

What we stand for in HSSE (Health, Safety, Security and Environment)

Some people call this document a “policy” – we just call it what we stand for. As such this HSSE stand provides the context, direction and framework within which all other HSSE choices and material are developed. It is the bedrock of a generative culture for managing our operational risks.

Our stand on HSSE is as core to Z as our Purpose, Values, Brand Principles and the other fundamentals in the Z Why. Given the Z Why says ‘people matter’ and the ‘environment matters’ then HSSE must matter as well. These are the choices and commitments we made to have a distinctive culture while realising our ambition to be a World Class Kiwi company.

Our Purpose – solving what matters for a moving world – compels us to act on HSSE.

HSSE matters because it is about the safety and wellbeing of all our people and our planet while sustaining the long term future of our company. We know we operate in an industry that has wider range of hazards and risks than most, where the scope of our business activities is diverse, and in a country that has comparatively poor HSSE outcomes and results.

Our contribution to managing our own hazards and risks, and continually improving our performance matters. That is why we have taken this stand.

Our HSSE commitment is to manage operational risks in support of all of our company’s short and long term targets and outcomes.

Our people “solve what matters for a moving world” by being committed to:

- No accidents, no injury or ill health to people, and no harm to the environment.
- At all levels and in all roles, everyone in Z taking personal responsibility for making HSSE an essential part of our business, fully participating through a generative culture, and intervening in unsafe acts and behaviours.
- Promoting the physical, mental and emotional health and wellbeing of our people so they can go home fit and feeling good at the end of every working day.
- Sharing our results and what happens as we do our work, externally benchmarking, celebrating the good, and actively learning and making timely improvements from the not so good.
- Providing thought leadership and sharing our experience with others while inspiring, and being inspired by, our partners, customers and suppliers creating their own zero harm workplaces.

- Environmental sustainability in all of our operational activities.
- Operating a secure business environment with a proven ability to recover from unexpected events while ongoing operational risks are appropriately managed.

We demonstrate HSSE matters and each of these commitments by:

- Having an operational risk management system (ZORM) which is core to our business, designed to eliminate or otherwise minimise hazards and risks, executed within a cycle of continuous improvement, and regularly benchmarked to a recognised external standard.
- Pledging to the Zero Harm Workplaces program, and looking for underlying causes using a just culture so we can make systemic improvements.
- Holding people accountable by communicating policy, setting targets, delivering on plans and actions, measuring performance, and providing assurance that whatever we report is what really happened.
- Being clear and straight up on the HSSE rules, standards and processes, and the accountability for any failure to comply.
- It is our intent to comply with our legal requirements and relevant codes of practice, and to choose where we make conscious decisions to lead or change the game so we deliver outcomes and results that we can be proud of.
- Sharing our expectations with our business partners for managing their HSSE risks.

By living our commitments through visible actions and leadership, we will make the difference with HSSE that our people deserve and our stakeholders expect. In doing so, we will make a meaningful contribution to our people and local communities, the New Zealand economy and future generations.



Mike Bennetts
Chief Executive
July 2014

“ It is about the safety and wellbeing of all our people ”

