



# Segmentation and insights programme: Employers and workers

FINAL REPORT: 13 March 2020

# Content

## Page

**03**

Summary

**11**

Research objectives and approach

**17**

Sample profiles

**22**

Employer health and safety segments

**45**

Drivers of employer health and safety

**63**

Worker engagement with health and safety

**74**

Drivers of worker engagement with health and safety

**103**

Levels of self-reported harm, injury and risky workplace practices

**110**

Concluding thoughts

# Summary



# Workplace safety cultures in New Zealand reflect varying levels of employer involvement in health and safety and different approaches to employee welfare

LESS MATURE SAFETY CULTURE

MORE MATURE SAFETY CULTURE

## IMMATURE CULTURES

- Undertake little review of H&S in the workplace
- Question legislation and don't see value in it
- Resent bureaucracy
- View health and safety as a cost to the business
- Behaviour is externally triggered (compliance driven)
- Rely on workers using their 'common sense'
- Disconnect between management and staff common
- Workers less engaged in H&S

## MATURE CULTURES

- Active in all facets of H&S
- Constantly monitor and review H&S policies and procedures
- View H&S as an evolving concept
- Accepting of legislation (and reasons behind it)
- Internally motivated
- Shared responsibility, with two-way employer-worker dialogue
- The most mature safety cultures emphasise the overall wellbeing of staff (both physical and psychosocial needs at work and home)
- Workers more engaged in H&S

# Key findings

The findings in this report were obtained from qualitative research and nationwide surveys of 3,838 employers and 4,196 workers that took place from May to August, 2019.

Almost everyone believes health and safety at work is important – it’s human nature to want to be safe and well. But it’s also a natural human response to be influenced by the cultural and social norms that exist in different workplace settings. We’re also influenced by our past experiences, hold different beliefs and thresholds of personal risk, and face different job demands across and within industries. For these reasons, we have different capabilities to engage with health and safety at work. With this in mind, this research measures both:

- employer perspectives on workplace culture to understand the contextual barriers that workers face in staying healthy and safe, and
- workers’ own engagement with health and safety practices.



## IMPACT OF WORKPLACE CULTURE

Workplace culture is king, and can be self reinforcing as worker attitudes and workplace cultures often align.

**Three in four** workers in the **bottom half** of workplace cultures are less engaged with health and safety.

## EMPLOYER MATURITY

**Just over half** of workplaces have a **mature** health and safety culture.

Changing employer behaviours in immature workplaces needs barriers around costs, practicality, responsibility and employer perceptions of worker acceptability to be addressed.

## WORKER ENGAGEMENT

Nearly **four in ten workers** are **strongly engaged** with health and safety.

Strengthening engagement among less engaged workers requires addressing barriers around speaking up, trust in others or own abilities, perceptions of low risk and dismissal of ‘impractical’ measures.

# Employers: Summary of key barriers and insights

BARRIER*	BEHAVIOURAL INSIGHT	MITIGATION
<b>Perception of costs</b>	It is mentally easier to focus on the 'known' costs of compliance, rather than the unknown costs of accidents.	Reframe costs – from can't afford to can't afford not to.
<b>Limited responsibility</b>	Too much focus on individual responsibility potentially undermines shared responsibility.	Help achieve the spirit of safety not just the law.
<b>Perceived impracticality</b>	Emphasis on common sense reveals a belief in the superiority of practical human experience over rules and regulations.	Use 'insider' sector experience to help with their practical implementation.
<b>Worker engagement levels</b>	If employers feel that workers are not fully supportive of health and safety efforts, employers may think that further health and safety measures may be too challenging to implement.	Continue to encourage shared motivation and constructive dialogue between workers and employers.

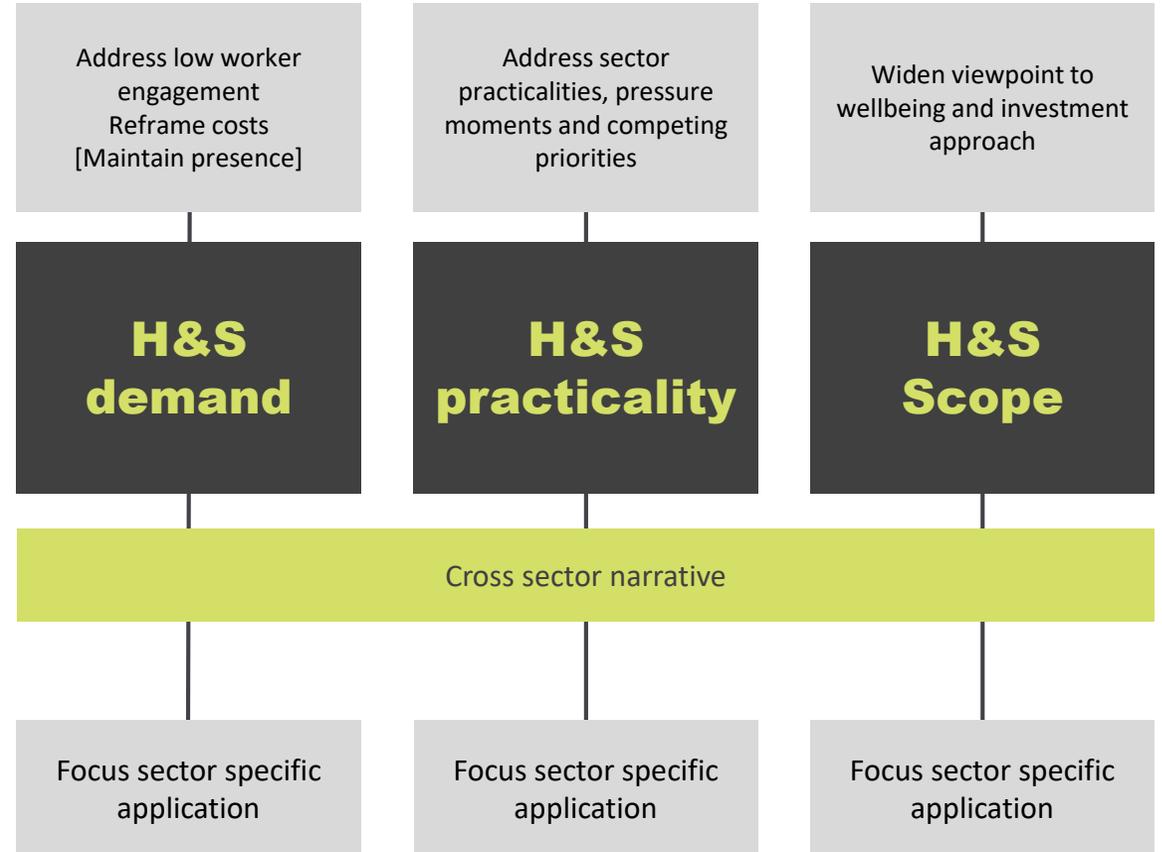
\*The order in which the barriers are presented does not indicate any kind of ranking or relative statistical significance.

# Employers: Summary and roadmap



- ★ Large numbers of employers see health and safety primarily as a cost.
- ★ There is a need to get employers and workers on the same page, so that health and safety becomes less of a bureaucratic exercise and more widely adopted on the shop floor.
- ★ There are still significant numbers of employers with no bigger 'why' to health and safety than compliance.
- ★ For those who are uncommitted to health and safety, if it is not practical, it will not happen.
- ★ Those with the biggest health and safety gaps in attitudes and actions are least likely to look to WorkSafe for help.

## ROADMAP



# Workers: Summary of key barriers and insights

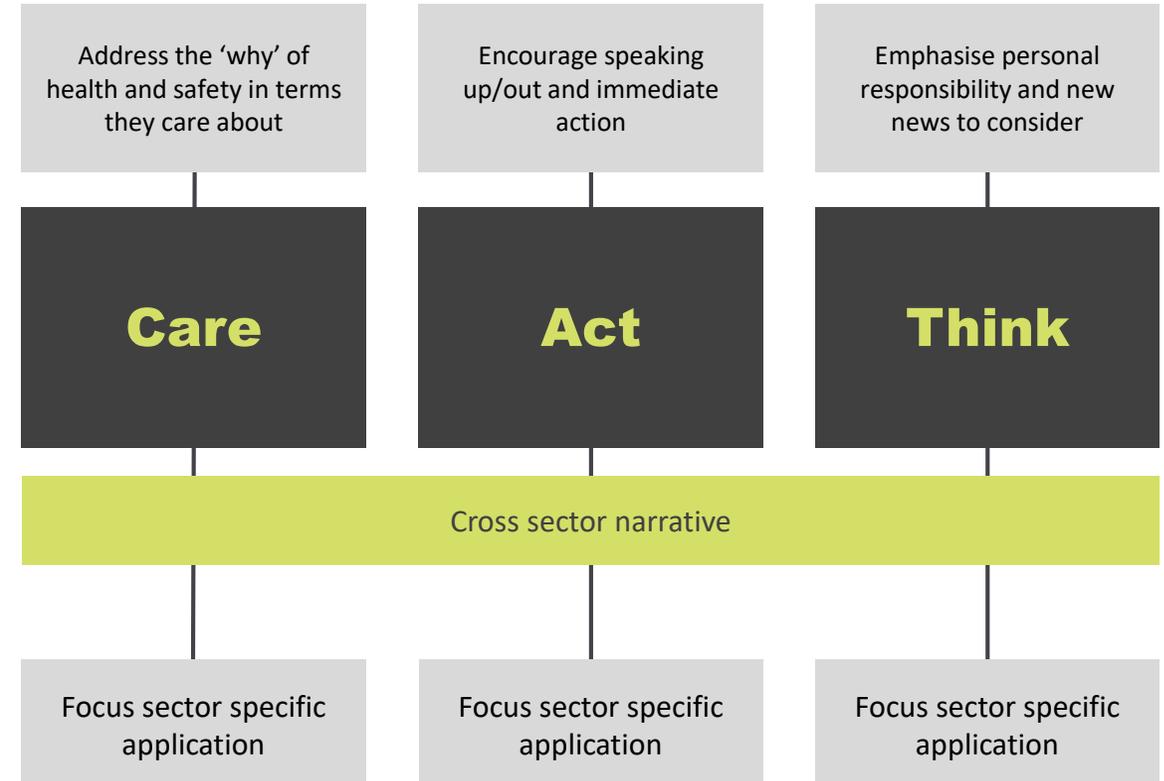
BARRIER*	BEHAVIOURAL INSIGHT	MITIGATION
<b>Hesitation to speak up</b>	Workers may more fear the prospect of speaking out than the prospect of harm.	Normalise speaking up, even in hierarchical situations. Make it safe to do so.
<b>Unthinking trust in others</b>	If other workers appear to be unconcerned by a hazard, then it is human nature to be unconcerned too.	Stress the need to think for yourself.
<b>Belief in own competency</b>	Workers will only take advice from someone who they accept is more competent than they are.	Find and promote expertise from within.
<b>Too blasé as certainty too low</b>	Most of the time things go right – and workers draw the wrong conclusion about the level of personal risk.	Prompt reconsideration through fresh eyes.
<b>Too impractical to action</b>	Work is what we do for a job; safety is what we do for ourselves and those important to us.	Recalibrate priorities to create pause.

\*The order in which the barriers are presented does not indicate any kind of ranking or relative statistical significance.



★	Employees who are less engaged with health and safety are likely to have worse outcomes*, even if they often work in lower risk sectors.
★	More engaged workers are more likely to work in places with good H&S practices.
★	Some workers are simply blind or blasé to the risks, but most have an instinct for hazards, yet do not act upon them.
★	Those who are more engaged with health and safety have greater personal reasons to care and to have each other's backs – particularly for relationships which are important to them.

## ROADMAP



\*That is, they are more likely to self-report physical harm.

# Industry summary of workplace cultures and self-reported levels of harm

This 'heat map' has been created using industry rankings for each measure. However, the numbers shown in each cell refer to the survey result for that measure.

Green depicts more positive results, while red depicts less positive results. The employer maturity measure uses employer survey data. All other measures use worker survey data. The overall index is an average of the rankings across the five measures in this heat map.

	Fishing	Accommodation and food services	Construction	Agriculture	Professional, scientific and technical services	Information, media and telecommunications	Manufacturing	Education and training	Transport, postal and warehousing	Rental, hiring and real estate services	Wholesale trade	Healthcare and social assistance	Retail trade	Water and waste	Arts and recreation services	Financial and insurance services	Forestry	Electricity and gas	
EMPLOYER SAMPLE SIZE*	(67)	(209)	(251)	(384)	(140)	(74)	(581)	(56)	(469)	(138)	(158)	(148)	(130)	(211)	(70)	(107)	(211)	(136)	
WORKER SAMPLE SIZE*	(107)	(231)	(272)	(788)	(103)	(45)	(447)	(141)	(446)	(37)	(67)	(154)	(169)	(43)	(44)	(46)	(198)	(540)	
Employer maturity <sup>1</sup>	49%	57%	52%	34%	53%	54%	47%	53%	60%	52%	50%	67%	54%	64%	65%	62%	66%	64%	
Worker engagement <sup>2</sup>	25%	36%	40%	31%	27%	25%	43%	33%	42%	31%	45%	44%	45%	43%	43%	35%	53%	49%	
Serious physical harm	38%	21%	35%	20%	14%	13%	20%	14%	19%	21%	18%	16%	18%	18%	15%	7%	20%	12%	
Non-serious physical harm	54%	46%	42%	37%	31%	13%	35%	32%	38%	23%	39%	42%	33%	40%	28%	23%	35%	29%	
Poor mental wellbeing <sup>3</sup>	45%	40%	26%	24%	46%	58%	32%	37%	32%	17%	29%	38%	36%	25%	41%	33%	26%	37%	
Overall index																			

\*Higher margins of error are associated with sample sizes of around 100 or fewer. Please refer to page 16 for details.

<sup>1</sup> These figures give the proportion of employers in either of the two most mature segments (Care for others or Protect me and mine).

<sup>2</sup> These figures the proportion of workers in either of the two engaged segments (Advocates or Attainers).

<sup>3</sup> These figures give the proportion of workers who reported experiencing work-related depression or anxiety in the last 12 months.



# Research objectives and approach

## The task at hand

This research was needed to deliver nuanced insight into workers and employers in New Zealand workplaces allowing WorkSafe to design targeted and effective behaviour change interventions. The research needed to...

Identify, size and profile employer health and safety culture segments.

Identify, size and profile worker segments of engagement with health and safety (as a proxy for readiness to change).

Determine where WorkSafe's influence can have most impact.

Deliver behavioural insights into the drivers of and barriers to safe/unsafe behaviours and guidance on effective levers for change.

Inform communications and intervention design.

## Overall research approach:

A four step plan for the workforce segmentation and insights programme. This report presents the quantitative results, but draws heavily on the qualitative findings.

1

### Discovery

We explored what is already known and defined the behaviours to explore in the qualitative research.

2

### Qualitative understanding

We explored the attitudinal and circumstantial landscapes that drive mature workplace cultures, and worker engagement with sustained behaviour.

3

### Quantitative measurement

We have sized and profiled the employer segments of safety maturity, and the worker engagement segments. And quantified the drivers of change.

4

### Intervention design

This final step is to take the learnings to input into the design of interventions.

# Quantitative research methodology

		EMPLOYERS	WORKERS
SAMPLE SIZE		3,838 employers*. *including 112 businesses with no employees but had contractors, temps or freelance staff working for them.	4,196 workers.
METHODS		<ul style="list-style-type: none"> <li>• Online survey.</li> <li>• Most respondents (3,010) had a phone pre-call.</li> </ul>	<ul style="list-style-type: none"> <li>• Online survey (2,589 workers).</li> <li>• Telephone survey (1,137 workers in 'hard to find' sectors).</li> <li>• Face-to-face intercept survey (200 workers in high deprivation areas).</li> </ul>
SAMPLE FRAMES		<ul style="list-style-type: none"> <li>• ACC database of levy payers with liable earnings in last two years.</li> <li>• Supplemented with Martins employer database, Safetree Certified Contractor register for forestry, WorkSafe energy safety email list.</li> <li>• A small number of respondents were also sourced from: <ul style="list-style-type: none"> <li>– Snowballing in the Forestry and Fishing industries, but only 11 employers were sourced this way (and only one worker).</li> <li>– Maritime NZ marketing database of seafarers and operators (email invites were sent directly by Maritime NZ) but only 7 employers were sourced this way.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Online panels (main source).</li> <li>• Electoral Roll (Forestry, Commercial Fishing, and Electricity/Gas industries).</li> <li>• Maritime NZ marketing database of seafarers and operators <ul style="list-style-type: none"> <li>– 56 of the 107 workers in Commercial Fishing were sourced in this way</li> </ul> </li> <li>• Safetree Certified Contractor register for Forestry.</li> <li>• WorkSafe energy safety email list.</li> </ul>
FIELDWORK PERIOD		27 May to 28 August, 2019.	27 May to 22 August, 2019.
AVERAGE INTERVIEW LENGTH		18-minutes.	17 – 25 minutes (varied by method).
MAIN RESPONSE RATES		26% (refers to the proportion of all eligible employers who successfully took part in a phone pre-call <u>and</u> completed the online survey). Response rates were lower for those who didn't receive a phone pre-call.	Online survey = 30% (for Colmar Brunton panel). CATI survey = 31%. Face-to-face survey = 60%.
DATA WEIGHTED		February 2017 Statistics NZ enterprise population data: business size within industry (ANZSIC06).	2013 Census data: age by gender, within industry groups.

# Data limitations

All surveys have limitations. The limitations relating to this survey are noted below.

## **The surveys are samples of the target populations**

The surveys of workers and employers are samples of the target populations of workers and employers. There are a number of limitations with these sample surveys which include small sample sizes in some industry groups (see next page), and issues related to coverage and non-response (these apply to all sample surveys) that cannot be fully adjusted for. These factors mean that compared with a Census the findings from the sample surveys may not exactly represent the actual behaviours or attitudes of the surveys' target populations.

Weighting of the data to known population characteristics (described on the previous page) addresses these issues, but only with respect to the variables used in the weighting.

## **Margins of error**

The next page details the number of interviews achieved in each industry, along with the respective maximum margin or errors. All estimated margins of error have been calculated at the 95% confidence level and assume simple random sampling. These maximum margins of error assume a survey result of 50%. As the survey result moves closer to 0% or 100% the margin of error decreases.

## **Self-reported information**

All data in this report are based on self-reported information only. This should be taken into account when reading the report, particularly when reading findings related to levels of self-reported harm. As these are self-reported, they are not comparable with published industry harm statistics.

# Sample sizes and margins of error (industry level)

	EMPLOYERS		WORKERS	
	Unweighted sample size	Maximum margin of error	Unweighted sample size	Maximum margin of error
Agriculture	384	±5.0%	788	±3.5%
Forestry	211	±6.7%	198	±7.0%
Fishing	67	±12.0%	107	±9.5%
Manufacturing	581	±4.1%	447	±4.6%
Electricity and gas	136	±8.4%	540	±4.2%
Water and waste	211	±6.7%	43	±14.9%
Construction	251	±6.2%	272	±5.0%
Wholesale trade	158	±7.8%	67	±12.0%
Retail trade	130	±8.6%	169	±7.5%
Accommodation and food services	209	±6.8%	231	±6.4%
Transport, postal and warehousing	469	±4.5%	446	±4.6%
Information, media and telecommunications	74	±11.4%	45	±14.6%
Financial and insurance services	107	±9.5%	46	±14.4%
Rental, hiring and real estate services	138	±8.3%	37	±16.1%
Professional, scientific and technical services	140	±8.3%	103	±9.7%
Administrative and support services	NA*	NA*	104	±9.6%
Public administration and safety	NA*	NA*	63	±12.3%
Education and training	56	±13.1%	141	±8.3%
Healthcare and social assistance	148	±8.1%	154	±7.9%
Arts and recreation services	70	±11.7%	44	±14.8%
Other	407	±4.9%	151	±8.0%

Base: All employers (3,838) and all workers (4,196)

\*These have been grouped into 'Other' for employers due to sample sizes being too small to analyse separately.



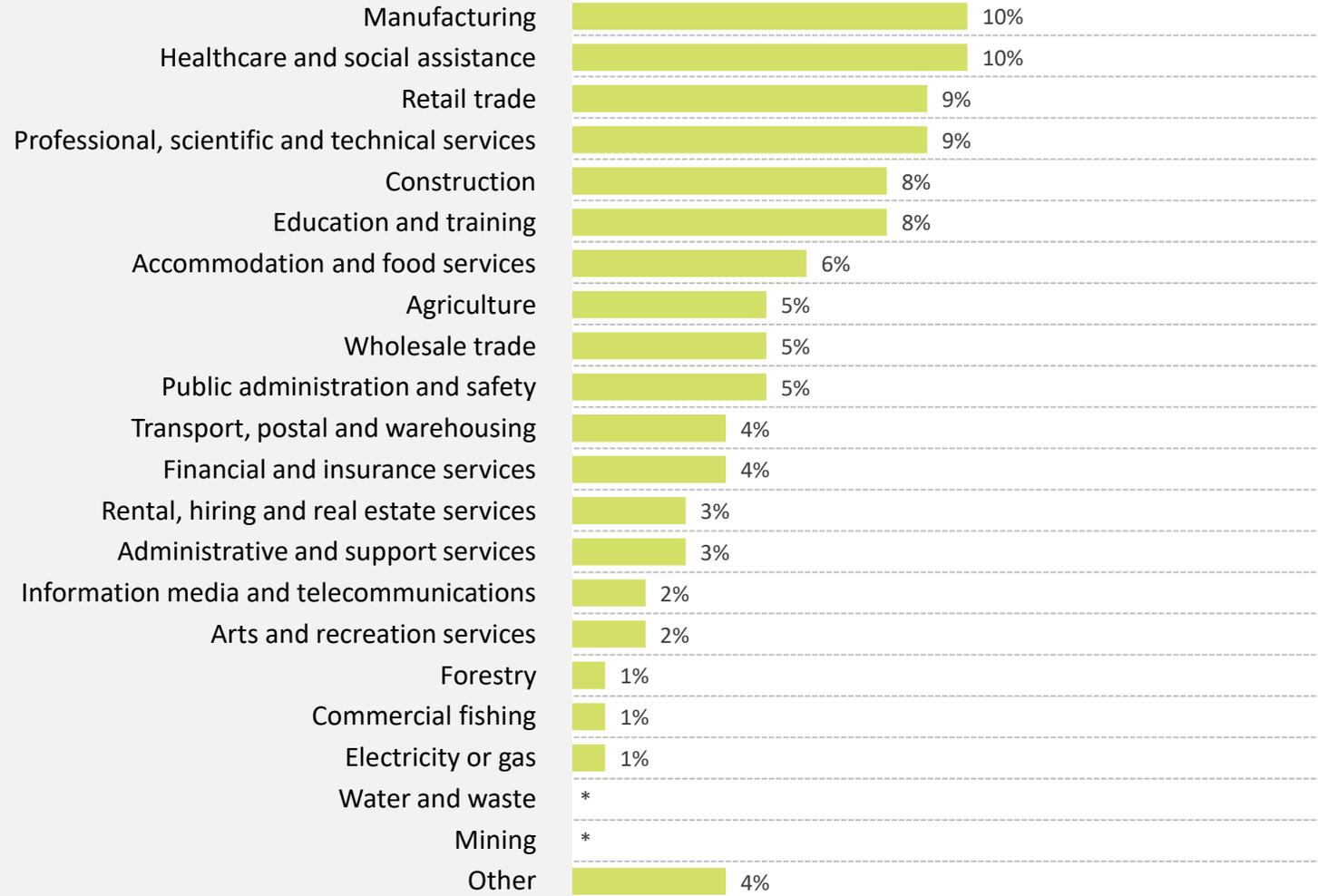
## Sample profiles

# Who we surveyed – WORKERS



Weighted proportion of workers surveyed

## INDUSTRY



Base: All workers (4,196)

Source: S2

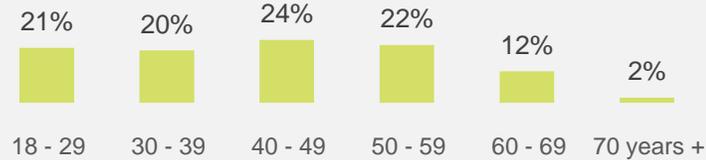
\* denotes percentage between 0.0% and 0.5%

# Who we surveyed – WORKERS

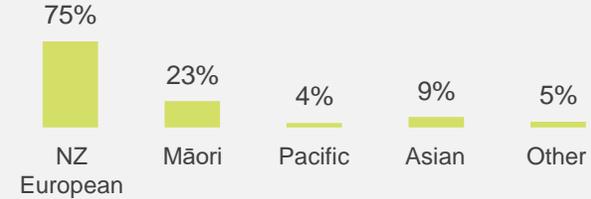
## GENDER\*



## AGE



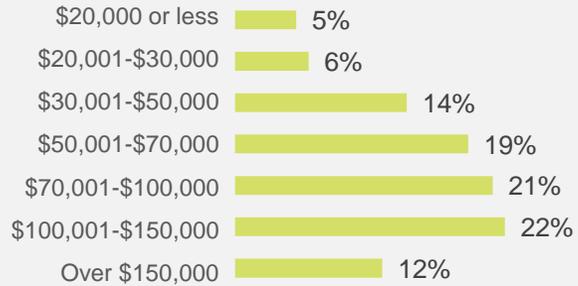
## ETHNICITY



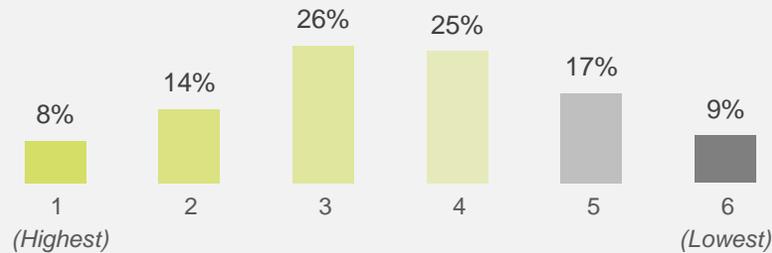
## DEPENDENT CHILDREN



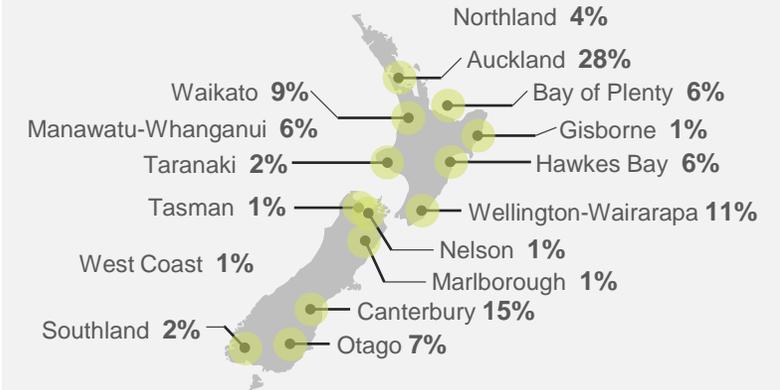
## HOUSEHOLD INCOME



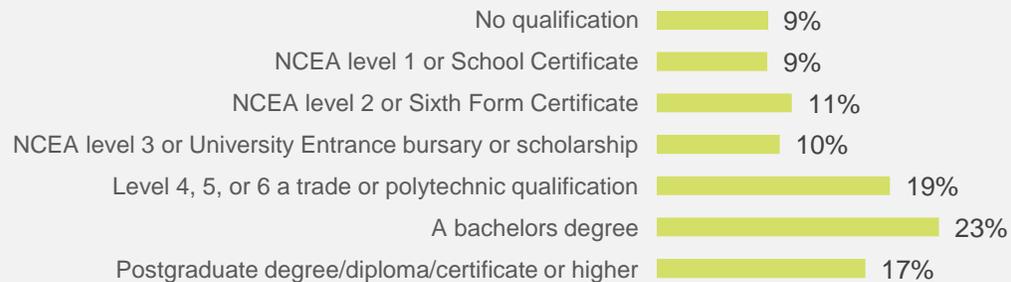
## SOCIO-ECONOMIC STATUS LEVEL



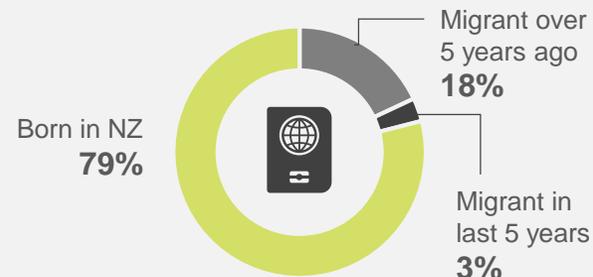
## LOCATIONS OF WORK



## EDUCATION (HIGHEST QUALIFICATION)



## ORIGIN OF WORKERS



## LENGTH OF TIME IN INDUSTRY



Base: All workers (4,196)

Source: S3, S4, S5, S6, S8, Q1a, Q1b, Q1c, Q12, Q13, Q14, Q15 (worker questionnaire)

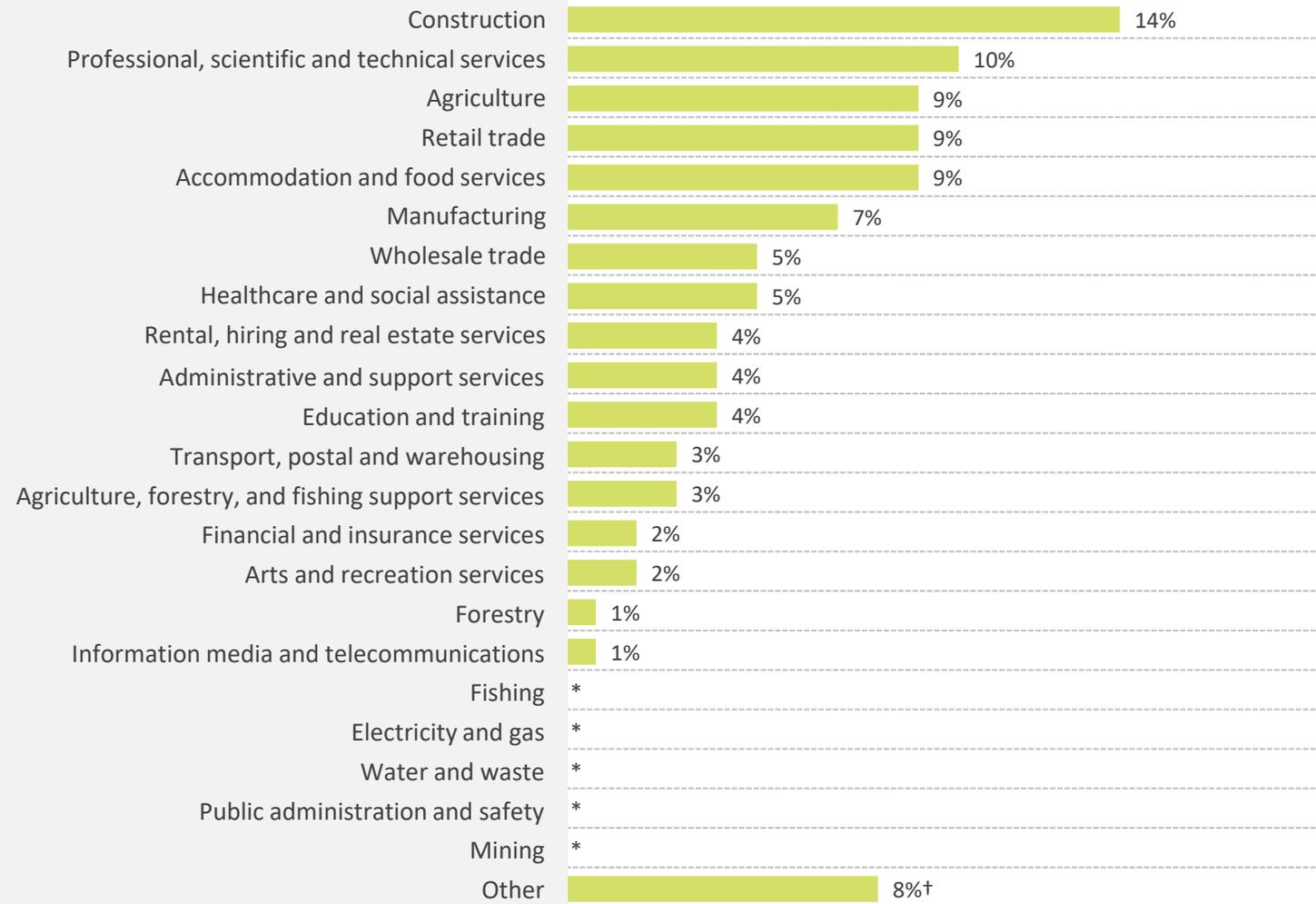
\*Note: Less than 1% of respondents identified as gender diverse.

# Who we surveyed – EMPLOYERS



Weighted proportion of employers surveyed

## INDUSTRY



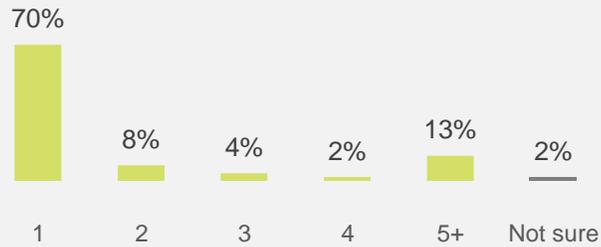
Base: All employers (3,838). Source: ACC levy database

\* denotes percentage between 0.0% and 0.5%

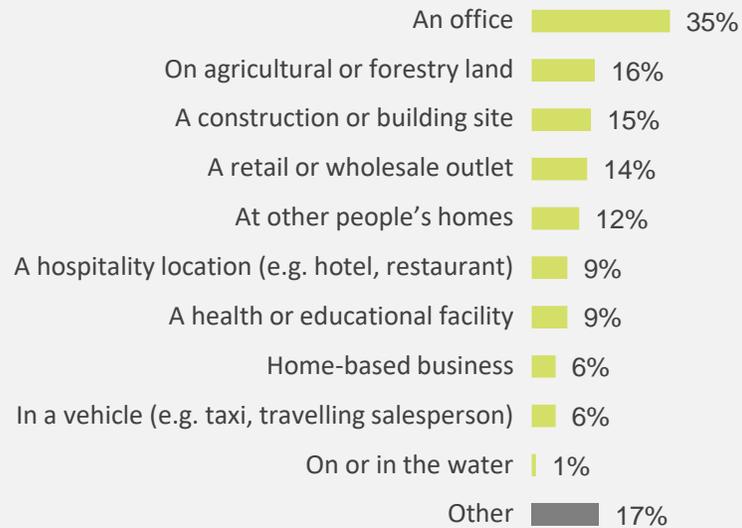
† The 'Other' category used in the employer industry analyses later in this report also includes 'Administrative and support services' and 'Public administration and safety' as the small sample sizes for these industries don't allow for separate analysis (whereas these industries are shown as separate categories in the sample profile graph on this page).

# Who we surveyed – EMPLOYERS

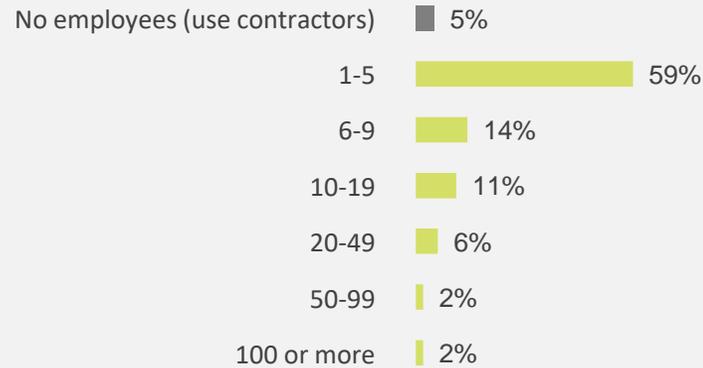
## NUMBER OF SITES



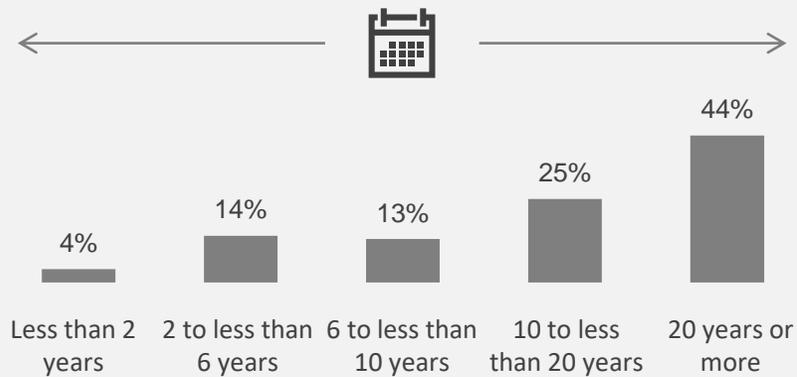
## LOCATION OF WORK



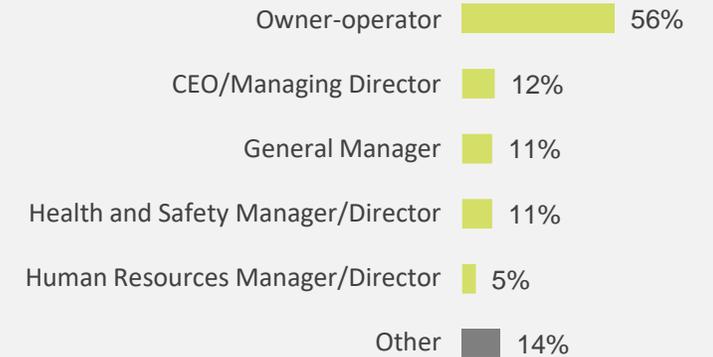
## NUMBER OF EMPLOYEES



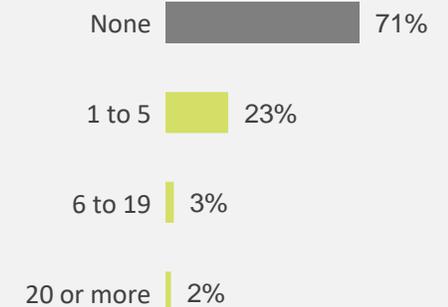
## LENGTH OF TIME IN INDUSTRY



## RESPONDENT'S ROLE



## MIGRANT WORKERS



What's on this month

Friday

Kai

Kai  
Food Area

Hāere Mai!

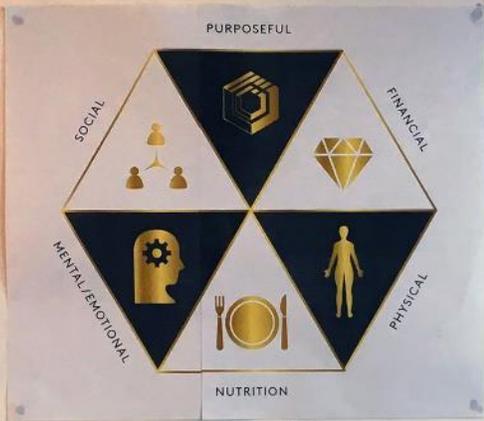
Defibrillator - level  
reception

Welcome to the Wellbeing board

Wellbe



- PURPOSEFUL**
  - Working leaders
  - Participate tips and tricks
- SOCIAL**
  - IMB IMB
  - Social media
  - Anti-bullying
  - Mentoring and support
- MENTAL & EMOTIONAL**
  - Mental health awareness
  - Workplace meditation
  - EAP
- NUTRITION**
  - Tummy guidance
  - Eat my lunch
- PHYSICAL**
  - Fit to work
  - Ergonomics
  - Low back assessment
  - Workplace challenge
- FINANCIAL**
  - Working leaders
  - Participate tips and tricks



**MURAL**  
(FOR PEOPLE ZONE)

MEHE MEHE  
TEKEL  
UPHARSIN

Happiness is just a cup of tea away

MAKE TODAY HAPPY

YOU do OK you

Do we need to be happy?

a good laugh & a good sleep are the 2 best cures!

Wellbeing Outside Work

APP OF THE MONTH

Coming soon

GOOD DAY

DOWNLOAD THE RED CROSS APP - first aid

Employer health and safety segments

# Four employer cultural landscapes...

**PASSIVE**

Undertake little review  
 Question legislation and don't see value in it  
 Behaviour is externally triggered

**DYNAMIC**

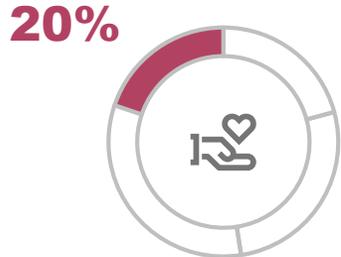
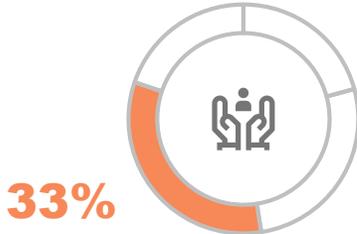
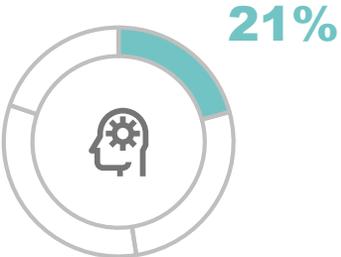
Active in all facets of H&S  
 Constantly monitor and review H&S policies and procedures  
 View H&S as an evolving concept  
 Accepting of legislation (and reasons behind it)  
 Internally motivated

**It's just common sense**

**All talk, little walk**

**Protect me and mine**

**Care for others**



**Immature safety culture**

- H&S lacks relevance
- Resent bureaucracy
- Cost to the business
- No safety measures beyond compliance
- Relies on own knowledge and experience and workers using common sense

**Developing safety culture**

- Management on board with safety, but little follow-through
- Disconnect between management and staff
- Staff question rules and procedures
- 'Keeping the peace' overrides enforcement

**Autonomous safety culture**

- Responsibility lies with everyone (individually)
- Desire to protect, self, business, livelihood
- Acknowledge consequences of unsafe behaviour
- Accept rules

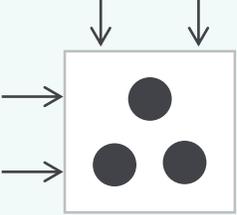
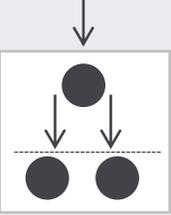
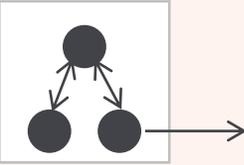
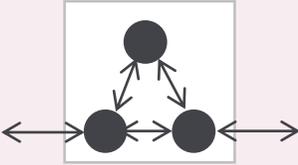
**Co-operative safety culture**

- Shared responsibility, with two-way employer-worker dialogue
- Desire to care for wellbeing and safety of others (manaaki)
- Holistic view – physical and psychosocial (across contexts)
- Strong, evolving culture

# Knowledge and perceptions of WorkSafe improve with workplace culture maturity

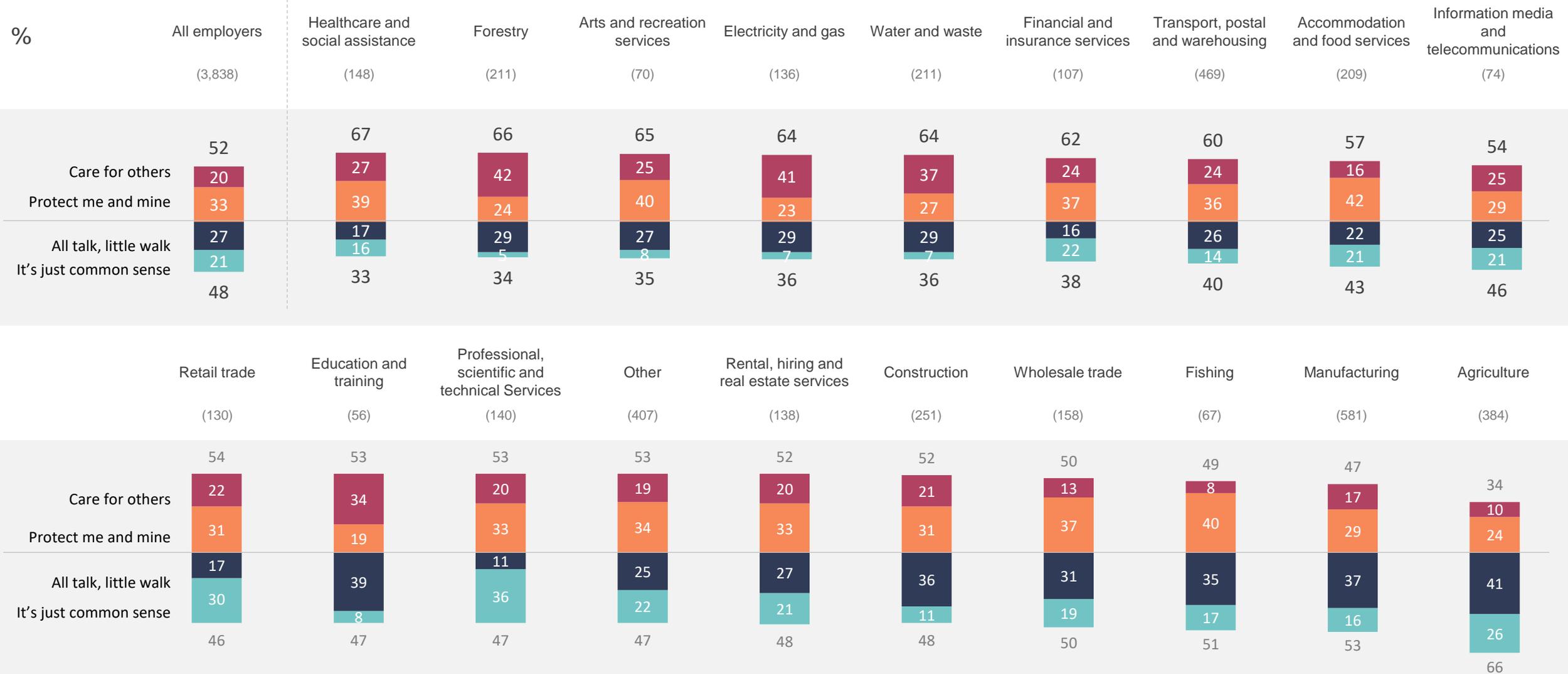
	It's just common sense	All talk, little walk	Protect me and mine	Care for others
	(515)	(1,315)	(1,101)	(907)
Know a lot about WorkSafe	23%	47%	47%	62%
<i>Perceptions of WorkSafe:</i>	(425)	(1,262)	(1,020)	(873)
Work effectively with businesses like mine (% agree)	20%	33%	52%	63%
A trustworthy organisation (% agree)	40%	48%	63%	77%
An organisation I can have confidence in	33%	43%	57%	75%

# Four different conceptions of health and safety and the role for WorkSafe...

It's just common sense	All talk, little walk	Protect me and mine	Care for others
H&S dynamic			
<p><b>Imposed</b></p>  <p><i>"They're making us do four hours of paperwork, for a two hour job." [Transport/Warehousing]*</i></p>	<p><b>Transactional</b></p>  <p><i>"Someone yells, 'put your helmet on, the big boss is coming!'" [Transport/Warehousing]*</i></p>	<p><b>Respectful</b></p>  <p><i>"A lot of people look at them [WorkSafe] as big baddies... but they're there to help you." [Mixed sector – Painter]*</i></p>	<p><b>Interlinked</b></p>  <p><i>"If you look after your people, your people will look after you and your customers." [Hospitality]*</i></p>
Relationship type			
(Distant) parent / child	(Direct) parent / child	Adult / Adult	Family
WorkSafe role			
The Enforcer	The Bureaucrat	The Expert	The Collaborator

\* Employer quotes are from the qualitative research.

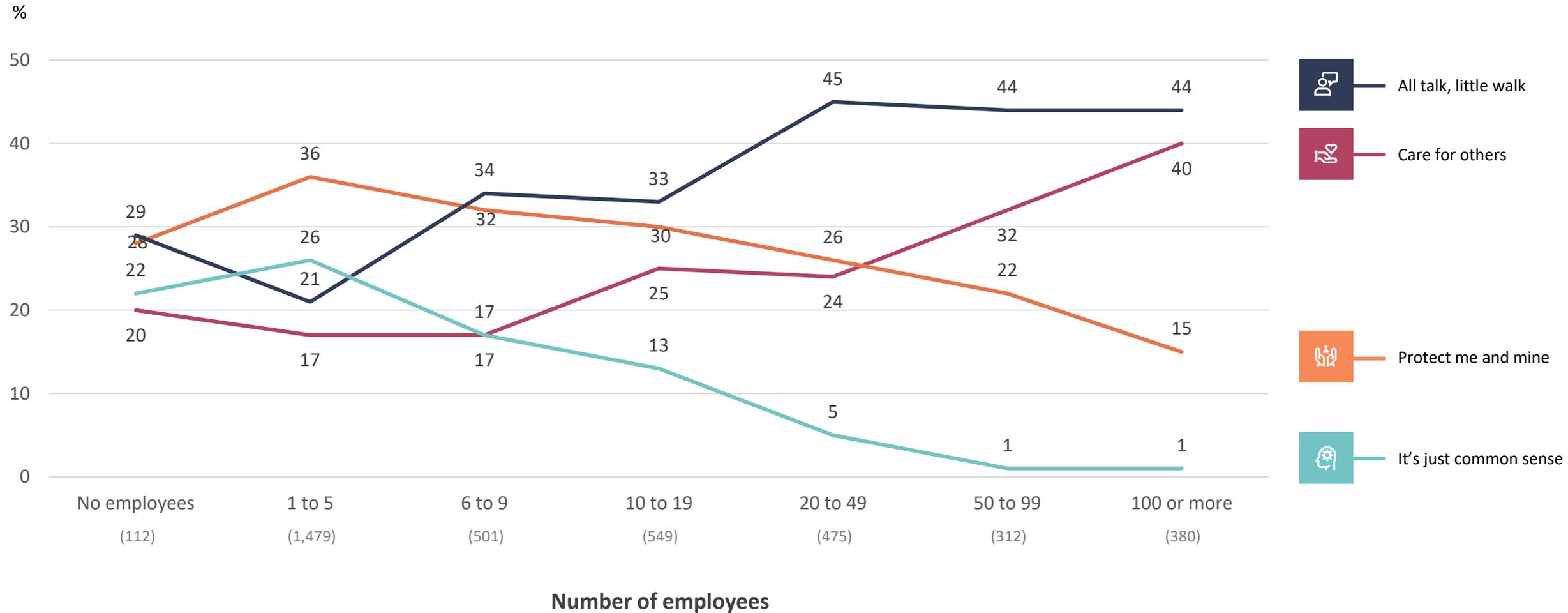
# All sectors have a mix of maturity segments, with some sectors having more proactive employers while others have more reactive/passive employers when it comes to health and safety



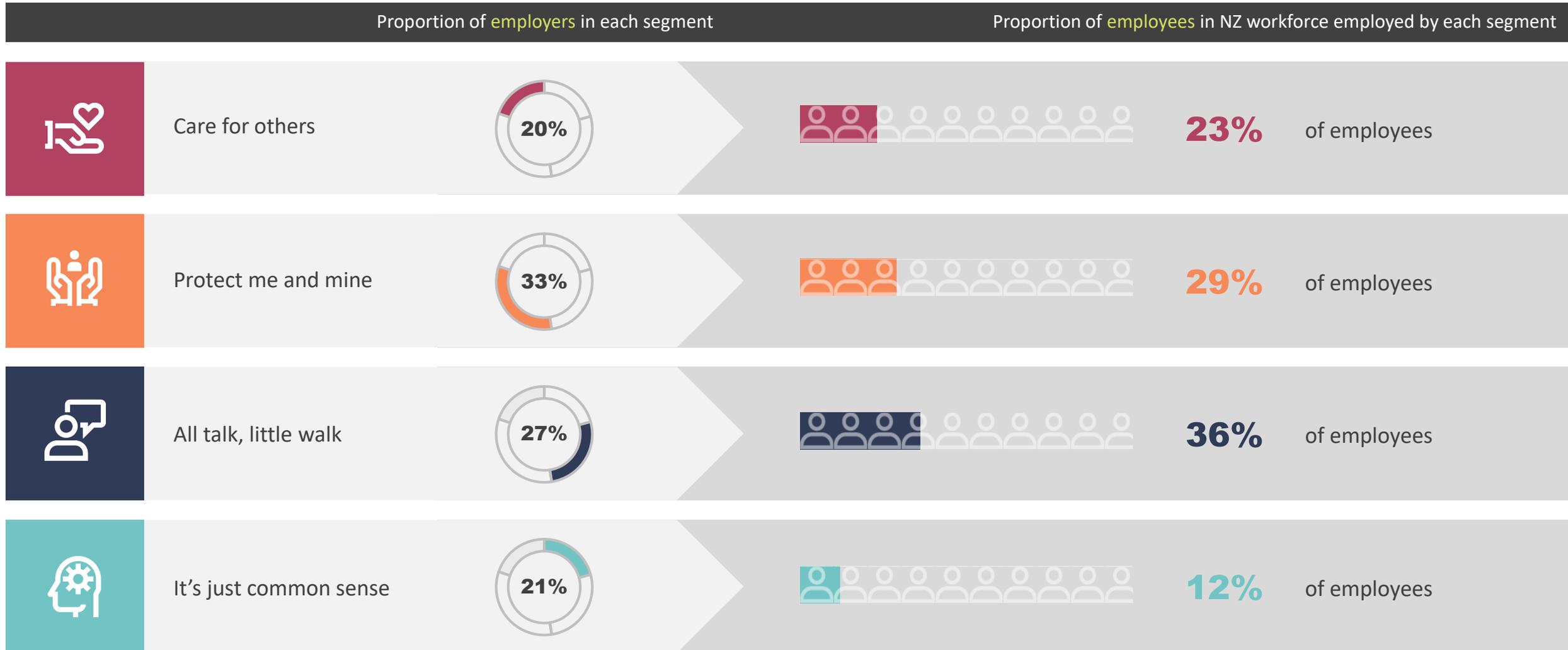
Base: Employers (see base sizes on chart). Higher margins of error are associated with base sizes of around 100 or fewer. Please refer to page 16 for details.

# Employer cultural landscapes vary by business size

*Protect me and mine and It's just common sense prevail among small employers, whereas Care for others and All talk, little walk dominate the picture as business size increases.*



# Taking into account the different business sizes of each segment strengthens the importance of targeting *All talk, little walk* employers



Source: Employee projections estimated using Statistics New Zealand February 2017 data on employee counts within enterprise size groupings: businesses with 1-5 employees have on average 2.3 employees, businesses with 6-9 employees have on average 7.2 employees, businesses with 10-19 employees have on average 13.4 employees, businesses with 20-49 have on average 29.7 employees, businesses with 50-99 employees have on average 67.8 employees, and businesses with 100+ employees have on average 417.2 employees.

# All talk, little walk employers have been in business the longest

Percentages represent incidence of characteristics in employer segment, e.g. read as 53% of businesses in the 'All talk, little walk' segment have been in operation for 20 years or more.

**All employers**  
(3,809)

**It's just common sense**  
(511)

**All talk, little walk**  
(1,305)

**Protect me and mine**  
(1,093)

**Care for others**  
(900)

## Age of business

%

Less than 10 years

31

32

24

32

36

10 to 19 years

25

28

23

30

20

20 years or more

44

41

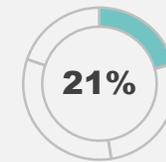
53

39

44



## It's just common sense



**Characterised by passive involvement with health and safety, and an immature safety culture, this segment is the least committed to health and safety.**

Low involvement: only 64% say health and safety in their business is important to some degree, vs 95% of other segments.

Low cognitive dissonance: only 59% reacted with any positivity to embracing the ideal health and safety scenario (depicting the Care for Others segment), vs 89% of other segments.

**Health and safety is driven by compliance. If no-one is watching, they're less likely to comply.**

'The main reason we follow health and safety rules is so we don't get in trouble' (72% agree or neither, vs 53% of other segments).

**Set and forget mentality – tick the box. Perceives little business value in compliance.**

Complying with health and safety regulations is a cost to our business, with little benefit' (75% agree or neither, vs 46% of other segments).

**Worker safety is optional – up to the worker.**

'We have rules about working safely, but it's up to workers how much they always follow them' (80% agree or neither, vs 58% of other segments).

'Management wouldn't need to get involved in health and safety if workers just used their common sense' (70% agree or neither, vs 43% of other segments).

'Sometimes it's better to 'keep the peace' with staff then worry when they haven't followed a safety rule or guideline' (45% agree or neither, vs 14% of other segments).

**Attribute accidents to bad luck or stupidity.**

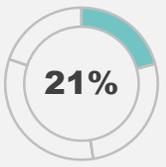
'Most accidents in our line of work happen because of bad luck' (48% agree or neither, vs 32% of other segments).

'Most accidents happen in our business because someone does something stupid' (77% agree or neither, vs 66% of other segments).

<sup>1</sup> The scale used was 'strongly disagree, disagree, neither agree nor disagree, agree, strongly agree'. For statements that are less socially acceptable to agree with, segments often differentiate more strongly when looking at the combined proportion who 'strongly agree, agree, or neither agree nor disagree' with the sentiment.



# It's just common sense



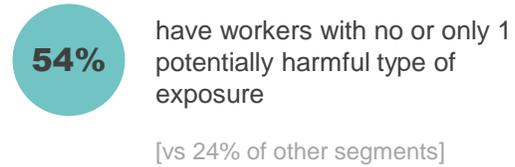
## BUSINESS DEMOGRAPHICS

Higher prevalence in some lower risk industries, with the exception of Agriculture



Interpretation: 30% of employers in this industry are in the "It's just common sense" segment.

Less harmful work environments

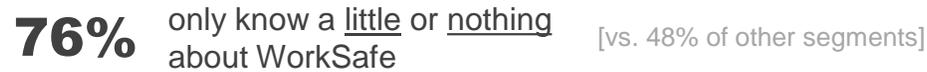


Mostly small employers

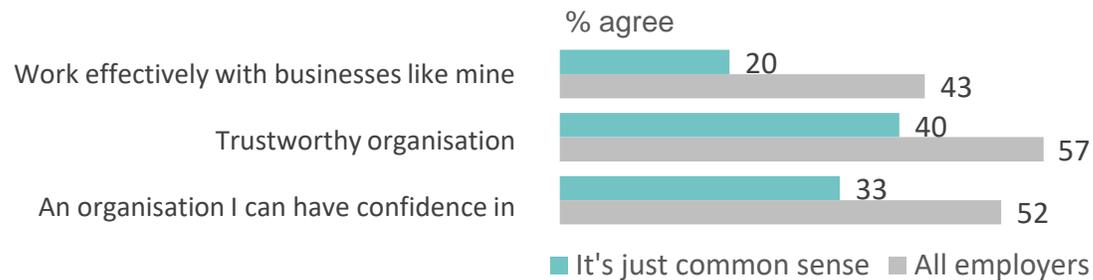


## PERCEPTIONS OF WORKSAFE

Low awareness and knowledge of WorkSafe



View WorkSafe less positively

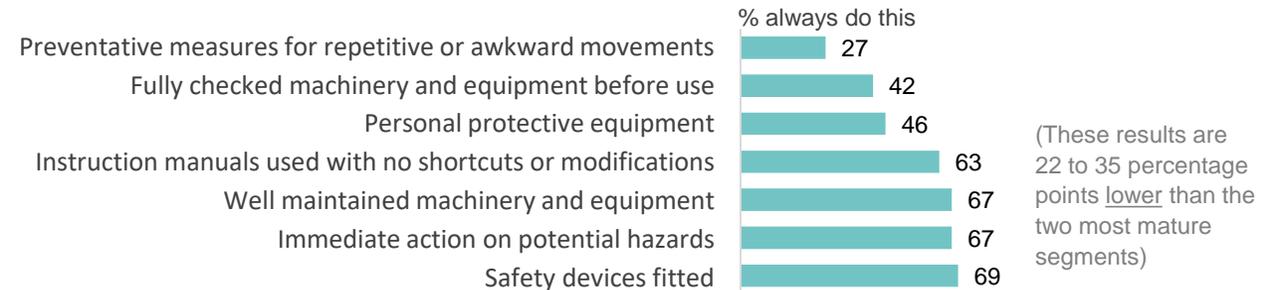


## HEALTH & SAFETY BEHAVIOURS & PRACTICES



Low engagement in workplace H&S practices (e.g. H&S meetings, information, audits, rep, dialogue channel)

Low reporting of positive health and safety behaviours in the workplace



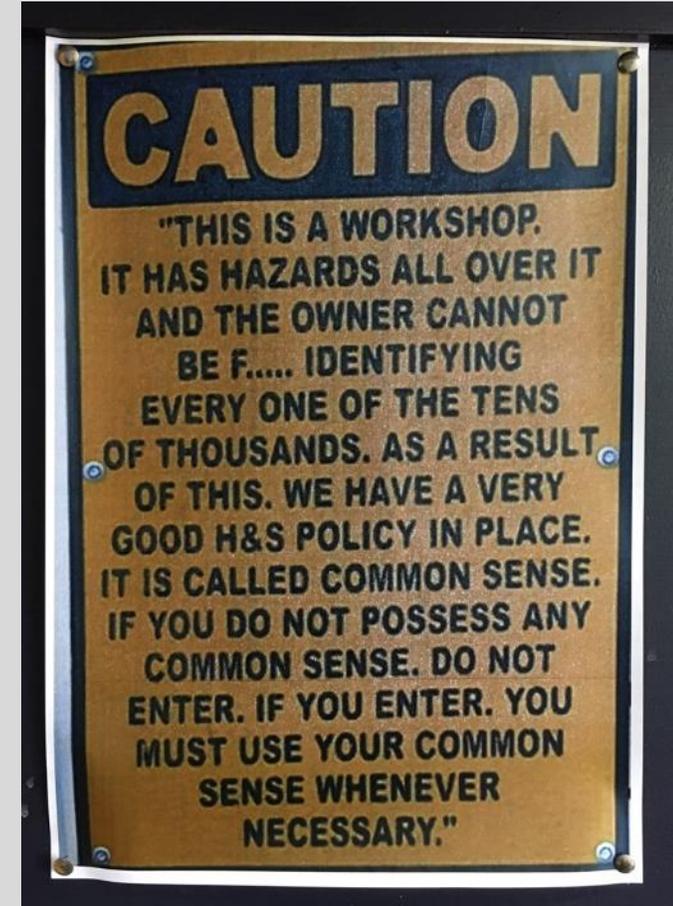
## It's just common sense\*

Common Sense Inc is a roofing business that was set up 20 years ago, and nothing much has changed since then. Except of course, all the bureaucracy that seems to be forced on them by any number of government departments. WorkSafe is the latest to join the mix, coming up with all sorts of rules and regulations that have little impact and just add time and cost to a job. Roofs haven't changed much in the last 20 years, but what they're expected to do has! Half the time they fail to see the logic in it.

The company has some safety equipment just to make sure that box is ticked. But really it's up to the guys if they want to use it or not. To be fair, they would have to hunt it out a bit. The safety gear just gets bunged in the corner by whoever used it last.

The location of the job does make a difference in whether the safety gear is used... If they're in the middle of town, they 'put out all the cones and what not'. But they recently did a job out in the country – 15 meters off the ground. They didn't use any harnesses or scaffolding because they were in the middle of a paddock with no one around... and no one watching... That's really the key difference when they use gear or not, is if they're likely to be snapped by someone.

After all, you don't want WorkSafe sniffing around. That would be the biggest thing that could go wrong, being spotted by WorkSafe... getting a hefty fine and the work site being shut down...





# All talk, little walk



Characterised by passive involvement with health and safety, and a developing safety culture.

## Management is on board with safety.

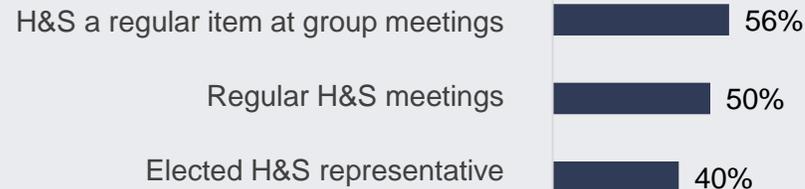
91% indicate health and safety is important to them in the greater scheme of things.

86% are confident they always give workers H&S information that's easy to understand.

77% are confident they're fully aware of their health and safety obligations as an employer.

82% say taking risks around safety is not accepted by anyone in their business.

### Participation in health and safety workplace practices is high (second only to the *Care for others* segment):



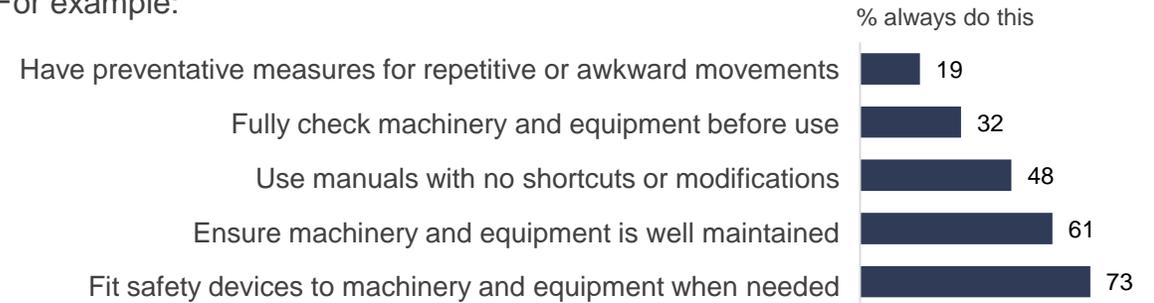
## BUT.....health and safety is not always actioned.

### Health and safety is de-prioritised.

'When we are really busy or under pressure, it's easy to forget about health and safety.' (66% agree or say neither, vs 39% of more mature segments).

### Low reporting of positive health and safety behaviours in the workplace.

For example:



(These results are 21 to 45 percentage points lower than the two most mature segments)

**50%** say staff occasionally (or more often) work when sick or injured (vs 26% of more mature segments).



# All talk, little walk



## There's a disconnect between management and staff, with staff questioning rules and procedures as OTT or impractical.

65% say their workers sometimes question the practicality of our safety rules and procedures.' (vs 36% of other segments).

54% view the cost of dissatisfied staff as they react negatively to health and safety requirements as significant<sup>1</sup> (vs 36% of other segments).

## 'Near misses' aren't always reported...

Only 29% say near misses are **always** reported (vs 61% of more mature segments).

## Supervisors let unsafe behaviours slide to keep staff happy (e.g. they don't like wearing some equipment).

47% agree they have rules about working safely, but it's up to workers how much they always follow them (vs 36% of the more mature segments).

51% agree health and safety is important, but it's not always practical for us to follow every rule and guideline (vs 24% of other segments).

### Low proportions of workplaces **always**...

Take action when a potential hazard is identified **57%**

Use personal protective equipment when it should be **40%**

[These results are 33-41 percentage points lower than the more mature segments]

...and when staff do follow the rules, it's often driven by avoiding trouble/discipline.

*"Put your helmet on, the big boss is coming."*

## Not surprisingly health and safety is viewed as a cost...

52% consider 'the financial cost of complying with health and safety regulations' to be high<sup>2</sup> (52% vs 29% of other segments).

## ...and zero harm viewed as unachievable.

Only 18% believe serious injuries can be prevented all of the time (vs 39% of other segments).

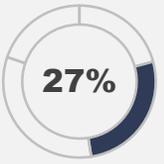
41% think that most accidents happen in their business because someone does something stupid (vs 29% of other segments).

<sup>1</sup> This figure relates to the proportion who rated the cost a 3, 4, or 5 using a scale of 1 to 5 where 1 is 'not a significant' cost and 5 is 'a very big cost'.

<sup>2</sup> This figure relates to the proportion who rated the cost a 4 or 5 using a scale of 1 to 5 where 1 is 'not a significant' cost and 5 is 'a very big cost'.



# All talk, little walk



## BUSINESS DEMOGRAPHICS

### Larger businesses are over-represented

**48%** have more than 5 employees  
[vs 35% of all employers]

**31%** are multi-site employers

**32%** employ migrant workers

### The most experienced segment



**53%** have been in business 20 years or more

### High prevalence of *All talk, little walk* businesses in priority sectors

**41%** in Agriculture

**37%** in Manufacturing

**36%** in Construction

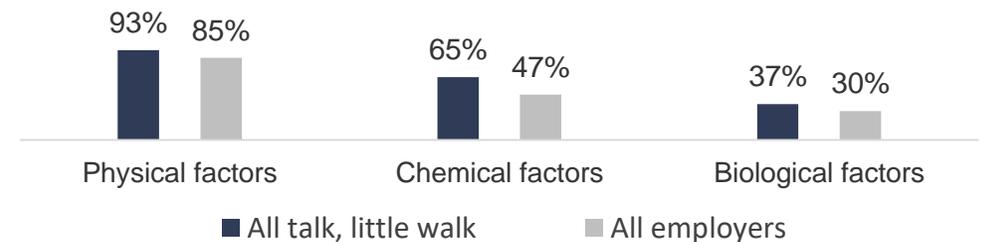
### Moderately good awareness of WorkSafe, but relatively poor perceptions

**48%** know **a little** about WorkSafe

**47%** know **a lot** about WorkSafe



### Highest exposure to workplace risk factors of any segment



## All talk, little walk\*

Talk Inc has lots of fancy looking health and safety manuals sitting in the office, but they'd struggle to tell you the last time someone actually looked at them. Head Office recognise the role health and safety plays, both from a compliance and employee welfare perspective, but this understanding doesn't always filter down to guys on the floor.

Any new initiatives involve 'selling it to the staff', but often they just don't see the point or think it's over the top. As a result, there's a tendency to let behaviour slide – especially if it means the job gets done and the staff are happy. An example of this is wearing seatbelts on forklifts. Even though head office invested in new forklifts with inbuilt safety features, like not going unless the seatbelt is plugged in, the guys really don't like using them. They think it slows them down if they're constantly getting on and off and is a pain. So the guys have come up with their own way to get around it, by plugging in seatbelt in behind the seat (see photo). The site foreman is aware of this, but doesn't want to upset staff, so turns a blind eye.

In saying that, staff know to be on their best behaviour when an inspector from WorkSafe comes to visit. They'll take it all with a grain of salt, as this inspector will probably say something that contradicts what the last inspector said. Staff know that as soon as the inspector leaves, it will probably go back to business as usual.



Working around the need to wear a seat belt.



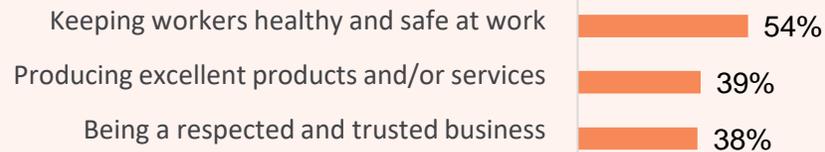
# Protect me and mine



Characterised by higher involvement and an autonomous safety culture.

Overall, committed to safe practices – desire to protect self, business, livelihood.

### Top 3 business priorities



97% indicate health and safety is important to them in the greater scheme of things.

96% agree taking risks around safety is not accepted by anyone in their business.

Acknowledge significant consequences associated with unsafe behaviour.

75% believe their business's approach to health and safety results in less harm or fewer injuries (vs 63% of all employers).

Accepting of rules and relatively positive about people who make them (WorkSafe).

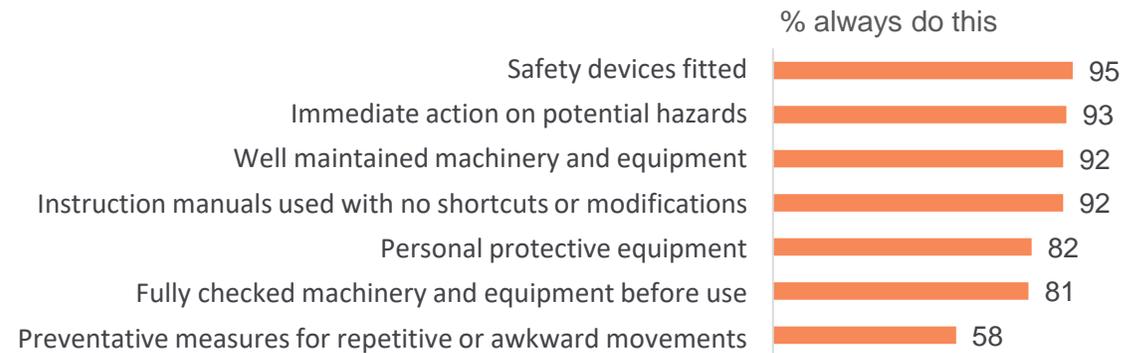


know a little about WorkSafe



know a lot about WorkSafe

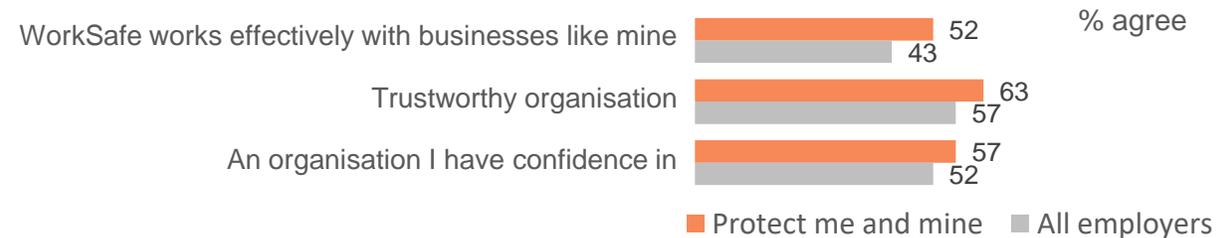
High use of protective equipment and preventative measures.



(These results are 29 to 46 percentage points higher than the two less mature segments)

High reporting of near misses when they do occur.

60% say near misses are always reported (vs 35% of less mature segments).





# Protect me and mine



## Responsibility lies with everyone, but at an individual level.

Only 7% strongly reject the sentiment that ‘as long as each person takes personal responsibility for their own health and safety, I’m not too concerned if they don’t proactively look out for the safety of others’ (vs 44% of *Care for others*).

Only 7% strongly agree that they have a strong safety culture where each person is always watching out for each other’s health and safety (vs 60% of *Care for others*).

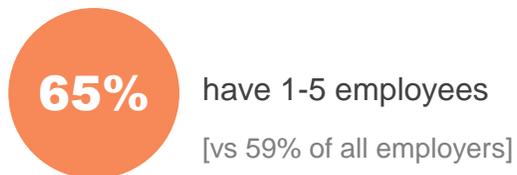
## Support is weak for taking on a more holistic view of employee wellbeing across contexts...

Only 8% strongly agree that as an employer, they feel a strong sense of responsibility for the overall wellbeing of employees at both work and home (vs 51% of *Care for others*).

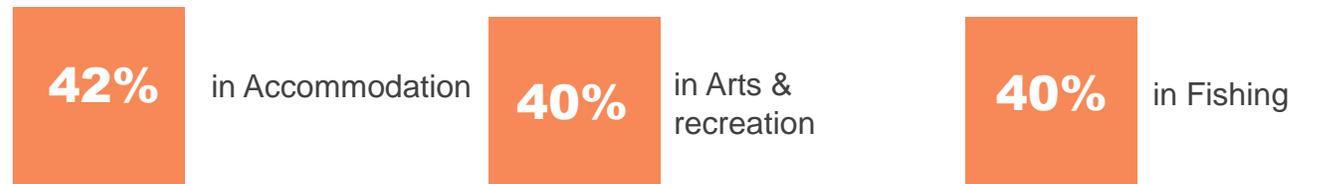
Only 13% strongly agree that as an employer, I feel a strong sense of responsibility for the mental health (e.g. depression, anxiety, stress) of staff and how well they get on with others’ (vs 62% of *Care for others*).

### BUSINESS DEMOGRAPHICS

#### Slight over-representation of smaller employers



#### Highest prevalence of *Protect me and mine* employers in...



## Protect me and mine\*

After working in hospitality for many years, the owners of Protect Me Inc have made the leap to set up their own café and are excited to put their mark on things. While they have done a lot of 'on the job' health and safety training over the years, one of the first things they did, was organise formal training for themselves and their staff. They want to do it right, and 'start as you mean to continue'. This is important as it's not just a job for them, it's their dream and their livelihood at stake and they want to protect it.

Taking your eye off the ball with health and safety, at the extreme, could mean prosecution and no one wants that. Similarly, they recognise the correlation between compliance and running a successful business, which in turn only serves to enhance your business reputation.

They acknowledge rules are made for a reason, and everyone should 'get home healthy and safe'. They have no qualms contacting WorkSafe if there's something they're not sure about, after all that's what they're there for.

Protect Me Inc are also firm believers that a little personal responsibility goes a long way, and this is a philosophy they convey to their staff.



Consideration of layout to minimise hazards.





## Care for others



Characterised by a higher/dynamic involvement in health and safety and a holistic approach to employee welfare.

**Co-operative safety culture, with a strong desire to care for the wellbeing and safety of others (manaaki).**

*“Me, we and them. Keep all three safe. I’m going to keep myself safe, we’re working together I’m looking out for you, and then we’re going to keep an eye out for everyone else.” (Transport/Warehousing).*

**Holistic approach – physical and psychosocial, across contexts.**

51% strongly agree that as an employer, they feel a strong sense of responsibility for the overall wellbeing of employees at both work and home (vs 8% of other segments).

62% strongly agree that as an employer, they feel a strong sense of responsibility for the mental health (e.g. depression, anxiety, stress) of staff and how well they get on with others’ (vs 12% of other segments).

**A shared responsibility – have each other’s backs. An interdependent culture.**

60% strongly agree that they have a strong safety culture where each person is always watching out for each other’s health and safety (vs 5% of other segments).

**An understanding of worker involvement in establishing a strong safety culture – two way dialogue and involvement.**

40% strongly agree that their business strongly encourages workers to debate health and safety issues even if it means challenging what management think (vs 2% of other segments).

43% strongly agree that when their business makes decisions about health and safety, they always let workers know how they’ve considered their views (vs 1% of other segments).

**Investment in the business.**

58% strongly agree that health and safety is a real investment in their business (vs 3% of other segments).

**A belief in the process – making a difference, not just reporting something.**

64% believes their business’s approach to health and safety results in less harm or fewer injuries ‘a great deal (vs 27% of other segments).

**Strong, dynamic safety culture – which is continually evolving.**

*“We don’t have rules, we have a culture.”*

34% strongly agree that they’re constantly looking for ways to improve their health and safety culture (vs 2% of other segments).

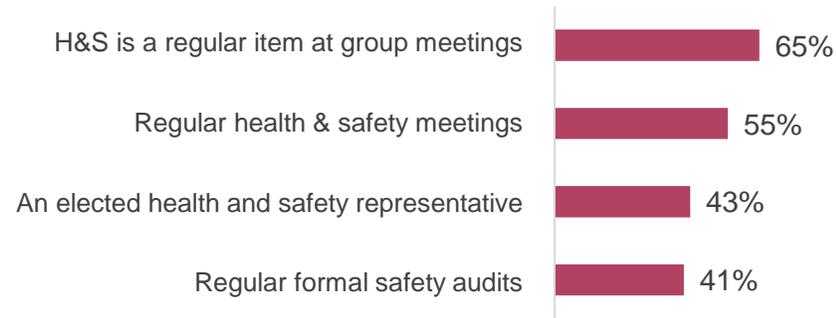
**Overall, strongly committed to worker wellbeing.**



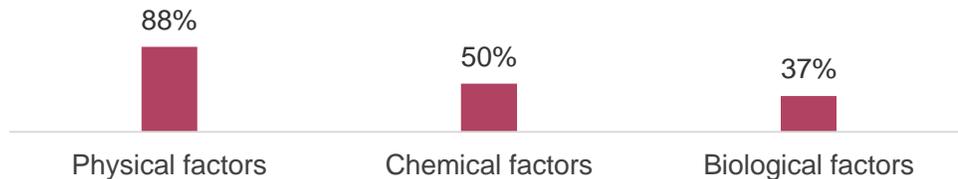
# Care for others



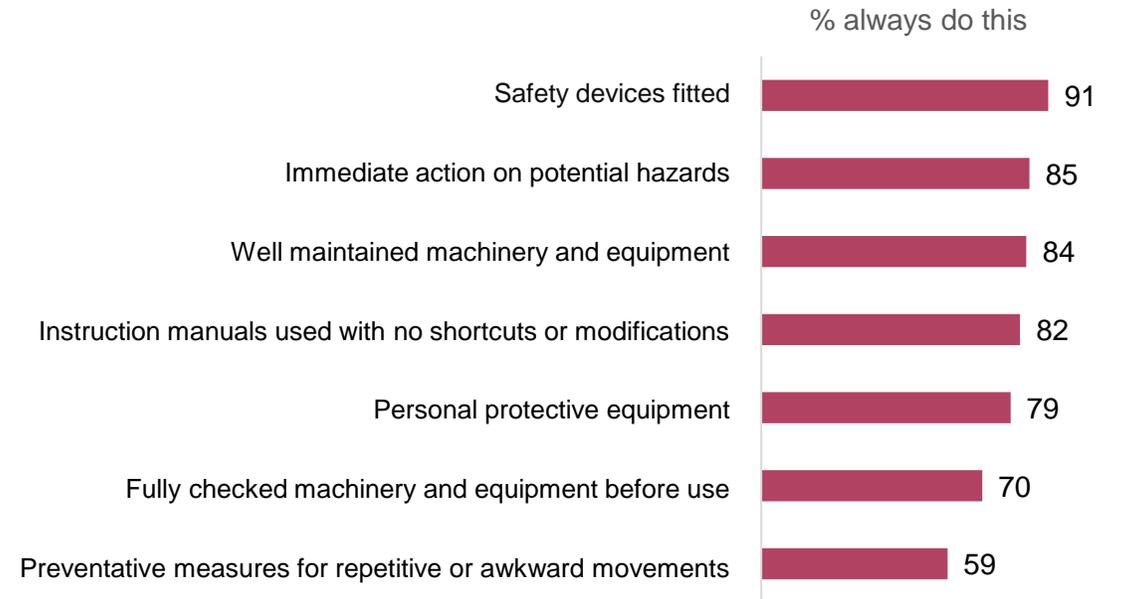
## Highest participation in health and safety activities



## Exposure to risk factors (second highest after *All talk, little walk*)



## High use of protective equipment and preventative measures



(These results are 19 to 37 percentage points higher than the two least mature segments)

## High reporting of near misses when they do occur

62% say near misses are always reported (vs 29% of *All talk, little walk*)



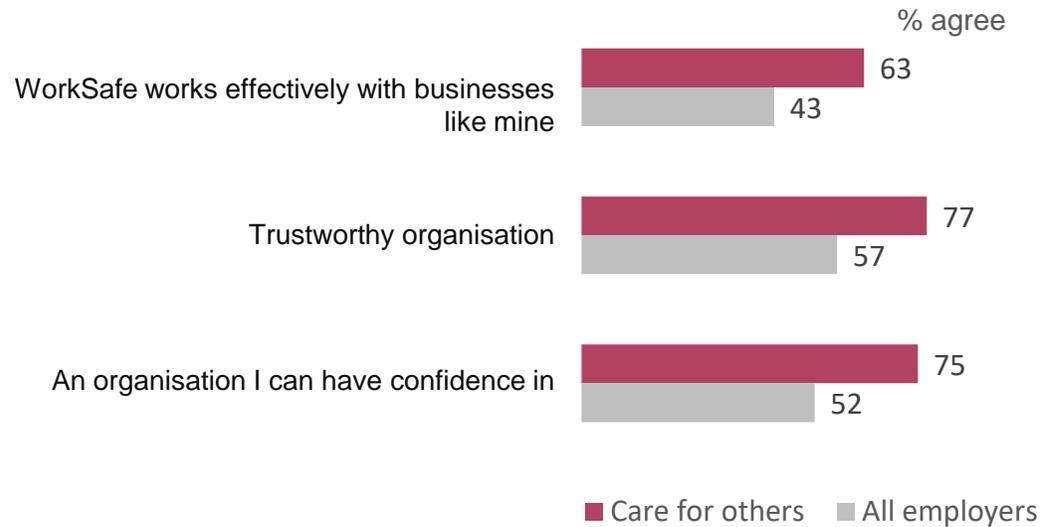
# Care for others



## BUSINESS DEMOGRAPHICS

### High awareness and positive perceptions of WorkSafe

**63%** know **a lot** about WorkSafe  
[vs 41% of all employers]



### Over representation of larger employers



### Highest prevalence in these industries...



## Care for others\*

Caring Inc recognise their staff as one of their most valuable assets, so it is a no-brainer to look after your assets. This is a belief that is driven right from the very top, at board level, and permeates throughout the whole organisation.

Caring for their assets involves going beyond simple health and safety regulations. It's about caring for the whole person – and their overall wellbeing. While they cover off physical aspects of the various staff roles, they extend this focus to aspects like getting enough sleep, nutrition and exercise. Similarly, they acknowledge the importance of psychosocial factors and work to address these through providing access to counselling and modifying the work context.

Staff are encouraged to get involved and they have done just that. The manufacturing staff presented a proposal to revise their workweek to four days with longer shifts and different breaks, to promote work-life balance and combat fatigue. Management trialled it and this has now been adopted.

But the company's focus doesn't end there. The philosophy around employee wellness is that 'you are never done'. Having a strong safety culture means it is constantly evolving, and they are always on the look out for ways to improve. Staff know that reporting unsafe behaviour is not about dobbing people in, but having each other's backs.



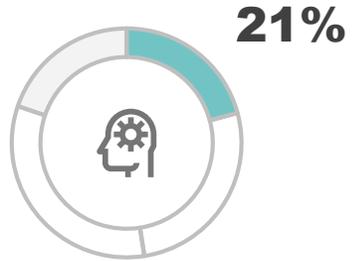
Ubiquitous,  
personalised  
safety message



Real staff used in signage to  
enhance relevance – showing  
the emphasis on people and  
shared responsibility

# Employer segments – profile and behaviour summary

## It's just common sense



### Immature safety culture

#### Mostly small employers

- 74% have 1-5 employees and 69% are owner-operators

#### Low engagement in H&S practices:

- 62% reported doing none

#### Few near misses

- 86% had no near misses in last 12 months

#### Low reporting of positive H&S behaviours, e.g.:

- Only 27% always use measures to prevent harm from repetitive/awkward movements (half the rate of two mature segments)

## All talk, little walk



### Developing safety culture

#### Larger employers

- 49% have more than 5 employees
- 31% are multi-site employers
- 32% employ migrant workers

#### Most experienced segment

- 53% been in business 20+ years

#### High engagement in H&S practices

#### Highest exposure to risk factors

- Physical (93%), chemical (65%), biological (37%)

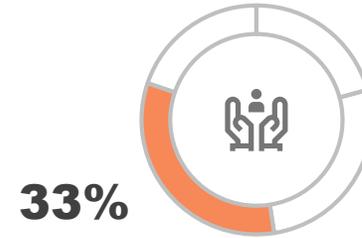
#### Near misses often not reported

- Only 29% of near misses are always reported (vs 61% of others)

#### Low reporting of positive H&S behaviours, e.g.

- Only 57% always take action with a potential hazard is identified (vs 90% of mature segments)

## Protect me and mine



### Autonomous safety culture

#### Slight over-representation of small employers

- 65% have 1-5 employees

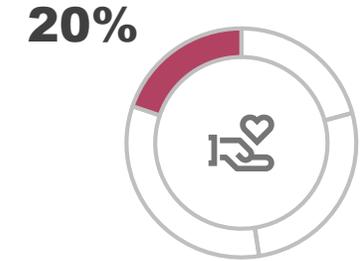
#### H&S a top business priority

- In top three for 54%

#### Positive H&S behaviours very common, e.g.

- 93% take immediate action on potential hazards

## Care for others



### Co-operative safety culture

#### Larger employers

- 40% have more than 5 employees
- 35% are multi-site employers
- 38% employ migrants

#### Highest participation in H&S activities

#### High exposure to risk factors

- Physical (88%), chemical 50%), biological (37%)

#### High use of protective equipment and preventative measures, e.g.

- 82% use instruction manuals without shortcuts or modifications (vs 52% of two least mature segments)

What's on this month

Thank Friday  
NZAC

Kai  
Food Area

Hāere Mai!

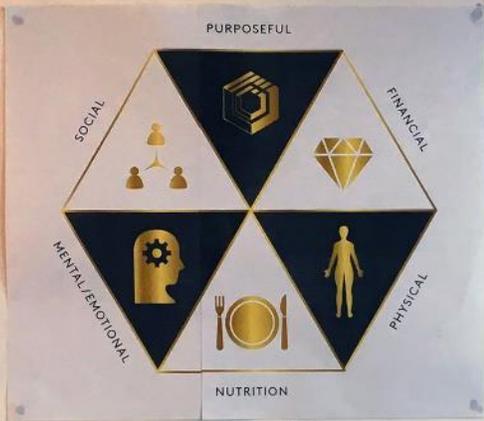
Defibrillator - level  
reception

Welcome to the Wellbeing board

Wellbe



- PURPOSEFUL**
  - Meaningful work
  - Participate in and contribute
- SOCIAL**
  - Work-life balance
  - Team-building
  - Meaningful work
- MENTAL & EMOTIONAL**
  - Mental health awareness
  - Stress management
  - EAP
- NUTRITION**
  - Healthy eating
  - Get my lunch
- PHYSICAL**
  - Fit to work
  - Staircases
  - Low-impact activities
  - Workplace challenges
- FINANCIAL**
  - Wellbeing resources
  - Participate tips and tricks



**MURAL**  
(FOR PEOPLE ZONE)

MEHE MEHE  
TEKEL  
UPHARSIN

Happiness is just a cup of tea away

MAKE TODAY HAPPY

YOU do OK you

Do we need to be happy?

a good laugh & a good sleep are the 2 best cures!

Wellbeing Outside Work

APP OF THE MONTH

Coming soon

Sun - 12h Poozi Linnay @poozi	TESS Tessa Tait 12pm - 12pm Tudor - 12pm 12:01 - 12:01	TESS Tessa Tait 12pm - 12pm Tudor - 12pm 12:01 - 12:01
PAULINE Pauline 12pm - 12pm Tudor - 12pm 12:01 - 12:01	PAULINE Pauline 12pm - 12pm Tudor - 12pm 12:01 - 12:01	PAULINE Pauline 12pm - 12pm Tudor - 12pm 12:01 - 12:01
PAULINE Pauline 12pm - 12pm Tudor - 12pm 12:01 - 12:01	PAULINE Pauline 12pm - 12pm Tudor - 12pm 12:01 - 12:01	PAULINE Pauline 12pm - 12pm Tudor - 12pm 12:01 - 12:01

DOWNLOAD THE RED CROSS APP - first aid

GOOD DAY

Drivers of employer health and safety

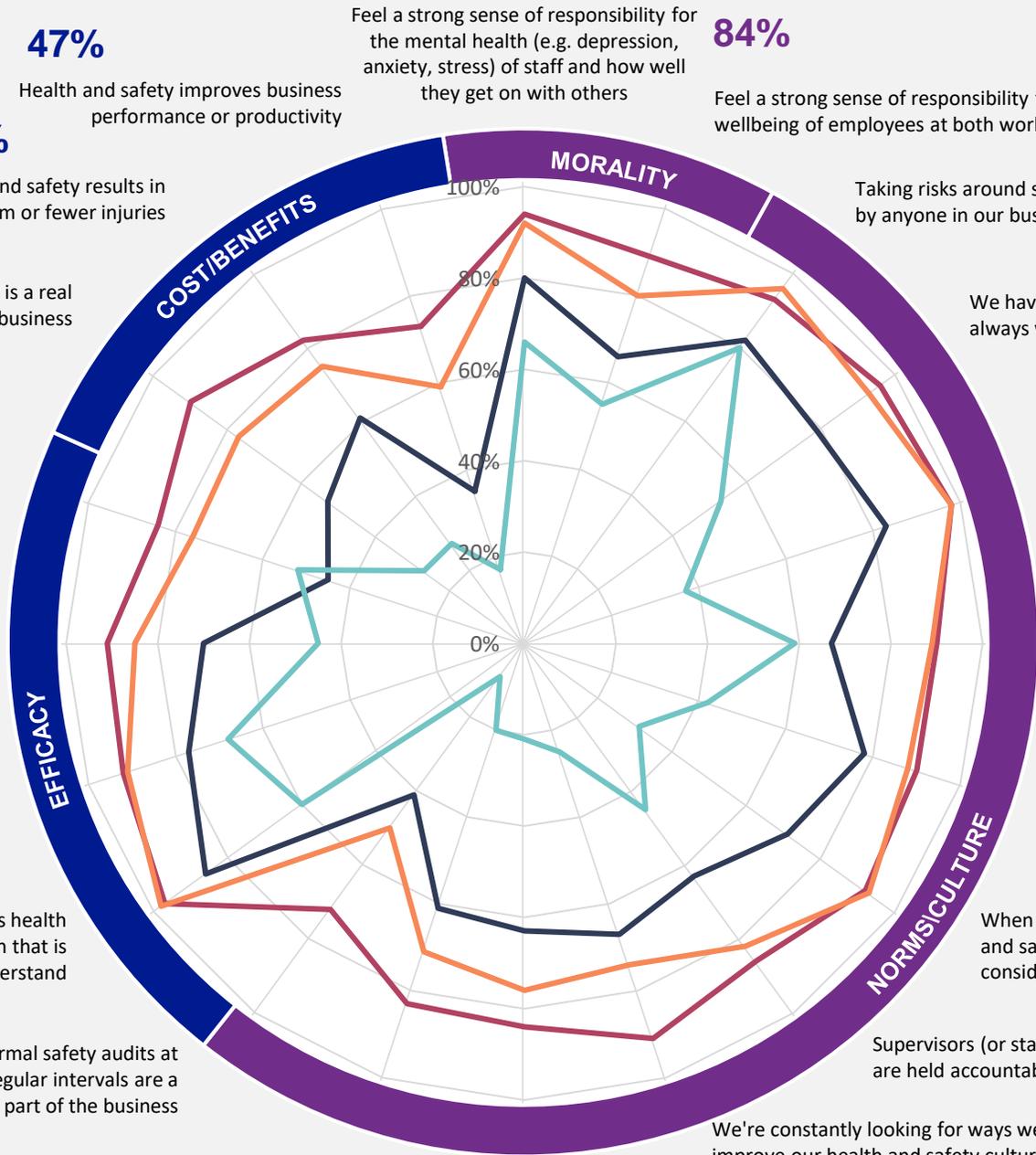
# Drawing on the qualitative learnings, the survey measured a range of behavioural influences



# Facilitators – top two box scores

The % next to each statement is the proportion of all employers who support the sentiment (top 2 boxes on the scale).

-  Care for others
-  Protect me and mine
-  All talk, little walk
-  It's just common sense



**47%** Health and safety improves business performance or productivity

Feel a strong sense of responsibility for the mental health (e.g. depression, anxiety, stress) of staff and how well they get on with others

**84%** Feel a strong sense of responsibility for the overall wellbeing of employees at both work and home

**73%** Taking risks around safety is not accepted by anyone in our business

**88%** We have a strong safety culture where each person is always watching out for each other's health and safety

**82%** We make the time and effort to ensure all staff understand the why behind our approach to safety

**81%** I am confident our workers always tell a co-worker if they aren't working safely

**77%** Things that put H&S at risk are discussed in a open and helpful way

**76%** When our business makes decisions about health and safety, we always let workers know how we've considered their views

**74%** Supervisors (or staff's immediate bosses) are held accountable for the safety of staff

**70%** We're constantly looking for ways we can improve our health and safety culture

**65%** Our business strongly encourages workers to debate health and safety issues even it means challenging what management think

**63%** Workers who act safely receive positive recognition

**63%** Health and safety results in less harm or fewer injuries

**63%** Health and safety is a real investment in our business

**64%** If you put the effort in, health and safety is easy

**74%** We make the time and effort to ensure we're up to date with changes in health and safety legislation

**83%** They are fully aware of their health and safety obligations as an employer

**87%** We always give workers health and safety information that is easy to understand

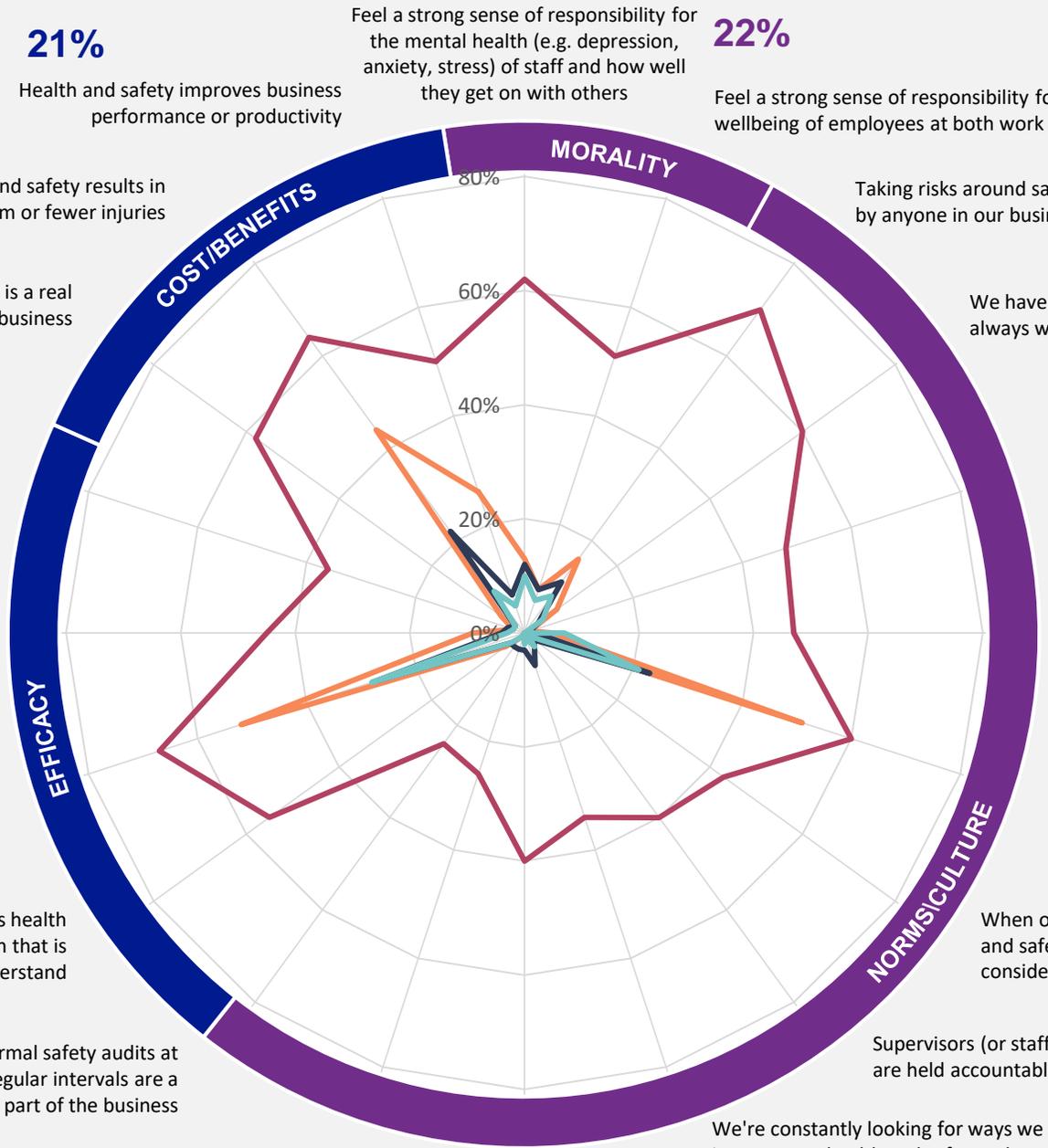
**43%** Formal safety audits at regular intervals are a normal part of the business



# Facilitators – top box score

The % next to each statement is the proportion of all employers who strongly support the sentiment (top box on the scale).

-  Care for others
-  Protect me and mine
-  All talk, little walk
-  It's just common sense

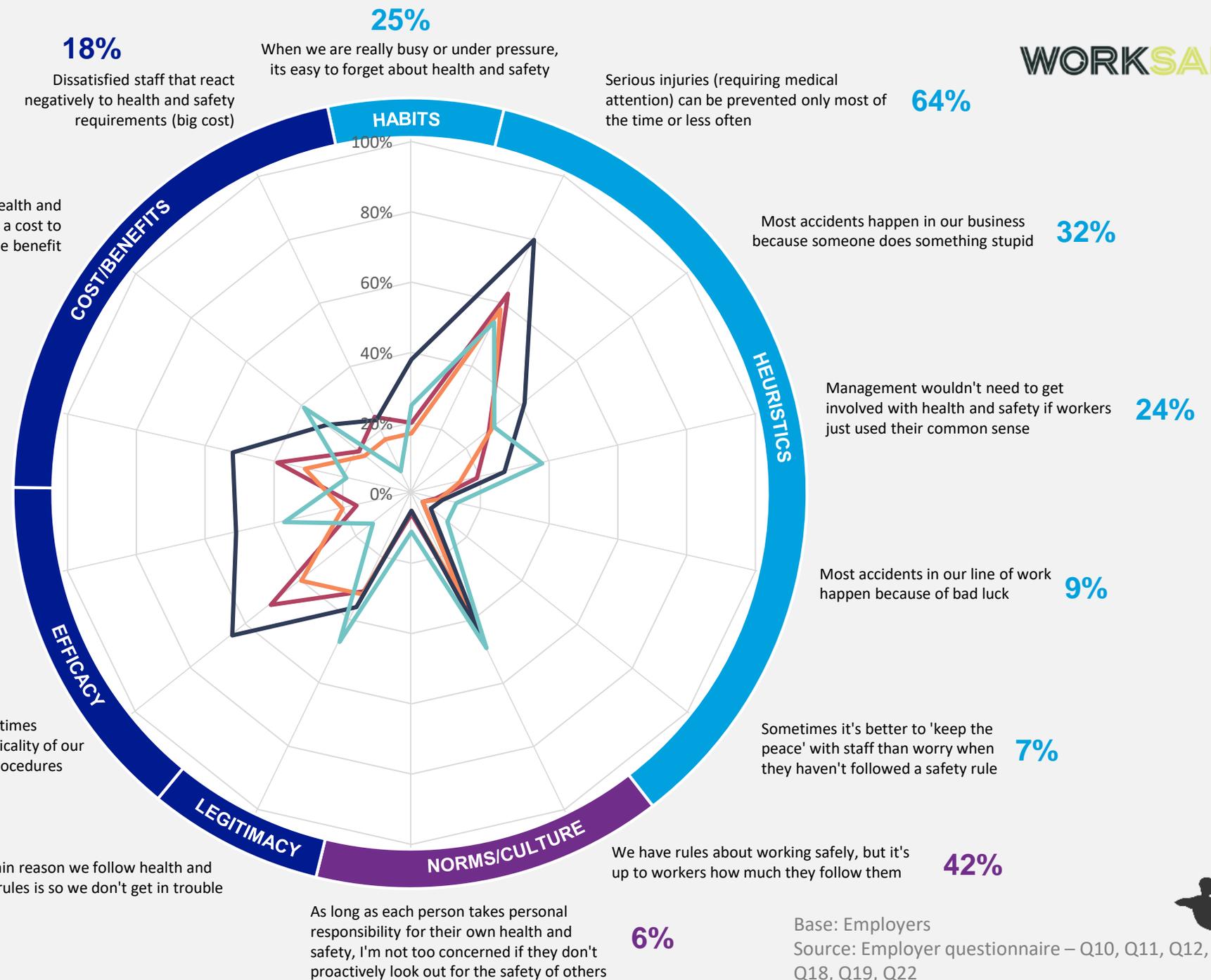


Base: Employers  
Source: Employer questionnaire – Q10, Q11, Q12, Q16, Q17, Q18, Q19, Q20, Q21



# Barriers

The % next to each statement is the proportion of all employers who support the sentiment (top 2 boxes on the scale).



**36%** The financial cost of complying with health and safety regulations (big cost)

**31%** Health and safety is important, but it is not always practical for us to follow every rule and guideline

Care for others

Protect me and mine

All talk, little walk

It's just common sense

Serious injuries (requiring medical attention) can be prevented only most of the time or less often **64%**

Management wouldn't need to get involved with health and safety if workers just used their common sense **24%**

Most accidents in our line of work happen because of bad luck **9%**

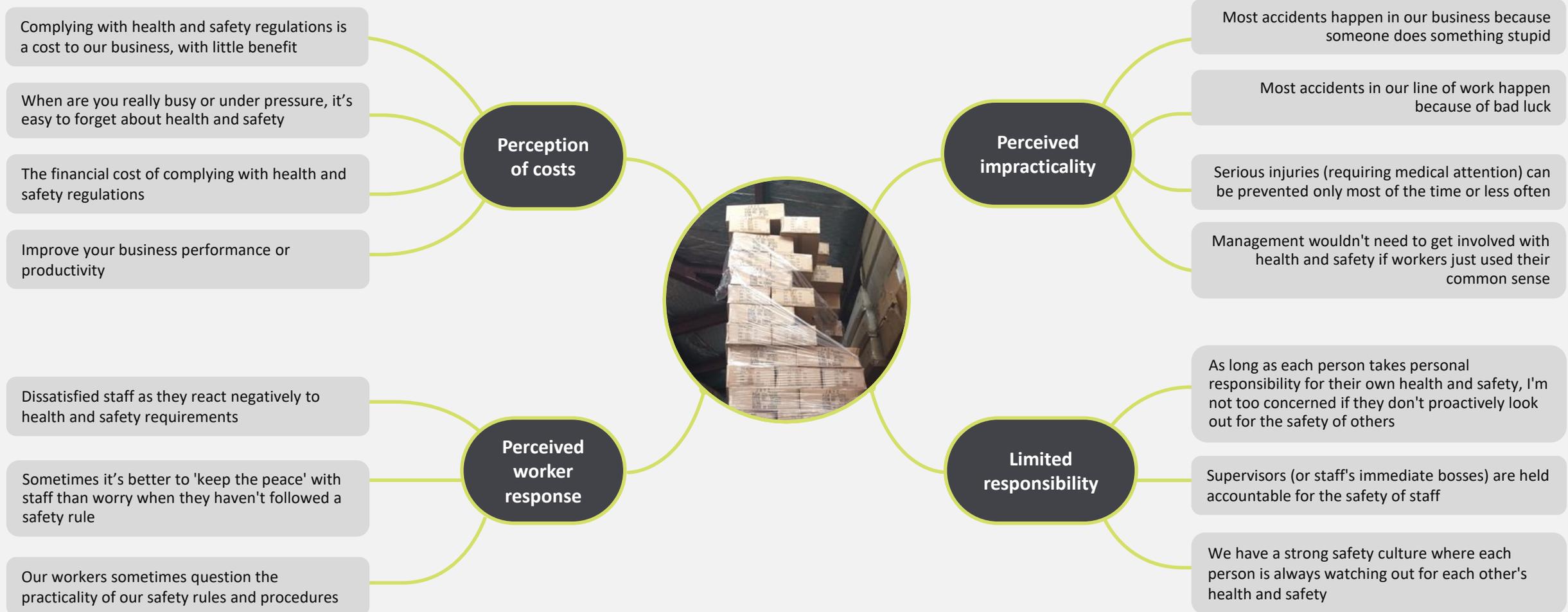
Sometimes it's better to 'keep the peace' with staff than worry when they haven't followed a safety rule **7%**

**36%** The main reason we follow health and safety rules is so we don't get in trouble

Base: Employers  
Source: Employer questionnaire – Q10, Q11, Q12, Q17, Q18, Q19, Q22



# Making sense of the facilitators and drivers for employers: four key behavioural themes



# Resistance to health and safety: perceived costs

**Reduce risks - cut costs**

The real costs of accidents and ill health at work

**The Incident Cost Calculator**

Date and time of incident .....  
Description of incident .....  
Name of person involved .....

**Dealing with incident (immediate action)**

Examples Time spent Cost (£)

- First-aid treatment .....
- Taking injured person to hospital/home .....
- Making the area safe .....
- Putting out fires .....
- Immediate staff downtime (eg work activity stopped) .....
- Other .....

**Investigation of incident**

Examples Time spent Cost (£)

- Staff time to report and investigate incident .....
- Meetings to discuss incident etc .....
- Time spent with HSE/local authority inspector .....
- Consultant's fees to assist company in investigation .....
- Other .....

**Getting back to business**

Examples Time spent Cost (£)

- Assessing/scheduling work activities .....
- Recovering work/production (including staff costs) .....
- Cleaning up site and disposal of waste, equipment, products etc .....
- Bringing work up to standard (eg product reworking time/costs) .....
- Repairing any damage/faults .....
- Hiring or purchasing tools, equipment, plant, services etc .....
- Other .....

HSC Health & Safety Commission

## Problem

Some employers perceive little value in compliance – not merely the direct cost, but also the time, effort and perceived repetition involved.

They may be likely more to perceive benefits from unsafe behaviour e.g. shortcuts, saving time, not interrupting production.

## Behavioural truth

It is mentally easier to focus on the ‘known’ costs of compliance, rather than the unknown costs of accidents.

## Mitigation approaches

Reframe costs – from ‘can’t afford’ to ‘can’t afford not to’.

This UK leaflet states that in transport, the costs of accidents were equivalent to one third of its annual profits. It encourages employers to itemise the cost of accidents to their business.



*“Too much health and safety can break your business. It’s so expensive you could sink infinite amount of money into it.” [Qualitative research participant, Transport/Warehousing]*

# Resistance to health and safety : perceived worker response



*In one workplace, dashboard cameras were resisted until workers realised that it was for their own safety in case of an accident and someone tried to pin it on them.*

## Problem

Some employers feel that they need to 'sell' health and safety to their employees, and if they perceive that it will not be 'bought', this can be an excuse to avoid conflict and let behaviours slide.

## Behavioural truth

If employers feel that workers are not fully supportive of health and safety efforts, employers may think that further health and safety measures may be too challenging to implement.

## Mitigation approaches

Continue to encourage shared motivation and constructive dialogue between workers and employers.



*"I have to sell safety to the drivers and that is challenging. It's like running a giant kindergarten." [Qualitative research participant, Transport/Warehousing]*

# Resistance to health and safety: limited responsibility



The gist of this poster makes it clear that the employer devolves responsibility for safety.

## Problem

Uncommitted employers simply have an expectation that workers should take responsibility for their own safety – it's 'up to them'.

Their role in health and safety focuses on compliance, rather than a broader concept of care shown in more mature workplaces.

## Behavioural truth

Too much focus on individual responsibility potentially undermines shared responsibility.

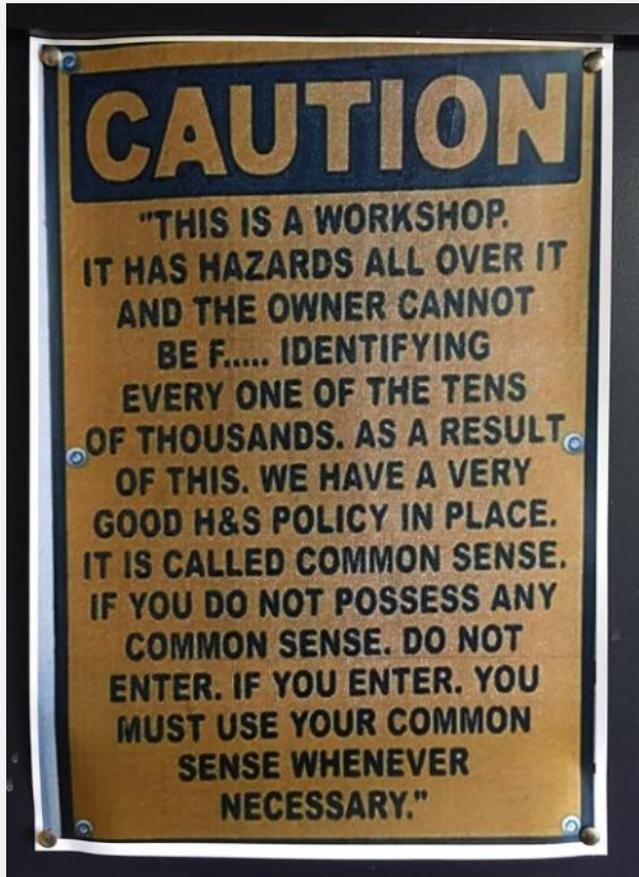
## Mitigation approaches

Help achieve the spirit of safety not just the law.



*"The safety equipment is there, it's up to them to use it."  
[Qualitative research participant, Mixed sector – Farming]*

# Resistance to health and safety: lacking practical applicability



Equally, the poster makes the employer's health and safety 'solution' clear.

## Problem

Whilst there is some acceptance of the need for rules and regulations, some have a sense of 'political correctness' gone mad. Safety can often be seen as 'over the top' or lacking pragmatism, particularly by those who consider themselves experts in their line of work. They resent the imposition by outsiders as they feel they are in the best position to judge when (health and safety) rules do and don't apply.

This is sometimes compounded by a 'blame culture' – which then reinforces the lack of action – because these incidents are something that can't be planned for.

## Behavioural truth

Emphasis on common sense reveals a belief in the superiority of practical human experience over rules and regulations.

## Mitigation approaches

Use 'insider' sector experience to help with their practical implementation.



*"The people who come up with these rules need to get a real job."  
[Qualitative research participant, Mixed sector – Plumber]*

# Employers: Summary of key barriers and insights

BARRIER*	BEHAVIOURAL INSIGHT	MITIGATION
<b>Perception of costs</b>	It is mentally easier to focus on the 'known' costs of compliance, rather than the unknown costs of accidents.	Reframe costs – from can't afford to can't afford not to.
<b>Limited responsibility</b>	Too much focus on individual responsibility potentially undermines shared responsibility.	Help achieve the spirit of safety not just the law.
<b>Perceived impracticality</b>	Emphasis on common sense reveals a belief in the superiority of practical human experience over rules and regulations.	Use 'insider' sector experience to help with their practical implementation.
<b>Worker engagement levels</b>	If employers feel that workers are not fully supportive of health and safety efforts, employers may think that further health and safety measures may be too challenging to implement.	Continue to encourage shared motivation and constructive dialogue between workers and employers.

\*The order in which the barriers are presented does not indicate any kind of ranking or relative statistical significance.



# Behavioural challenges

# From 'ticking the boxes' resistance....

## It's just common sense

PERCEPTION OF COST

See health and safety primarily through the lens of the cost to their business.

LIMITED RESPONSIBILITY

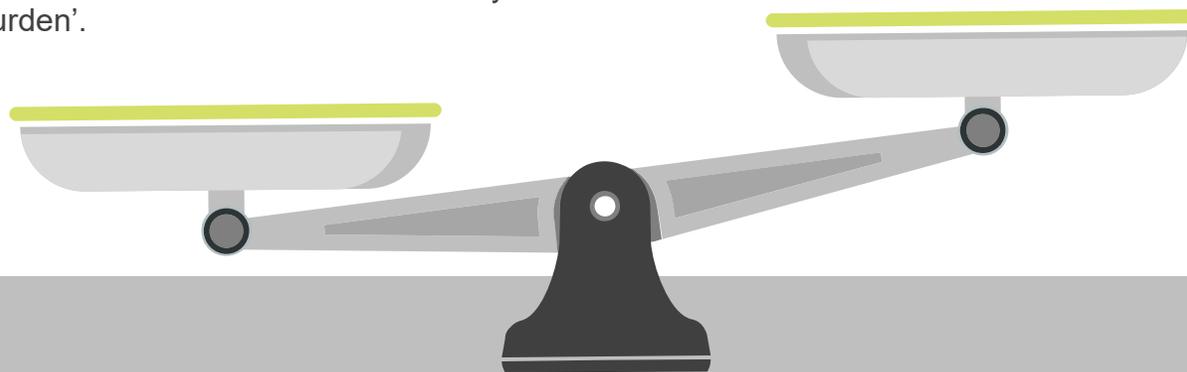
Belief that they can only lead a worker to water as the ultimate responsibility lies with the individual.

PERCEIVED IMPRACTICALITY

Their common sense is better than any outsiders' rules.

WORKER RESPONSE

Anticipate resistance and indifference from workers to additional health and safety 'burden'.





# Behavioural pathways

# ....to nudging towards the light

## It's just common sense

PERCEPTION OF COST

See health and safety primarily through the lens of the cost to their business.

LIMITED RESPONSIBILITY

Belief that they can only lead a worker to water as the ultimate responsibility lies with the individual.

PERCEIVED IMPRACTICALITY

Their common sense is better than any outsiders rules.

WORKER RESPONSE

Anticipate resistance and indifference from workers to additional health and safety 'burden'.

REFRAME COST

Create a bigger cost 'why' – true cost of accidents for businesses.

CLEAR RESPONSIBILITY

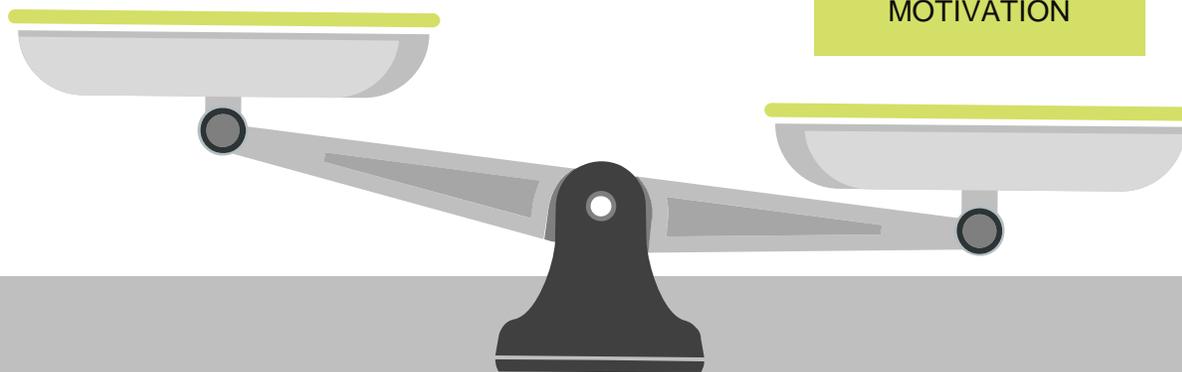
Stay visible – but show WorkSafe can help them deliver their responsibility.

ENHANCE PRACTICALITY

Muddy boots approach – show how others just like them enhance a common sense approach.

WORKER MOTIVATION

Shift efforts with workers away from negative to positive motivators to increase practical application of rules in their work context.





# Behavioural challenges

# From “I’ve done what I can do and need to do”....

## All talk, little walk

PERCEPTION OF COST

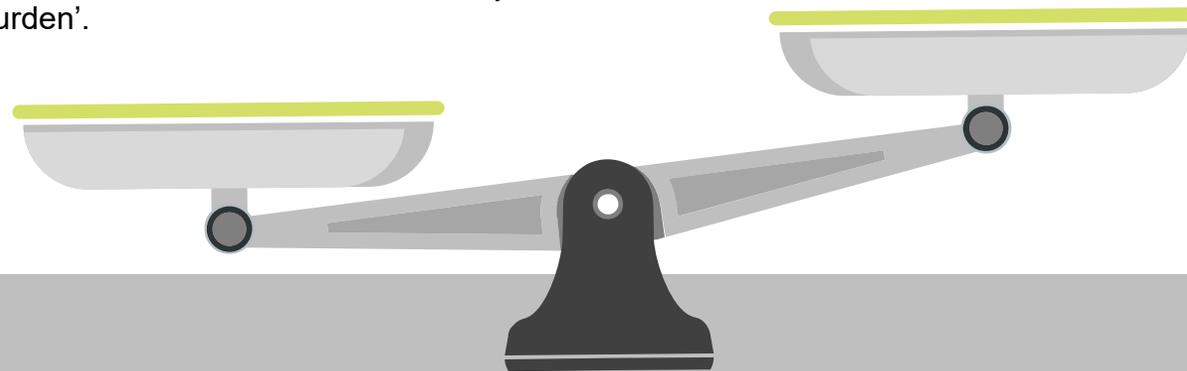
See health and safety primarily through the lens of (big!) cost.

PERCEIVED IMPRACTICALITY

Little perceived relevance and lack of pragmatism associated with some rules. Inconsistent approach.

WORKER RESPONSE

Anticipate resistance and indifference from workers to additional health and safety ‘burden’.

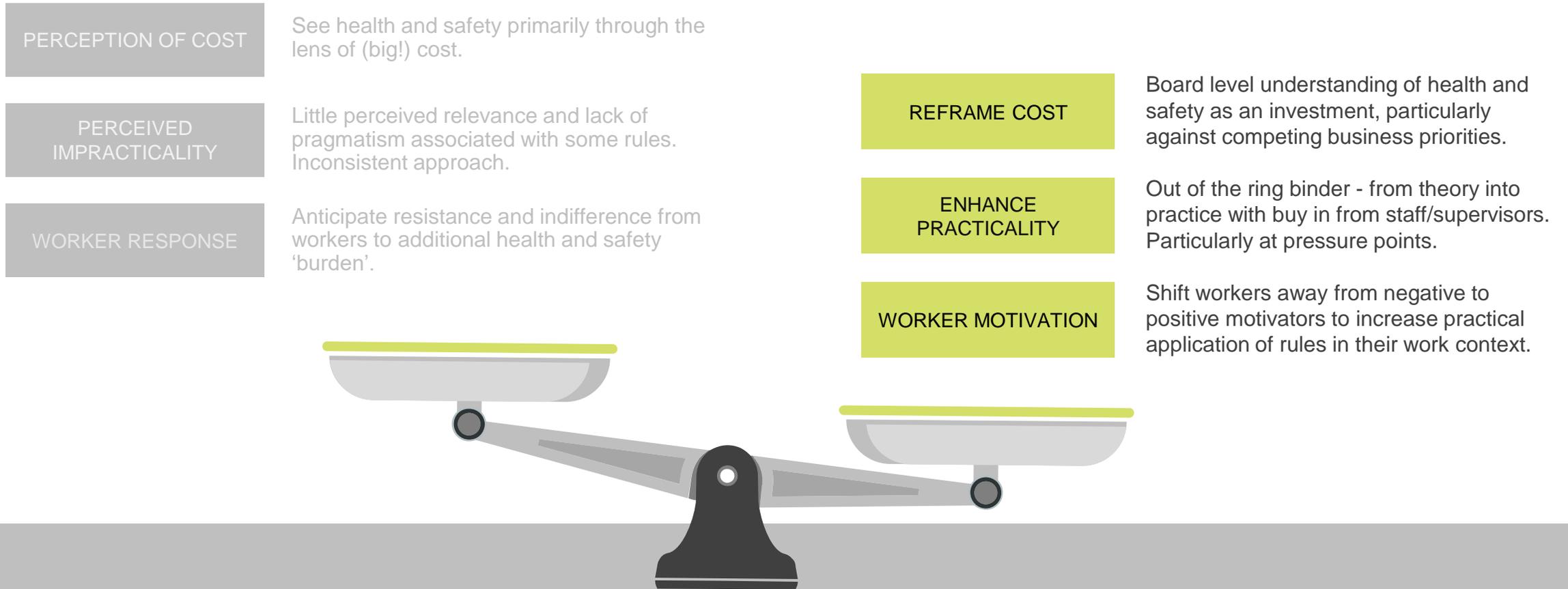




# Behavioural pathways

# ....to greater belief and action

## All talk, little walk

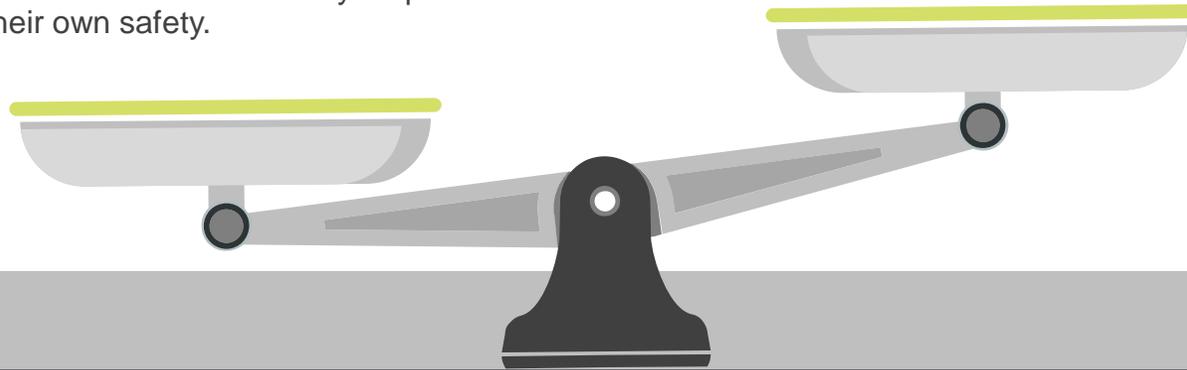




## Protect me and mine

LIMITED  
RESPONSIBILITY

Belief (and hiring policies) place emphasis on the individual as ultimately responsible for their own safety.



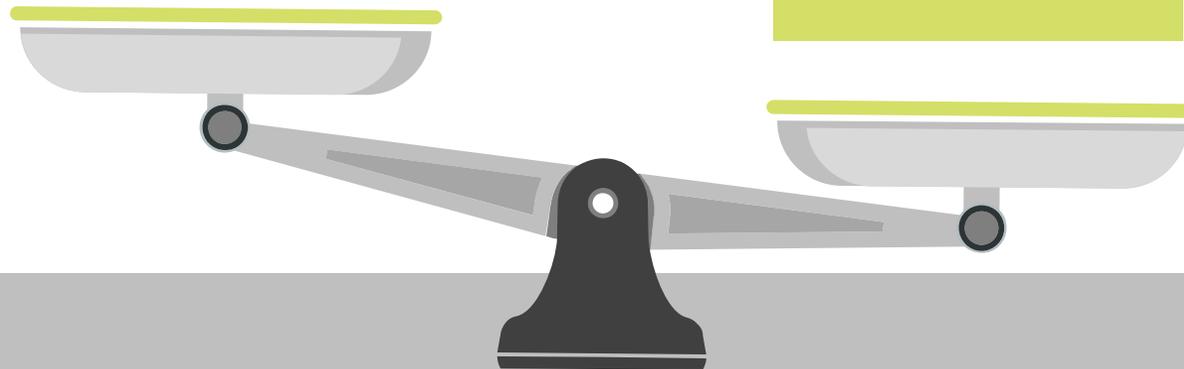


# Behavioural pathways | ... to a more holistic approach

## Protect me and mine

LIMITED  
RESPONSIBILITY

Belief (and hiring policies) place emphasis on the individual as ultimately responsible for their own safety.



JOINT RESPONSIBILITY

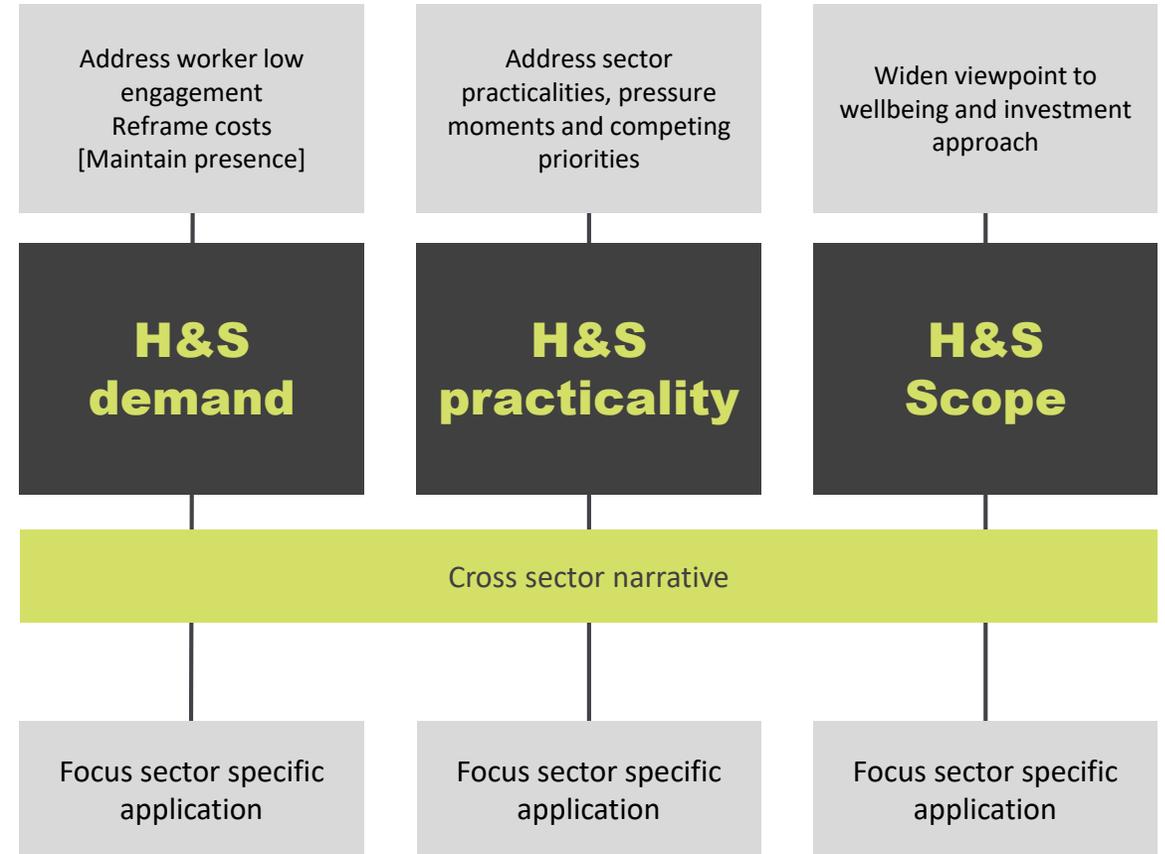
Strengthen shared commitment to having each other's backs. Start to open up dialogue around the mental health space.

# Employers: Summary and roadmap



- ★ Large numbers of employers see health and safety primarily as a cost.
- ★ There is a need to get employers and workers on the same page, so that health and safety becomes less of a bureaucratic exercise and more widely adopted on the shop floor.
- ★ There are still significant numbers of employers with no bigger 'why' to health and safety than compliance.
- ★ For those who are uncommitted to health and safety, if it is not practical, it will not happen.
- ★ Those with the biggest health and safety gaps in attitudes and actions are least likely to look to WorkSafe for help.

## ROADMAP

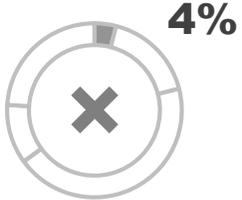




## Worker engagement with health and safety

Almost everyone believes health and safety at work is important – it's human nature to want to be safe and well. But it's also a natural human response to be influenced by the cultural and social norms that exist in different workplace settings. We're also influenced by our past experiences, hold different beliefs and thresholds of personal risk, and face different job demands across and within industries. For these reasons, we have different capabilities to engage with health and safety at work. This section explores workers' varying degrees of engagement with health and safety practices.

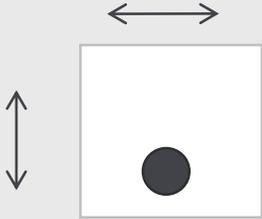
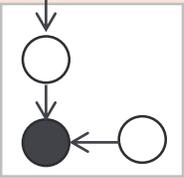
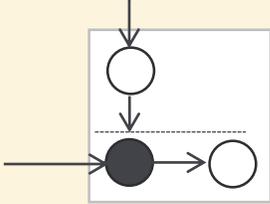
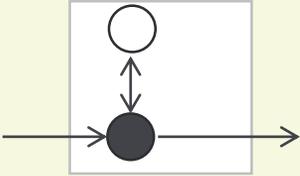
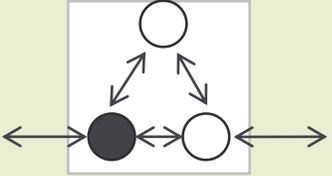
# Five worker engagement segments ...

DENIAL	FOLLOWERS	FLUSTERED	ATTAINERS	ADVOCATES
 <p><b>4%</b></p>	 <p><b>21%</b></p>	 <p><b>36%</b></p>	<p><b>17%</b></p> 	<p><b>21%</b></p> 
<ul style="list-style-type: none"> <li>- Don't acknowledge H&amp;S should be taken seriously</li> <li>- Low awareness of hazards</li> <li>- Barely contemplate risks; pretty laid back</li> <li>- Rules and procedures there for other reasons than safety (e.g. appearance)</li> <li>- Unlikely to notice a safe or unsafe work culture – it's just the way things are done</li> </ul>	<ul style="list-style-type: none"> <li>- Desire to be safe, but strongly influenced by work environment/culture (positively and negatively)</li> <li>- May have had a negative experience trying to be safe (so gave up)</li> <li>- May experience low self-efficacy (lack confidence to speak up/conflict avoidance)</li> <li>- Can be accepting of the rules, but they must be there for a reason</li> </ul>	<ul style="list-style-type: none"> <li>- Conflicted in their behaviour</li> <li>- Rationalise, rationalise, rationalise!</li> <li>- Often seek to take the easy way</li> <li>- Selective in what constitutes H&amp;S</li> <li>- Often take information on face value</li> <li>- 'Getting the job done' can override rules and procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Strongly committed to be safe, but unlikely to seek to influence others</li> <li>- Working safely is the right thing to do</li> <li>- Cautious about risks and seek to protect themselves from harm</li> <li>- Regulations and rules are integral to the way they work</li> <li>- If in doubt, don't do it (or will feel confident to speak up)</li> <li>- Unhappy in unsafe work environments and cultures</li> </ul>	<ul style="list-style-type: none"> <li>- Actively protect themselves and colleagues</li> <li>- Safety is embedded, instinctive</li> <li>- Well informed about risks and how to avoid them</li> <li>- Everyone should follow the rules and procedures, and have each other's back</li> <li>- Safe at work, safe at home</li> <li>- Work culture needs to align with own safety values</li> </ul>

LESS ENGAGED

MORE ENGAGED

# Five conceptions of health and safety...

DENIAL	FOLLOWERS	FLUSTERED	ATTAINERS	ADVOCATES
4%	21%	36%	17%	21%
H&S dynamic				
<p><b>Irrelevant</b></p>  <p><i>"It is a little café so there isn't anything dangerous... I don't think there's anything that could hurt you badly." [Hospitality]*</i></p>	<p><b>Set by others</b></p>  <p><i>"I haven't plucked up the courage yet... it can be intimidating... everyone stops and looks at you." [Mixed sector – Healthcare] *</i></p>	<p><b>Selective</b></p>  <p><i>"There are definite rules about taking a break [from driving]... you're supposed to take a break but I can't remember the details." [Transport/warehousing]*</i></p>	<p><b>Non negotiable</b></p>  <p><i>"If I don't go home, my kids don't have a father." [Energy sector]*</i></p>	<p><b>Interlinked</b></p>  <p><i>"You do trouble shooting for people... you are the advocate for staff. I feel like I am helpful to people." [Mixed sector – Clinical Nurse]*</i></p>
Relationship type				
(Distant) parent / child	(Direct) parent / child	(Direct) parent / teenager	Adult	Family

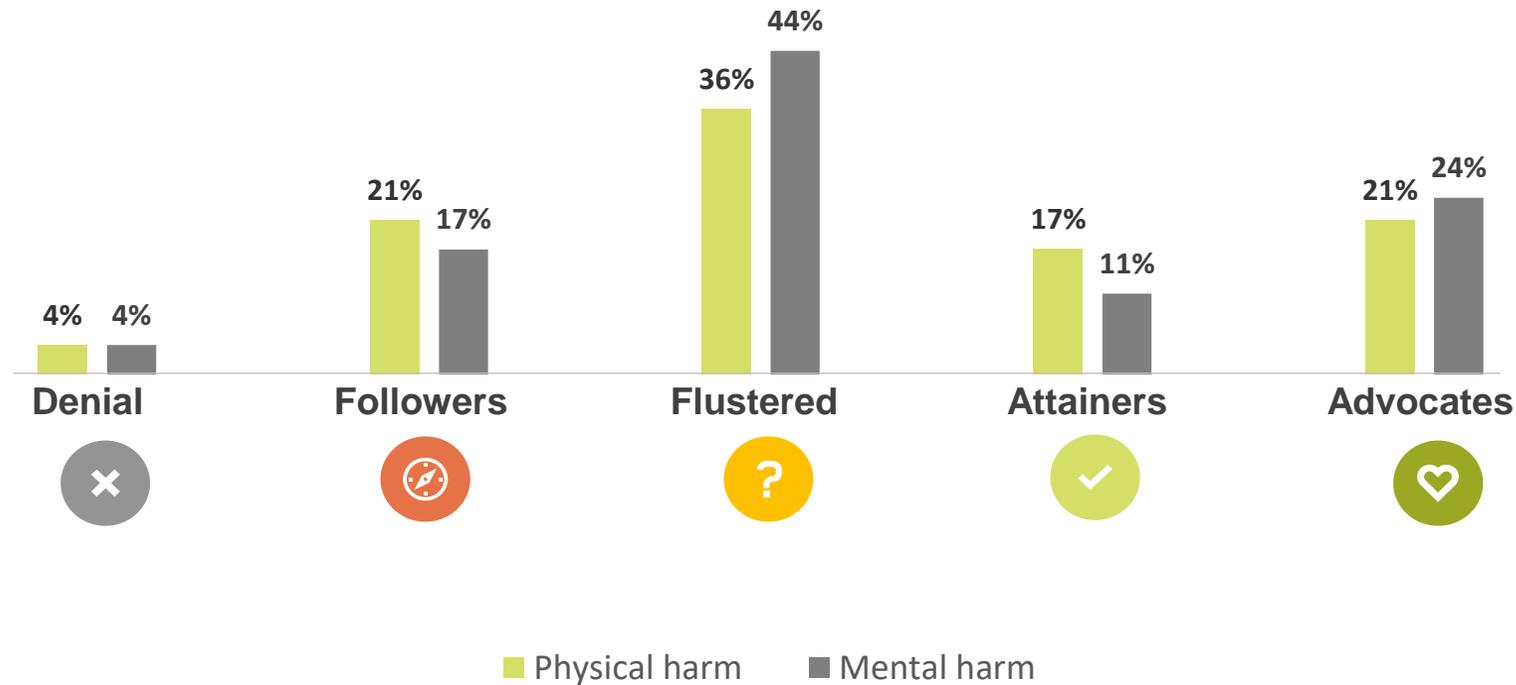
\*Worker quotes are from the qualitative research.

# Engagement levels follow a similar pattern for both physical and mental harm. However, more workers are 'flustered' with regard to keeping mentally well

How engaged are workers with keeping safe from **physical and mental harm**?

Over half of workers are fluid in nature when it comes to engagement with safe work practices and keeping mentally well at work. The desire is there for some, but for many, change will depend on what others do (Followers) or whether they can resolve their points of conflict (Flustered).

Less than one in 20 workers (4%) don't believe that engaging with health and safety at work or keeping mentally well at work is necessary or required. This hard-core segment may be more difficult to shift with communications and require other interventions.



Nearly four in 10 workers are highly engaged with being physically safe while at work and keeping mentally well (Advocates or Attainers). They recognise the importance, feel capable and aim to be safe wherever possible. More than one fifth are Advocates - key influencers of others who will drive change in others, and seek to influence views, particularly the Followers.

# There is a mix of worker engagement with physical health and safety across sectors

## Profile of industry by worker segments (engagement with physical safety)



Base: Workers (see base sizes on chart). Higher margins of error are associated with base sizes of around 100 or fewer. Please refer to page 16 for details.  
Source: S2 (worker questionnaire)

# Less engaged segments are somewhat skewed towards men and younger workers

Profile of worker segments (engagement with physical safety) by gender & age

Percentages represent incidence of demographics in population segment, e.g. read as 54% of Attainers are women.

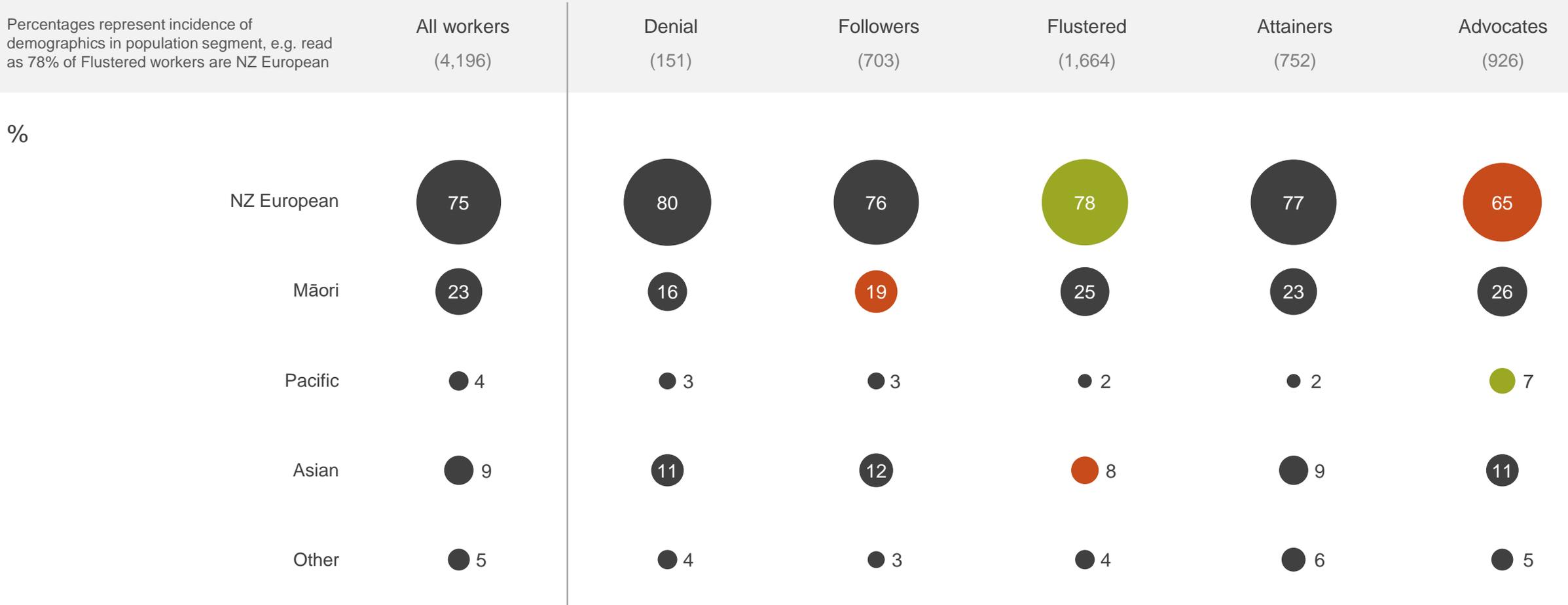
		All workers (4,196)	Denial (151)	Followers (703)	Flustered (1,664)	Attainers (752)	Advocates (926)
%	Women	48	42	45	45	54	52
	Men	52	58	55	55	46	48
%	18 to 29	21	34	29	20	14	17
	30 to 49	44	34	47	42	47	42
	50+	35	32	24	38	39	40

● Significant **over-indexing** relative to incidence in worker population  
● Significant **under-indexing** relative to incidence in worker population

# Non-NZ Europeans can be found in relatively high numbers among Advocates

## Profile of worker segments (engagement with physical safety) by ethnicity

Percentages represent incidence of demographics in population segment, e.g. read as 78% of Flustered workers are NZ European



Base: All workers (4,196)  
Source: S5 (worker questionnaire)

● Significant **over-indexing** relative to incidence in worker population  
● Significant **under-indexing** relative to incidence in worker population

# Higher socio-economic workers are over-represented in the Denial segment, whereas Advocates are skewed towards mid to lower socio-economic workers.

## Profile of worker segments (engagement with physical safety) by other industry experience and socio-economic status

Percentages represent incidence of demographics in population segment, e.g. read as 21% of Attainers have worked for up to three years in the industry

	All workers (4,196)	Denial (151)	Followers (703)	Flustered (1,664)	Attainers (752)	Advocates (926)
%						
3 years or less in the industry	26	31	32	24	21	26
High SES	23	45	24	23	25	14
Medium SES	51	37	50	52	50	55
Low SES	26	18	25	25	25	31

Base: All workers (4,196)  
Source: Q1a, Q1b, Q1c (worker questionnaire)

● Significant **over-indexing** relative to incidence in worker population  
● Significant **under-indexing** relative to incidence in worker population

# More engaged workers have fewer 'near misses' and experience less harm. The Flustered experience the most physical harm and are mostly likely to have multiple near misses

## Profile of worker segments (engagement with physical safety) by harm and near misses at work

Percentages represent incidence of near misses or harm in population segment, e.g. read as 63% of Followers had no near misses at work in last 12 months

	All workers (4,196)	Denial (151)	Followers (703)	Flustered (1,664)	Attainers (752)	Advocates (926)
%						
No near misses	67	67	63	62	74	74
1 near miss	14	17	15	15	12	10
2+ near misses	13	9	17	16	7	11
Serious work-related injury or health problem	18	16	19	21	16	14
Non-serious work-related injury or health problem	34	31	35	38	30	31

Base: All workers (4,196)  
Source: Worker questionnaire – Q3, Q4a, Q4b, Q4c, Q4c(i)

● Significant **over-indexing** relative to incidence in worker population  
● Significant **under-indexing** relative to incidence in worker population

# Less engaged segments display riskier workplace practices and are most likely to have missed out on health and training safety in the last 12 months

## Profile of worker segments (engagement with physical safety) by risky workplace practices and training

Percentages represent incidence of risky behaviours in population segment, e.g. read as 42% of Followers often work when sick or injured



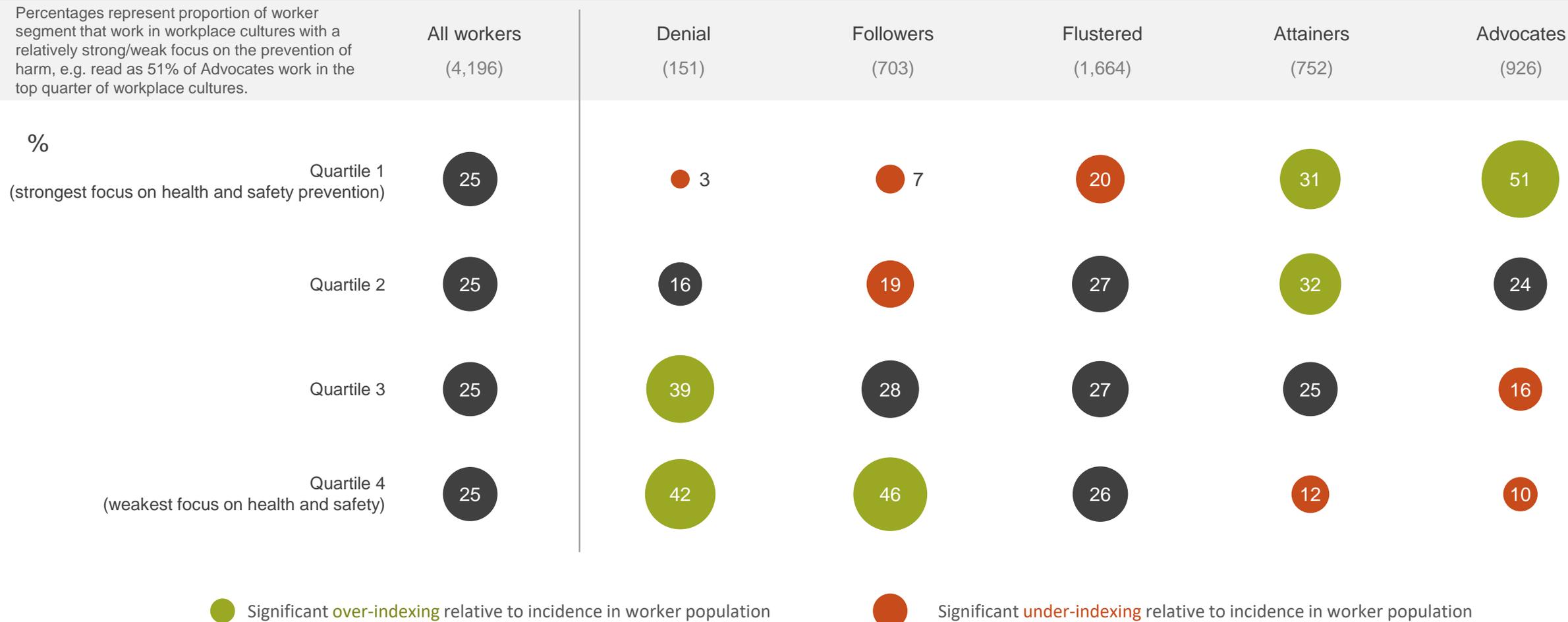
Base: All workers (4,196)  
Source: Q6b, Q10, Q11a (worker questionnaire)

● Significant **over-indexing** relative to incidence in worker population  
● Significant **under-indexing** relative to incidence in worker population

# The role of workplace culture is clearly evident, with 74% of Advocates working for the top half of workplace cultures and 81% of the Denial segment working for the bottom half of workplace cultures

## Profile of worker engagement segments (physical safety) by workplace culture\*

Percentages represent proportion of worker segment that work in workplace cultures with a relatively strong/weak focus on the prevention of harm, e.g. read as 51% of Advocates work in the top quarter of workplace cultures.



Base: All workers excluding self-employed (3,426)

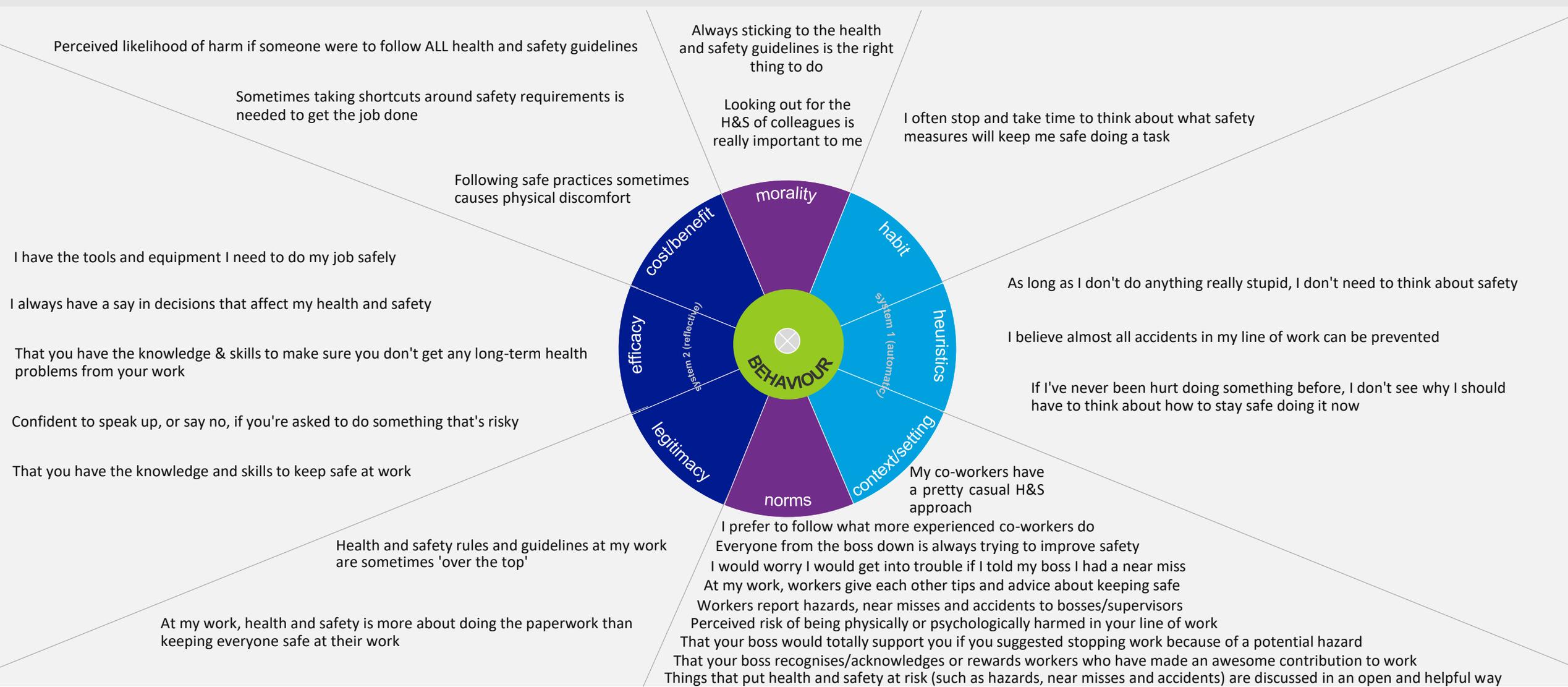
\* We created an index to summarise the degree to which a worker's work environment has a focus on preventing harm. Questions used to construct this index covered worker perceptions workplace engagement practices (Q6a), recent formal training on health and safety (Q7a), preventative safety measures used in the workplace (Q7f), and seven attitudinal statements depicting workplace culture and norms including the existence of a dialogue culture. Workers were divided into quartiles using the index scores.



# Drivers of worker engagement with health and safety

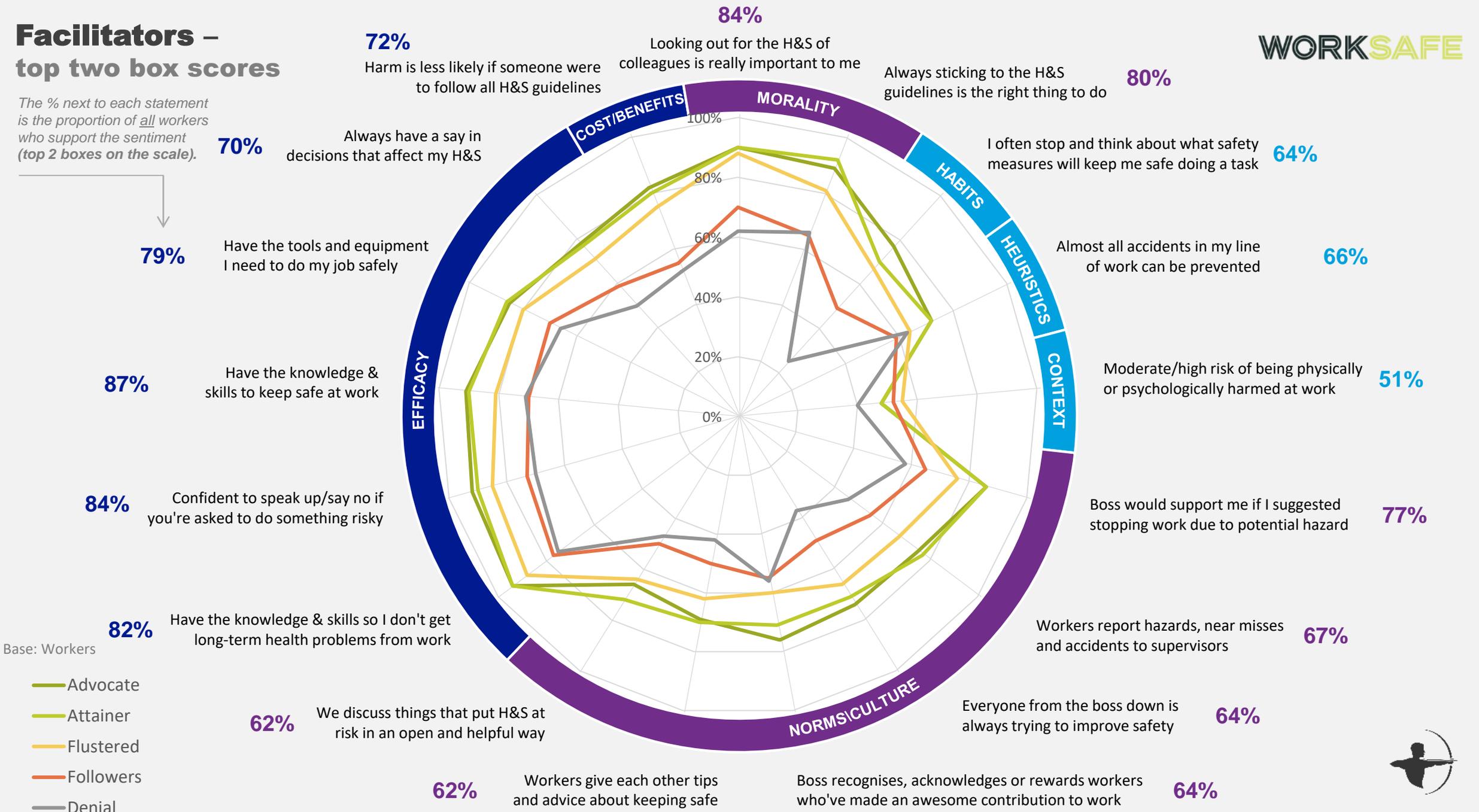
**WORKSAFE**  
NEW ZEALAND | MAHI HAUMARU  
AOTEAROA

# Drawing on the qualitative learnings, the survey measured a range of behavioural influences:



# Facilitators – top two box scores

The % next to each statement is the proportion of all workers who support the sentiment (top 2 boxes on the scale).



Base: Workers

- Advocate
- Attainer
- Flustered
- Followers
- Denial



# Facilitators – top box scores

The % next to each statement is the proportion of *all* workers who *strongly* support the sentiment (top box on the scale).

50%

Have the tools and equipment I need to do my job safely

56% Have the knowledge & skills to keep safe at work

61% Confident to speak up/say no if you're asked to do something risky

46% Have the knowledge & skills so I don't get long-term health problems from work

Base: Workers

- Advocate
- Attainer
- Flustered
- Followers
- Denial

50% Harm is much less likely if someone were to follow all H&S guidelines

43% Always have a say in decisions that affect my H&S

29% We discuss things that put H&S at risk in an open and helpful way

25% Workers give each other tips and advice about keeping safe

55% Looking out for the H&S of colleagues is really important to me

49% Always sticking to the H&S guidelines is the right thing to do

31% Everyone from the boss down is always trying to improve safety

37% Boss recognises, acknowledges or rewards workers who've made an awesome contribution to work

49%

I often stop and think about what safety measures will keep me safe doing a task 28%

Almost all accidents in my line of work can be prevented 33%

Very high risk of being physically or psychologically harmed at work 8%

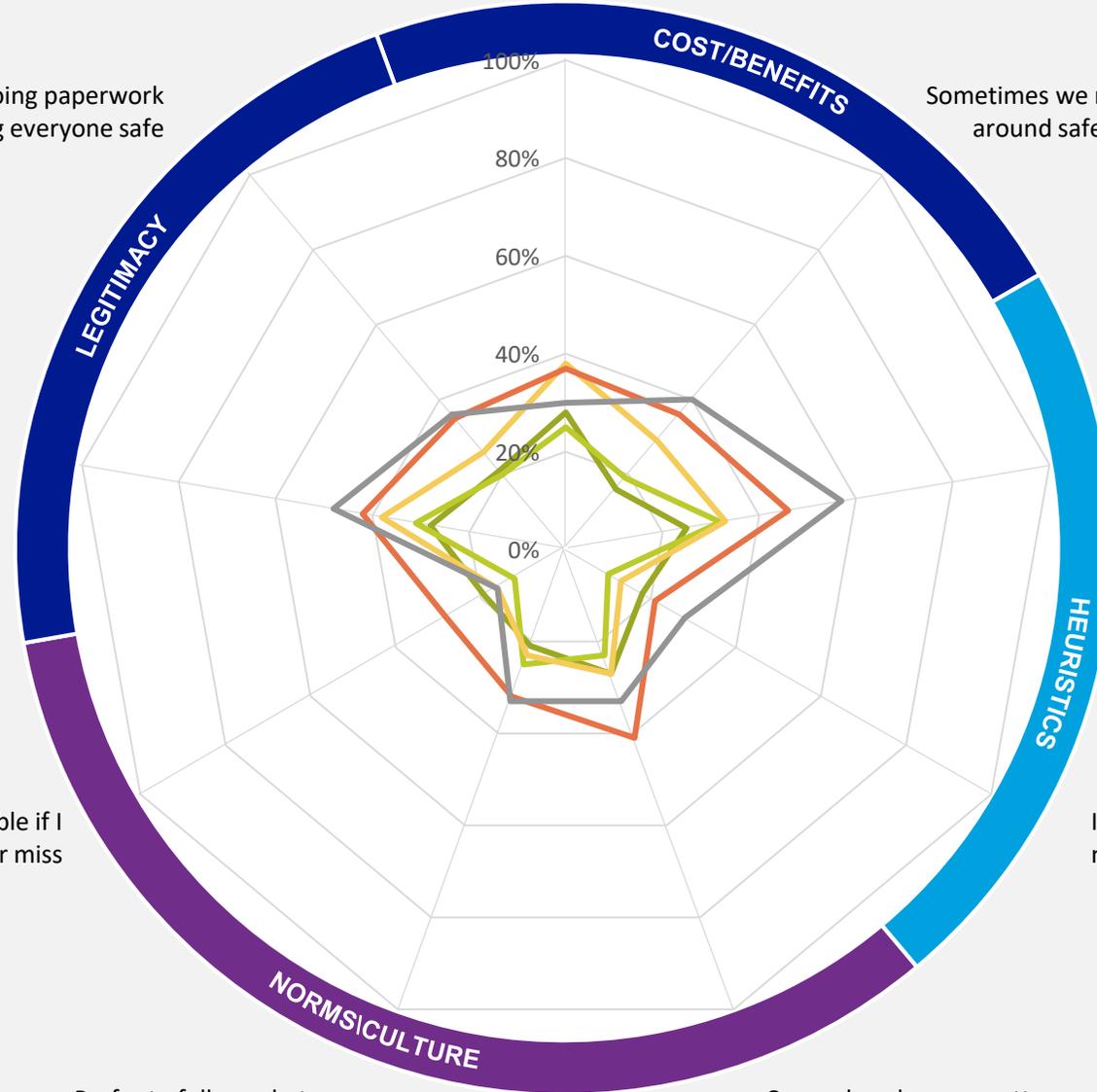
Boss would support me if I suggested stopping work due to potential hazard 54%

Workers report hazards, near misses and accidents to supervisors 32%



# Barriers

The % next to each statement is the proportion of all workers who support the sentiment (top 2 boxes on the scale).



→ 26%

H&S is more about doing paperwork than keeping everyone safe

36%

H&S rules at my work can be 'over the top'

18%

Worry I'd get into trouble if I told my boss I had a near miss

Base: Workers

- Advocate
- Attainer
- Flustered
- Followers
- Denial

As long as I don't do anything really stupid, I don't need to think about safety

35%

If I've never been hurt doing something, I don't need to think about how to stay safe now

16%

Co-workers have a pretty casual approach to H&S

30%

25%

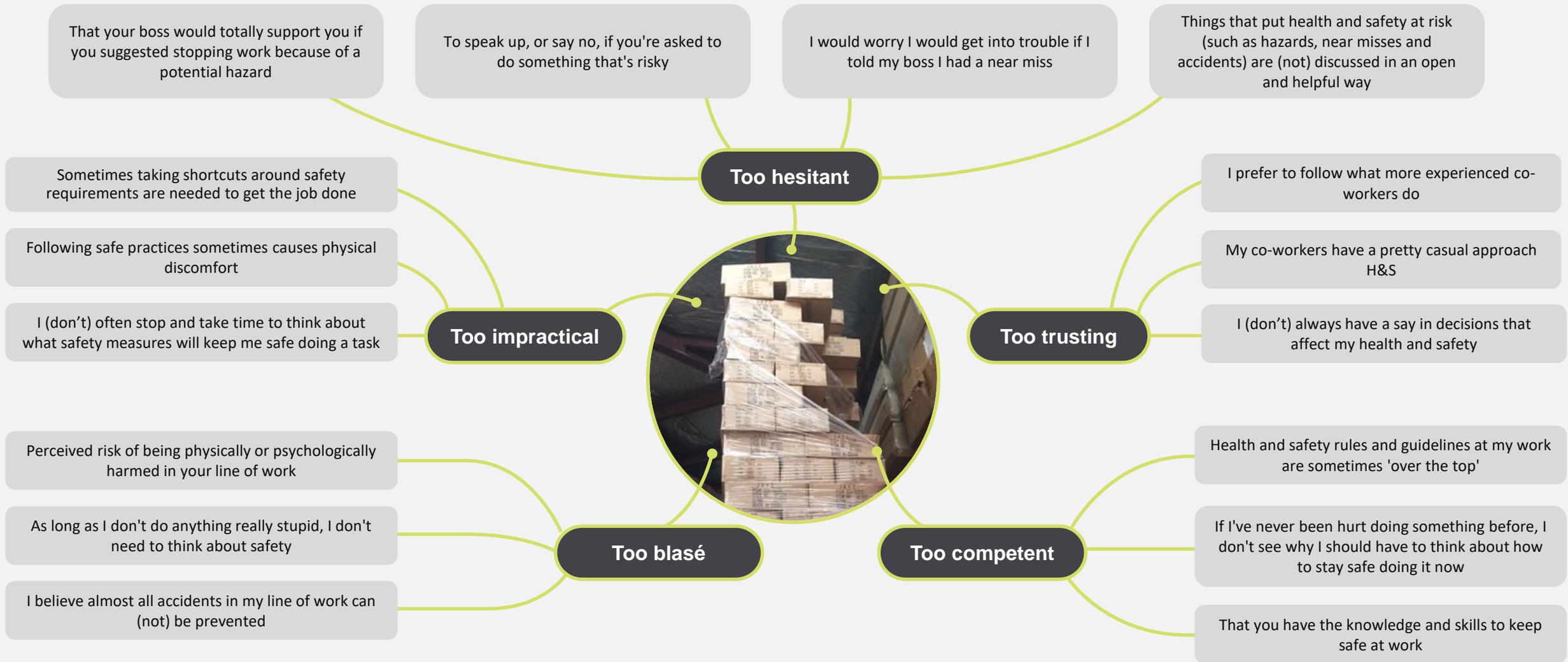
Prefer to follow what more experienced co-workers do

Base: Workers

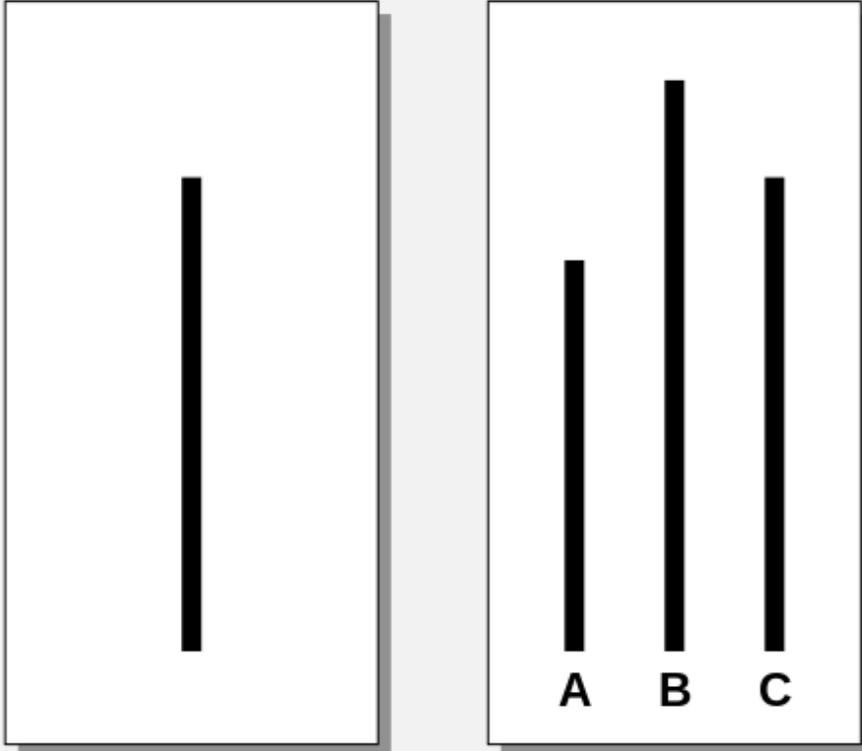
Source: Worker questionnaire – Q7a, Q7d



# Making sense of the facilitators and drivers for workers: five key behavioural themes



# Tolerance of risks: hesitation to speak up



Which line is the same length? 75% of participants knowingly gave at least one incorrect answer when placed in a group with others primed to give the wrong answer.

## Problem

Workers may hesitate to speak up even when they recognise a potential hazard. As humans, we are primed to 'go along' with the majority view, even though we know it to be wrong. Taking a different point of view is often at the very least uncomfortable, and can be particularly acute where there is an imbalance in power or status.

## Behavioural truth

Workers may more fear the prospect of speaking out than the prospect of harm.

## Mitigation approaches

Normalise speaking up, even in hierarchical situations.

Make it safe to do so.



*"In Korea, the boss is 'God'. You don't complain."  
[Qualitative research participant, Hospitality]*

# Tolerance of risks: unthinking trust in others



Experiments have shown that with just two people standing in a line, a queue starts to form behind them – when the people joining have no idea what they are queuing for.

## Problem

We look to others for cues to our behaviour. This means workers can, in effect, abdicate responsibility for their own behaviour by using others around them as their template. Unwittingly, safety becomes someone else's responsibility.

## Behavioural truth

If other workers appear to be unconcerned by a hazard, then it is human nature to be unconcerned too.

## Mitigation

Stress the need to think for yourself.



*"There isn't anything dangerous... I don't think there's anything that could hurt you badly." [Qualitative research participant, Hospitality]*

# Tolerance of risks: belief in own competency



Surveys consistently show that majority of people think they are an above average driver – the superiority bias.

## Problem

While most people can accurately assess other people's abilities, we are prone to consistently overstate our own. Therefore, workers can feel that the rules are there for other (less capable) people, and hence resist being challenged by someone 'less expert' than themselves.

This leads us to putting greater credence in our own standards than those of outsiders.

## Behavioural truth

Workers will be more likely to take advice from someone who they accept is more competent than they are.

## Mitigation

Find and promote expertise from within.



*"I'd accept some of the rules if the people who made them actually knew what they were talking about. Most of the time they have no idea what the real world looks like." [Qualitative research participant, Mixed sector – Agriculture]*

# Tolerance of risks: too blasé as certainty of risk too low



## Problem

If a worker has never had an accident through the way they normally work, it is difficult to convince that they may be subject to one – as their experience tells otherwise - “it just won’t happen to me”.

Added to this is the widespread belief that accidents are simply avoided by not being stupid – “and I’m not stupid”.

## Behavioural truth

Most of the time things go right – and workers draw the wrong conclusion.

This is a particular problem for long term or non physical harm which is less apparent.

## Mitigation

Prompt reconsideration through fresh eyes.



*“I haven’t worn safety boots for a long time and never had any issues.”  
[Qualitative research participant, Transport/ warehousing]*

# Tolerance of risks: Too impractical to action



## Problem

Too often, health and safety procedures are considered to clash with other priorities, particularly getting the job done, and therefore dismissed as impractical. Pressures can lead to shortcuts and work arounds, which can be rationalised as acceptable in the circumstances.

Whilst workers seem to be able to shoulder effort, discomfort, time for the good of the job, they can be reluctant to do the same for safety.

Focus on the task can mean forgetting or forgoing our safety obligations to ourselves and others.

## Behavioural truth

Work is what we do for a job; safety is what we do for ourselves and those important to us.

## Mitigation

Help to recalibrate priorities to create pause.

Burdensome 'locking off' procedures at one manufacturer were improved by engraving messages from the workers' family members on the locks.



*"There's the law, but then there's what's best for the company..."*  
[Qualitative research participant, Hospitality]

# Workers: Summary of key barriers and insights

BARRIER*	BEHAVIOURAL INSIGHT	MITIGATION
<b>Hesitation to speak up</b>	Workers may more fear the prospect of speaking out than the prospect of harm.	Normalise speaking up, even in hierarchical situations. Make it safe to do so.
<b>Unthinking trust in others</b>	If other workers appear to be unconcerned by a hazard, then it is human nature to be unconcerned too.	Stress the need to think for yourself.
<b>Belief in own competency</b>	Workers will only take advice from someone who they accept is more competent than they are.	Find and promote expertise from within.
<b>Too blasé as certainty too low</b>	Most of the time things go right – and workers draw the wrong conclusion about the level of personal risk.	Prompt reconsideration through fresh eyes.
<b>Too impractical to action</b>	Work is what we do for a job; safety is what we do for ourselves and those important to us.	Recalibrate priorities to create pause.

\*The order in which the barriers are presented does not indicate any kind of ranking or relative statistical significance.



# Denial

Don't acknowledge the behaviour, value or issue as something that should be taken seriously.



- Low awareness of hazards and doubt anything serious would happen.
- Barely contemplate risks; pretty laid back.
- Think rules and procedures are there for other reasons than safety (e.g. appearance, it's just how the task is done).
- Unlikely to notice if a work culture is more safe or unsafe – it's just the way things are done.



*"I don't really think about health and safety."*

*"It is a little café so there isn't anything dangerous... I don't think there's anything that could hurt you badly."*

*"The wait staff have to wear closed shoes, but that's more about appearance. It's part of the uniform, not about safety."*



Young segment (54% under 40)

Skewed towards men (58%)

Strong skew towards higher socio economic groups (45% levels 1 & 2)

### High risk profile:



- 48% often work when sick or injured.
- 31% often work when over-tired.
- 20% work more than 50 hours per week.
- 81% had no formal H&S training in last 12 months.

### Top attitudinal predictors\* of a worker falling into the Denial segment

1. **Don't often stop and take time** to think about what safety measures will keep them safe doing a task.
2. Weak support for the sentiment that always sticking to the health and safety guidelines is the **right thing to do**.
3. **Weak support** for the sentiment that making the effort to look out for the **health and safety of the people they work with** is really important to them.
4. Don't believe action is taken straightaway when a **potential hazard** is identified.
5. **Lack confidence that boss would totally support them** if suggested stopping work because of a potential hazard.
6. **Lack belief** that following H&S guidelines means less likely to be injured.
7. **Lack confidence to speak up** or say no if you're asked to do something that's risky.
8. Think that 'if I've **never been hurt before**, I don't see why I should have to think about how to stay safe doing it now'.
9. Don't have the **knowledge and skills** to keep safe at work.
10. Believe that as long **as they don't do anything really stupid**, they don't need to think about health and safety risks in their job.

\*Linear discriminant analysis was used to determine each variable's statistical significance in the discrimination between the Denial segment and a higher level of engagement.

**Denial Deeann\*:** Being safe isn't a big deal for me personally, so I don't really think about it

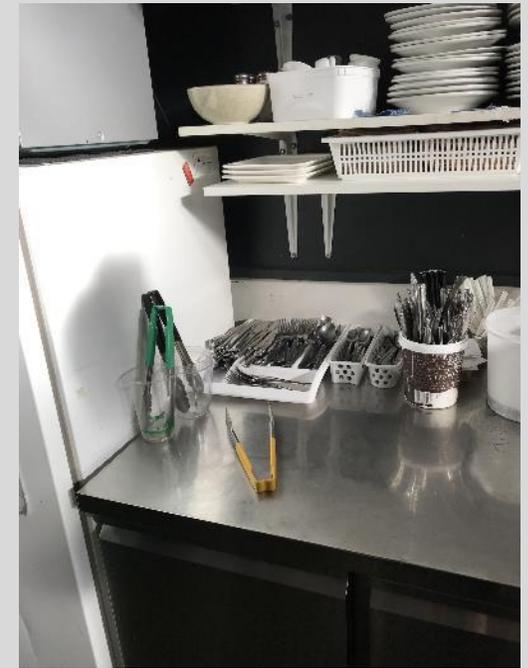
Deeann serves customers in a hip restaurant in the city. It's a casual job to help get her through varsity. Certainly not a long term career aspiration. She doesn't have fixed hours as it depends how busy the place is. She is usually rostered on three to four nights each week.

Staff come and go. There is a core group of staff who 'click', but Deeann isn't part of that group. She just wants to come in, do her job and go.

Deeann wears a uniform, as do all the front of house staff. It includes an apron, white shirt, dark blue tidy jeans, covered shoes, etc. That's all about appearance (she doubts the shoes are anything much to do with safety).

When she started, the manager showed her around, pointed out a few things. Now that she thinks about it, there wasn't much discussion about any risks or hazards. He certainly didn't point out the fire extinguisher. But, Deeann's not overly concerned. She's sure she'd work it out if she needed to.

She doesn't see her job as dangerous in any way and doesn't think much can go wrong. The kitchen staff need to be way more careful as they have lots of hazards such as hot pots, gas, sharp utensils...



Health and safety and food safety used interchangeably.

(Supposed to) use different coloured tongs for different types of food.



# Behavioural challenges | From “health and safety just isn’t relevant to me”....

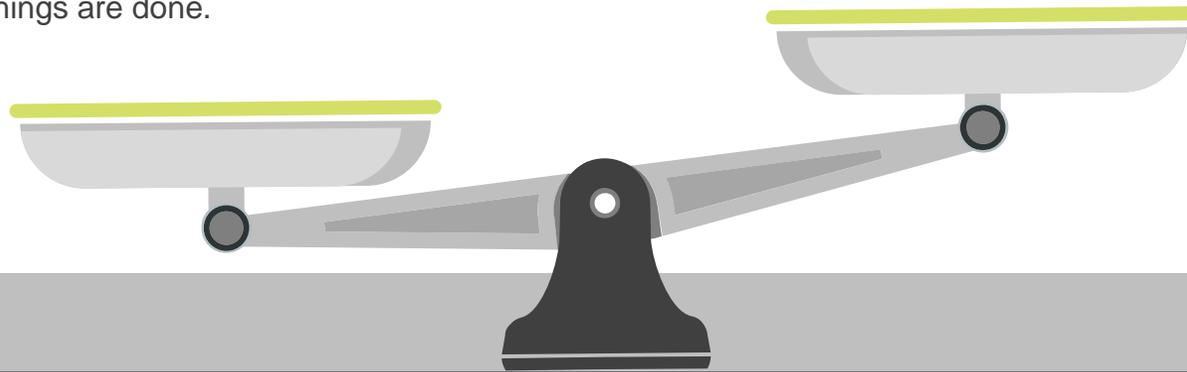
## Denial

TOO BLASE

Unengaged and naïve – low awareness of possible hazards. Little recognition of potential risk/threats.

TOO TRUSTING

Likely to work with others who have a casual approach to safety.  
Unlikely to notice if a work culture is more safe or unsafe – assume it’s just the way things are done.





# Behavioural pathways

# ...to getting it on the radar

## Denial

TOO BLASE

Unengaged and naïve – low awareness of possible hazards. Little recognition of potential risk/threats.

TOO TRUSTING

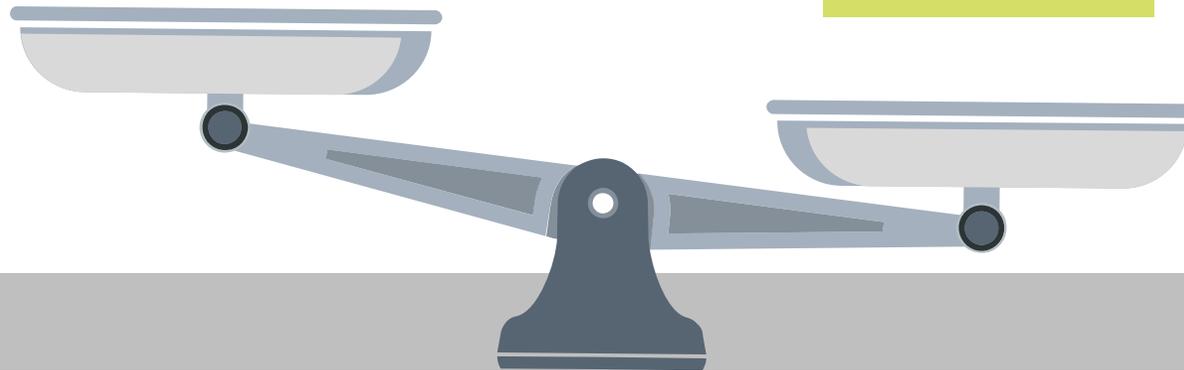
Likely to work with others who have a casual approach to safety.  
Unlikely to notice if a work culture is more safe or unsafe – assume it's just the way things are done.

OPEN EYES

Initiate workplace discussions to show it has relevance. Address long term and mental health impacts, which they may downplay.

THINK FOR YOURSELF

Give concrete examples of 'when things go bad' – consequences relevant to their role and industry.





# Followers

A desire to be safe at work, but strongly influenced by those around them.



Work environment and culture is a strong influencer of behaviour. Whilst a positive safety culture easily facilitates safe behaviour, an unsafe culture inhibits the desired safe behaviour.

- They may have had a negative experience trying to undertake the safe behaviour (so gave up).
- They may experience low self-efficacy (lack confidence to speak up/conflict avoidance).

While Followers can be accepting of the rules, they must be there for a reason.

*“Just us doing extra work [to report it]”  
[Transport/warehousing]*

**Young segment** (55% under 40)

**Slight skew towards men** (55%)

### High risk profile:

- 23% at least occasionally work when hung over or stoned.
- 10% at least occasionally work under the influence of drugs.



work for businesses that fall into the bottom half of workplace cultures.\*

\* Assessed using index described on page 76



*“He turned to me and said you are not a manager here.”  
[Hospitality]*



### Top predictors\* of a Follower (vs more engaged workers)

1. **Weak support** for the sentiment that always sticking to the health and safety guidelines is the **right thing to do**.
2. Don't believe action is taken straightaway when a **potential hazard** is identified.
3. Don't have the **knowledge and skills** to keep safe at work.
4. Believe that sometimes taking **shortcuts** around safety requirements are needed to get the job done.
5. **Weak support** for the sentiment that making the effort to look out for the **health and safety of the people they work with** is really important to them.
6. **Lack confidence to speak up** or say no if you're asked to do something that's risky.
7. **Lack belief** that following H&S guidelines means less likely to be injured.
8. Think that 'if I've **never been hurt before**, I don't see why I should have to think about how to stay safe doing it now'.
9. **Safety devices are not always fitted** to machinery or equipment when they should be.
10. Machinery or equipment is **not always used as instructed** in the manual (without shortcuts or modifications).
11. Co-workers have a pretty **casual approach to health and safety**.

\*Linear discriminant analysis was used to determine each variable's statistical significance in the discrimination between the Follower segment and a higher level of engagement.

## **Follower Fred\*:** It's easier to just do what everyone else does

Fred's been driving forklifts for quite a few years now. He likes his job, and especially likes having a laugh with the guys he works with. They never take anything too seriously and are always having each other on. Fred knows health and safety is quite important. At his last job, they were quite focused on safety, everyone understood what they needed to do to be safe and everything was sweet.

In his current job, there's a woman from head office who comes down every few months to tell them how important health and safety is. She tells them they need to report everything... but in Fred's mind, they don't make it very easy to do. The forms are really long, take ages to fill out and he doesn't understand some of it. That, and he's not actually sure what they do with the forms – nothing ever seems to happen with them. To be honest, he's a bit confused. On one hand the managers tell them to report things, but then they turn around and growl at them for the thing they just reported. So why bother?

The times he has tried to say something, he's been shot down. When he's unloading a truck with his forklift, the drivers know they're supposed to stand behind the yellow line... but they don't listen, they stand there right next to him, watching what he's doing, yelling instructions... Fred got sick of trying to tell them, so he just doesn't say anything now.

Fred would quite happily follow the rules, after all, he wouldn't want any of his workmates to get hurt, but other people don't seem too worried about it, so why should he. He just keeps his head down, and gets on with it.



The pallet is stacked three tiers high, and product has been pulled off the back...

It's probably not the safest, but everyone can see it and nobody seems that concerned about it, so neither are the staff.



# Behavioural challenges

# From doing what others do....

## Followers

TOO HESITANT

They lack confidence to speak up, may be fearful of reprimands/ bullying.

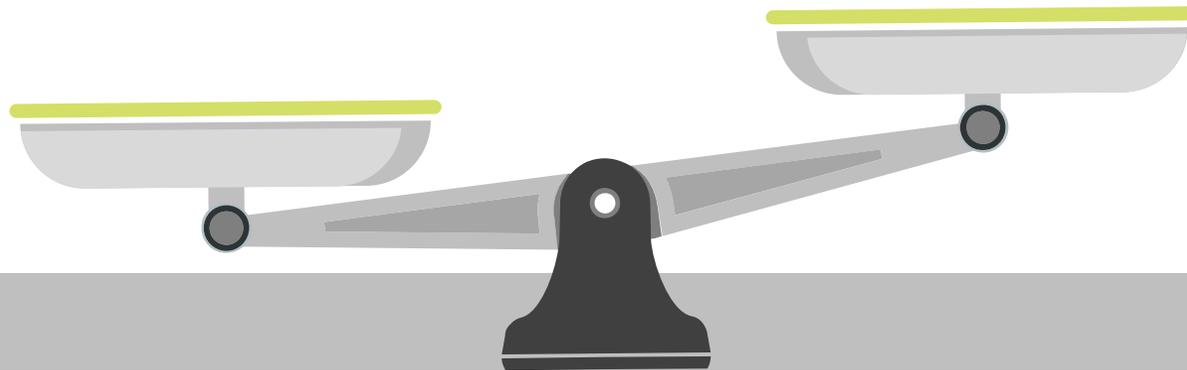
TOO TRUSTING

Don't always have their own knowledge and skills.

Don't always believe that management will take action.

TOO IMPRACTICAL

Will be tempted to take the easier route if everyone else does.





# Behavioural pathways

# ...to thinking and speaking for myself

## Followers

TOO HESITANT

They lack confidence to speak up, may be fearful of reprimands/ bullying.

TOO TRUSTING

Don't always have their own knowledge and skills.  
Don't always believe that management will take action.

TOO IMPRACTICAL

Will be tempted to take the easier route if everyone else does.

SPEAK UP

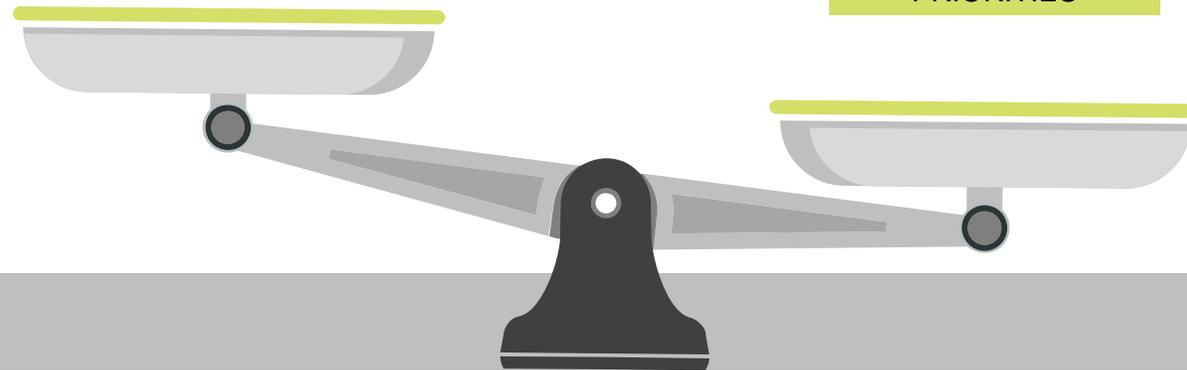
Normalise speaking out on behalf of self and others. Reduce the barriers, including safety for whistle-blowers.

THINK FOR YOURSELF

Encourage personal responsibility and finding out for yourself.

RECALIBRATE PRIORITIES

Create counter-perspectives about why it's worth it, particularly impact of harm on others.





# Flustered

Conflicted in their behaviour. May not ‘actively’ want to exhibit unsafe behaviour, but their unconscious attitudes are a barrier.



- Rationalise, rationalise, rationalise!
- Often seek to take the easy way.
- May be selective in what constitutes health and safety.
- May take information on face value – not motivated to confirm accuracy.
- Understand the need for regulations and procedures, but sometimes just need to get the job done.



*There are definite rules about taking a break [from driving]... you're supposed to take a break but I can't remember the details."  
[Transport/warehousing]*

*There's the law, but then there's what's best for the company..."  
[Hospitality]*



Slight skew to men (55%)

High representation of NZ European (78%)

Especially high prevalence in Commercial fishing (60%) and Agriculture (45%)

### High risk profile:



- Segment with the highest serious (21%) and non-serious (38%) injury/harm rate in last 12 months.
- 17% had multiple near misses in the last 12 months.
- 42% often work when sick or injured.

### Top predictors\* of a worker falling into the Flustered segment (vs more engaged workers)

1. **Weak support** for the sentiment that always sticking to the health and safety guidelines is the **right thing to do**.
2. Believe that sometimes **taking shortcuts** around safety requirements are needed to get the job done.
3. Following safe practices sometimes **causes physical discomfort**.
4. Don't believe action is taken straightaway when a **potential hazard** is identified.
5. Machinery or equipment is **not always used as instructed** in the manual (without shortcuts or modifications).
6. Don't have the knowledge and skills to make sure you don't get **long-term health problems** from your work.
7. Don't have the **knowledge and skills** to keep safe at work.
8. Machinery of equipment is **not always fully checked** before it's used.
9. Machinery or equipment is **not well maintained**.
10. **Lack confidence that boss would totally support them** if suggested stopping work because of a potential hazard.

\*Linear discriminant analysis was used to determine each variable's statistical significance in the discrimination between the Flustered segment and a higher level of engagement.

## Flustered Fiona\*: I want to be safe, but stuff gets in the way

Fiona works as a driver. It wasn't something she'd planned to do, she just kind of fell into it. Someone needed help, so she got her licence and here she is. She loves the job, driving all around the place and meeting lots of new people along the way.

Fiona likes to think of herself as being quite safe, after all she doesn't do anything stupid. But if she was really honest, she probably goes for whatever is easiest to get the job done, which might mean taking a few short cuts.

If they're flat tack at work, she might not always take a break when she is supposed to. But she can easily come up with a list of excuses to rationalise her behaviour... she doesn't do it all the time... it's only when they're really busy... she's helping out a friend... And if she really wanted to make a point, she compares herself to what some of the other drivers do... like the ones who run two log books, one they get paid from and one to meet the legal stuff... and Fiona doesn't do anything like that!

Fiona may come across as being quite confident in her knowledge, but when pushed for details, it soon becomes obvious that there are some gaps. Fiona may not actually recall the who, or the why behind the rules. Some of it is just stuff she's heard from other drivers. She hasn't actually been bothered to look up the rules for herself... and to be honest, it sounds a bit too hard, and she's probably being a bit lazy...

Offence	Penalty + Infringement fee	Demerit Points
Produced a logbook on demand with 5-9 omissions	\$150	10
Produced a logbook on demand with 6-10 omissions	\$300	20
Produced a logbook on demand with 11 or more omissions	\$500	30
Failed to produce a logbook	\$500	35

Driver's name: \_\_\_\_\_ Start time for page: \_\_\_\_\_ Date: 7-2-18

End of last 24-hour period: \_\_\_\_\_ Work time hours today: \_\_\_\_\_

Log book may not always be filled out exactly as it should

\*This profile was developed from the qualitative research findings.



# Behavioural challenges

# From selective application....

## Flustered

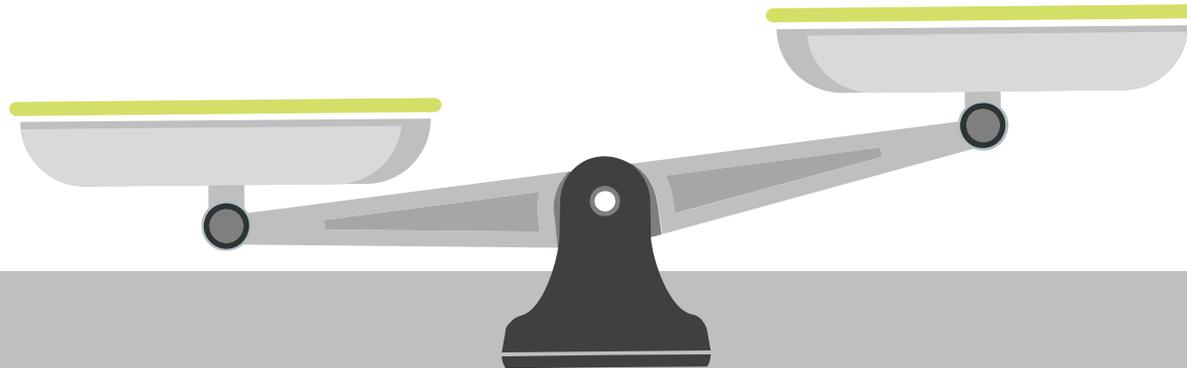
TOO COMPETENT

Respect for need for health and safety rules and regulations, but implement to their *“own standards”*.

TOO IMPRACTICAL

Strong task orientation – desire to get the job done (and get paid).

Often H&S is seen to be in direct conflict with other priorities.





# Behavioural pathways | ...to rethinking the shortcuts

## Flustered

TOO COMPETENT

Respect for need for health and safety rules and regulations, but implement to their "own standards".

TOO IMPRACTICAL

Strong task orientation – desire to get the job done (and get paid).  
Often H&S is seen to be in direct conflict with other priorities.

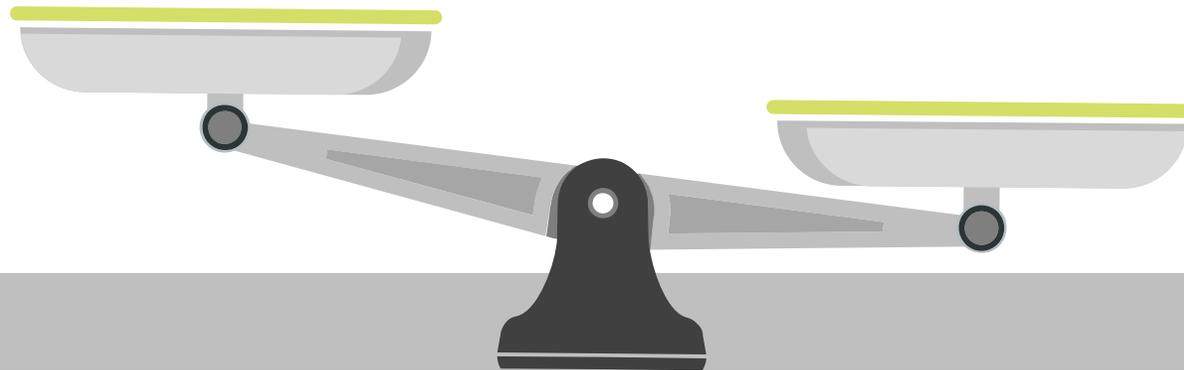
RIGHT EXPERTS

Prompt a rethink of their standards by comparing their behaviour to respected others.

RECALIBRATE PRIORITIES

Create counter-perspectives, particularly how they might justify behaviour to others.

Focus on ease of implementation – nudges not rules.





# Attainer

Strongly committed to safe behaviour. But, unlikely to seek to influence others.



- Working safely is the right thing to do.
- Cautious about risks and seek to protect themselves from harm.
- Regulations and rules designed by experts and are integral to the way they work.
- If in doubt, don't do it (or will feel confident to speak up).
- Unhappy in unsafe work environments and cultures.



*“You’re in charge of your own safety. It is my responsibility to work safely.”*  
 [Mixed sector - Manufacturing]

*“If I don’t go home, my kids don’t have a father.”*  
 [Energy sector]



**Older segment** (39% aged 50+)

**Slight skew towards women** (54%)

### Generally lower risk and harm profiles

- Only 7% had multiple near misses in the last 12 months (nearly half the average worker rate).

### Most work in positive workplace cultures, e.g:

- 86% of Attainers say their boss would support them stopping work due to a potential hazard.
- 72% of Attainers say things that put H&S at risk are discussed in an open and helpful way.
- 41% of Attainers have had formal training in last 12 months (cf 35% average).

### Top factors that differentiate an Attainer from an Advocate

1. Less confident they have the knowledge and skills to make sure you don't get **long-term health problems** from your work.
2. Less likely to often **stop and take time to think** about what safety measures will keep them safe doing a task.
3. Not had **formal training** the last 12 months.
4. Less confident they have the **knowledge and skills** to keep safe at work.
5. Don't have an **elected health and safety representative**.
6. **Worry they'd get into trouble** if they told their boss they'd had a near miss.
7. Believe that as long as **they don't do anything really stupid**, they don't need to think about health and safety risks in their job.
8. **Weaker support** for the sentiment that making the effort to look out for the **health and safety of the people they work with** is really important to them.
9. Less likely to believe that everyone from the boss down is **always trying to improve safety**.
10. Work when **overtired**.

\*Linear discriminant analysis was used to determine each variable's statistical significance in the discrimination between an Attainer and an Advocate.

## **Attainer Anna\*:** Being safe means I take care of me and mine

Anna works for a large, well established electricity services provider. They work in high risk environments in small, independent teams far from any oversight from HQ.

Anna feels the high risk nature of the work means the stakes are very high if something goes wrong. She tries to tackle each job as if it is the first time she is doing it. Anna is highly aware of the dangers of complacency, and understands that being risky on the job can mean the difference between making it home that night or not.

She is proud she and the team do each job by the book and follow procedures to keep themselves safe. Anna is very careful to not break any 'written rules' as she feels they have been designed to keep her safe and believes they help protect her from harm at work.

The team have 'tailgate' sessions before a job where the foreman gets everyone involved and goes through the whole process. As a rule, they keep it light-hearted but always cover the key points including major hazards and other health and safety points that need to be raised as per the site plan. Anna is firm that she attends these sessions and listens to everything that is said.

Anna is also not afraid to say 'no' to her superiors if she is asked to put herself at high risk (e.g. working in the wet). Her motto is *"if in doubt, don't do it."*



When using the cherry picker they have a three person team: One in the cherry picker, one on the ground to manage traffic, and another to watch the person in the cherry picker.



# Advocate

Strongest commitment to safe behaviour. Likely to role-model safety and seek to influence others.



- Actively protect themselves and colleagues; safety is embedded; instinctive.
- Well informed about risks and how to avoid them.
- Regulations and procedures are in place to keep workers safe, so everyone should follow them.
- Emotive benefits – guiltless if it’s goes wrong.
- Safe at work, safe at home.
- Work culture needs to align with own safety values; everyone has each other’s back.

**Oldest segment** (40% are aged 50+)

**Highest non-NZ European profile** (47%)

**Highest low socio-economic representation** (31% levels 5&6)

### Lowest risk and harm profiles:

- 74% had no near misses.
- High employer engagement with workplace H&S activities.



*“You do trouble shooting for people... you are the advocate for staff. I feel like I am helpful to people.” [Mixed sector – Clinical Nurse]*

*“As a parent I’m evaluating all of my risks based on my child’s risks... I evaluate from a point of view of would I let a kid do that? Why wouldn’t I let a kid do that? So, why would I do that?” [Mixed sector - Manufacturing]*

*“A person blindly following the health and safety directive is going to have more chance of hurting themselves than a guy who stops and asks questions.” [Energy sector]*

*“It’s not about red tape. It’s about keeping people safe.” [Mixed sector - Manufacturing]*



work for businesses that fall into the top half of workplaces cultures.\*

\* Assessed using index described on page 76

## Advocate Angus\*: I encourage everyone to play their part

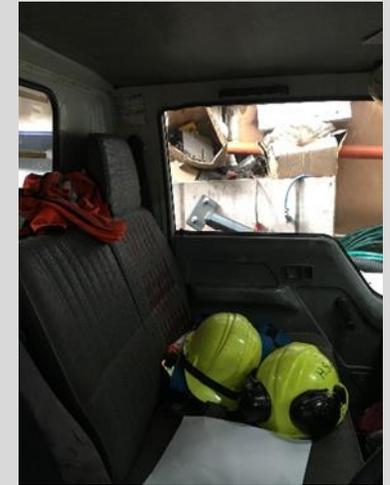
Angus works for a small commercial electrical services business. He's generally labouring, and driving machines such as the crane truck and cherry picker. Angus isn't licensed so doesn't do the electrical work. The big boss does that.

Angus and his boss are polar opposites when it comes to tidiness. Angus likes everything in its place, yet his boss is way more messy. But, funnily enough, they both have the same safety approach and perspective.

The general culture is about keeping everyone safe. It centres around a premise of respect for self and those around you: *"The primary thing is to keep yourself and your workmates and people in your work area safe. There's no such thing as profit over safety."*

They always assess risk at each site. Angus is involved in that discussion with his boss. It may not be a formal conversation, but it always happens. Staff speak up and others will listen and take action if needed. Everyone stops, thinks, acts, and checks. Plus PPE gear is readily available and worn. If Angus didn't do things safely, or worked in an environment that didn't take safety seriously, he'd feel like he was gambling.

Angus is similar at home: *"With my boy I make sure if we're doing stuff, something as simple as going for a bike ride, we'll have a chat. It may not be a formal chat, but on the way, in the car or before we leave, I'll say 'right we're going here this is what we've got to look out for'."*

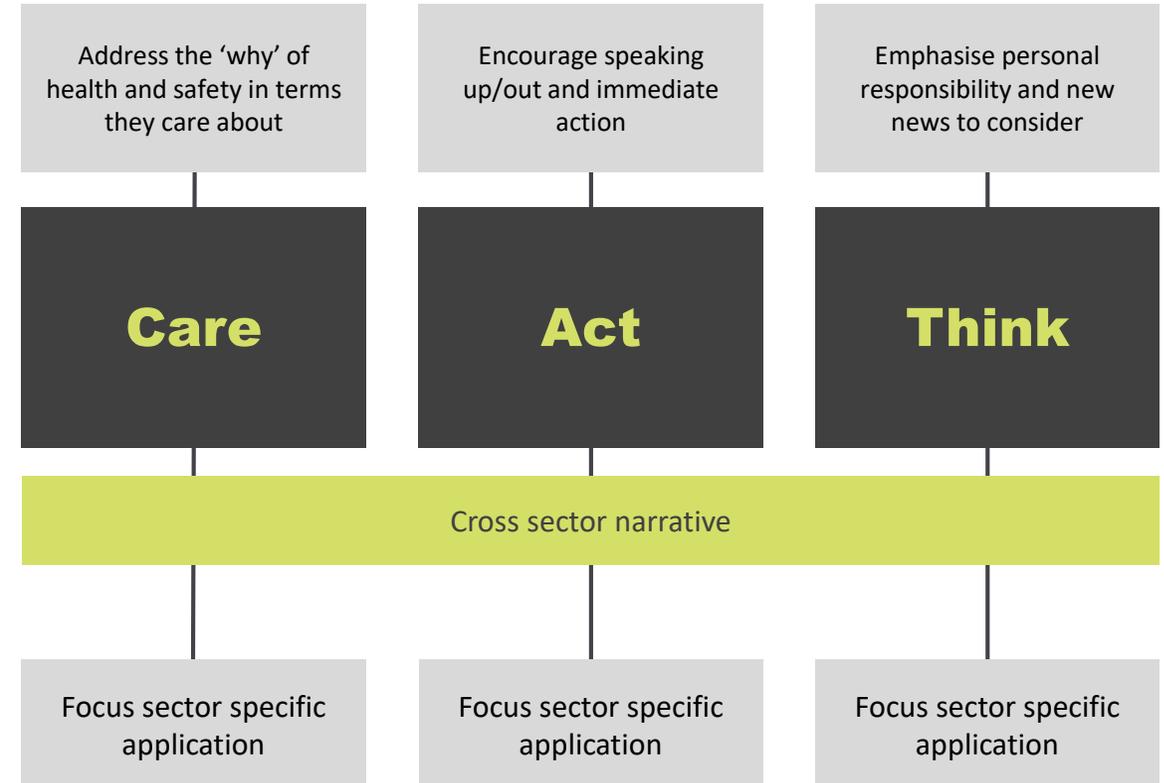


PPE gear readily available.



★	Employees who are less engaged with health and safety are likely to have worse outcomes*, even if they often work in lower risk sectors.
★	More engaged workers are more likely to work in places with good H&S practices.
★	Some workers are simply blind or blasé to the risks, but most have an instinct for hazards, yet do not act upon them.
★	Those who are more engaged with health and safety have greater personal reasons to care and to have each other's backs – particularly for relationships which are important to them.

## ROADMAP



\*That is, they are more likely to self-report physical harm.



# Levels of self-reported harm, injury and risky workplace practices

# Definitions and interpretation

All findings on the incidence of harm in this section are based on workers' self-reported responses covering a 12-month period. Therefore these findings may not align with published harm statistics.

This section covers workers' experiences of:

## Physical workplace harm in the last 12 months

Workers were asked which types of harm they had personally experienced from their work in the last 12 months (using a prompted list). At the analysis stage, responses were divided into serious and permanent harm, and non-serious harm, in the same way as in the 2017 research<sup>1</sup>. See table on page 105 for the types of harm that fall under each of these two categories of harm.

<sup>1</sup>The only exception to this is that in 2019 we had a category labelled 'another type of physical harm or injury'. A conservative approach was used whereby this was only defined as 'serious harm' if the respondent also reported one or more of the serious harm categories.

## Risky workplace practices

Workers were asked how many times they have personally had a near miss where they could have been seriously hurt (in the last 12 months).

Workers were asked about four risky practices (working when sick or injured; working when over-tired; working when hung-over, stoned or high; and working when under the influence of alcohol or drugs) using a frequency scale: never, occasionally, often, most/all of the time.

Workers were also asked about how many hours they work in a week (on average).

## Psychological harm in the workplace in the last 12 months

Workers were asked about their experience in the last 12 months of each of four types of psychological harm because of their work. However, we acknowledge that respondents suffering from depression, anxiety, or stress may not always understand the cause.

# Around one third of workers report non-serious physical harm, and nearly one in five report serious physical harm, in the last 12 months

**18%** Serious physical harm or injury



Loss of hearing from exposure to noise	7%
Long-term breathing problems	4%
Other work-related disease or illness that has resulted in an ongoing health problem	4%
Another type of physical harm or injury (serious)	4%
A deep cut or wound that required stitches	3%
Been hurt, or became sick and was put in hospital for more than 48 hours	3%
A broken bone/fracture	2%
Serious head or brain injury, including concussion	2%
Other work-related injury that has resulted in a permanent health problem	2%
Another permanent or ongoing health problem	2%
An eye injury	1%
An injury from crushing	1%
A body part amputated	1%
Burns requiring medical attention	1%
Back injury/pain	1%
Became unconscious as a result of physical injury or lack of oxygen	<1%

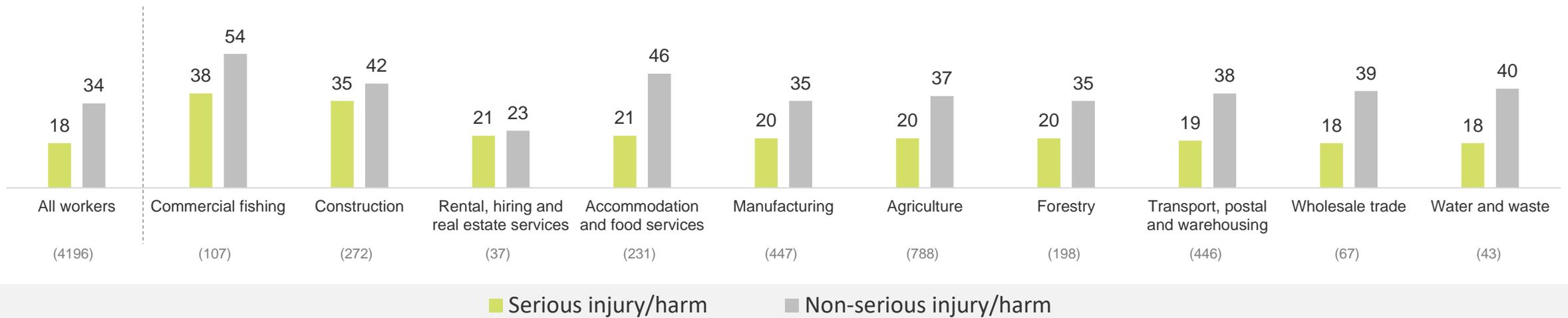
**34%** Non-serious physical harm or injury



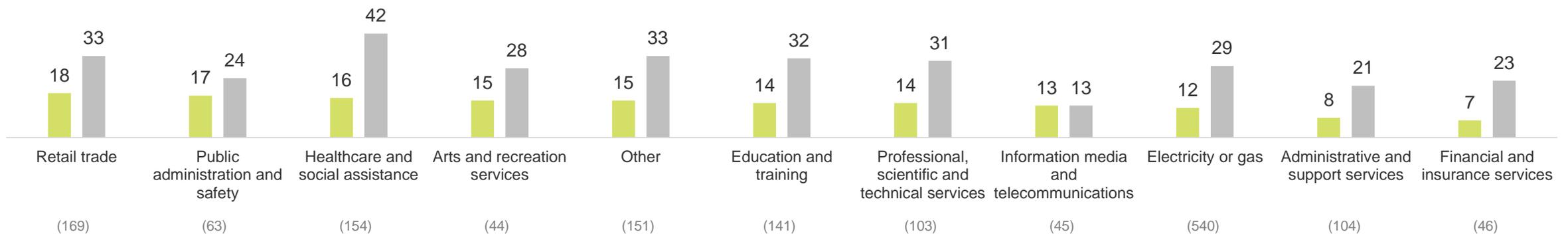
<b>Sprain, strain or dislocation</b>	<b>20%</b>
Skin conditions (e.g. rashes, eczema, dermatitis)	14%
Short-term breathing problems	8%
Another type of physical harm or injury (non-serious)	8%
Heat stroke, heat strain or hypothermia	3%

# Self-reported harm figures suggest safety culture across all sectors needs further support

%



%



Base: Workers (see base sizes on chart). Higher margins of error are associated with base sizes of around 100 or fewer. Please refer to page 16 for details.  
Source: Worker questionnaire – S2, Q3, Q4a, Q4b, Q4c, Q4c(i),

# Risky workplace practices are reasonably common – particularly working when sick, injured or over tired

**13%**

...have had **multiple** near misses in the last 12 months

**39%**

...often\* work when **sick or injured**

**31%**

...often\* work when **over-tired**

**14%**

...work **more than 50 hours** per week

\*Or more frequently

**16%**

...at least occasionally work when **hung-over, stoned or high**  
[4% often or most/all of the time]

**5%**

...at least occasionally work while **under the influence of alcohol or drugs**  
[2% often or most/all the time]



# In the last 12 months, one in five workers experienced work-related depression, and nearly one in three anxiety. Younger workers are especially susceptible to work-related psychological harm

## Mental health and wellbeing

### EXPERIENCED IN THE LAST 12 MONTHS

Depression

20%

Anxiety

31%

Stress

60%

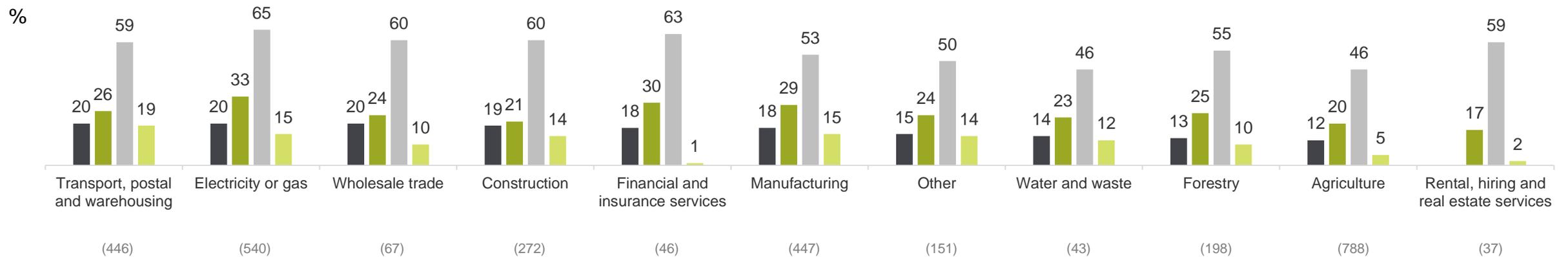
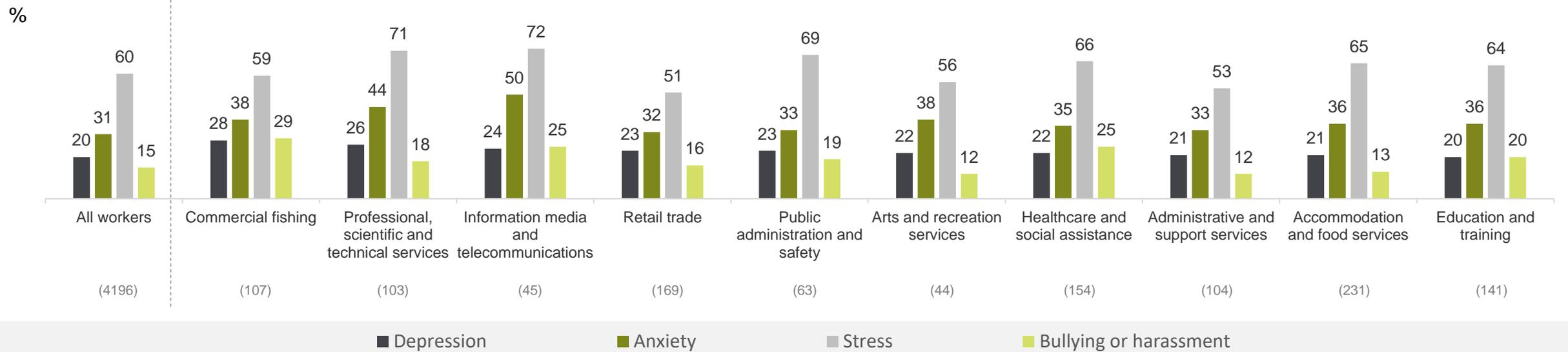
Bullying or harassment in the workplace

15%

### PREVALENCE IS HIGHER AMONG THESE GROUPS

- Younger men and women (25% of workers under 40)
- Younger women (38% of women under 40)
- High socioeconomic status (31% of workers in levels 1 or 2)
- Workers in information media and telecommunications (50%), and professional, scientific and technical services (44%)
- Young women (70% of women under 30)
- Workers with higher household incomes (67% \$100,000+ vs 42% for under \$30k)
- High socioeconomic status (66% of workers in levels 1/2 vs 51% in levels 5/6)
- Workers in professional, scientific and technical services (71%) and information media and telecommunications (72%)
- Women in their 30s (27%)
- Workers in commercial fishing (29%) and healthcare and social assistance (25%)

# Psychological harm is experienced more often (but not always) in more white-collar industries



Base: Workers (see base sizes on chart). Higher margins of error are associated with base sizes of around 100 or fewer. Please refer to page 16 for details.  
Source: Worker questionnaire – Q3



## Concluding thoughts

# Workplace culture: the meat in the safety sandwich



*We don't have rules, we have a culture.*

*[Energy sector]*



**OVERSIGHT**  
(Compliance and enforcement)

**Workplace culture is king**

**UNDERPINNING**  
(Safety practice and procedures)

## Our findings note that:

- Employers who emphasise compliance over workplace culture (Common Sense) have poorer outcomes.
- Employers who have strong safety practices but weak workplace culture (All Talk) have poorer outcomes.
- Workplaces that are less committed to safety are more likely to have less engaged workers.

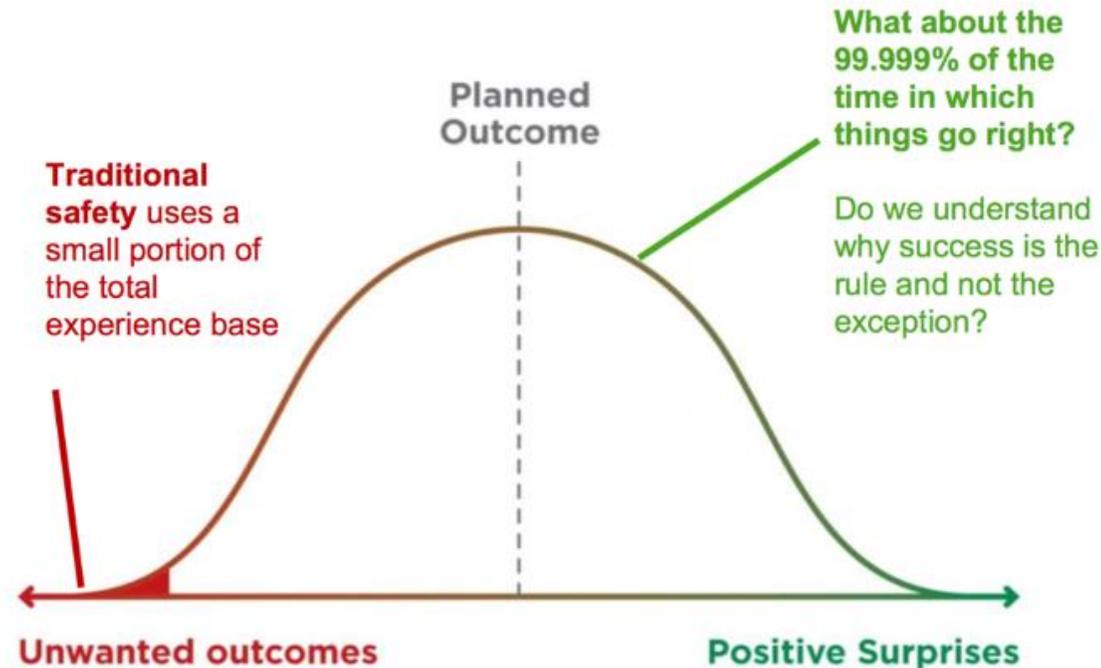
**Safety oversight and safety underpinnings are not enough in their own right.** The difference, clearly, is workplace culture.

# Moving on from fault finding: learning from the 99.9% of times when things go right



*Safety is not about the absence of negatives; it is about the presence of capacities.*

*[Sidney Dekker]*



The way to make the red part (unwanted outcomes) on the left smaller is not by making it impossible for things to go wrong (as we've done almost everything in that regard already). We make the red part smaller by making the white part bigger: focusing on why things go right and enhancing the capacities that make it so. Figure by Kelvin Genn.

Following the thinking of Erik Hollnagel's white paper<sup>1</sup>, Sidney Dekker's hospital study<sup>2</sup> showed no difference in safety procedures in cases with an adverse patient outcome compared to those where there was not.

- All cases, good and bad, included incidents of:
  - Workarounds
  - Shortcuts
  - Violations
  - Guidelines not followed
  - Errors and miscalculations
  - Unfindable people or medical instruments
  - Unreliable measurements
  - User-unfriendly technologies
  - Organisational frustrations
  - Supervisory shortcomings.
- His conclusion: we can't reduce the red tail by learning from what happened there. **We need to learn from – and grow – the white space where things go right.**

<sup>1</sup>Safety I and Safety II: The past and future of safety management

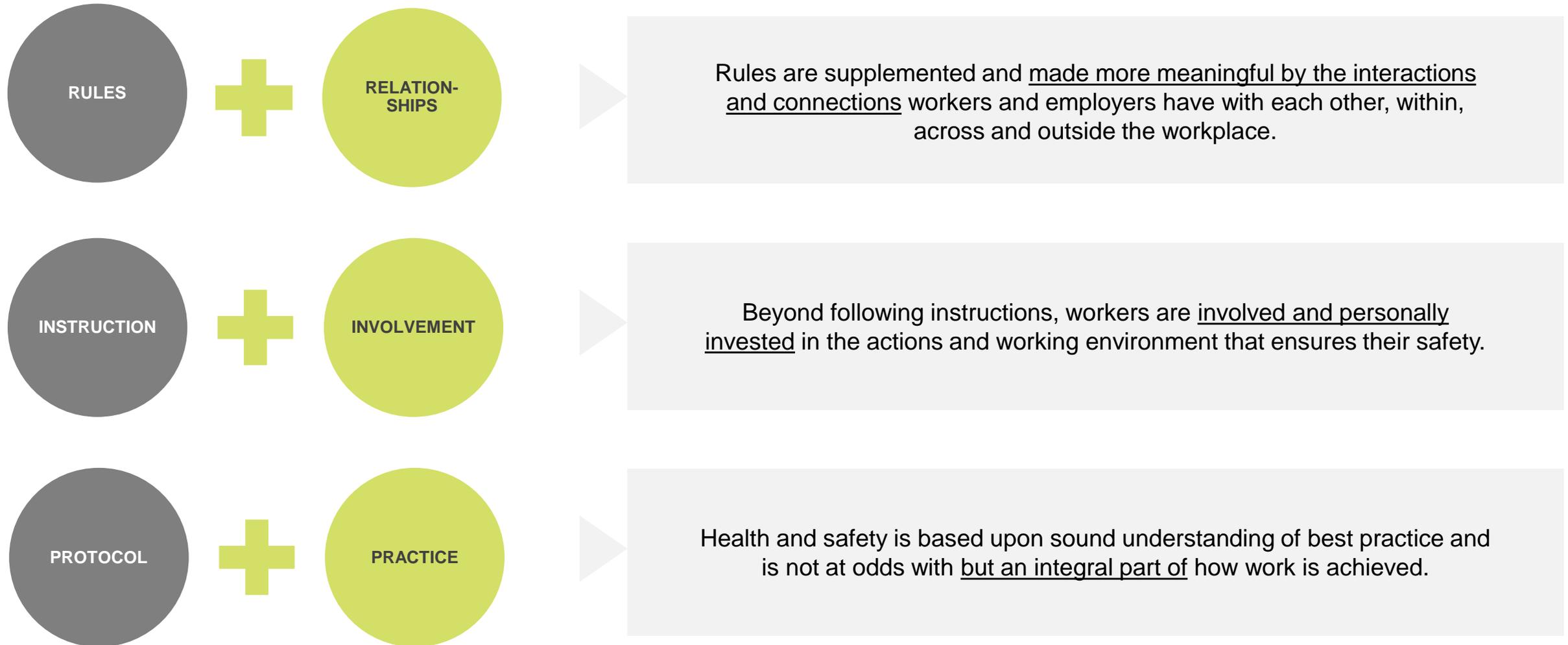
<sup>2</sup> [www.safetymind.com/why-do-things-go-right/](http://www.safetymind.com/why-do-things-go-right/)

# What makes something go right?

WHAT DEKKER FOUND	WHAT WE HAVE FOUND <sup>1</sup>
Diversity of opinion and the possibility to voice dissent	The business strongly encourages workers to debate health and safety issues even it is means challenging what management think
Keeping a discussion on risk alive	Things that put H&S at risk are discussed in an open and helpful way
Ability to say stop	Confident to speak up/say no if you're asked to do something risky Boss would support me if I suggested stopping work due to potential hazard
Broken down barriers between hierarchies and departments	We have a strong safety culture where each person is always watching out for each other's health and safety Looking out for the H&S of colleagues is really important to me
Don't wait for audits or inspections to improve	We're constantly looking for ways we can improve our health and safety culture
Pride of workmanship / Deference to expertise	<i>Not quantitatively measured but echoed in qual findings</i>

<sup>1</sup> Strongly agree standout measures amongst Advocates and/or Care for others segments

# What this means for New Zealand workplaces



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