkSafe's work primarily influences two of the Framework's 12 wellbeing domains:

- Healthy and safe work is one of many aspects contributing to overall wellbeing - improving health, mental health and life expectancy. We are working to address the burden of work-related ill health, and prevent the injuries and fatalities that affect our kaimahi, and their whānau and families.
- The work-related accident rate (the number of work-related injury claims per 1,000 full-time equivalent employees) is a key safety indicator in the Living Standards Framework. A long-term downward trend in the total number of work-related accidents contrasts with stalled progress in reducing fatalities and serious accidents. We will be working to address this over the term of this Statement of Intent.

The Health and Safety at Work Strategy 2018–2028

The Government's priorities for health and safety are set out in the Health and Safety at Work Strategy 2018–2028. WorkSafe has a key role working with others to deliver the strategy. See page 42 for more information about the health and safety system and the strategy and how the impacts in our outcomes framework (page 21) align to its focus area.

E tika ana kia mahi tahi tātou ki te panoni i te āhua o te hauora me te haumaruru o Aotearoa i nga wāhi mahi.

We need collective change to transform Aotearoa's health and safety at work performance.

Te hauora me te kaha o te whakahaere mahi

Our organisational health and capability

How we will drive change through our work

Our core regulatory activities are all intended to reduce harm and improve health and safety at work.



Arahanga, whakapapa me te whakapakepake
Lead, engage and influence



Whakaako, āwhina, whakamōhio me te ako
Educate, guide, inform and learn



Kia hangaia te kaha, kia kanohi kitea ngā kaimahi
Build capability and worker participation



Whakahou, whakahoahoa, whakatinana me te arotake
Innovate, design, implement and evaluate



Whakamana, tiroiro, aromatawai me te arotake
Authorise, oversee, assess and audit



Tirohia me te pupuri kaute
Investigate, enforce and hold to account

How we are evolving into a modern, insights-driven regulator

WorkSafe is on a journey to improve health and safety at work by becoming a modern, insights-driven regulator that takes a strategic approach across all its initiatives, projects and core regulatory activities. WorkSafe is a world-class regulator in our ideal future state and has transformed how businesses, organisations and kaimahi (workers) view health and safety at work.

WorkSafe's modernisation programme will drive organisational and operational change across WorkSafe to support our journey. When completed, it will embed a harm prevention framework and intervention logic that will enable WorkSafe to:

- use responsive and risk-based tools to improve our initiatives and activities
- be flexible and adaptable so we can effectively respond to changing situations.

How we will deliver on our vision

Taura Here Waka – Strength in Every Strand – our strategic delivery plan

To achieve our vision and ideal state, we are implementing Taura Here Waka – Strength in Every Strand – our strategic delivery plan. It is guiding us to work together as one unified organisation to make a measurable difference.

At the centre of Taura Here Waka is the waka WorkSafe will sail in. On either side, Taura and Here are the outriggers that will give us balance and strength. Taura – the rope – symbolises the separate strands of WorkSafe coming together to make us stronger as a unified organisation. Here – the act of binding – represents the unity WorkSafe will have as an organisation.

Taura Here Waka will ensure our focus on strategic alignment and governance by building our values, people and culture, improving our ICT systems and service design capabilities, and strengthening our use of knowledge and insights.

Our mātāpono (values) guide our behaviours

- 1 Whakakotahi**
We are united in a strong purpose
- 2 Tiakina mai**
We are entrusted with a duty of care
- 3 Kōrero mai**
We engage meaningfully

E wawata ana
tātou kia pai ai te
ao mō ngā kaimahi
o Aotearoa, me
ō rātou whānau,
puta noa i ō
tātou hapori.

We aim to
make a positive
difference to the
lives of Aotearoa's
kaimahi, and their
whānau across our
communities.

**He mea nui ō
tātou tāngata
kia pai ai tā tātou
angitu i roto i te
ao kaiwhakarite
waeture.**

Our people are
critical to our
success in becoming
a world-class
regulator.

OUR PEOPLE AND CULTURE

Our changing operating environment and context will create new opportunities and challenges for how WorkSafe works and delivers our core regulatory activities.

The commitment and capability of our people will contribute to healthy and safe work for all kaimahi in Aotearoa.

We respect past culture and capability as we look to the future. We are building the culture, capability and capacity we need to become a high-performing modern regulator with a diverse and highly skilled workforce in a supportive and inclusive workplace.

We will ensure we have the right people in the right place at the right time to translate our strategy into action and support the Government's priorities. We are mindful that our people are at the heart of our strategy and we must navigate the changes alongside them.

Over the period of this Statement of Intent, WorkSafe will improve the technology that supports our mahi (work) across WorkSafe, and with partners and stakeholders through our digital transformation programme.

We will continue to build our leadership, project management and change capability to improve our programme management and change processes. This will help us deliver on the Health and Safety at Work Act 2015 and its associated regulations that directly impact on our role and work.

New technology and focused programme management, together with an increase in our capacity and capability in data analytics, intelligence and research, will help strengthen our use of knowledge to deliver the most effective interventions.

We will apply the Taura Here Waka lens to inform and shape our core activities by:

- choosing the most effective interventions
- making choices based on insights
- measuring what we do
- listening and telling our story
- partnering across Aotearoa
- being set up for success.



WHAT SUCCESS WILL LOOK LIKE

- WorkSafe is a great place to work. We set a benchmark for healthy and safe working environments that are inclusive and diverse and where our values are lived in our everyday mahi.
- Leadership is modelled throughout WorkSafe and harnesses engagement and effective delivery of our strategy.
- There are clear career pathways to support our people to progress and develop.
- Our strategy and plans are delivered in a way that recognises and incorporates change management mindsets and approaches, navigating change alongside our people for sustainable outcomes.
- Our technology supports us to work across WorkSafe and with our key partners and stakeholders in new and innovative ways.
- We use data and insights to guide our decisions and our work so we have confidence our efforts are targeted in the areas where we will make the most difference.
- We are an exemplar of Better Work for New Zealand and a leading health and safety at work organisation as defined by SafePlus.³²



Culture

Our culture is values-driven, embraces diversity and inclusion, and creates a mentally healthy work environment where our people care about each other and thrive



Capability

Our people are accountable, adaptive and data and tech-savvy, and have the specific skills to deliver on our strategy



Capacity

Our people make the best use of systems, data and insights, leveraging our full range of tools and partnerships to extend our impact

³² SafePlus is a voluntary health and safety performance improvement toolkit for businesses.





WORKSAFE

WORKSAFE
Mahi Haumaru Aotearoa

Disclaimer

WorkSafe has made every effort to ensure that the information contained in this publication is reliable, but makes no guarantee of its completeness. WorkSafe may change the contents of this publication at any time without notice.

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