

ANNUAL REPORT

FOREST INDUSTRY SAFETY COUNCIL

For the 12 months ended 31 December 2019
2019 Milestones – 2020 Work Programme

Together towards zero

Working with partners across the sector to lead a significant improvement in the wellbeing and safety of everyone in forestry.



FOREST
INDUSTRY
SAFETY
COUNCIL



www.fisc.org.nz

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You are the key

www.safetree.nz

THANKS TO OUR SUPPORTERS

Thanks to everyone who contributed to FISC's work in 2019, particularly our funders – ACC, WorkSafe, and the Forest Growers Levy Trust. Thanks to all the individuals and organisations listed here, and to everyone else who gave their time to support our work.



Alby Kurei
(Tree Faller),
Alec Cassie (Wenita), Allan
Laurie (Laurie Forestry), Andre Huritu
(Tree Faller), Andrew Widdowson (HFM NZ),
Andy Warren (Rayonier Matariki), Barry Wells (Port
Blakely), Beau Mallett (Summit Forests), Bill McCallum
(FOA; HFM NZ), Bob Shirley (Summit Forests), Brendan Slui
(Rayonier Matariki), Brent Searle (Harvesting & Silviculture),
Brionny Hooper (Scion), Cam Eyre (NZ Forestry Ltd), Chris Lindley
(BraveGen), Chris Shortall (Forestry worker), Chris Sutherland (Brush
Technology), Colin Maunder (Timberlands), Dale Ewers (Moutere
Logging), Dan Gaddum (FOMS), Daniel Hummerdal (WorkSafe), Dave
Adams (Rotorua Forest Haulage), David Wills (BM Services), Debbie
Ward (Te Uru Rākau), Dion Davis (Tree Faller), Don McMurray (NZFM), Don
Wallace (FFA), Doug McCleod (WorkSafe), Frances Martin (BookerMartin
Communications), Francois Barton (Business Leaders' Health and Safety
Forum), Fraser Field (RMF), Gee Dennis (WorkSafe), Chas Hutton (NZFM),
Glen Coleman (HFM NZ), Glen Mackie (FOA), Glenda Harris (WorkSafe), Grant
Dodson (City Forests), Grant Duffy (WorkSafe), Greg Arani (Forestry worker),
Hamish Owen (Kohurau Contracting), Hamish Matthews (Mechanised Cable
Harvesting), Hawea Kingi (WorkSafe), Helen Parkes (CosmanParkes), Hillary
Bennett (Leading Safety), Jackie Delaney (FISC), Jacqui Coyne-Apiata
(Coyne & Co.), James Broughton (Tree Faller), Jarred Kihi (Tree Faller),
Jeff Drinkwater (FOA), Jeremy Hills (Tree Faller), Jo Field (Pan Pac),
Joel Nta (Tree Faller), John Crocker (NZCTU), John Lowe (FISC), Judy
Austin (Te Uru Rākau), Julian Bateson (Bateson Publishing), Karl
Bowman (Worker Rep; Rosewarne Contractors), Ken Black (Tree
Faller), Ketan Chandu (WorkSafe), Keith Stewart (WorkSafe),
Kevin Ihaka (FICA; FPS Forestry), Kim Holland (Eastland
Wood Council), Kristy Kewene (Blackburne
Group), Lance Hare (Tree Faller),



Lee Perry
(HL Services NZ),
Lee-Anne Duncan, Les Bak
(Nelson Forests), Luke Hughes (Tree
Faller), Louisa Jones (First Union), Mandi
Skipps (Skipps Logging), Marcel van Westbrook
(HFM NZ), Marcus Nalter (WorkSafe), Mark Preece
(Competenz), Mark Scott (WorkSafe), Matt Scott (Brush
Technology), Matt Wood (Typeface), Mhari Clark-McCall (Project
Manager), Mike Spiers (PF Olsen), Mohi Kingi (Forestry worker),
Mort Shepherd (FFA), Natalia Reid (FOA), Nathan Taylor (Mechanised
Cable Harvesting), Neil Thomas (Worker Rep; Forestsafe), Nic Steens
(PF Olsen), Paul BurrIDGE (FOA; Summit Forests), Paul Gimblett (ACC),
Paul Nichols (Independent), Paul Olsen (Olsen Forest Management), Paula
Knapp (WorkSafe), Phil Parkes (WorkSafe), Phil Taylor (Port Blakely), Prue
Younger (FICA), Richard Parker (Scion), Richard Stringfellow (Toi Ohomai
Institute of Technology), Rien Visser (School of Forestry), Robert Green
(Timberlands), Rob Prebble (LFITB Ltd), Robert Reid (First Union), Robert
Stubbs (Stubbs Contracting), Robin Thompson (AFM), Rona Wheeldon (Olsen
Forest Management), Rory Cobb (AFM), Ross Davis (FICA; Log Lease), Ross
Wood (Mechanised Cable Harvesting), Sarah Orton (PF Olsen), Sean McBride
(JNL), Sonny Thomas (Forestry worker), Steve Yeoman (Volcanic Plateau),
Sue Powell (Tregaskis Brown), Tim Grubb (Haunt), Tim Sandall (Pan
Pac), Dr Tom Mulholland (KYND Wellness), Tony Gamble (FICA), Trevor
Best (Independent researcher), Tyson Niha (Tree Faller), Veronica
McDonald (NZFM), Virginia Burton-Konia (ACC), Wade Brunt
(McIndoe Logging), Warwick Foran (FOA; Crown Forestry), Wayne
Dempster (Rayonier Matariki), Willy Sinclair (Wenita), Wiremu
Edmonds (Māori Rep; Tuakiri Ltd), Vivian Todd (BM
Services), Zac Robinson (Port Blakely).
Todd (BM Services), Zac Robinson
(Port Blakely).

If you'd like to get involved
in FISC's work in 2020
contact: enquiries@fisc.org.nz

ABOUT US

FISC IS LEADING EFFORTS TO IMPROVE HEALTH AND SAFETY IN FORESTRY

The Forest Industry Safety Council's creation was a recommendation of the 2014 Independent Forestry Safety Review. FISC runs a range of safety and wellbeing initiatives and operates the [safetree.nz](https://www.safetree.nz) website.

Our goal

FISC is working with its partners across the sector to lead a significant improvement in the wellbeing and safety of everyone working in forestry.

Its workplan is guided by Council members and its programmes and resources are developed together with people working across the forest industry. This is to ensure they are practical and meet the needs of the New Zealand industry.

The Council includes representatives of the NZ Forest Owners Association, Forest Industry Contractors Association and NZ Farm Forestry Association, along with WorkSafe and ACC. It also has people representing Māori and workers, including from First Union (for the NZ Council of Trade Unions). See a list of 2019 Council members on the back cover.

FISC is funded by the Forest Growers Levy Trust, ACC and WorkSafe.

Focus areas

To achieve its goal, FISC is focusing on:

Leadership

Risk Management

Engagement

Capability

Performance

OUR STRATEGY

OUR STRATEGY ON A PAGE



WHAT WE WANT FOR FORESTRY IN NEW ZEALAND

A safe, sustainable and professional forestry sector, achieved in partnership with workers, growers, forestry businesses and government.

WHY WE ARE HERE

To engage with our partners and lead a significant change to improve the wellbeing and safety of everyone working in forestry.



WHAT WE WILL DO

Leadership

Build leadership skills at all levels. Develop leadership training. Share and support good practice.

Engagement

Promote and support better engagement with health and safety by people at all levels, including through 'Growing our Safety Culture'.

Risk management

Deliver guidance and activities to support better management of risk, particularly health and critical risks.

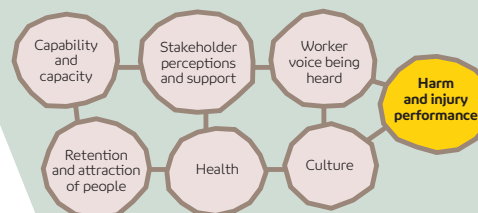
Capability

Build capability. Deliver competency tools like Safetree Certification. Share best practice resources through Safetree.

Performance

Support industry to better understand performance, including factors that lead to successful work.

WHAT WE WANT TO SEE IMPROVE



HOW WE'LL MEASURE OUR CONTRIBUTION

Uptake

Increase the number of people/companies using Safetree programmes & resources.

Impact

As a result of interacting with us, people/companies improve their capabilities, particularly around leadership, worker engagement and risk management.



CONTENTS

- P3 About Us
- P5 From the Chair
- P6 From the National Safety Director
- P7 2019 Milestones
- P9 Our Work
- P14 2020 Work Plan

Copies of the Financial Statements and Audit Report are available on the FISC website.

FROM THE CHAIR

COVID-19 HIGHLIGHTS STRUCTURAL RISKS FOR FORESTRY

Developments this year have shown that the risks to forestry posed by the Coronavirus Covid-19 are not limited to the risk of people getting sick from the virus.

In January a sharp drop in demand for logs due to border closures in China led to partial or complete stand-downs for many harvesting crews. This was followed by the nationwide level-4 lockdown that stopped all forestry work. The lockdown came on top of a beetle infestation in Europe that had driven forced harvesting, oversupply, and a collapse of about 25% in log prices in 2019/20.

The impact of this downturn has been particularly hard on contractors who invested heavily in equipment to improve their operations, including harvesters who mechanised to improve safety for workers. Contractors must service their debt so cannot have their machinery sitting idle or under-utilised.

There is a real risk that some of them will face insolvency, or that they and their skilled workers will exit forestry and move into other sectors such as construction. A big question for forestry is, will these contractors come back when things recover? There is a real possibility that some of them will not. That means the industry risks losing valuable expertise, including vital health and safety skills and experience.

This is not the first time forestry has been hit by volatility in demand and prices – log prices also fell about 25% in 2011 and 2014. On each occasion prices recovered – as they will again. But the *industry's* recovery will be more difficult if capacity is constrained by some contractors having left for other sectors.



The industry's recovery will be more difficult if capacity is constrained by some contractors having left for other sectors.

Capacity constraints create both economic and health and safety risks, particularly from workers being put under pressure to deliver and from new entrants coming into the industry without sufficient skills and experience to work safely.

It is important that these wider impacts of Covid-19 are understood. Some of the risks posed by the virus – such as people becoming unwell – are obvious. Others, such as the potential impact on capacity and the industry's ability to recover, are less obvious. Managing these impacts requires an acknowledgement that businesses in the forestry supply chain depend on each other. If some parts of the supply chain are damaged, everyone will suffer.

Covid-19 is highlighting a structural weakness in the industry, caused by the way financial risk is apportioned. This is an opportunity for the industry to come together to consider how this issue could be addressed and discussion should be informed by the BERL review currently underway. The project is funded by ACC and managed by FISC.

Dame Alison Paterson
Independent Chair, FISC



FROM THE NATIONAL SAFETY DIRECTOR

FISC FOCUSING ON WORKERS, CERTIFICATION AND BUILDING RELATIONSHIPS

FISC's work programme in 2019 focused on key areas the industry has identified as important. These are leadership, risk management, engagement and capability. In particular, we focused on improving the engagement and involvement of workers in health and safety, extending our contractor certification scheme, and securing funding and building relationships with stakeholders who are key to achieving our aims.

We have identified that there isn't a strong worker voice in forestry, and we know that this is critical to ensure sustainable improvement in health and safety. I've always believed that if you want to know about the work, ask the people who do the job. So, we have focused on two areas. One is the co-designed Toroawhi pilot with WorkSafe and First Union, which involves FISC engaging two regional worker champions. These champions will support crews, businesses and communities in their regions. Although this wasn't part of our 2019 work programme, our Toroawhi have already shown their value in the work they have done supporting crews and workers during the knock-on effects from the Covid-19 outbreak.

We have also established a tree-faller group to give us their perspective on how we can make improvements to the safety of manual tree-falling. Insights from this group have shown the impact of supply chain decisions on individual tree-fallers, and the need to involve workers in planning and phasing of felling at an early stage.



I've always believed that if you want to know about the work, ask the people who do the job.

We focused on embedding our successful certification programmes in the industry and developing new modules for release in 2020. These new modules were developed at the request of the industry and with a high level of industry input.

In addition, we are working with smaller-scale forest management companies to really understand what 'good' looks like in relation to contractor management within the supply chain. This work will continue in 2020.

After more than four years of operating, FISC has established its credibility with our funders, ACC, WorkSafe and the Forest Growers Levy Trust. In 2019, we secured long-term funding contracts that reflect their confidence in our work to date and our plans for the future. As part of these funding arrangements, FISC has been asked to share its experience as the first pan-industry health and safety body with other industry health and safety groups. This is an opportunity for FISC and forestry to show leadership in health and safety in New Zealand.

Partners are essential to delivering the work we do. We continue to build relationships with our partners, including with the newly created Te Uru Rākau that we welcomed onto the FISC Council as an observer during 2019.

Fiona Ewing
National Safety Director, FISC



2019 MILESTONES

Leadership

Nominated as a finalist in the 2019 NZ Workplace H&S Awards for our *Growing our Safety Culture* initiative.

Delivered leadership courses to 268 crew members, frontline leaders and health and safety reps.

Commissioned research by BERL into the economic drivers of good health and safety.

Asked by ACC to share our experience as the first pan-industry health and safety sector group with other sectors.

Risk Management

Extended the KYND pilot with Rayonier Matariki and created health information cards for crews.

Distributed 274 packs of our tailgate meeting cards for crews, taking total packs distributed to 2507.

Safetree further developed as a connector to forest workers and industry. 3751 registered for the Safetree newsletter and 2192 followers of Safetree Facebook.

Created and shared alerts and industry guidance.

Submitted on MBIE's Plant, Structures and Working at Heights Health and Safety Regulatory Review.

Engagement

967 people have participated in the *Growing our Safety Culture* initiative, including 553 who joined in 2019.

Safetree Conference 2019 in Christchurch had 150 industry participants.

Co-hosted regional workshops promoting certification and delivered certification information at the MPI Forestry Workforce Roadshow.

Co-designed the Toroawhi worker engagement initiative with WorkSafe and First Union, to be rolled out in 2020.

Capability

193 contractors are now Safetree Certified, including 101 certified in 2019.

326 workers are now Safetree Certified.

Developed new modules for Contractor Certification to be launched in 2020.

Performance

Industry performance: Serious injuries trended down. There were 7 fatalities, of which 4 were from a single work-related traffic accident.

FISC's performance: We secured ongoing funding from ACC and WorkSafe to support our work.

OUR WORK

LEADERSHIP

Finalist in 2019 NZ Workplace H&S Awards 2019

FISC was a finalist in the NZ Workplace Health and Safety Awards in 2019 for its *Growing our Safety Culture* initiative. The Awards recognise excellence in health and safety, so the finalist nomination was a great acknowledgement of all the work that went into creating the initiative. The psychologist who helped create the initiative, Dr Hillary Bennett, was recognised with a Lifetime Achievement Award.



Leadership courses for frontline leaders, crew and H&S Reps

During the year we rolled out our leadership courses for crew, frontline leaders and health and safety representatives that were developed and delivered in partnership with The Learning Wave. The courses were delivered to 268 participants during the year. They provide participants with skills to work smarter and keep themselves and others safe and healthy at work.

Research into economic drivers of good health and safety performance

FISC has commissioned research by BERL into the economic drivers of good health and safety in forestry. The research aims to help business leaders across the industry better understand how health and safety is affected by economic factors, so they can make more informed decisions and better control critical risks.



Overall, participants in the leadership course rated how well the programme helped them perform better at their job at 97%

Other Activity

✓ **Sharing our knowledge**

ACC has asked to FISC to speak to other sector-based health and safety groups about our work and our learnings. This request recognises that FISC was the first pan-industry health and safety body to be established in New Zealand and the extent of the work it has done since being established

✓ **Safe-Start resource for leaders**

FISC created a Safetree Safe-Start 2020 resource for forestry leaders – including forest owners and managers, crew owners and foremen. The resource was designed to get them thinking about the best way to set up crews for a good day at work. It focused on changing the mind-set to ‘start work when safe’ rather than ‘stop work when dangerous’.

RISK MANAGEMENT

Extended pilot of the KYND wellbeing app with Rayonier Matariki

The health of workers has a big impact on safety on site. To help improve worker health, FISC has been involved in piloting the KYND app, which helps workers monitor their health and make improvements. The initial pilot that ran in 2018 was extended in 2019 in partnership with Rayonier Matariki. As part of the extended pilot, 11 of Rayonier Matariki's Bay of Plenty crews, totalling 100 workers, have been further supported to use the app. Health information cards were also developed for crews.

Sharing information about key health risks in forestry

The initial KYND pilot identified key health risks in forestry. This information is useful for FISC and individual businesses because understanding exactly what the risks are helps us put things in place to control them. The key risks identified in the pilot were shared with the industry during 2019:

Key health risks identified in pilot of KYND wellbeing app

- 23% were smokers
- 39% had a waist circumference that suggests a high risk of disease such as type 2 diabetes
- 69% had elevated or high blood pressure, indicating an increased risk of a heart attack or stroke
- 19% had an unhealthy cholesterol ratio, indicating an increased risk of cardiovascular disease
- 14% had a blood test result that indicated either pre-diabetes or diabetes
- 51% had sleep issues
- 23% were at risk of moderate to severe depression; 4% screened positive for severe depression.

Tailgate meeting cards

During the year, 274 printed copies of Safetree's tailgate meeting cards were distributed to forestry companies and crews, taking the total number of packs distributed to 2507. These packs include a template for running a tailgate meeting and information cards covering more than 30 common forestry risks. They are a great way to remind crews of key safety messages during tailgate meetings.



Dr Tom Mulholland (left) from KYND talks to crew working for Rayonier Matariki

Safetree.nz website, Facebook page and newsletter

FISC delivers much of its health and safety information through the Safetree website/newsletter and the Safetree Facebook page. These digital channels provide the industry with a 'one-stop shop' for health and safety information that is tailored for people in forestry. During 2019, 3751 people were registered to receive the newsletter and the Facebook page had 2192 followers. Both channels are used to promote new resources on the Safetree website and to share industry information and insights from the National Safety Director.

Plant, Structures and Working at Heights Health and Safety review

FISC set up a Technical Action Group that drafted a submission on proposed changes to the H&S in Employment Regs (1995) and Pressure Equipment, Cranes, and Passenger Ropeways (PECPR) Regulations. The submission, provided to MBIE, commented on the impact of the proposed changes to the regulations for forestry. Providing a joint submission through FISC enabled the industry to have a stronger voice in the review process.

Sharing alerts and industry guidance

Safetree provides an important mechanism for the industry to share lessons from incidents, including alerts and guidance. During the year Safetree shared several resources, including:

- Information from WorkSafe about issues of concern that inspectors had seen on worksites, including the provision of workplace facilities, mobile plant noise and hauler guarding.
- Several safety alerts from businesses, including one on how good emergency procedures prevented an injury becoming more serious and another on dealing with bogged vehicles.
- WorkSafe information on forestry fatalities.
- Guidance created in partnership with FICA, Transpower and other power companies about working around powerlines.

ENGAGEMENT

Growing our Safety Culture programme

Safetree's *Growing our Safety Culture* initiative continues to expand, with an additional 553 people joining the programme during 2019, taking total participants to 967. The programme is designed to help business owners and managers understand the true state of health and safety within their teams, and to engage their people in making improvements. The value of the programme was publicly recognised when it was named as a finalist in the 2019 NZ Workplace Health and Safety Awards.

Safetree Conference 2019

Feedback from the 150 industry participants who attended this conference in Christchurch in March 2019 was very positive. The conference had a strong focus on health, with the guest speaker being former All Black and passionate advocate for mental health, Sir John Kirwan.



Sir John Kirwan, keynote speaker at the 2019 conference

Toroawhi

During the year we co-designed the Toroawhi / worker engagement champion pilot with WorkSafe and First Union.

The pilot is being conducted during 2020 and aims to improve worker engagement and participation in health and safety. The two Toroawhi are based in the Central North Island and Gisborne/Tairāwhiti regions, and are working with crews, businesses and communities.

The pilot is being funded by WorkSafe and will be evaluated at the end of the year. If successful, we will look at expanding it to other forestry regions.



Other engagement activity

- Co-hosted 6 regional workshops with FICA attended by 85 participants that included a focus on certification.
- Delivered Safetree Certification information to 111 participants on the MPI Forestry Workforce Roadshow.
- Participated in 4 regional forestry industry gatherings with 40 participants.

CAPABILITY

Growing number of Safetree Certified Contractors

An additional 101 contracting crews became Safetree Certified during the year, taking the total number of certified crews to 193. At the end of 2019, an additional 187 crews were in the process of becoming certified. The aim of the certification scheme is to promote ownership and leadership of health and safety in contracting businesses and to recognise the professionalism of these businesses.

New certification modules being developed

In response to feedback from contractors and FICA, new contractor certification modules are being developed on health, the environment and business capability. These new modules focus on key areas where it is important to lift contractor capability. The health module recognises the legal requirement to protect both the health and safety of workers, and that healthy workers are less likely to be involved in incidents. The environment and business capability modules, while not strictly about health and safety, recognise that good business performance supports good health and safety.

Following requests from management companies, we also began working on an approach that would enable forest management companies to become certified.

These new modules will be launched during 2020.

Safetree Professional Forest Worker Certification

326 workers are now Safetree Certified. During the year we began a benchmarking exercise to look at improving the consistency of the application of the Safetree worker certification methodology across the industry. The goal is to ensure we have a single, universally applied approach to certification used across the industry. We also established a tree-faller group that is providing practical input into the certification process, as well as other initiatives affecting fallers.

Other Activity

Industry story: Better business outcomes, better safety outcomes

To illustrate the link between good business management and good health and safety outcomes, we published an industry story on the benefits experienced by Stubbs Contractors when it adopted a business improvement system called Lean.



PERFORMANCE

Industry performance on health and safety

During the year we saw an improvement in serious injuries (requiring more than a week off work). This was at an almost 5-year low and we are performing better than the other high-risk industries we compare ourselves with. However, we are not doing so well on preventing fatalities. One breaker-out and two tree-fallers were killed during the year, and four forestry workers were killed in a single accident on a forestry road.

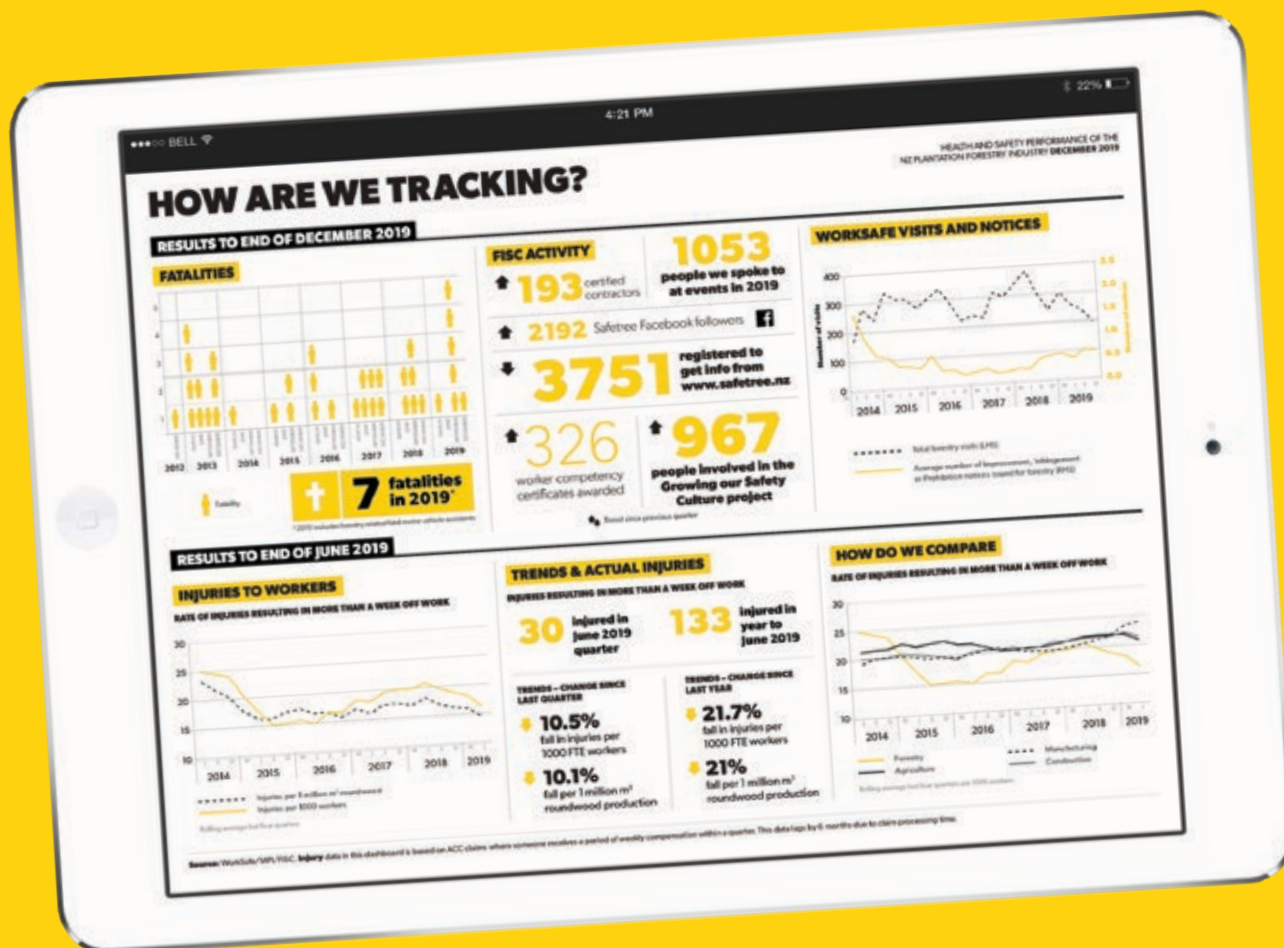
This is the first year that work-related traffic injuries have been included by WorkSafe in the statistics. Driving has been identified as a critical risk for forestry, so this inclusion is entirely appropriate. An information card on safe driving has been included in the Safetree tailgate card pack.

We continue to share information about performance via the quarterly Safetree dashboard that includes ACC and WorkSafe data, along with information from the IRIS system and additional information about fatalities from WorkSafe.

FISC's performance

FISC is in good financial health and gained additional funding that will secure our future and our ability to deliver the work programme. This funding included a second 3-year grant from ACC, as well as funding from WorkSafe for leadership training, the Safetree Conference, new case studies and the Toroawhi pilot.

We have also built internal capability by taking on a project manager – taking the team to 2.5 full-time equivalent employees (including the National Safety Director).



2020 WORK PROGRAMME

KEY INITIATIVES

*FISC will continue to promote and develop its flagship initiatives; worker and contractor certification, the **Growing our Safety Culture** programme and our frontline leadership development courses. We will also work with our supporting partners ACC, WorkSafe and FGLT to secure future funding.*



Safetree Toroawhi, Wade Brunt

Additional activities in 2020 and beyond will focus on:

✓ Leadership

- Review the Forestry Safety Charter.
- Launch findings of the BERL research into economic drivers of health and safety.

✓ Risk Management

- Support the industry and workers during the Covid-19 outbreak and support the development of guidance to help the industry get back to work as soon as possible in a Covid-safe way.
- Roll out the KYND health monitoring mobile app.
- Focus on managing risks from steep slope harvesting, with input from experienced operators.
- Work with forestry owners and managers on raising awareness of 'safety in design' matters, and sharing solutions.

✓ Engagement

- Safetree Conference planned for March but postponed due to Covid-19. Guest speaker former New Zealander of the Year, Dr Lance O'Sullivan
- Continue to provide resources relevant to small-scale forestry operators, like the tailgate cards.

✓ Capability

- Roll out new Safetree Contractor Certification modules on health, environment and business capability.
- Run pilot of Forest Manager Certification.

✓ Performance

- Continue to monitor and communicate industry performance through our quarterly dashboard and the IRIS system.
- Work with WorkSafe to see how more information from completed incident investigations could be shared with the industry.



Safetree Toroawhi, Richard Stringfellow

Forest Industry Safety Council 2019 Members

Dame Alison Paterson

Independent Chair

Fiona Ewing

National Safety Director, FISC

Paula Knaap

Director Strategic Engagement and Implementation, WorkSafe

Don Wallace

NZ Farm Forestry Association

Kevin Ihaka

Managing Director, FPS Forestry

Neil Thomas

Forestsafe Ltd

Paul Olsen (Until May 2019)

Managing Director PJ & MJ Olsen Ltd

Prue Younger (From August 2019)

CEO FICA

Bill McCallum

Managing Director, Hancock Natural Resource Group

Robert Reid

General Secretary, First Union

Wiremu Edmonds

Tuakiri Ltd

Warwick Foran

General Manager, Crown Forestry

Grant Dodson (From March 2019)

CEO City Forests

Karl Bowman

Workplace Trainer Assessor, Rosewarne Contractors

Ross Davis

Director of Log Lease and President of FICA

Paul Gimblett

Head of Workplace Safety & Levies, ACC

Wayne Dempster (From July 2019)

Health and Safety Manager, Rayonier Matariki

Debbie Ward (Observer)

Director of Business and Spatial Intelligence
Te Uru Rākau



TOGETHER TOWARDS ZERO

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