

# Benchmarking Report

For the period 1 January 2014 to 31 December 2014 – including three year trends for 2012 to 2014

Published April 2015



# Key results

This report provides a snapshot of health and safety performance for Forum members participating in the benchmarking initiative. This is our third annual benchmarking report and it covers the 2014 calendar year. It also provides a snapshot of the three year trend since we began collecting this data.

The benchmarking process is useful to identify and compare performance, to support decision-making and to track progress towards our vision of Zero Harm Workplaces.

The results for 2014 continue to show a significant drop in reported injury frequency rates among participating members. There was also an increase in participation by members, which led to a slight rise in total hours worked.

This year we have introduced contractor information, with 25 companies entering 19.2 million hours worked for that category of the workforce. Reported contractor safety exceeded results for employees in our main measures.

Occupational illness reporting is still very limited, so we cannot provide analysis of trends in this important area.

All frequency rates are based on 200,000 hours worked.

Participating members can view industry performance in real time by logging on to the online reporting tool.



**14%**  
**REDUCTION**  
in total recordable  
injury frequency rate  
for employees



**25%**  
**REDUCTION**  
in all injuries  
frequency rate for  
employees



**36%**  
REDUCTION

in the severity of  
lost time injuries  
for employees



**17%**  
INCREASE

in near miss reports  
by employees since  
2012

## 76 FORUM MEMBERS

participated in this report (65 previously)



## 10 COMPANIES

reported achieving 'Zero Harm'  
(no employee recordable injuries)



## 17 FORUM MEMBERS

had an employee TRIFR of less than 1



# Forum results – overview

## Reported injury rates down for employees

In 2014, 76 members participated in the benchmarking project (providing entries for 89 companies), up from 65 in 2013 and 43 in 2012. The number of hours worked by employees increased slightly from 143 million to 144.8 million.

Injury rates continue to fall for employees across all measures with the exception of the Lost Time Injury Frequency Rate (LTIFR), which was 1.50 per 200,000 hours worked, compared with 1.47 the previous year. The Total Recordable Injury Frequency Rate (TRIFR) for employees was 3.93 per 200,000 hours worked, down from 4.58 and 6.69 in the previous two periods.

The severity of injuries also continues to fall with 6861 fewer days lost in 2014 compared to 2012, with a severity frequency rate reduction of 58%. Reporting of near miss incidents continues to improve (increase).

For an international comparison, 2013 data from United States regulator, Occupational Safety and Health Administration (OSHA) had the following TRIFRs:

- Private industry 3.3
- State government 3.9
- Local government rates of 5.7

Lost time injury frequency rates ranged from 1.0 to 1.7.

## Reported Incident Frequency Rates – Employees

MEASURE	2014	2012/13	2011/12
Near Miss Reports	29.15	28.60	24.89
First Aid Injury	4.49	6.61	6.24
Medical Treatment Injury	2.12	2.35	2.93
Restricted Work Injury (RWI)	0.31	0.76	1.70
Occupational Illness	0.01	0.004	0.02
Lost Time Injury (LTI)	1.50	1.47	2.06
Total Recordable Injuries	3.93	4.58	6.69
All Injuries	8.42	11.19	12.93
Days Lost LTI	14.10	21.90	33.49
Days Lost RWI	0.80	3.75	8.13

- Frequency rates based on 200,000 hours worked
- Some members entered data for more than one company within their business

## Reported Incidents – Employees

MEASURE	2014	2012/13	2011/12
Near Miss	21,101	20,488	12,686
First Aid Injury	3,251	4,737	3,178
Medical Treatment Injury	1,537	1,685	1,492
Restricted Work Injury (RWI)	221	548	866
Occupational Illness	10	3	9
Lost Time Injury (LTI)	1,084	1,055	1,052
Fatal	0	1	1
Total Recordable Injuries	2,842	3,279	3,411
All Injuries	6,093	8,016	6,589
Days Lost LTI	10,205	15,691	17,066
Days Lost RWI	581	2,683	4,145

- Low numbers for occupational illness might reflect significant under-reporting.
- The drop in reported restricted work injuries (RWI) and days lost to RWIs could be due to a combination of improvements and under-reporting.

## Reported incidents and frequency rates – Contractors

It was pleasing to see 25 members reporting data for their contractors, which has provided a large enough sample to now publish some contractor safety benchmarking information.

Contracting companies frequently perform 'high risk' work, particularly in the sectors that have provided data for this report (utilities, construction, manufacturing and forestry). There was just over 19.2 million hours worked for contractors. This is equivalent to about 82,000 people working full-time (average 2000 hours per person). Somewhat surprisingly, their reported safety performance was better than the reported employee performance. Over time, as more contractor data is entered, the factors behind this result might become clearer.

A positive indicator was that the reported Near Miss Frequency Rate for contractors of 195 was more than 500% higher than the reported Near Miss rate for employees. The Total Recordable Injury Frequency Rate for contractors was 2.76, compared with the employee rate of 3.93. The Lost Time Injuries Frequency Rate for contractors was slightly lower at 1.21, compared to 1.5 for employees. The Lost Time Severity Rate was half that of employees, at 7.13.

Contractors did experience significantly more first aid injuries.

## Contractor performance compared with employee performance

MEASURE	CONTRACTOR INCIDENTS	CONTRACTOR FREQUENCY RATES	EMPLOYEE FREQUENCY RATES
Near Miss	18,738	195.04	29.15
First Aid	678	7.06	4.49
Medical Treatment Injury	110	1.14	2.12
Restricted Work	38	0.40	0.31
Occupational Illness	5	0.05	0.01
Lost Time Injury	116	1.21	1.50
Fatal	0	0	0
Total Recorded Injury	265	2.76	3.93
All Injuries	943	9.82	8.42
Days Lost LTI	643	7.13	14.10
Days Lost RWI	84	0.87	0.80

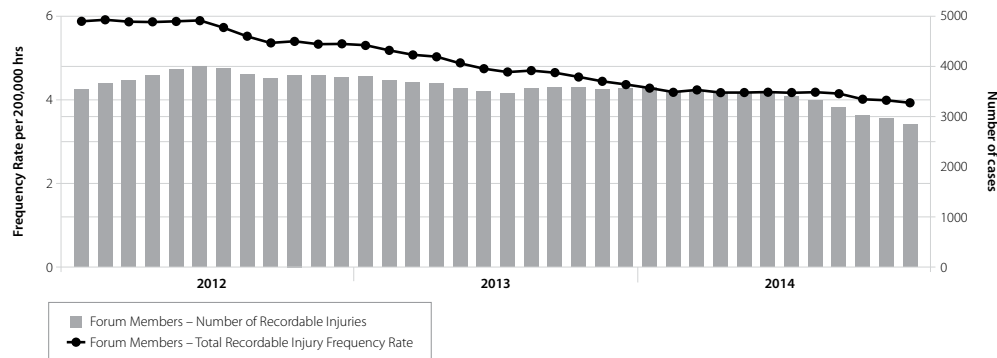
# Forum results – total recordable injuries

## Downward trend in total recordable injuries for employees

There was a downward trend in reported total recordable injuries over the last three years, although over the last 12 months there has only been a slight reduction. Total recordable injuries is the most commonly used lagging measure of safety performance. It captures reported medical treatment, restricted work, lost time and fatal injuries.

### Total Recordable Injuries – Employees

Rolling 12 month, Employees, Date range: 2012 Month 01 to 2014 Month 12

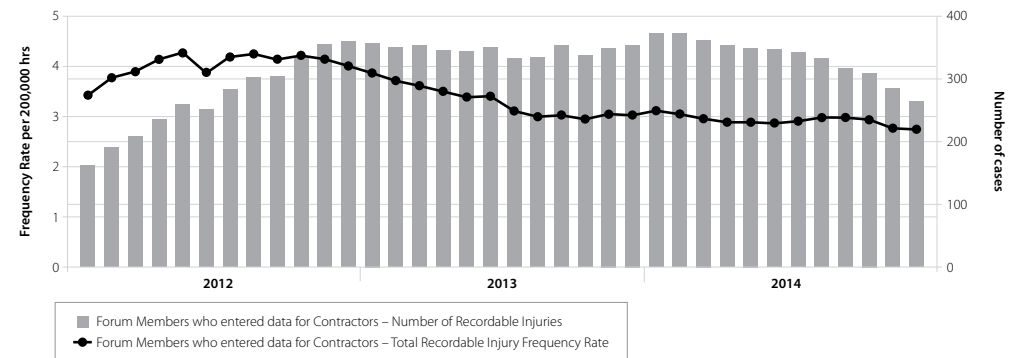


## Downward trend in total recordable injuries for contractors

For the first time we have included contractor information. Contractor data has been increasing over the last two years and the reported data indicates overall contractor performance is very good.

### Total Recordable Injuries – Contractors

Rolling 12 month, Contractors, Date range: 2012 Month 01 to 2014 Month 12



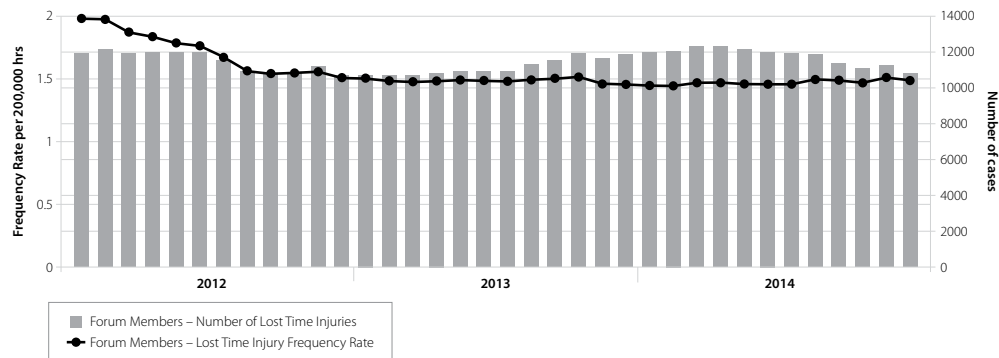
# Forum results – lost time injuries

## Downward trend in lost time injuries for employees

Lost time injuries also reduced over the three years, although over the last 12 months the Lost Time Injury Frequency Rate has been fairly static. Lost time injuries captures reported injuries that resulted in at least one day being lost from work after the day of the injury or illness.

### Lost Time Injuries – Employees

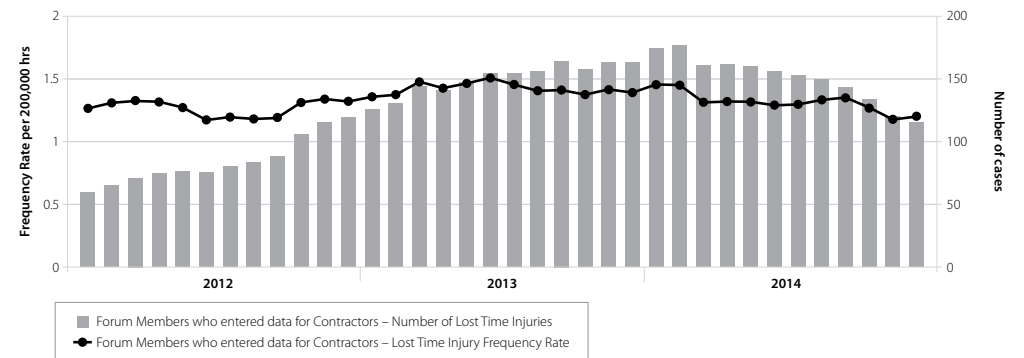
Rolling 12 month, Employees, Date range: 2012 Month 01 to 2014 Month 12



## Downward trend in lost time injuries for contractors

### Lost Time Injuries – Contractors

Rolling 12 month, Contractors, Date range: 2012 Month 01 to 2014 Month 12



# Who's involved

## Participation up

In 2014, 76 Forum members contributed employee data, including 25 members who also contributed contractor data. Increased participation saw the number of employee hours worked increase slightly to 144.8 million, from 143 million in the previous report. In addition, there were more than 19.2 million contractor work hours. This is equivalent to about 82,000 people working full-time (average 2000 hours per person).

Forum members constantly tell us that benchmarking data is important to them because it supports their decision-making. For that reason all members who can contribute their data are encouraged to do so.

The table below shows participation rates by industry.

## Participation rate of members by industry

INDUSTRY SECTOR	FORUM MEMBERS AT DEC 2014	ENTITIES PROVIDING DATA
Agriculture, Forestry and Fishing	12	6
Construction	17	13
Defence, Public Order and Safety	3	0
Education and Training, Health Care and Social Assistance, Arts and Recreation	5	0
Information Media and Communications; Finance and Insurance; Property Services; Business Services; Business Support Services; Public Administration	21	4
Manufacturing	32	15
Mining, Utilities, and Waste Management	34	19
Other Services	12	5
Retail Trade, Accommodation, and Food Services	6	3
Wholesale Trade, Transport, Postal, and Warehousing	42	22
<b>Total</b>	<b>184</b>	<b>87*</b>

*\*75 members provided data. But some members operate in multiple sectors, and entered data in multiple sector categories to reflect the activities of different business units. As a result, those members are counted multiple times in the table. Industry classifications are based on ANZSIC level 1.*



INDUSTRY	Agriculture, Forestry and Fishing	Construction	Information Media and Communications; Finance and Insurance; Property Services; Business Services; Business Support Services; Public Administration	Manufacturing	Mining, Utilities, and Waste Management	Other Services	Retail Trade, Accommodation, and Food Services	Wholesale Trade, Transport, Postal, and Warehousing
MEMBER	<ul style="list-style-type: none"> <li>Ernslaw One Limited – Forestry</li> <li>Hikurangi Forest Farms Ltd</li> <li>OSPRI</li> <li>PF Olsen</li> <li>Stevensons Agriculture</li> <li>Turners &amp; Growers</li> </ul>	<ul style="list-style-type: none"> <li>Action Engineering Limited</li> <li>Brightwater Engineers Ltd</li> <li>Citycare – Construction</li> <li>ECL Group</li> <li>Fulton Hogan</li> <li>Kiwirail Construction</li> <li>Leighs Construction</li> <li>McConnell Dowell Constructors Ltd (Benchmarking)</li> <li>Naylor Love Construction</li> <li>PAE (New Zealand) Limited (Construction)</li> <li>Stevenson Group Services Ltd</li> <li>Stevensons Construction</li> <li>Taylor's Contracting Co Ltd</li> </ul>	<ul style="list-style-type: none"> <li>GNS Science Limited</li> <li>NIWA Ltd</li> <li>PAE (New Zealand) Limited (BSS)</li> <li>Stevensons Property Bus Support</li> </ul>	<ul style="list-style-type: none"> <li>Barkers</li> <li>Bridgestone New Zealand Limited Manufacturing</li> <li>Coca Cola Amatil (NZ) Ltd</li> <li>Dominion Salt Limited</li> <li>Evonik-Degussa Peroxide Ltd</li> <li>Fonterra</li> <li>Gough Gough &amp; Hamer Ltd (GGH)</li> <li>Hynds Pipe Systems Ltd</li> <li>Orica Chemicals Ltd</li> <li>Ravensdown</li> <li>Refining NZ</li> <li>Silver Fern Farms</li> <li>Stevensons Manufacturing</li> <li>Tasti</li> <li>Tenon</li> </ul>	<ul style="list-style-type: none"> <li>Bay of Plenty Regional Council</li> <li>Citycare – Mining, Utilities and Waste</li> <li>Contact Energy (Benchmarking)</li> <li>Counties Power Ltd.</li> <li>DELTA Utility Services Limited</li> <li>Genesis Energy</li> <li>Meridian Energy (Benchmarking)</li> <li>Northpower Ltd</li> <li>OMV New Zealand</li> <li>Powerco (Benchmarking)</li> <li>Shell Todd Oil Services Ltd. (STOS)</li> <li>Siemens New Zealand</li> <li>Stevensons Mining</li> <li>Unison Networks</li> <li>Veolia Water Services</li> <li>WaterCare Services</li> <li>WEL Networks Ltd</li> <li>Wellington City Council (Benchmarking)</li> <li>Z Energy (Benchmarking)</li> </ul>	<ul style="list-style-type: none"> <li>AECOM</li> <li>BECA</li> <li>Citycare – Parks Maintenance</li> <li>OCS Cannon Hygiene</li> <li>Opus International Consultants Ltd</li> </ul>	<ul style="list-style-type: none"> <li>Progressive Enterprises Limited</li> <li>Restaurant Brands</li> <li>The Warehouse</li> </ul>	<ul style="list-style-type: none"> <li>AIAL (Benchmarking)</li> <li>Airways New Zealand</li> <li>Cableprice New Zealand</li> <li>Centreport Limited</li> <li>CHEP New Zealand</li> <li>Christchurch International Airport Limited</li> <li>Cold Storage Nelson Limited</li> <li>Eastland Group (Benchmarking)</li> <li>Gilbarco NZ Ltd</li> <li>Halls Group</li> <li>Kiwirail Freight Transport</li> <li>Kiwirail Interislander Transport</li> <li>Kiwirail Passenger</li> <li>Lyttelton Port Co. Ltd</li> <li>Ngai Tahu Tourism</li> <li>Port Nelson Ltd (Benchmarking)</li> <li>Port Taranaki Limited</li> <li>Red Bus Ltd</li> <li>South Port NZ</li> <li>Stevensons Transport</li> <li>Wellington Airport</li> <li>Wiri Oil Services Limited (WOSL)</li> </ul>

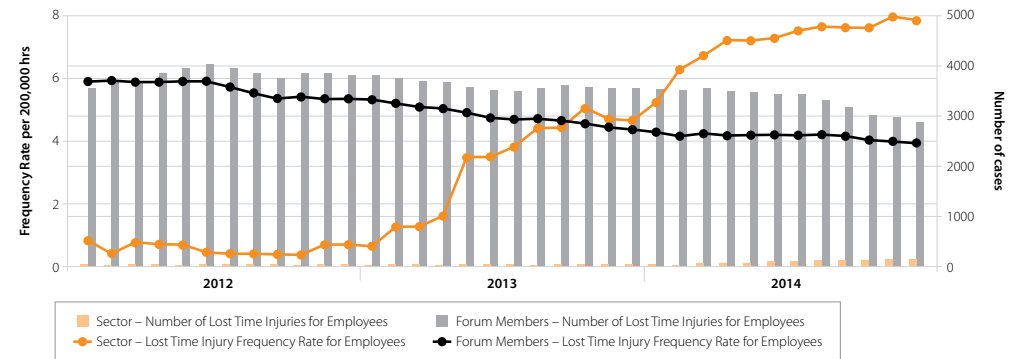
# Sector results – total recordable injuries

## Overview

The following tables show total recordable injury trends in eight key sectors. Each graph shows the number of reported cases and the total recordable injury frequency rate (TRIFR) per month for the sector (per 200,000 hours worked). It also shows how each sector compared against the TRIFR for all Forum members. Where possible, results are provided for employees and contractors. However, for some sectors there was still not enough data entered to provide meaningful results for contractors. Total recordable injuries is a key benchmarking measure. It captures medical treatment, restricted work, lost time and fatal injuries.

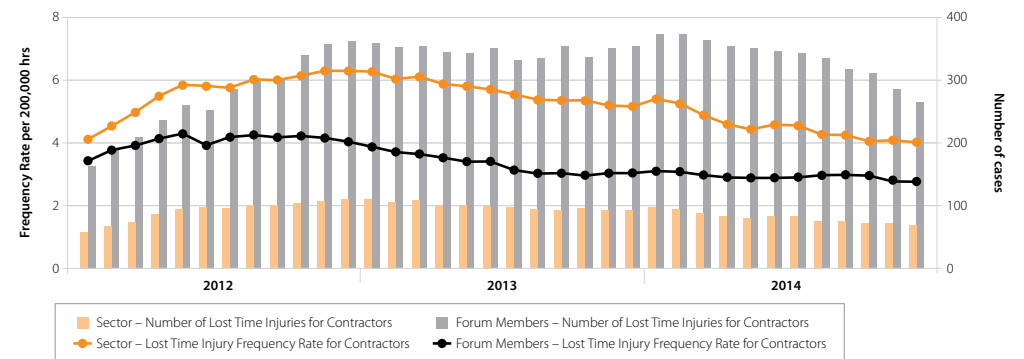
### Total Recordable Injuries: Agriculture, Forestry and Fishing – Employees

Rolling 12 month, Employees, Date range: 2012 Month 01 to 2014 Month 12



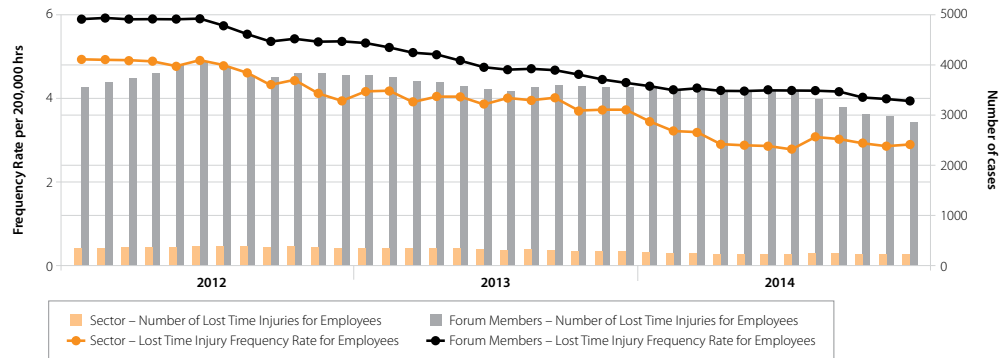
### Total Recordable Injuries: Agriculture, Forestry and Fishing – Contractors

Rolling 12 month, Contractors, Date range: 2012 Month 01 to 2014 Month 12



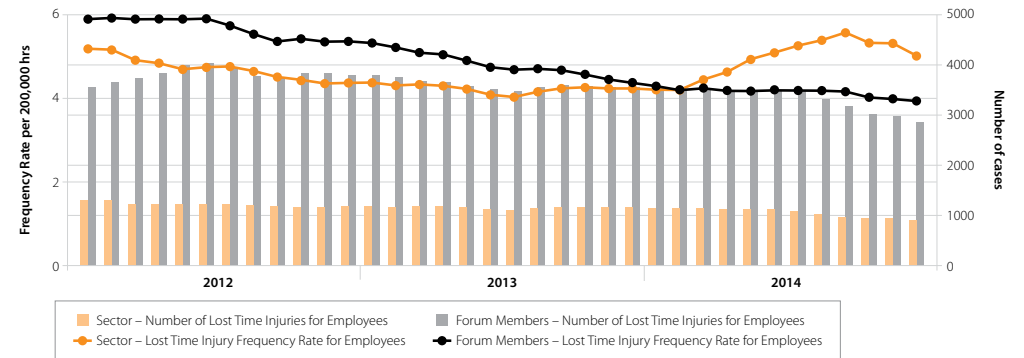
### Total Recordable Injuries: Construction – Employees

Rolling 12 month, Employees, Date range: 2012 Month 01 to 2014 Month 12



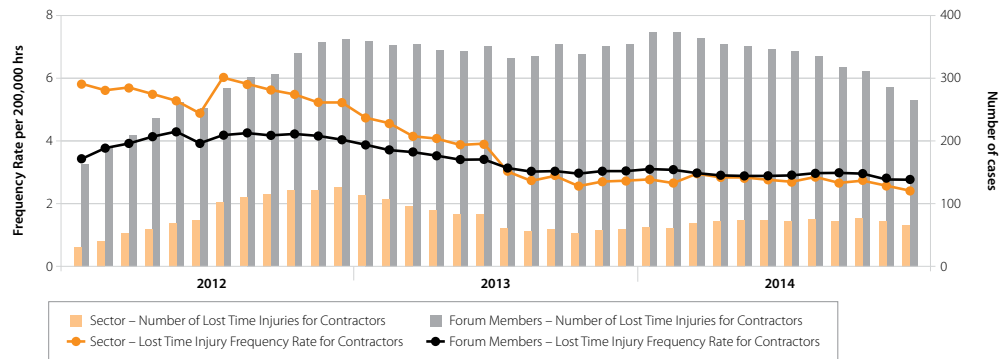
### Total Recordable Injuries: Manufacturing – Employees

Rolling 12 month, Employees, Date range: 2012 Month 01 to 2014 Month 12



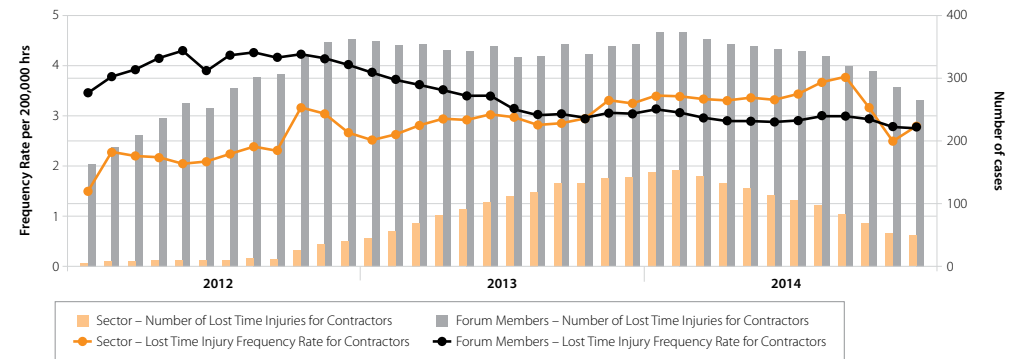
### Total Recordable Injuries: Construction – Contractors

Rolling 12 month, Contractors, Date range: 2012 Month 01 to 2014 Month 12



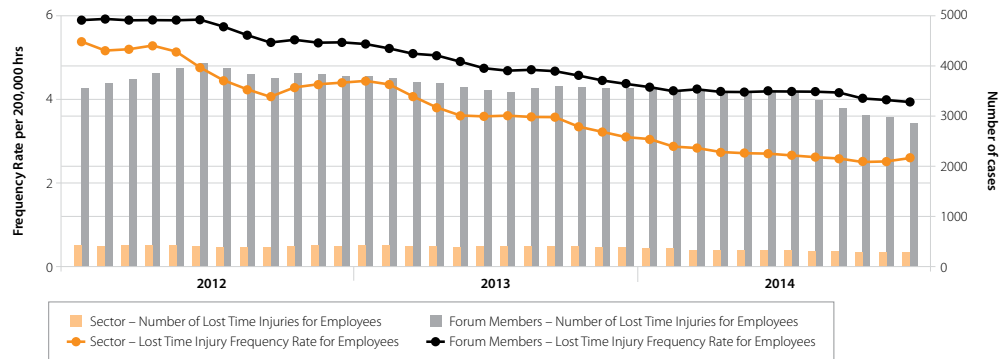
### Total Recordable Injuries: Manufacturing – Contractors

Rolling 12 month, Contractors, Date range: 2012 Month 01 to 2014 Month 12

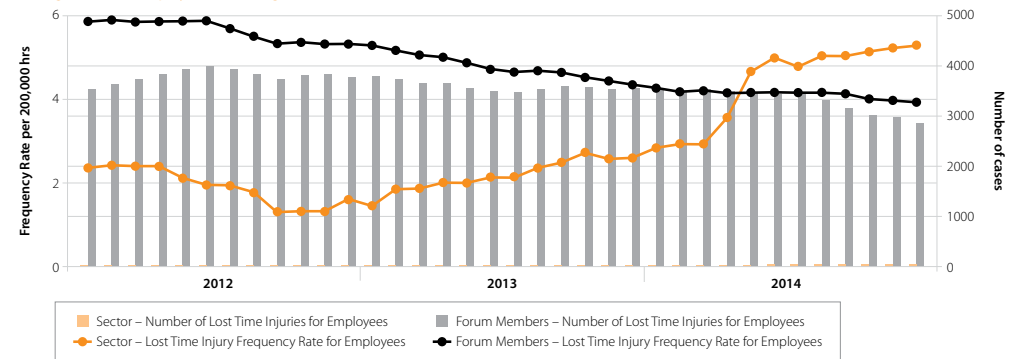


# Sector results – continued

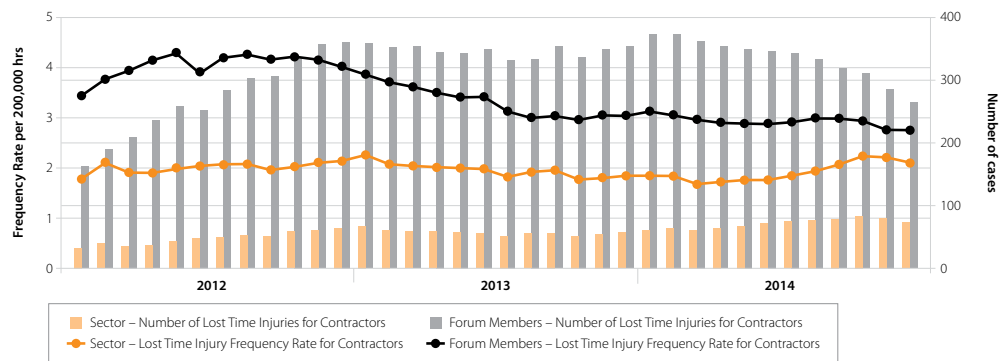
**Total Recordable Injuries: Mining, Utilities and Waste Management – Employees**  
Rolling 12 month, Employees, Date range: 2012 Month 01 to 2014 Month 12



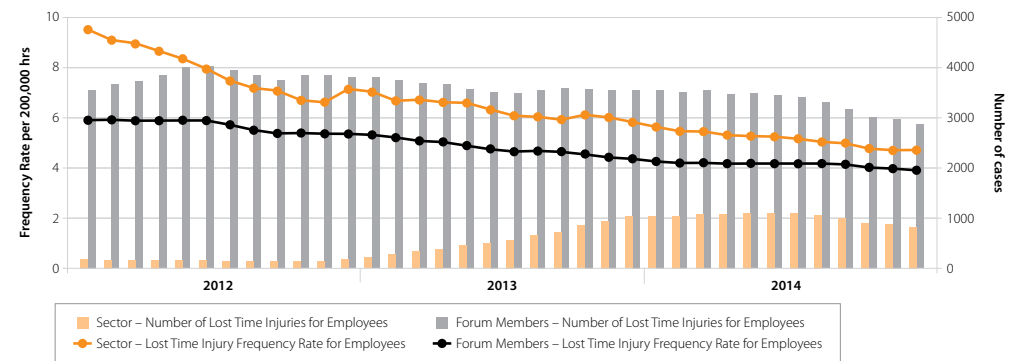
**Total Recordable Injuries: Information Media and Communications; Finance and Insurance; Property Services; Business Services; Business Support Services; Public Administration – Employees**  
Rolling 12 month, Employees, Date range: 2012 Month 01 to 2014 Month 12



**Total Recordable Injuries: Mining, Utilities and Waste Management – Contractors**  
Rolling 12 month, Contractors, Date range: 2012 Month 01 to 2014 Month 12

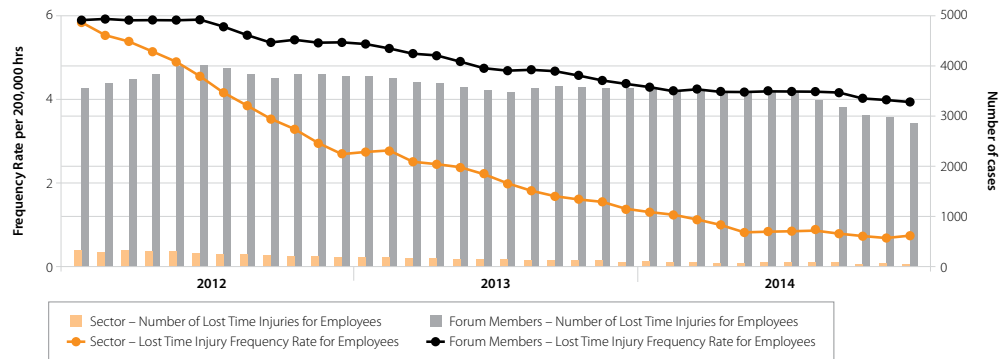


**Total Recordable Injuries: Retail Trade, Accommodation, and Food Service – Employees**  
Rolling 12 month, Employees, Date range: 2012 Month 01 to 2014 Month 12



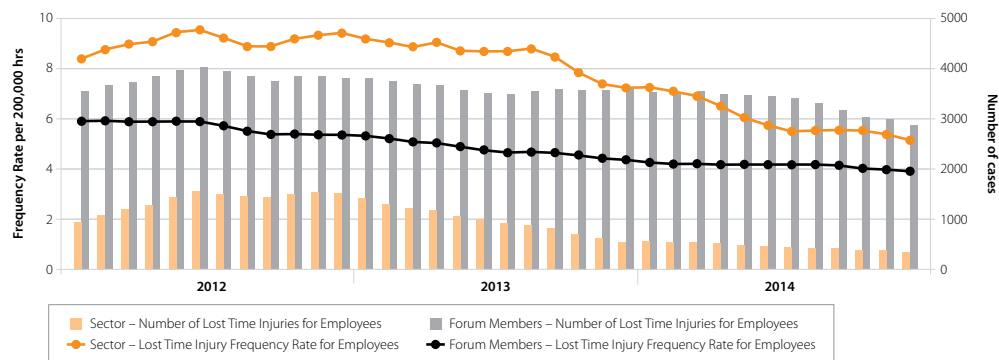
### Total Recordable Injuries: Other Services – Employees

Rolling 12 month, Employees, Date range: 2012 Month 01 to 2014 Month 12



### Total Recordable Injuries: Wholesale Trade, Postal and Warehousing – Employees

Rolling 12 month, Employees, Date range: 2012 Month 01 to 2014 Month 12



# Sector results

## Type of Incident

This table shows reported incidents for employees for each sector, broken down into the type of incident.

SECTOR	YEAR	HOURS WORKED	NEAR MISS	FIRST AID INJURY	MEDICAL TREATMENT INJURY	RETURN TO WORK INJURY	OCCUPATIONAL ILLNESS	LOST TIME INJURY (LTI)	FATAL	TOTAL RECORDABLE INJURY	ALL INJURIES	DAYS LOST LTI	DAYS LOST RWI
Manufacturing	2014	35,637,830	3,126	469	404	79	3	410	0	893	1,362	6,540	225
	2012/13	54,417,346	1,125	443	351	130	1	565	0	1,044	1,487	10,810	368
	2011/12	34,475,655	503	245	341	95	4	461	0	897	1,142	8,607	25
Wholesale Trade, Transport, Postal, and Warehousing	2014	12,952,425	3,837	427	145	29	2	155	0	329	756	2,425	*
	2012/13	21,584,846	6,044	1,130	375	327	0	206	1	901	2,031	3,731	2,079
	2011/12	29,314,392	2,845	1,239	453	636	3	348	1	1,438	2,677	7,059	3,924
Mining, Utilities, and Waste Management	2014	23,637,702	4,897	763	209	48	5	50	0	307	1,070	441	113
	2012/13	19,613,452	6,633	1,056	290	46	2	34	0	370	1,426	624	92
	2011/12	11,256,054	3,687	718	221	66	2	45	0	332	1,050	239	74
Construction	2014	15,823,784	5,614	497	109	30	0	90	0	229	726	422	69
	2012/13	16,160,805	3,351	374	193	30	0	73	0	296	670	221	83
	2011/12	8,812,282	2,675	419	199	39	0	45	0	283	702	171	73
Retail Trade, Accommodation, and Food Services	2014	34,950,103	91	394	533	3	0	290	0	826	1,220	18	0
	2012/13	16,055,778	72	1,150	357	1	0	150	0	508	1,658	164	0
	2011/12	Insufficient data for reporting											
Other Services	2014	16,169,887	1,958	459	34	6	0	21	0	61	520	80	*
	2012/13	14,047,638	1,904	548	106	13	0	25	0	144	692	135	61
	2011/12	10,688,867	1,752	421	148	25	0	102	0	275	696	754	39
Information Media and Communications; Finance and Insurance; Property Services; Business Services; Business Support Services; Public Administration	2014	1,807,607	314	33	38	3	0	7	0	48	81	18	0
	2012/13	985,595	346	19	8	1	0	2	0	11	30	7	0
	2011/12	3,107,192	402	78	27	1	0	3	0	31	109	38	10
Agriculture, Forestry and Fishing	2014	3,791,430	1,264	209	65	23	0	61	0	149	358	261	87
	2012/13	411,569	1,013	17	5	0	0	0	0	5	22	0	0
	2011/12	Insufficient data for reporting											

Note, in some cases the data in these two tables has been affected by Forum members with large numbers of employees joining or leaving the benchmarking project, or moving category. In some cases it has also been affected by big shifts in the *Hours worked* entered by some members.

\* No longer adequate RWI data to provide a result for this measure in this sector.

## Type of Incident – Frequency Rates

This table shows reported frequency rates for employees for each sector broken down into the type of incident. Frequency rates are based on 200,000 hours worked.

SECTOR	YEAR	HOURS WORKED	NEAR MISS	FIRST AID INJURY	MEDICAL TREATMENT INJURY	RETURN TO WORK INJURY	OCCUPATIONAL ILLNESS	LOST TIME INJURY (LTI)	FATAL	TOTAL RECORDABLE INJURY	ALL INJURIES	DAYS LOST LTI	DAYS LOST RWI
Manufacturing	2014	35,637,830	17.54	2.63	2.27	0.44	0.02	2.30	0	5.01	7.64	36.70	1.26
	2012/13	54,417,346	4.13	1.63	1.29	0.48	0	2.08	0	3.84	5.47	39.73	1.35
	2011/12	34,475,655	2.92	1.42	1.98	0.55	0.02	2.67	0	5.2	6.62	49.93	0.15
Wholesale Trade, Transport, Postal, and Warehousing	2014	12,952,425	59.25	6.59	2.24	0.45	0.03	2.39	0	5.08	11.67	37.44	*
	2012/13	21,584,846	56.00	10.47	3.47	3.03	0	1.91	0.01	8.35	18.82	34.57	19.26
	2011/12	29,314,392	19.41	8.45	3.09	4.34	0.02	2.37	0.01	9.81	18.26	48.16	26.77
Mining, Utilities, and Waste Management	2014	23,637,702	41.43	6.46	1.77	0.41	0.04	0.42	0	2.60	9.05	3.73	0.96
	2012/13	19,613,452	67.64	10.77	2.96	0.47	0.02	0.35	0	3.77	14.54	6.36	0.94
	2011/12	11,256,054	65.51	12.76	3.93	1.17	0.04	0.8	0	5.9	18.66	4.25	1.31
Construction	2014	15,823,784	70.96	6.28	1.38	0.38	0	1.14	0	2.89	9.18	5.33	0.87
	2012/13	16,160,805	41.47	4.63	2.39	0.37	0	0.90	0	3.66	8.29	2.73	1.03
	2011/12	8,812,282	60.71	9.51	4.52	0.89	0	1.02	0	6.42	15.93	3.87	1.66
Retail Trade, Accommodation, and Food Services	2014	34,950,103	0.52	2.25	3.05	0.02	0	1.66	0	4.73	6.98	0.10	0
	2012/13	16,055,778	0.90	14.33	4.45	0.01	0	1.87	0	6.33	20.65	2.04	0
	2011/12	Insufficient data for reporting											
Other Services	2014	16,169,887	24.22	5.68	0.42	0.07	0	0.26	0	0.75	6.43	0.99	*
	2012/13	14,047,638	27.11	7.80	1.51	0.19	0	0.36	0	2.05	9.85	1.92	0.87
	2011/12	10,688,867	32.78	7.88	2.77	0.47	0	1.91	0	5.15	13.02	14.11	0.73
Information Media and Communications; Finance and Insurance; Property Services; Business Services; Business Support Services; Public Administration	2014	1,807,607	34.74	3.65	4.20	0.33	0	0.77	0	5.31	8.96	1.99	0
	2012/13	985,595	70.21	3.86	1.62	0.20	0	0.41	0	2.23	6.09	1.42	0
	2011/12	3,107,192	25.88	5.02	1.74	0.06	0	0.19	0	2	7.02	2.45	0.64
Agriculture, Forestry and Fishing	2014	3,791,430	66.68	11.02	3.43	1.21	0	3.22	0	7.86	18.88	13.77	4.59
	2012/13	411,569	492.26	8.26	2.43	0	0	0	0	2.43	10.69	0	0
	2011/12	Insufficient data for reporting											

Frequency rates are not reported for two sectors: **Defence, Public Order and Safety** and **Education and Training, Health Care and Social Assistance, Arts and Recreation** because there was insufficient data to provide meaningful information.

\* No longer adequate RWI data to provide a result for this measure in this sector.

## About the data

This report uses information compiled by risk and safety consultancy Impac. Impac hosts the Forum's online benchmarking tool that supports our benchmarking project. Visit [www.zeroharm.org.nz/our-work/benchmarking/](http://www.zeroharm.org.nz/our-work/benchmarking/) for more information, including a link to the online tool and definitions.

This report provides results for the calendar year running from January to December 2014. However, it also includes three year trends cover 2012 and 2013.

This report may not necessarily reflect the level of risk of serious or fatal harm within participating businesses. Research has identified that the risk of serious and fatal harm does not necessarily drop with reductions in injury frequency rates, which generally only measure the frequency of less serious injury.

The report does not include any 'lead' indicators but the Forum is working on identifying some meaningful lead measures that could be included in future reports.

The data in this report may be subject to errors relating to the way it is collected, classified and reported by member organisations. In particular, it may have been affected by the fact that some Forum members do not yet use OSHA definitions for reporting injury outcomes.

The Forum adopted a common injury reporting standard (OSHA) and injury classification standard (based on ANZSIC level 1) in 2011 to improve the quality and reliability of benchmarking data.

Very few occupational illnesses are reported and this might be due to under-reporting or monitoring of this important area.

It is also likely that restricted work injuries are being under-reported. Restricted work includes any injury that prevents a worker from performing their normal work activities (e.g. they do alternative duties or work reduced hours). Currently, there are 500% more lost time injuries reported than restricted work injuries, yet it is likely that these less serious injuries occur more frequently. Members might want to clarify if these injury types are being correctly recorded by their organisation.

### Definitions

- **Restricted Work Injury:**  
Where an injury prevents a return to work on normal duties for 1 day/shift or more.
- **Lost time injury:**  
Where an injury prevents a return to work for 1 day/shift or more.
- **Total recordable injury:**  
Includes medical treatment injuries, return to work injuries, lost time injuries and fatal injuries.
- **All injuries:**  
All reported injuries, including total recordable injuries plus first aid injuries.

## About the Business Leaders' Health and Safety Forum

The Business Leaders' Health and Safety Forum inspires and supports its members to become more effective leaders on health and safety. The Forum has more than 200 members, who are CEOs or Managing Directors of significant New Zealand companies.

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