

ANNUAL REPORT 2021/2022

2021 22



SITESAFE
Te Kaitiaki o Haumarū

BUILDING A SAFER INDUSTRY TOGETHER



**Getting workers
home safe to
their whānau**



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OUR ORGANISATION

Proud to
be safe
He taonga
te haumaru

PART ONE

01



Since 1999, Site Safe has acted as the pivotal construction health and safety body in Aotearoa.

We are a not-for-profit organisation whose best practice health and safety leadership and systems have the aim of keeping Kiwi employees and businesses safe and healthy.

Our vision

**PROUD TO BE
SAFE** HE TAONGA
TE HAUMARU

Our mission

Helping each other to improve Health, Safety and Wellbeing systems and practices so that people have the right skills, knowledge and attitude, to get home safe to their whānau every day.

What we do

01

TAKE THE LEAD

Site Safe engages with industry so they can take the lead in health, safety, and wellbeing.

02

ENABLE COMPANIES

Ensure companies have a culture of safety embedded in their business practices.

03

EMPOWER INDIVIDUALS

Building knowledge and confidence so that workers can make an effective contribution to keep their workplaces safe.

SITE SAFE HIGHLIGHTS

Total training
attendance



68,022

Site reviews
completed



635

Certificate
graduates



191

Scholarships
awarded



20

Site Safe
members



6,332

Website
pageviews



2,872,330

Covid-19
protocols
downloads



9,447

Covid-19
resources
downloads



5,619

Purchase of digital health and safety management product

In 2021 Site Safe took the opportunity to purchase a fully digital health and safety management product. The purchase will provide a digital alternative to our existing Health and Safety Toolkit and will complement our existing suite of products and services. Development is underway on the product to get it ready for release in late 2022.

The new product will eliminate the need for paper and provide an easy-to-use, mobile-friendly digital site management system that will allow businesses to manage single or multiple sites in real-time.

Updated auditing and site review product

Over the past year, our team has been working with the industry to rebrand and improve our Site Reviews service and platform. We created dashboards and industry benchmarking to assist users in analysing their site performance and seeing real-time data from their audits. The next steps for the system in 2022 will be to establish an industry user group to feed into its future evolution.

Covid-19 protection framework

In collaboration with an industry working group of health and safety experts, Site Safe created the Covid-19 protocols and guidance on behalf of the industry.

The guidance was continuously updated to reflect the ongoing changes from the Government as we moved through alert levels, then to the protection framework traffic light settings and finally towards a new normal of living with Covid-19.

The construction protocols and guidance offer controls that can be used on-site at any level to minimise the spread of all respiratory illnesses and keep people safe on site.



SITewise HIGHLIGHTS

SiteWise accounts
(level 2 and 3)



8173

Number of level 1
companies



168

Approx number of
SiteWise calls taken



7560

Approx number of
email responses



12,500

SiteWise
green issued



3750

SiteWise
gold issued



1580

Assessments and
reassessments
completed



7196

Workshops
conducted



7

Number of
webinars



16

Total number
of views on
assessment/
tutorial videos



8499

Website
page views



1,811,579

Introduction of SiteWise Gold

In June 2021, we introduced SiteWise Gold, which companies who score 90% or above in their assessment earn. Achieving Gold allows level 1 companies to set a higher threshold for their high-risk contractors, giving them an improved assurance of health and safety capability. The addition of the Gold standard has proved to be aspirational for many contractors.

A growing force

During the last 12 months, the SiteWise team doubled in size. Site Safe appointed a part-time Administrator to assist with the increased workload for our Customer Services team in December 2021.

We then appointed a Lead Assessor in October 2021 to help manage and improve our assessment process, train new and existing assessors, complete internal moderation and assessments, and provide us with access to a highly qualified and experienced Health and Safety professional. Towards the end of 2021, a full-time assessor was appointed to work alongside the lead assessor to provide delivery of assessments.

New and improved tutorial videos

In August 2021, new and improved tutorial videos were scripted and taped and have been extremely successful. Since they were introduced, we have seen a significant improvement in the general understanding of the questions with a reduction in queries related to them.

A new selection of relevant and updated videos was necessary to maintain alignment and consistency with the online questionnaire, which has been through several changes over the last three years.

Improvements to our Questionnaire and Assessment processes

The SiteWise team also looked at improving the consistency of assessments and the continual improvement of the quality of their assessor team. The first step towards achieving this objective was to implement an improved moderation plan that increased the percentage of assessments being moderated and the frequency of moderation.

All assessors are now moderated quarterly by an external moderator covering about 5% of completed assessments, with an additional moderation completed monthly by our Lead Assessor. More improvements are expected soon.

Council presence increases

The number of Councils using SiteWise has always been relatively high, and this trend continued last year with eight new Councils electing to use SiteWise as their prequalification tool.

The new councils to sign level 1 user agreements include Waimate, Mackenzie, Tararua, New Plymouth, Gore, Horowhenua, Carterton and Clutha. This brings the total number of Councils using SiteWise to 35, almost half of all the country's councils.

A portrait of Peter Jackson, an older man with white hair, wearing a dark suit, a light blue checkered shirt, and a dark blue tie with small white dots. He is smiling slightly. The background is a blurred indoor setting with blue lighting and a person in the distance.

PETER JACKSON
SITE SAFE BOARD CHAIR

Chair Report



After a year of unprecedented lockdowns, vast economic and social disruptions and the continuing Covid-19 pandemic, it can be easy to forget the many positives achieved over the past financial year.

Despite a challenging economic environment, Site Safe has made significant progress across a number of our key business objectives. Our focus on strong financial management over the past year has put us in a good position to continue to invest in the products and services that our members value and lift the bar for health and safety in New Zealand.

I'm pleased by Site Safe's success in providing online solutions for the industry. It's a real credit to the team to move from relatively no online presence about three years ago to having thousands of learners attend and complete webinar sessions and online Foundation Passport courses across the year.

There has also been a concerted effort to broaden our approach to health and safety to support a growing range of industry sectors such as retail, manufacturing and telecommunications.

The Board is incredibly proud of our organisation's continued commitment to navigating through the Covid-19 pandemic.

I also thank Site Safe management and my fellow board members for the immense effort they have displayed throughout the year.

I'm sure our actions have put us in a solid position to continue to accomplish our collective goals regardless of what challenges arise in the coming year.

Chief Executive Update

BRETT MURRAY
SITE SAFE CHIEF
EXECUTIVE

After a very tough 2020, we moved into the 2021/22 financial year with cautious optimism that the worst of the Covid-19 pandemic was behind us and we would see a return to a level of normalcy across the country. But as we toasted the end of 2020, dark clouds were on the horizon. A new emerging Covid-19 variation, broken supply chains and the realisation that the vast amount of money printing by central banks across the world to stimulate stalling economies were about to reflect accelerating inflation.



Construction is a bellwether for the economy and has been significantly impacted by economic headwinds this year. For a low-margin sector, the ongoing supply chain and credit crisis have made things challenging for the industry and many of our members, both large and small.

Site Safe is not immune to the same issues impacting our members and the wider industry. This year, we have focused our energy on those products and services that offer the highest levels of value and support for our members while reducing costs wherever we can.

I am incredibly pleased with how well we have navigated the past year's challenges. We managed our finances well while simultaneously making significant enhancements to our service delivery. I am extremely thankful for the support of the Site Safe board, industry partners and the great team of people we have working here at Site Safe.

We have continued to work closely with the industry in ensuring Covid-19 protocols are up to date. We have collaborated closely with key partners such as Master Builders, Massey University and Mates in Construction on mental health and stress research. We have continued to support diversity by offering a range of scholarships in our National Certificate programme. Unfortunately, Covid-19 restrictions have forced the cancellation of our annual Evening of Celebration in consecutive years, but we have our fingers crossed for next year.

Our focus on providing high-value products and services continued this year, and it was exciting to launch our updated auditing and site review product, SiteRight. Developed in collaboration with ecoPortal, SiteRight has a strong focus on critical risks on sites and will provide industry-leading benchmarking with

an excellent user interface and dashboard. This year's second key area of focus has been the fundamental review of the Building Construction and Civil foundation passport courses.

We have worked closely with an 18-member panel of industry experts in rebuilding our foundation course to meet the sector's emerging needs. The courses will offer classroom, online and VR options for learners and is due for launch in the third quarter of 2022.

The third big area of focus for us this year was the opportunity to purchase a fully digital health and safety management product. The purchase was made in the first quarter of this year and when launched it will replace our Health and Safety Toolkit. I am particularly excited about this product which addresses a gap in the market for an easy to use digital site management system that will allow businesses to manage single or multiple sites in real time, using the very latest technology in an intuitive and easy to use app. Our development team is working hard to ready the product for a launch in the third quarter of 2022.

Looking forward to next year, we continue to see challenges ahead for the industry with tight labour markets and challenging economic conditions. In this environment, it is even more important for a business to focus on the health, safety and wellbeing of their people. We need construction to be seen as an attractive industry to work and build a career in for an increasingly diverse workforce. Our focus will be on offering the best support that we can for our members and ensuring our resources, products and services continue to offer industry-leading value and quality.

The board



Peter Jackson, MNZM
Chair

Managing Director,
H2O Design Ltd



Gary Walker
Deputy Chair, General Director

Chief Executive Officer,
Leighs Construction



Grant Thomas
General Director

Development Manager,
Russell Property Group Ltd



Pete Lockhart
Co-opted Director

General Manager Construction,
Naylor Love



Brigitte Knill
General Director

General Manager/Director,
Triangle Fire Protection



Natasha Possenniskie
Co-Opted Director

Founder,
Urban Outcomes Limited



Dean Tallentire
General Director

General Manager Construction,
Summerset



Will Peet
Independent Director

Consultant



Maurice Davis
Employee Director

Secretary,
Northern Amalgamated Workers Union Inc

Executive Leadership Team



Brett Murray
Chief Executive



Richard Patete
Group Manager
Organisation Support



Andrew Confait
Group Manager
Customer Strategy & Support



James Mead
Group Manager
Development & Delivery

Our workplace health and *wellbeing*

2022
SALARY INCREASES





Site Safe is committed to valuing and developing our employees, enabling individual and team success and achieving our Site Safe goals. We do this through building a supportive, inclusive, and constructive culture, which supports our people's mental and physical wellbeing, developing capability, along with having the right tools and systems.

Recruitment during the 2021/22 financial year was challenging for some roles, with it taking longer than usual to find suitable candidates. This is a reflection of the impact of Covid-19, borders being shut and a tight labour market. Despite these challenges, we filled all vacancies except two Safety Advisor positions. We are still in the process of recruiting for these roles.

We focused on initiatives to attract and retain people, including ensuring good manager/employee relationships, employee benefits, flexible work, and our Wellbeing Programme. Employee turnover was 27% as of the end of the financial year, with 26 people leaving Site Safe and 43 joining. We recruited for 34 vacancies over this period.

We continue to increase and embed flexible work into our workplace culture. We've asked that our people work in the office most of their time to encourage collaboration, communication and engaged organisational culture. Many Wellington-based roles have regular days working from home, while Customer Services and Regional office roles work from home on an ad hoc basis depending on work tasks. We are also seeing an increasing number of national positions not being based out of our national office in Wellington.

We continued to support our people's wellbeing and enhance our organisational culture through employee benefits, initiatives and activities. We offer benefits such as health and life insurance, flu vaccinations, health checks, loyalty leave and an online wellbeing platform. We also run activities around causes and significant events such as Pink Shirt Day, Matariki, mental health awareness week and Māori language week. There are also regular opportunities for our people to get together and connect, such as team events and our cultural diversity lunch. We continued with our FISH reward and recognition programme to recognise people contributing to our culture and goals. Our He Hononga Tuatahi group also continues to meet and take action to build cultural capability amongst employees.

Our people have received our Wellbeing Strategy and initiatives well. This is evidenced by feedback in our employee survey, exit interviews, anecdotal comments and through the uptake of initiatives and activities.

We were pleased to be in a position to undertake a remuneration review in April 2022 and implement salary increases to reflect increasing market rates, performance, relativity and fairness, and wanting to retain our high performers.

Our people

Our employee survey in September showed that we have a high level of employee engagement. Our people rated our leadership, culture and internal communication as the strongest areas. Generally, people feel clear on expectations, feel like we have an inclusive and welcoming environment and enjoy working for Site Safe.

The areas where people said we could improve were around managing poor performance, increased consultation before making changes, and ensuring and communicating that we have mechanisms for identifying market trends and competitor activities.



Our employees hail from many cultures and backgrounds and we are committed to providing an inclusive and supportive environment in which our people all feel that they are valued and welcome.

He Hononga Tuatahi, our Māori Strategy, is driven by an active group of employees from across the business. Their aim is to embed this strategy from within to build internal competency, which will support us when engaging with Māori externally.

EMPLOYEE BENEFITS



Health & life insurance



Flu vaccinations



Loyalty leave



Wellbeing platform



15 DIFFERENT ETHNICITIES REPRESENTED





“

As of the end of the 2021/22 financial year, we had 101 employees with an equal split across the genders and at least 15 different ethnicities represented. We developed a Diversity and Inclusion policy and several initiatives and activities that support this, including our workplace policies, wellbeing strategy, and celebration days.

We included some diversity and inclusion-related questions in our 2021 employee survey, and these questions produced some of our highest scores. Respondents said they feel included and welcomed, their beliefs are respected, and our culture genuinely values different perspectives, skills and experiences.

We also developed an Environmental Policy Statement confirming our commitment to protecting the environment and ensuring we have strategies, policies and procedures in place to achieve this commitment.

Our Members



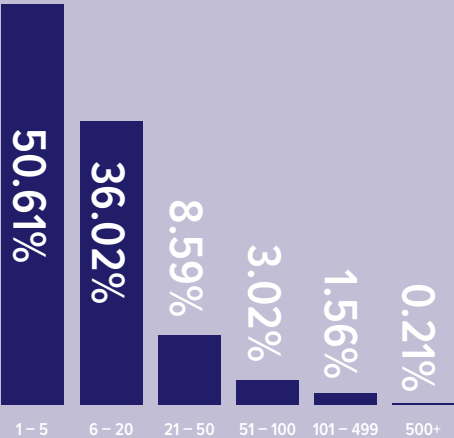
SITE SAFE MEMBERS:

6,332

SITewise MEMBERS:

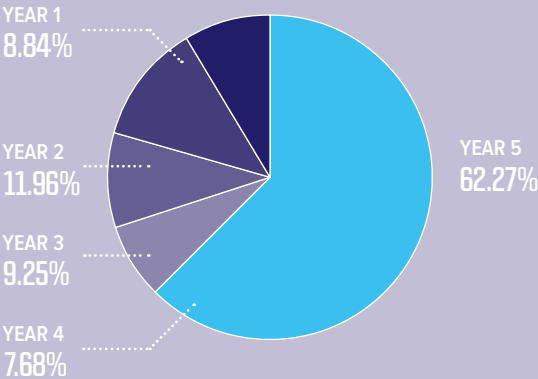
8,173

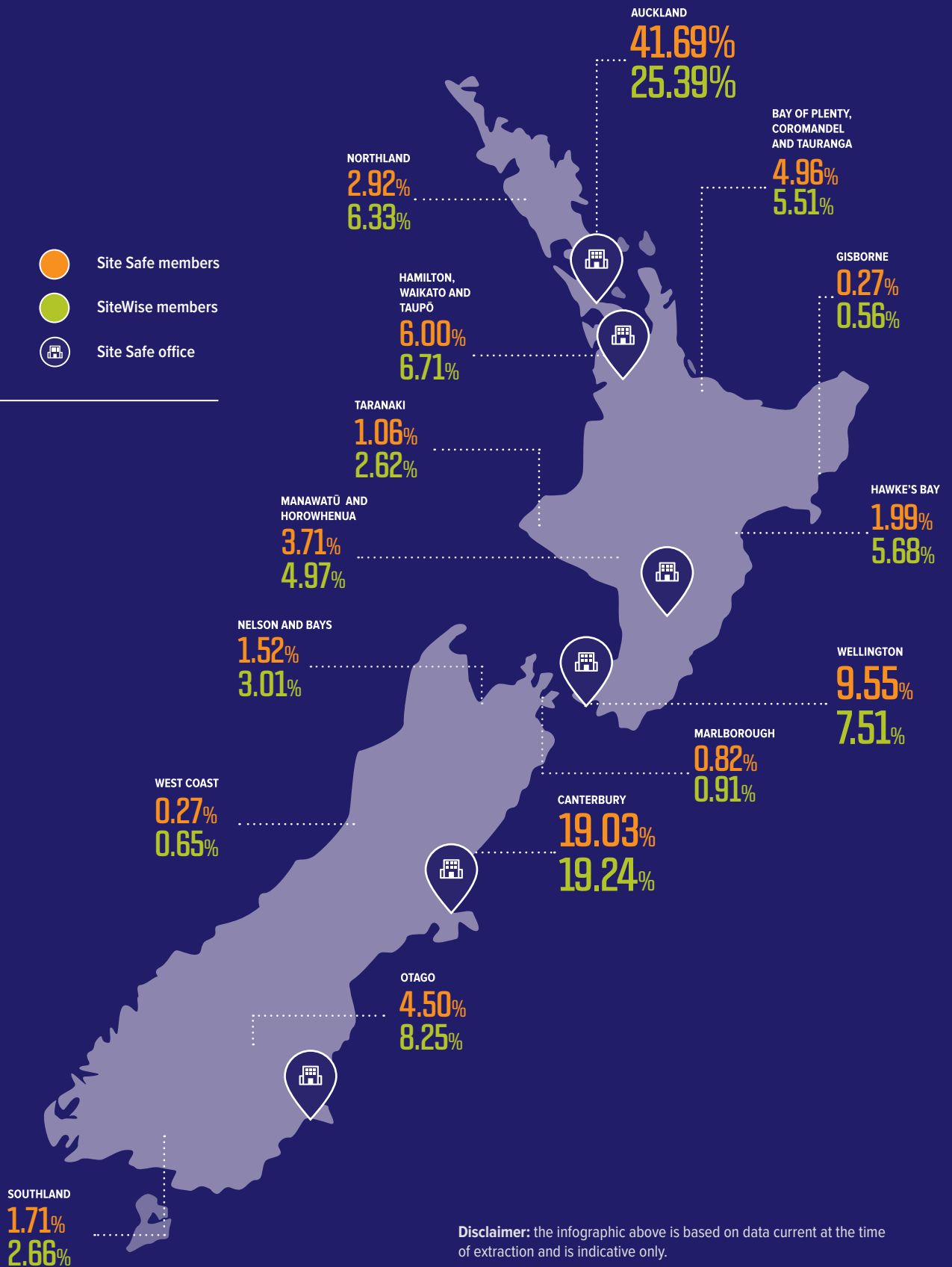
SITE SAFE MEMBER BREAKDOWN BY NUMBER OF EMPLOYEES:



(Trade Associations excluded = 33, no change)

SITE SAFE MEMBER BREAKDOWN BY LENGTH OF MEMBERSHIP:





Our Future Health and Safety leaders



We aim to provide the best leadership, behaviour and systems to support the development of tomorrow's health and safety leaders.

Learners who graduate from our Health and Safety in Construction programme are equipped with the skills needed to make a real difference in their workplace health and safety practices.

Graduates receive a New Zealand Qualification Authority-recognised New Zealand Certificate in Workplace Health and Safety Practice (Level 3).

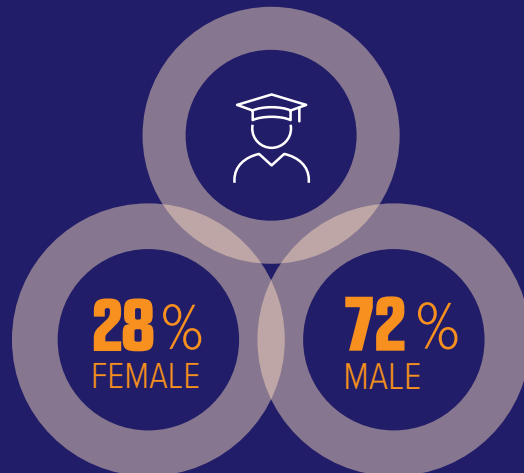
Unfortunately, there were no graduation ceremonies again this year due to the ongoing impacts of the Covid-19 pandemic, but they are set to resume in Auckland, Wellington and Christchurch next year.

Despite these challenges, we continued to encourage our future leaders by providing 20 scholarships for the year.

191 GRADUATES

Between April 1, 2021
— March 31, 2022,
the Health and Safety in
Construction programme
had a total of 191 graduates

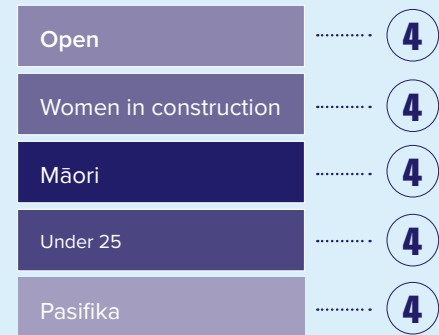
GENDER SPLIT



20

SCHOLARSHIPS AWARDED FOR THE YEAR

NUMBER OF SCHOLARSHIPS PER CATEGORY:



Additionally, we supported five workers in working towards their Health and Safety in Construction Programme through our brand partnership programme.

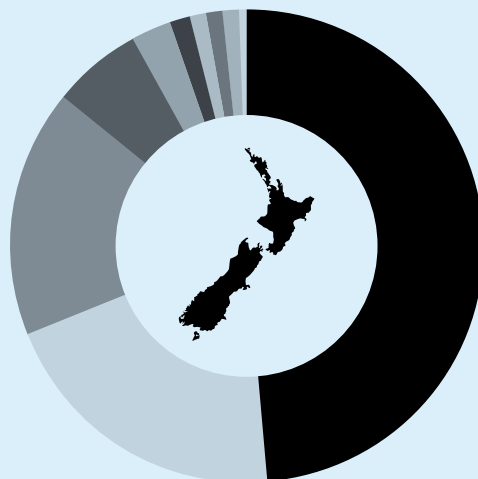
CERTIFICATE ENROLMENTS



407

TOTAL ENROLMENTS FOR THE YEAR

GRADUATE LOCATIONS



48.69%	Auckland
20.42%	Canterbury
16.75%	Wellington
6.28%	Hamilton / Waikato / Taupō
2.62%	Bay of Plenty / Coromandel / Tauranga
1.57%	Manawatū / Horowhenua
1.05%	Northland
1.05%	Otago
1.05%	Hawkes Bay
0.52%	Queenstown



32,260
— TOTAL —
ONLINE
LEARNERS

ONLINE LEARNING

5,582 Webinar sessions attended and completed by learners across the year

➤ **5,582**

517 of these were made up of learners who attended and passed either the Training & Supervising Workers; Leadership in Safety; and Risk Management webinars

➤ **517**

5,065 of these were made up of learners who passed undertaking the Passport Plus – Flexi (online + webinar) course, a blended course with both a webinar and online component.

➤ **5,065**

ONLINE FOUNDATION PASSPORT TRAINING

Across the year, the Online Foundation Passport courses have been attended and completed by the following learners:

➤ **21,175**

Building Construction (Individuals)

➤ **2,405**

Civil

➤ **3,098**

Consultants

Our Products and Services



SITewise

Site Safe prides itself on assuring businesses that their health and safety systems are the best they can be.

Our mission is to build safer and healthier workplaces together, and our range of industry-leading products and services enable us to achieve these strategic priorities.

The complex tendering process is simplified using our online prequalification tool, SiteWise. Viewing the health and safety standards and competencies of an extensive list of contractors in a user-friendly format leads to better contractor selections. Main contractors and principals can rest assured that their contractors have been thoroughly assessed for health and safety competency when they use SiteWise.

SITE REVIEWS (AUDITS)

Site Safe site reviews (audits), powered by the ecoPortal platform, assures businesses that the appropriate health and safety practices are in place. These reviews provide industry-best depth of data, a focus on high-risk issues, rigorous reporting, and flexibility to be adapted across a growing range of industry sectors, including retail, manufacturing and telecommunications.

Completing a review not only measures the level of compliance but also offers evidence of due diligence and that everything is working as it should, providing peace of mind when engaging with staff, contractors and management.

SITE SAFE TRAINING

With over 20 face-to-face training courses, seven online-based options and four workshops available for learners, Site Safe provides some of the most in-depth and regarded training suites for construction in New Zealand. This was reflected in more than 68,000 learners undertaking training in the FY 2021/22.



CONSULTANCY SERVICES

Our specialist consultants provide advice on workplace safety, including the design and implementation of health and safety management systems. We have a team of highly qualified and experienced safety, health and environmental advisors who are dedicated to workplace accident reduction and raising health and safety awareness.



CUSTOMER SERVICES

Our friendly customer services team is made up of over 25 dedicated professionals, skilled in ensuring that queries are resolved quickly and that those requiring assistance have their needs met in a timely manner. The team is well practised in all manner of enquiries.



PRODUCTS AND RESOURCES

We are proud to house a variety of informative resources on our website, free for use by members and non-members alike. A wide range of business tools and products are available for purchase as well, making Site Safe a one-stop health and safety shop for New Zealand's construction industry.



HEALTH AND SAFETY ADVISORS

Skilled and qualified in a range of areas, our advisors provide consultancy, auditing, training and general assistance for businesses. Their technical expertise and specialist advice provides clarity and peace of mind for clients.

Our Project Initiatives



FOUNDATION PASSPORT TRAINING

The full review and redevelopment of the classroom and online versions of the Building Construction and Civil Foundation Passport courses kicked off during the 2021/22 financial year and is progressing well.

A key goal of the project is to provide a fully updated suite of Foundation level Passport courses and engagement and development processes that work hand-in-hand with industry at all stages of the project.

So much so that we see the industry as taking ownership of the Foundation Passport course, with Site Safe operating as the custodian. To support this, an Industry Steering Group (ISG), made up of key Health and Safety leaders from about 15 companies in the Building Construction and Civil sectors, set the high-level direction for the Foundation Passport programme and signed off on the course scope. This is being followed by the implementation of an industry-nominated group of Subject Matter Experts (SMEs) to support the more detailed course development and content.

Site Safe anticipate reconnecting with the digital assessment aspect of the Foundation Passport programme next year.



ENVIRONMENTAL SITE MANAGEMENT COURSE WITH AUCKLAND COUNCIL

Site Safe in partnership with Auckland Council Waste and Healthy Waters teams, and LikeMinded (our e-learning partners) developed and launched an Environmental Site Management course (ESM).

The two-hour, fully online course was created to improve environmental practices that are happening on small residential building sites.

Those participating in the ESM course learn about erosion and sediment control, on-site waste management, chemical and pollutant control practices, and construction and demolition.

Learners who complete the course receive an e-certificate, two Licensed Building Practitioner points and a better understanding of how to protect their environment.

It's development was fully funded by the Auckland Council and is available as part of Site Safe's online offerings. We are looking forward to working with other interested parties outside of Auckland and making the ESM course relevant to more learners, nationally, to enable improvement in this space.





Our Engagement and Partnerships

ORANGA TAMARIKI

Oranga Tamariki engaged Site Safe to help implement health and safety within its facilities management team and contractor management process. It has signed up for SiteWise as a Tier 1 client, and we are providing consultancy and support to set up processes and systems to help it manage risk.

RYMAN HEALTHCARE

Ryman Healthcare has partnered with Site Safe to improve the health and safety culture on its sites and throughout its supply chain. Ryman Healthcare adopted SiteWise as its prequalification tool, requires all workers on-site to hold a valid Site Safe site access card and has committed to ongoing training and development of its staff within the Site Safe training programme. Site Safe has provided Ryman Healthcare with three scholarships for the Health and Safety in Construction programme, awarded to two Ryman staff and one contractor.

REGISTERED MASTER BUILDERS

Site Safe continued to support Master Builders and strengthen our relationship by providing Covid-19 protocol information, working together on developing residential protocols and providing updates and links to information via the Master Builders custom Site Safe website.

VODAFONE

Site Safe has partnered with Vodafone to provide a service solution for their national audit & assurance program. The initial consultancy work was completed in 2021 with the creation of audit templates ready and available for use across Site & Contractor Audits, Retail Store Audits and Large Project Audits, which will occur in 2022.

NZDF

The memorandum of understanding between Site Safe and the New Zealand Defence Force (NZDF) has strengthened with the roll-out of NZDF's Construction Health, Environment and Safety Specification (CHESS) system. We have been working with NZDF to review and communicate the procedures and processes within CHESS to lift the performance of health and safety in the industry. NZDF reconfirmed its commitment to Site Safe and our services and has been involved in the industry steering group for the Foundation Passport review.

ST JOHN

A major focus for Site Safe as an industry leader and membership organisation is to work alongside the industry to develop high-value products that address key issues the industry is facing. Site Safe partnered with St John to create a new Mental Health First Aid in Construction course to bring much-needed support to the construction industry, which is flagged as a high-risk industry for mental wellbeing. We developed this course to tackle some of these issues head-on.

NICE1

We partnered with Nice1 to create and provide a platform to enable additional third-party benefits to our members and their employees via the Site Safe Member Benefits App. This unique App platform provides all Site Safe member businesses and their staff access to additional discounts at preferred suppliers from the application.

MATES IN CONSTRUCTION

Site Safe supports Mates in Construction and their purpose through funding and assisting with research and surveys. Site Safe contributed to funding research for the MATES in Construction New Zealand: Industry Wellbeing Environmental Scan and Survey and supported communications and promotion.

COVID-19 INDUSTRY WORKING GROUP

Working alongside various representatives from the Vertical, Civil and Residential Construction sectors, Site Safe played a crucial role in developing the Covid-19 Protocols for getting people back to work safely while operating under the Covid-19 Protection Framework. Site Safe and CHASNZ worked together to communicate and deliver the protocols to the industry through our joint audiences and co-hosting webinars explaining the changes as we moved from the Government's alert levels to the new protection framework.

VERTICAL CONSTRUCTION PRACTITIONERS GROUP

Covid-19 disrupted the Vertical Construction Practitioners Group, and although we could not meet in person through 2022, we continued to work with the group behind the scenes. As a group, we provided input to the Covid-19 Protocols document and communicated this to the supply chain to keep the industry updated on any developments. We also took this opportunity to revisit and prioritise the critical risks facing us as an industry and how best to approach creating/updating tools and guidance surrounding them.

EDUCATION SECTOR EVOLUTION

Site Safe is establishing and building relationships with the new bodies forming in the education sector following the implementation of educational sector changes from the Reform of Vocational Education (RoVE).

OUR PERFORMANCE




Proud to
be safe
He taonga
te haumaru

PART TWO

02

Performance Objectives


OBJECTIVE 1: OUR IMPACT

FRAMEWORK	OUTCOMES	GOAL	PERFORMANCE MEASURE	TARGET
 OUR IMPACT	Our work supports people to value health and safety as part of good business	We help workers and businesses to understand the value of keeping themselves and others safe on site	Percentage of workers in businesses we work with who view health and safety as a key priority.	>65%
			Percentage of customers we work with who have made at least one change to improve workplace safety and/or reduce risks to workers' health in the last twelve months.	>85%
	Our work enables good health and safety to improve people's quality of life		Percentage of businesses we work with who have a process for identifying, assessing, and managing the business's main health and safety risks, that is regularly reviewed and updated.	>80%
			Percentage of workers in businesses we work with who agree their workplace has ways for workers to participate in health and safety and raise issues.	>90%
	Our work leads the health and safety system towards shared goals		Percentage of businesses we work with who agree that we are making a real difference to health and safety in New Zealand.	>75%
			Percentage of workers in businesses we work with who agree that we are making a real difference to health and safety in their workplace.	>75%

Achieved Partially achieved Not achieved

THIS YEAR	PERFORMANCE MEASURE
99%	
90%	
91%	The results were much higher than expected. Changes to our approach are being made to ensure future surveys are sent to a sample of workers and businesses reflective of industry demographics. This enhancement will help provide us with assurance that the result is a reasonable reflection of industry.
93%	
85%	
65%	Around one third of respondents had a neutral opinion of our impact to health and safety in their workplace. More work will be done to understand why the number of neutral responses is so large and what actions we may need to take to improve our impact.


OBJECTIVE 2: TAKE THE LEAD

FRAMEWORK	OUTCOMES	GOAL	PERFORMANCE MEASURE	TARGET
<div><p>TAKE THE LEAD</p></div>	We drive positive change by leading through example and shared passion for action	Increase engagement opportunities for health and safety conversations	Speaking at large events (any event where we speak about health and safety).	5+
			Safety forums / meetings.	Qualitative
			Health and safety seminars e.g., toolbox talks, member breakfasts, BBQs, BSM roadshows and workshops, etc.	Qualitative
		Products are regularly reviewed and updated to meet existing and emerging needs of stakeholders	Industry feedback is sought and considered to ensure our products continue to meet their needs.	Qualitative
		We provide industry-led research which helps to inform and/or highlight areas for improvement in health, safety, and wellbeing	Produce or contribute to health and safety focused research.	1+
	We will collaborate and advocate to encourage and enable positive change throughout the industry	Maintaining strong and enduring partnerships based on shared goals with communities and stakeholder groups	We will have representation in industry bodies.	Qualitative
		Grow our reputation as a leadership organisation	Increased visibility, presence in articles, key forums and groups, and our partnerships and the work we are achieving through them.	Qualitative

■ Achieved ■ Partially achieved ■ Not achieved

THIS YEAR	PERFORMANCE MEASURE
>5	We attended and spoke at several events on Health and Safety. For more information on these events, check out page 34 our engagement and partnerships.
Achieved	We have led and / or participated in health and safety conversations through forums and meetings across the country, check out page 34 our engagement and partnerships for more information.
Achieved	We attended tradeshow across the nation, examples are included in Our engagements and partnerships.
Achieved	We continue to seek product feedback actively through surveys, conversations, focus groups, and workshops. The feedback collected is used to help us continue to collaborate closely with industry stakeholders to ensure our products meet their needs as they evolve. This year, our collaboration has included stakeholder involvement throughout our project initiatives.
1	Sponsorship of MATES in Construction research on Construction industry suicides: numbers, characteristics, and rates.
Achieved	This year, we have been involved with a wide range of industry groups, and the initiatives the have undertaken to improve health and safety performance and awareness. More information on these partnerships and initiatives can be found in Our engagement and Partnerships, and Our project initiatives.
Achieved	We have had 12 media releases, focussed on various topical points.


OBJECTIVE 3: ENABLE COMPANIES

FRAMEWORK	OUTCOMES	GOAL	PERFORMANCE MEASURE	TARGET
 ENABLE COMPANIES	Our services provide the assurance that businesses need to proportionately manage their risks.	Businesses find value in our services and continue to use them	Customer product satisfaction	Qualitative
			Number of Site Reviews completed	650+
			Customers continue to request Site Reviews	Qualitative
			Customers continue to use Site Safe courses and training programme	Qualitative
			Number of SiteWise Assessments	7,000+
	We provide timely expertise that assists businesses to effectively manage their risks	Our safety advisors and learning facilitators are highly knowledgeable experts in their field who provide meaningful and actionable feedback to companies and individuals	Positive feedback on safety advisor knowledge	Qualitative
			Safety Advisors have experience and qualifications relevant to their roles, or have a plan to work towards achieving these qualifications	Qualitative
			All Safety Advisors and Learning Facilitators have a development plan in place to continually learn and ensure their skills and knowledge are up to date	Qualitative
		Providing services of value to members	Membership retention	85%
			Increase in membership base	10% net growth
			Feedback from members that they are satisfied with the value they get from our memberships	Qualitative
			Initiatives to increase membership value	Qualitative

■ Achieved ■ Partially achieved ■ Not achieved

THIS YEAR	PERFORMANCE MEASURE
93.81%	We regularly survey our learners on their training experience. 94% of respondents are satisfied with their overall experience.
635	We partially met our target undertaking 635 Site Reviews, the Covid-19 restrictions prevented on-site activity during the year.
76%	76% of clients have multiple site reviews either completed or scheduled, showing that our Site Reviews are valued by customers who have used them.
Achieved	Member retention, and learner numbers suggest that customers are continuing to invest in their people's educational journey with us. This is further supported by the 86% of learners this year who are returning to do training with us from previous years.
7,413	We achieved the outcome.
91.95%	Feedback on safety advisor knowledge is highly positive with over 90% of learners / customers agreeing or strongly agreeing that our people are knowledgeable, positive, and professional.
Achieved	We strive to provide positive outcomes for health and safety in the workplace, to do that effectively we need talented professionals who can provide assurance, direction, and trusted advice. Our Safety Advisors do just that. 12 Advisors are NZISM Practitioner or Professional Membership, several are HASANZ registration, seven have a health and safety Diploma at level 6 or above, and another 6 are currently studying towards their diploma.
Achieved	
87%	We achieved the outcome.
1%	We have not achieved the outcome.
Achieved	Of the member companies surveyed through our annual business survey, 71% find it easy to deal with us. We get fantastic feedback about our customers services team, Safety Advisors, Learning Facilitators, and other individuals who interact with member companies face to face. Membership feedback suggests that more value can be added by more on site and face to face interactions with our team.
Partially Achieved	Improved processes for active contact between Safety Advisors and new Members to create a positive relationship and provide advice and support.


OBJECTIVE 4: EMPOWER INDIVIDUALS

FRAMEWORK	OUTCOMES	GOAL	PERFORMANCE MEASURE	TARGET
 EMPOWER INDIVIDUALS	Our products, tools and services will meet the diverse needs of individuals	We are an attractive training provider in health and safety	Number of graduates	>200
			Number of course attendance	>68,000
			We remain a category 1 Private Training Establishment	1
			Proportion of learners who are new learners	20%
			Proportion of learners taking one- or two-day courses	15%
	We provide multiple pathways to build knowledge, skills, and awareness	Promote options that provide learners with a educational pathway for further health an safety development	We undertake regular initiatives to educate workers about their training options	Qualitative
	Our services will be engaging, practical and easily accessible	We celebrate the success of individuals in health and safety	We offer scholarships to a diverse range of workers to support their health and safety learning and development	Qualitative
		We help to promote construction industry is a health, safe and attractive career path	Number of trade shows / career days	Qualitative
			Number of marketing campaigns (includes social media interaction with promotional material)	Qualitative

■ Achieved
 ■ Partially achieved
 ■ Not achieved

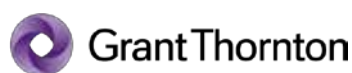
THIS YEAR	PERFORMANCE MEASURE
191	Number of graduates was lower than anticipated, but close to the target given the Covid-19 restrictions.
68,022	We are very pleased to have met our goal of delivering training to 68,000 attendees across our classroom, webinar, and online course delivery methods.
Yes	We have maintained all of our obligations and responsibilities as a Private Training Establishment, continuing to maintain NZQA's confidence in our ability to self-assess and quality assure our educational performance.
38%	Proportion of learners who are new is above our target suggesting that we are reaching individuals who are new to the industry and providing them with foundational health and safety skills.
14%	14% of learners are continuing their learning journey this year into more targeted health and safety training. This reflects the investment of our members in health and safety leadership.
Achieved	Individualised programme support and recommendations help learners work with their employers to map out an educational pathway that will meet their collective needs.
20	Our future leaders provides more information on the scholarships awarded.
Not Achieved	All tradeshow and career days were cancelled over this period.
Achieved	We increased communication across social media and newsletters. In April 2021 we launched the 'It's better to be Site Safe than Sorry' campaign for 12 months with an estimated reach of 851,000.

OBJECTIVE 5: STRENGTHEN BUSINESS EXCELLENCE

FRAMEWORK	OUTCOMES	GOAL	PERFORMANCE MEASURE	TARGET
 STRENGTHEN BUSINESS EXCELLENCE	Building our organisation's capacity and capability to drive transformation	We value our members and customers in the way we work	Upwards trends in overall experience in survey results for our member companies, industry leaders, learners, and customers	Qualitative
			Integrate, innovate, and streamline technology solutions allowing for easier access to the right services at the right time (as and when required)	Qualitative
			Results from our surveys are applied to improving the customer experience	Qualitative
	We have trusted systems and people that provide assurance, direction, and advice	We have strong leadership that is cultivated, modelled and embedded through all levels of the organisation	Executive Leadership Team staff survey results are positive	Qualitative
			Senior Leadership Team staff survey results are positive	Qualitative
		Our people are engaged and feel ownership and can see how we all align and how they contribute to our success	Employee survey findings are reviewed, and initiatives are put in place to improve engagement and act on lessons learned	Qualitative

■ Achieved
 ■ Partially achieved
 ■ Not achieved

THIS YEAR		PERFORMANCE MEASURE
	Achieved	We regularly survey our learners on their training experience. 94% of respondents are satisfied with their overall experience.
	Achieved	We continue to digitise our processes to make it easier for workers and businesses to access our services, see Site Safe highlights for more information.
	Achieved	Based on the feedback we have digitised and automated some of our manual processes, initiated environmental changes reducing our carbon footprint, and are incorporating a diversity and inclusion lens to everything we do.
	Achieved	Our staff survey validates we have strong leadership that is cultivated, modelled, and embedded through all levels of the organisation. The Leadership questions of our staff engagement survey had an average score of 74%, slightly down on 79% in 2020 and higher than business average.
	Achieved	
	Achieved	Employee survey findings were shared with teams. Our leaders created actions plans including Continue and strengthen communications; Acknowledge and celebrate achievements; Encourage teams to have fun.



Report of the Independent Auditor on the summary financial statements

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To the Members of Site Safe New Zealand Incorporated

Opinion

The summary financial statements, which comprise the summary statement of financial position as at 31 March 2022, the summary statement of comprehensive revenue and expense, summary statement of changes in net assets and summary statement of cash flows for the year then ended, and related notes, are derived from the audited financial statements of Site Safe New Zealand Incorporated for the year ended 31 March 2022. In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements.

Summary financial statements

The summary financial statements do not contain all the disclosures required by PBE IPSAS. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 13 July 2022.

Other Information than the Summary Financial Statements and Auditor's Report Thereon

The Board Members are responsible for the other information. The other information comprises the annual report (but does not include the summary financial statements and our auditor's report thereon), which is expected to be made available to us after the date of this auditor's report.

Our opinion on the summary financial statements does not cover the other information and we do not and will not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the summary financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the summary financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and will request that such matters are addressed.

Board Members Responsibility for the Summary Financial Statements

The Board Members are responsible for the preparation of a summary of the audited financial statements of Site Safe New Zealand Incorporated in accordance with PBE FRS-43: Summary Financial Statements.

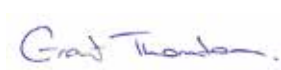
Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised), Engagements to Report on Summary Financial Statements. Our firm carries out other assignments for Society in the area of Consultancy. Specifically, assistance on the assessment on technology. The firm has no other interest in the Society.

Restricted Use

This report is made solely to the Society members, as a body. Our audit work has been undertaken so that we might state to the Society members, as a body, those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and its Members, as a body, for our audit work, for this report or for the opinion we have formed.

Grant Thornton New Zealand Audit Limited



Brent Kennerley

Partner

Wellington

13 July 2022



DIRECTORS' RESPONSIBILITY STATEMENT

SITE SAFE NEW ZEALAND INCORPORATED

Financial statements: Directors' responsibility statement

The Directors are responsible for ensuring that the financial statements present fairly the financial position of Site Safe New Zealand Incorporated ("Site Safe") as at 31 March 2022 and the financial performance and cash flows for the year ended on that date.

The Directors consider that the financial statements of Site Safe have been prepared using appropriate accounting policies, consistently applied and supported by reasonable judgements and estimates and that all relevant financial reporting and accounting standards have been followed.

The Directors believe that proper accounting records have been kept that enable, with reasonable accuracy, the determination of the financial position of Site Safe and facilitate compliance of the financial statements with the Incorporated Societies Act 1908.

The Directors consider that they have taken adequate steps to safeguard the assets of Site Safe and to prevent and detect fraud and other irregularities.

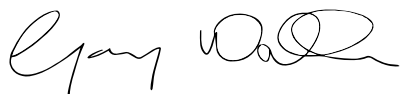
The Directors have pleasure in presenting the summary financial statements of Site Safe New Zealand Incorporated for the year ended 31 March 2022. A copy of the full financial statements may be obtained from www.sitesafe.org.nz.

The Board of Directors of Site Safe New Zealand Incorporated authorised these financial statements for issue on 13 July 2022.

For and on behalf of the Board,



Peter Jackson
Chair
13 July 2022



Gary Walker
Deputy Chair
13 July 2022

SUMMARY STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

For the year ended 31 March 2022

	2022	2021
	\$	\$
Revenue		
Membership subscriptions	2,131,126	1,848,515
Other revenue	13,570,001	12,479,218
Total revenue	15,701,127	14,327,733
Expenses		
Personnel expenses	9,571,883	8,071,102
Other expenses	5,331,627	4,598,287
Total expenses	14,903,510	12,669,389
Operating surplus for the year	797,617	1,658,343
Impairment of building	—	939,145
Surplus from operating and impairment for the year	797,617	2,597,488
Other comprehensive revenue and expenses	—	—
Revaluation of land	—	260,000
Total comprehensive revenue and expenses for the year	797,617	2,857,488

SUMMARY STATEMENT OF CHANGES IN NET ASSETS

For the year ended 31 March 2022

	2022	2021
	\$	\$
Opening Equity 1 April	6,979,405	4,121,917
Surplus for the year	797,617	1,658,343
Revaluation reserve	—	260,000
Impairment of building	—	939,145
Closing equity 31 March	7,777,022	6,979,405

Signed for and on behalf of the Board of Directors who authorised these financial statements for issue on 13th July 2022.



Signed:
Board Chair



Signed:
Audit and Risk Committee Chair

SUMMARY STATEMENT OF FINANCIAL POSITION

As at 31 March 2022

	2022	2021
	\$	\$
Current assets	4,942,569	4,206,415
Non-current assets	6,094,805	5,260,112
Total assets	11,037,374	9,466,527
Current liabilities	2,472,852	2,487,122
Long Term liabilities	787,500	—
Total net assets	7,777,022	6,979,405
Retained surpluses	8,564,383	7,748,371
Membership Development Fund	379,771	398,166
Revaluation reserve	795,000	795,000
Impairment reserve	(1,962,132)	(1,962,132)
Total equity	7,777,022	6,979,405

SUMMARY STATEMENT OF CASH FLOWS

For the year ended 31 March 2022

	2022	2021
	\$	\$
Net cash flows from operating activities	1,332,350	2,239,692
Net cash flows from investing activities*	(389,837)	(2,255,060)
Net increase in cash and cash equivalents	942,513	(15,368)
Cash and cash equivalents at 1 April	3,340,974	3,356,342
Cash and cash equivalents at 31 March	4,283,487	3,340,974

* Includes the sales and purchases of fixed assets.

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

For the year ended 31 March 2022

1. Site Safe New Zealand Incorporated ("SSNZ") is a charitable organisation registered under the Incorporated Societies Act 1908 and the Charities Act 2005 (Charities Commission No 26956). SSNZ is an industry-wide organisation dedicated to promoting a culture of health and safety to prevent deaths and injuries across New Zealand's construction and related industries.
2. The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand ("NZ GAAP"). They comply with Public Benefits Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for Not-For-Profit entities. For the purposes of complying with NZ GAAP, SSNZ is a public benefit not-for profit entity and is eligible to apply Tier 2 Not-For-Profit PBE IPSAS on the basis that it does not have public accountability and it is not defined as large.
3. The summary financial statements have been extracted from the full financial statements. They cannot provide a full understanding due to their summary nature. This understanding can be obtained only by reference to the full financial statements of the SSNZ.
4. A copy of the full financial statements may be obtained from SSNZ's website: www.sitesafe.org.nz.
5. The summary financial statements are presented in New Zealand dollars (\$), which is SSNZ's functional currency and are rounded to the nearest whole dollar.
6. SSNZ paid an aggregate remuneration to 9 Board Directors of \$79,000 (2021: 9 Directors \$81,788), and 16 key personnel of \$2,368,210 (2021: 15 key personnel \$2,092,202).
7. There were no related party transactions undertaken during the year (2021: \$nil).
8. There are no commitments at the reporting date. (2021: SSNZ signing a sale and purchase agreement with Zero Harm Farm Ltd to purchase their Health and Safety product and national incident database for \$1m to be paid in 10 instalments of \$100k over 10 years).
9. There are no contingent assets for liabilities at the reporting date (2021 \$nil).
10. The Board of Directors and management are not aware of any matters or circumstances since the end of the reporting period that have significantly or may significantly affect the operations of SSNZ.
11. The full financial statements of SSNZ have been audited by Grant Thornton New Zealand Audit Limited who have issued an unqualified audit opinion in respect to the full financial statements on 13th July 2022.

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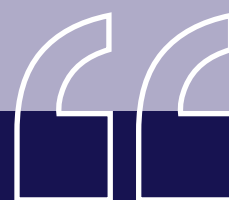
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BRETT MURRAY
SITESAFE CHIEF
EXECUTIVE

Looking forward to next year, we continue to see challenges ahead for the industry with tight labour markets and challenging economic conditions. In this environment, it is even more important for a business to focus on the health, safety and wellbeing of their people. We need construction to be seen as an attractive industry to work and build a career in for an increasingly diverse workforce. Our focus will be on offering the best support that we can for our members, advocating strongly on behalf of the industry and ensuring our resources, products and services continue to offer industry-leading value and quality.

Site Safe New Zealand Inc.
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sitesafe.org.nz



SITESAFE
Te Kaitiaki o Haumaru