

# WorkSafe

**TE PŪRONGO O  
MAHI HAUMARU AOTEAROA**

1 July – 30 September 2025



**Te Kāwanatanga o Aotearoa**  
New Zealand Government

**WORKSAFE**  
Mahi Haumaru Aotearoa

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## Where we are heading

We are New Zealand's primary work health and safety regulator. Our main role is influencing businesses and workers to carry out their responsibilities to ensure their work is healthy and safe and hold them to account if they do not. Our vision is for *everyone* to come home from work healthy and safe.

To achieve this, we are changing how we work by improving how we proactively engage businesses and workers, ensuring our advice and guidance is clear and consistent, embedding a more proportionate approach to enforcement, and strengthening our delivery and oversight of permitting.

Additionally, we will maintain a particular focus on addressing the highest-risk sectors, to have the greatest impact possible. Presently, this includes four areas where disproportionately high levels of workplace harm occur: agriculture, construction, forestry and manufacturing.

In 2025/26, we will focus on delivering proportionate, practical, clear and consistent frontline services to businesses and workers. Further, through our strategic Health and Safety Reform work programme, we will implement the health and safety system businesses and workers expect.

Our quarterly reports over the year will support us to monitor our progress across both our frontline work and our implementation of the Health and Safety Reform work programme.

The purpose of this report is to provide an update of WorkSafe's performance over the previous quarter to the Minister for Workplace Relations and Safety and the Ministry of Business, Innovation and Employment (monitoring department). This includes WorkSafe's progress in achieving objectives as set out in its accountability documents, and an overview of WorkSafe's organisational health and financial performance.

All performance data provides a snapshot in time. On any given day, there may be variances depending on when data is uploaded and subsequently extracted. When comparing the data from previous quarterly reports to the current one, there may be slight variations due to the latter data being more complete.

# How we went

## Summary

The 2024/25 financial year was one of significant change for WorkSafe. We implemented a strategic reset to support our Minister's priorities, completed an organisational re-design to enable us to deliver on those priorities at pace, and established a work programme that will fundamentally reform how the health and safety system supports businesses and individuals to be healthy and safe.

As a result, we entered 2025/26 in a strong position to deliver and are pleased to note our quarterly results are already starting to reflect that. For example, by redirecting resources to the frontline, we've seen the number of workplace assessments increase to 3,617, eight percent more than the same period the year prior. Importantly, this has been achieved primarily through an uplift in proactive engagements, rather than in an increase in health and safety notifications, proof of our efforts to influence and support businesses and individuals to be healthy and safe earlier. We further improved the consistency and clarity of our guidance through the delivery of the Forestry Approved Code of Practice, the release of a new regulatory clarification, and by assessing and updating existing guidance.

Additionally, we continued reducing long-dated authorisation applications (applications that were received more than 30 days ago) – from 23 in June 2025 to 12 in September 2025. Delivering an effective and efficient permitting regime is a critical aspect of a well-functioning regulatory system, ensuring high-risk activities can proceed with appropriate safeguards in place. We also established a compliance monitoring function to provide greater oversight and assurance of permitting.

We have made a good start to the financial year and are looking to continue this trajectory, progressing reforms needed across the health and safety system. Throughout this report, we provide updates on significant Health and Safety Reform work programme items and list our areas of focus for the quarter ahead.

## Financial performance

In Q1, we reported a surplus of \$2.889 million compared to a budgeted deficit of \$1.978 million. This result was primarily driven by an underspend in Strategic Investment programmes due to the timing of expenditure (onboarding of key resources and commercial processes) and delayed ICT project spend. Some items within the Health and Safety Reform work programme are still in the early stages of implementation, and we anticipate increased expenditure over the remaining three quarters as they progress.

For our detailed financial statements for Q1, see page 14.

## Non-financial performance

As at 30 September, ten of our 13 non-financial performance measures are being reported as either on-track or complete. This includes five of our output measures from our Statement of Performance Expectations (SPE), and all five of our impact measures from our Statement of Intent. In addition to these ten, two of our SPE measures (*1.1 The percentage of employers who report that our guidance and information resources are useful* and *1.2 The percentage of health and safety guidance documents that have been assessed for being up to date in the last 24 months*) will be reported for the first time in Q2.

There is one output measure from the SPE that we will focus on to improve performance over the financial year (*2.2 The percentage of investigations in priority sectors (agriculture, forestry, manufacturing and construction)*). We expect performance to continue to strengthen as we fully embed the changes started in the last financial year and progress the Health and Safety Reform work programme.

For a consolidated view of our non-financial performance, including variance reporting, see page 19. For an overview of our regulatory statistics, see page 20.

# What we did and how we got there: We engage

Helping businesses and workers to understand how to meet their responsibilities to ensure work is healthy and safe

## Key activities – to 30 September 2025

### Increasing inspector presence where it matters most

- We recruited 18 more inspectors. We now have 205 inspectors and an additional 37 trainees.
- We completed 3,617 assessments, 271 more than in the same period the year prior. Following these, 73 percent of people reported that we helped them find practical ways to improve health and safety.
- We significantly increased our engagement with horticulture businesses, visiting over 570 between July and September 2025. (see bottom right). In line with our commitment to target areas of greatest workplace harm, we were also active in our other priority sectors, completing over 400 assessments in manufacturing, over 200 in forestry, and more than 1,800 in construction. These were both proactive engagements aligned to our Sector Priority Plans and reactive work based on notifications.
- We kicked off visits to the 60 highest risk engineered stone businesses, which will run through to March 2026. Engineered stone manufacturing presents a high risk of chronic harm to workers, so engaging with businesses to find practical health and safety improvements is critical.

## Financial performance – Engage

\$000	Actual	Budget	Variance	Full Year Budget
Operating Expenditure	17,330	18,758	1,428	75,034
Strategic Expenditure	383	1,100	717	4,401
Total	17,713	19,858	2,145	79,435

## Key performance indicators – Engage

- We have three output measures from our Statement of Performance Expectations 2024/25 and two impact measures from our Statement of Intent 2024/25-2027/28 for our engagement activities. In Q1, one output measure and both impact measures are on-track to achieve target. Two output measures (1.1 The percentage of employers who report that our guidance and information resources are useful and 1.2 The percentage of health and safety guidance documents that have been assessed for being up to date in the last 24 months) will be reported in Q2.

For a consolidated view of our non-financial performance, including variance reporting, see page 19. For an overview of our regulatory statistics, see page 20.

### Q1 sector focus: horticulture

As part of our commitment to focusing our resources on **critical risk**, we implemented quarterly sector-focuses – increasing our engagement with targeted sectors where evidence suggests disproportionately high rates of workplace harm may occur. In Q1, this was the **horticulture** sector, when our inspectors visited over 570 horticulture and viticulture businesses. While their observations were positive overall, there were a few key areas where improvements could make things safer – for example, vehicle maintenance, and the management of hazardous substances. To support these businesses to keep workers safe when entering an area where pesticides have been applied, we also issued new *Restricted entry intervals for pesticides* guidance,



### *Ensuring guidance is clear, current and easy to access*

- We finalised a new Approved Code of Practice (ACOP) for the forestry sector (see top right).
- We commenced work on two ACOPs in agriculture, which is a priority sector. These will be developed in partnership with businesses and stakeholder groups, offering clear and practical guidance on Roles and Responsibilities (Contracting) and Farm Vehicles.
- We established the Guidance Advisory Group to help us improve the quality of health and safety guidance. This group will provide input into our review of our policy on how we endorse guidance, ensuring processes work for businesses of all sizes and a diverse range of industries.
- We developed asbestos awareness training in the construction industry, with Site Safe. The training supports workers to identify asbestos material and understand the risks and what action to take.
- We participated in an education session with Road Controlling Authorities (RCAs) in the broader Christchurch region. The event was planned and hosted by the Temporary Traffic Management Industry Steering Group, to support RCAs that have not adopted the new risk-based guidance.
- We started work to improve our management and response to complaints about health and safety system, ensuring we manage these in a timely, efficient and supportive manner. This work includes clearly defining health and safety complaints, strengthening processes for responding, and starting to report our results. This quarter, we responded to 16 complaints (this includes complaints received in Q1, and those that remained open at the end of Q4 2024/25), Nine of these were resolved within 20 working days. The complexity of some complaints means they may take longer than 20 working days to fully resolve.
- We launched our public energy safety campaign for 2025 (see bottom right).

### **Forestry safety**

To support safer forestry operations, the Approved Code of Practice (ACOP) for Safe Practice in Forestry and Harvesting Operations was launched this quarter. We followed that with a targeted campaign to drive awareness and uptake of the guidance across the forestry sector was delivered.

This campaign was guided by data and insights to ensure effort is directed where harm is most likely to occur. It demonstrates our new functional model in practice, with data, guidance, engagement and inspectorate teams working together to deliver a coordinated, evidence-based approach. By focusing on areas of greatest harm and equipping the sector with clear, practical guidance, we are supporting safer forestry workplaces and lifting sector-wide performance.

### **Energy safety campaign**

Our winter energy safety campaign was rolled out across selected digital platforms and outdoor display locations like online display ads, in and around retail areas, and on YouTube and TVNZ On Demand. The energy safety winter 2025 campaign ran from July to September this year. We received over 5 million impressions for our key messages across digital, display and social channels, and 12,988 clicks through to our campaign website.

Fronted by Claude the Cat, the campaign focused on helping New Zealanders stay safe when using electricity and gas during the colder months. It offered practical advice on the safe use of electric blankets and heaters, along with best practices for installing and operating gas appliances. The campaign also ran additional reminders across social media about the WorkSafe Serene heater prohibition and MBIE recall, asking consumers to check for the nominated Serene heaters in their home, office or workplace, and if found to follow the official recall advice.

### *Growing a consistent, approachable inspectorate across New Zealand*

- We completed foundational training and induction for the cohort of 17 new Inspectors recruited in Q4. By the end of January 2026, they will have successfully completed six months of training and many will be ready to be pass their final assessments and gain their ‘warrants’ to become inspectors. At this milestone, we will be able to gather objective performance insights across several key areas. These insights will help us evaluate the impact of recent recruitment changes and guide the development of a structured framework for next year. This will enable ongoing tracking of trainee performance, retention, and other key indicators across the Inspector lifecycle, ensuring we continue to raise the calibre of staff selected and supported through the programme.
- We undertook Inspectorate Roadshow presentations, where senior leaders from the Inspectorate and DCE Operations visited 14 regional office locations over September. The Roadshow was designed to reflect the Leadership Connection activity delivered as part of our transition to the new integrated Inspectorate and allowed leaders to deliver important information on the operating model changes, Inspectorate behaviours, performance focus areas, and listen to our team’s perspective.
- We are refining how Inspectors are defined across the organisation to ensure consistency and close alignment with Australia — our most relevant comparator — whilst acknowledging differences in work mean full alignment is not possible. This will improve visibility of Inspector numbers and capacity, supporting more meaningful international benchmarking. As of 30 September 2025, New Zealand had 0.71 Health and Safety Inspectors per 10,000 workers, a rate that is increasing as new inspectors complete their training and further rounds of recruitment progress.

### *Making it easy for people to confidently meet their obligations through more self-service options and better use of digital channels*

- We commenced a small-scale pilot of a calling card with a QR code that can be left by inspectors and directly links businesses to our hub of tools and resources. This has since been expanded, and once complete, will inform how we improve the accessibility of guidance and tools more broadly.
- We refreshed the forestry landing page on WorkSafe’s website and provided self-service learning modules for businesses and workers to help them understand the new forestry ACOP and adopt the improved guidance. This is part of our broader efforts to improve the quality and accessibility of our online guidance.

### *Strengthening partnerships to support safer work through local networks*

- We identified the emerging risk of lifting gear failures in the logging industry. The Log Transport Safety Council issued a safety alert to improve awareness of risk of harm, and the need to replace at risk equipment. This was delivered through a partnership between WorkSafe, Maritime NZ and the Council.
- We implemented a targeted health and safety response to a potential health risk involving imported materials which may contain asbestos, that were used in producing fire safety doors. We worked with MBIE on the wider All-of-Government response and engaged with the relevant Australian agencies through the Imported Materials with Asbestos Working Group. We urgently assessed two companies, resulting in the safe removal of asbestos-containing material. Following that, we visited other businesses where similar risk may be present and developed an advice pack that was distributed widely and available on our website.
- We engaged with Master Builders and Site Safe in the Canterbury region about residential construction focused assessments and sharing statistical information. This will support them to develop a targeted plan to improve health and safety improvements among their membership.
- We ran workshops in partnership with Workforce Central Dunedin, a job and skills hub established to supply workers for construction, infrastructure and trade businesses for the new Dunedin Hospital. The workshops provided education to workers about their health and safety rights and responsibilities.
- We ran workshops for small to medium sized forestry contractors in partnership with forestry industry leadership groups to help businesses get familiar with the new forestry ACOP and how they would apply it in their own context. This included two workshops in September, in Gisborne and Rotorua, where we connected with 135 businesses.

## Health and Safety Reform work programme

As part of WorkSafe's Health and Safety Reform work programme, we are progressing three sub-programmes to improve how we engage.

### *Inspectorate – Capability Uplift*

This supports the development and uplift of an integrated WorkSafe Inspectorate. This will develop a more supportive and consistent regulatory presence through improved recruitment, training, performance frameworks, and improved operating processes.

#### **In our last report, we said we would:**

- continue with the recruitment of the next cohort of inspector trainees. ●
- review the training approach for new inspectors. ●  
 ↳ **Comment on status:** Training needs analysis is underway and is expected to be completed by the end of Q2.
- deliver inspector pathway and training (uplifting capability). ●  
 ↳ **Comment on status:** The delivery of uplift training is underway with new cohort and management training completed. The Inspector pathway review is in progress and consideration is being given to the future state of the Inspectorate.
- prioritise integrated process design to improve efficiency. ✓
- develop operational performance framework to lift visibility of performance. ●  
 ↳ **Comment on status:** The operational performance framework will be completed by the end of Q2.
- deliver leadership and culture capability training. ✓
- embed and improve the new operating model of an integrated inspectorate under a new regionally based leadership structure. ●

### *Future guidance – Industry Led Approach*

This will ensure all our guidance is fit for purpose and hits the mark for businesses and individuals. It will ensure more user friendly, practical and clear guidance is created through improvements in WorkSafe's processes along with a re-focus on better support for industry led guidance and ACOPs, including more efficient endorsement processes.

#### **In our last report, we said we would:**

- finalise a priority list of guidance work including Approved Code of Practice (ACOP) with MBIE and Minister. ✓
- work with industry group to form pilot(s) to support development of industry-led ACOP approach. ●
- commence Artificial Intelligence work on generating guidance/ACOPs. ✓
- send the Forestry ACOP to the Minister for approval. ✓
- work with industry group to review the guidance endorsement policy and process. ●

### *Feedback Systems*

This supports the Minister's request for proportionate regulation and system responsiveness. Built from the Road Cone Hotline pilot, it will enable feedback from duty-holders, create systems for resolving complaints, and ensure we learn and adapt from real-world input.

#### **In our last report, we said we would:**

- continue to progress ride-alongs and resulting case studies. ●
- progress work with NZTA and Councils to ensure notifications are followed up and engagement or other action is taken. ●

**KEY:** ✓ complete; ● on track; ● minor risk; ● significant risk

# What we did and how we got there: We enforce

Taking action against those who fail to meet their responsibilities to ensure work is healthy and safe.

## Key activities – to 30 September 2025

### Clear expectations and consistent enforcement

- We issued 1,227 improvement notices to duty holders, 27 percent fewer than in the same period last year. The volume of notices issued can be affected by a range of factors, including the number of assessments undertaken, the number and types of incidents that occur, how we target risk, and how we apply regulatory decision-making. Our Q1 focus on horticulture, and uplift in proactive engagements, also impacted the profile of businesses we visited. Improvement notices are a form of enforcement that offer a chance to engage with businesses and workers about how to address health and safety risk. We also issued 287 prohibition notices over the quarter.
- We accepted three enforceable undertakings (EUs) this quarter, reflecting strong commitments from duty holders to invest in safer workplaces, support victims, and share lessons that lift industry performance. As a result, one company will install AI-enabled CCTV and pedestrian detection systems, another will fund research into software to improve forestry road safety standards, and a Kura will lead a national initiative to strengthen water and outdoor safety education. EUs are voluntary, legally binding agreements between WorkSafe and a duty holder, and in some cases are a more proportionate alternative to prosecution.
- We approved changes to our EU policy to ensure its availability as an alternative to prosecution is improved. This policy will be implemented in Q2, with the development of supporting operational guidance and processes to enable EUs to be accepted prior to laying charges, where appropriate.
- We continue to improve the quality and consistency of decision-making. We developed a new process for quality control of inspectorate frontline decision-making, to be implemented in Q2. We also continued work on developing a new policy on warnings and updating our policy on working with victims.

## Financial Performance – Enforce

\$000	Actual	Budget	Variance	Full Year Budget
Operating Expenditure	7,247	8,648	1,401	34,590
Strategic Expenditure	365	496	131	1,985
Total	7,612	9,144	1,532	36,575

## Key performance indicators – Enforce

- We have three output measures from our Statement of Performance Expectations 2024/25 and two impact measures from our Statement of Intent 2024/25-2027/28 for our enforcement activities. In Q1, two output measures and both impacts measures are on track. One output measure 2.2 *The percentage of investigations in priority sectors* is reported as under target (79% against a target of 80%).

For a consolidated view of our non-financial performance, including variance reporting, see page 19. For an overview of our regulatory statistics, see page 20.

### Enforceable undertaking: Kura

We accepted an Enforceable Undertaking related to a 2023 river rescue involving school children. The Kura has agreed to enact health and safety improvements including the development of a bilingual Te Ao Māori Education Outside the Classroom safety management plan and toolkit for schools and communities to use across the country, professional learning and development for school staff and board members, training and support for staff and students in safe water activities, and ongoing support for victims.



### Strengthening responses to worker breaches

- We updated our *How we make prosecution decisions* policy. This policy makes it clear that any duty holder under the HSWA can be subject to prosecution and outlines how we make decisions whether to prosecute. As part of implementing this policy, we will develop detailed operational guidance on how we make decisions about prosecuting workers.

### Targeting critical risks

- We established sector focus areas to support how we target critical risks through engagement and enforcement. Seventy-nine percent of active investigations in the quarter were in priority sectors. Further, 98 percent of improvement notices issued in priority sectors or areas resulted in an improvement to workplace safety.

## Health and Safety Reform work programme

As part of our Health and Safety Reform work programme, we are progressing one sub-programme to improve how we enforce.

### Enforcement – New Proportionate Approach

This will ensure we are a proportionate regulator with a consistent approach to enforcement with transparent decision making. It will strengthen the fairness and clarity of our enforcement and prosecution approach, including updating our decision-making model, enhancing our response to worker breaches, and ensuring alignment with the Solicitor-General's Guidelines.

### In our last report, we said we would:

- approve the new enforceable undertakings (EUs) and prosecution policies (to enable pre-charge EUs and greater consistency) and commence implementation. ✓
- engage on the enforcement decision-making model review and received an internal audit report. ✓

KEY: ✓ complete; ● on track; ● minor risk; ● significant risk

## Significant prosecutions closed

Two companies from the West Coast were prosecuted for health and safety failures. They were sentenced and ordered to pay fines of \$302,500 and reparations of \$353,506. The workers were overcome by fumes from a toxic gas pit when they were clearing a pump blockage in the pit. We found inadequate risk assessment and planning for the excavation work, workers not being advised of the risks of hydrogen sulphide, and no gas monitors available on site.

A scaffolding company was sentenced and ordered to pay reparations of \$8,500 after pleading guilty to breaching the Health and Safety at Work Act 2015. This follows the collapse of scaffolding onto a busy road in Auckland. The scaffolding lacked the minimum safety features to anchor it. For example, it was not tied down, nor was there any bracing used to increase the base width for stability and did not follow industry standards and guidance. Our good practice guidelines for scaffolding have practical advice on the safe design, construction, use and maintenance of scaffolding. The guidelines are widely used in the construction industry to help meet their obligations.

An individual was prosecuted and fined \$1,800 after he falsified a certificate required by the Health and Safety at Work (Hazardous Substances) Regulations 2017. He used the certificate to obtain a toxic substance that is restricted by the Regulations. Authorisation regimes are a critical regulatory tool, providing a level of assurance that good health and safety management practices are in place in respect of high-risk work activities. This prosecution concerned conduct that undermines the trust and confidence essential to ensuring authorisation regimes are effective.

# What we did and how we got there: We permit

Allowing businesses and individuals to carry out high-risk work activities that need permission and monitoring licensees’ activity to ensure it is safe

## Key activities – to 30 September 2025

### Improving the transparency and timeliness of decision-making

- We processed 341 permit applications or requests to renew an existing authorisation, across seven separate permitting regimes. Ninety-one percent of these were decided and notified within agreed timeframes — a result that continues to improve. In addition, we maintained a strongly positive level of satisfaction with an overall average satisfaction rate of 82 percent (across five regimes that we survey for satisfaction).
- We maintained a strong focus on clearing long-dated applications in compliance certifier regime, with over 600 hours of effort going into clearing the backlog. This has led to a reduction in the overall number of long-dated applications (>30 days since receipt), from 83 in December 2024, to 12 on 30 September 2025. This will improve both safety and economic outcomes, by ensuring businesses and individuals have the right permissions to undertake high-risk activities, and that they do so safely (see bottom right).
- We met with the Health and Safety Association of NZ (HASANZ), Hazardous Substances Professionals NZ (HSPNZ) and compliance certifiers. The meetings focused on improvements being made through the Health and Safety Reform work programme, in particular, to the application, audit and complaints processes for compliance certifiers. Key changes discussed include the design and development of a Decision-Making Framework to assess applications.

### Strengthening oversight of third-party certifiers

- We established a dedicated Compliance Monitoring Team in late June to provide assurance that our permitting regimes are operating effectively and manage our audit and complaints processes. Auditing, as part of compliance monitoring, is already underway, with a plan to implement internal compliance monitoring performance measures in Q2.
- We completed six audits of compliance certifiers, over Q1. The majority of these found low risk issues that required correction, with limited immediate risk to health and safety. All audited compliance certifiers have since completed their corrective action plans. We expect to complete the design of a new approach to monitoring the adventure activities regime in Q2.

## Financial performance – Permit

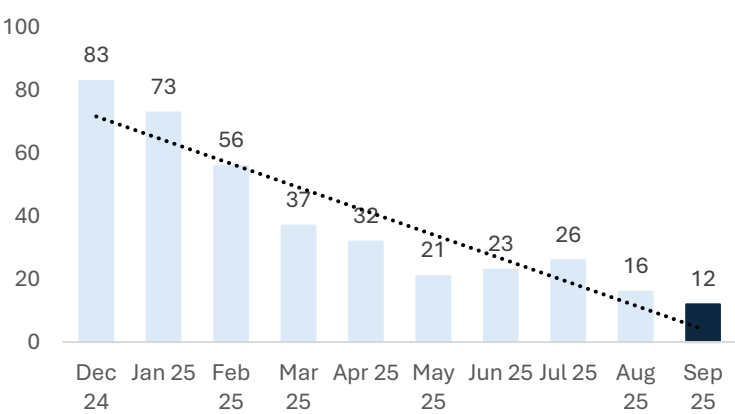
\$000	Actual	Budget	Variance	Full Year Budget
Operating Expenditure	6,149	6,990	841	27,960
Strategic Expenditure	292	404	112	1,614
Total	6,441	7,394	953	29,574

## Key performance indicators – Permit

- We have two output measures from our Statement of Performance Expectations 2025/26 and one impact measure from our Statement of Intention 2024/25-2027/28 for our permitting activities. In Q1, all three measures are either on track or have already been achieved.

For a consolidated view of our non-financial performance, see page 19. For an overview of our regulatory statistics, see page 20.

## Long dated applications (>30 days since receipt)



### Setting clear expectations for regulated parties.

- We are making it easier for compliance certifiers and regulated parties to meet regulatory requirements by publishing regulatory clarifications, which are short technical guides. These provide certifiers and other regulated parties good practice for meeting regulatory requirements around hazardous substances. Since January, we have published three. The third, published in August, *Separation distances for transportable containers (classes 6 and 8)*, has been positively received. The development of these clarifications is informed by feedback from industry bodies alongside monitoring results.
- We continued working with third party certifiers to develop and sign operational agreements. These agreements set out our expectations, focusing on roles and responsibilities, information sharing, dispute resolution, monitoring and engagement. We plan and expect to complete agreements with the following parties by December 2025: the Joint Accreditation System of Australia and New Zealand (JASANZ), Adventure Activity Registered Safety Auditors (AdventureMark and Qualworx), the Mining Board of Examiners, Hilti, the Certification Board for Inspection Personnel (CBIP), the International Accreditation New Zealand (IANZ) and Scaffolding, Access & Rigging New Zealand (SARNZ). The operational agreement with ITM, a provider of certificates of competence for powder actuated tools, was completed in April 2025.



### Health and Safety Reform work programme

As part of our Health and Safety Reform work programme, we are progressing a sub-programme to improve how we permit.

#### *Permit – Reducing Regulatory Risk*

This will ensure stronger system oversight. It aims to improve the consistency, transparency and effectiveness of third-party authorisations for high-risk work. The programme focuses on monitoring third parties, improving stakeholder confidence, and ensuring consistent interpretations of regulatory requirements.

#### **In our last report, we said we would:**

- hold SME workshops to design compliance monitoring, audit and complaints processes. 
  - expand effort tracking to include a wider range of activity (e.g. compliance monitoring). 
- **Comment on status:** The current state of compliance monitoring has been documented, and engagement with compliance certifiers to design the future state is ongoing. Recommendations will be considered in Q2, alongside proposed improvements to authorisation decision-making – with implementation still scheduled to commence within the quarter.

**KEY:**  complete;  on track;  minor risk;  significant risk

## Organisational issues and risks

The following is a summary of our organisational risks and issues. This includes a summarised overview of our approach to risk and our response.

- We are on track to develop a refreshed strategic risk profile in Q2. A detailed implementation plan to deliver on the recommendations made in the independent review report has been developed and is being finalised. Its delivery will improve maturity, connecting strategy, risk and performance, taking a whole-of-WorkSafe approach. As we are focused on delivering strategic objectives, initiatives and measures, our initial priority is developing robust risk and control registers across the organisation along with capability uplift in the business.
- We are currently reviewing our past compliance with the Holidays Act. The review aims to identify areas of non-compliance and determine any unpaid entitlements and payments to current and former employees. We have determined that an obligation is likely to arise. However, the amount and timing of payments cannot be determined until the review is completed.

## What's next: strategic, corporate and operational

In Q2, we will progress the following activity, and report our progress in our next report:

### Strategic and corporate

- Finalise and publish our new Statement of Intent 2025/26-2028/29
- Finalise and publish our Annual Report for 2024/25. Our Annual Report provides a detailed overview of WorkSafe's financial and non-financial performance over the last year.
- Continue work with ACC to refresh our joint Harm Reduction Action Plan, which we plan to publish by June 2026.

### Engagement, enforcement and permitting activity

- Conduct assessments and increase engagement in the agriculture sector (focusing in the areas of dairy, beef and sheep) — one of our four priority sectors.
- Continue to deliver workshops for small to medium sized forestry contractors in partnership with forestry industry leadership groups to help businesses get familiar with the new forestry ACOP and how they would apply it in their own context.
- Commence preparation for focused assessments and increased engagement in manufacturing (focusing on harmful exposures) in Q3.
- Present compliance certifier regime changes at the WorkSafe-Compliance Certifier meeting in October 2025. Changes include improvements to the complaints processes, the graduated risk-based audit approach, and the implementation of the new application processes aligned to the decision-making framework.
- Deliver the online Asbestos Awareness Week campaign in November 2025. This year's focus will be on the new guidance for the management and control of asbestos in the workplace, and the implementation of the asbestos awareness unit standard for construction workers.
- Present at the first chapter meeting organised by Faculty of Asbestos Management Australia and NZ (FAMANZ). This provides an opportunity to directly engage with asbestos professionals in Auckland, which has a unique set of challenges for asbestos risk management and tighten cooperation and information exchange with public sector and industry bodies partners.

## What's next: Health and Safety Reform work programme

In Q2, we will progress the following activity, and report our progress in our next report:

### *Inspectorate – Capability Uplift*

- Complete recruitment of another cohort of new Inspectors and further clarify roles and responsibilities the senior inspector role.
- Implement investigation milestones and process guidance, and work will begin on the review and redesign of the Inspectorate Pathway.
- Develop a change management plan to ensure all new policies and processes within and external to the Inspectorate work programme are sequenced and timed to ensure effective implementation into the Inspectorate.

### *Future Guidance – Industry led approach*

- Begin the development of processes to deliver Industry-Led Approved Codes of Practice (ACOPs) alongside industry and MBIE including principles and minimum standards for ACOPs.
- Progress the Guidance programme approved by the Minister, including the development of the ACOPs for Agriculture (Roles and Responsibilities), Agriculture (Safe Use of Farm Vehicles), Machinery and Construction Roles and Responsibilities.
- Continue the process of creating efficiencies in the existing ACOP process, analyse and validate findings from the AI pilot and identify further opportunities for AI pilots.
- Publish the updated Workplace Exposure Standards (WES) for hard and soft wood dust, welding fumes and flour dust and the asbestos suite of guidance will be launched in November during Asbestos Awareness week.
- Complete the update of the Endorsement Policy ready for implementation.
- Clarify the role of volunteers and provide guidance, possibly a fact sheet, for volunteer associations.

### *Feedback Systems*

- Complete the stocktake of feedback channels, begin developing consistent processes for managing complaints and feedback.
- Review and increase satisfaction with the current feedback loop.

### *Permit – Reducing Regulatory Risk*

- Complete tranches 1 and 2 of operational agreements with third-party certifiers.
- Complete compliance certifier process improvements for both decision-making and compliance monitoring processes. High-risk regimes, including adventure activities, will then be completed.

### *Enforcement – new proportionate approach*

- Complete the new pre-charge Enforceable Undertakings (EU) process and make available new policies for Prosecutions, Warnings and Victims.
- Continue training on Solicitor General guidelines and updated enforcement policies.
- Update the Enforcement Decision Making model (EDM) to align with the guidelines and updated policies.



## Appendix 1: Financial Statements

### Statement of comprehensive revenue and expenditure

\$000	Q1 2025/26 YTD Actual	Q1 2025/26 YTD SPE Budget	Variance	2025/26 Internal Budget	2025/26 SPE Budget
<b>Revenue</b>					
Revenue Crown	33,713	33,713	-	134,851	134,851
Interest Revenue	678	452	226	1,807	1,807
Other Revenue	262	253	9	845	1,012
<b>Total Revenue</b>	<b>34,653</b>	<b>34,418</b>	<b>235</b>	<b>137,503</b>	<b>137,670</b>
<b>Expenditure</b>					
Personnel	22,017	23,996	1,979	92,062	95,982
Contractors & Consultants	1,791	1,980	189	9,840	7,922
Depreciation	1,835	2,174	339	7,281	8,696
Other Expenditure	5,081	6,246	1,165	23,576	24,984
<b>Total Expenditure</b> (before Strategic Initiative expenditure)	<b>30,724</b>	<b>34,396</b>	<b>3,672</b>	<b>132,6759</b>	<b>137,584</b>
<b>Surplus/(deficit) before Strategic Initiative expenditure</b>	<b>3,929</b>	<b>22</b>	<b>3,907</b>	<b>4,744</b>	<b>86</b>
<b>Strategic Initiatives expenditure</b>	<b>1,040</b>	<b>2,000</b>	<b>960</b>	<b>10,994</b>	<b>8,000</b>
<b>Surplus/(deficit) after Strategic Initiative expenditure</b>	<b>2,889</b>	<b>(1,978)</b>	<b>4,867</b>	<b>(6,140)</b>	<b>(7,914)</b>

#### Commentary

As at 30 September 2025, we reported a surplus before Strategic expenditure of \$3.929 million compared to budget of \$0.022 million. Additional interest revenue was received due to higher term deposit balances, with expenditure \$3.672m below budget due to delays in ICT project spend (both consulting and ICT expenditure) and vacancies. The surplus after Strategic Investment was \$2.889m compared to a budget deficit of \$1.978m due to delayed onboarding of key resources and procurement and commercial processes for Strategic Programmes which have now been finalised.

## Revenue by area

\$000	Q1 2025/26 YTD Actual	Q1 2025/26 YTD SPE Budget	Variance	2025/26 Internal Budget	2025/26 SPE Budget
Working safer levy	31,937	31,937	-	127,747	127,747
Major hazard facilities levy	673	673	-	2,690	2,690
Energy safety levies	1,103	1,103	-	4,414	4,414
Fees and Other Revenue	940	705	235	2,652	2,819
<b>Total revenue</b>	<b>34,653</b>	<b>34,418</b>	<b>235</b>	<b>137,503</b>	<b>137,670</b>

### Commentary

Fees and Other revenue were \$0.235m above budget primarily due to higher cash held in term deposits.

## Expenditure by area

\$000	Q1 2025/26 YTD Actual	Q1 2025/26 YTD Budget	Variance	2025/26 Internal Budget	2025/26 SPE Budget
<b>Core Delivery (excl. Depreciation)</b>	<b>26,754</b>	<b>29,684</b>	<b>2,930</b>	<b>115,179</b>	<b>118,735</b>
<b>Depreciation</b>	<b>1,835</b>	<b>2,174</b>	<b>339</b>	<b>7,281</b>	<b>8,696</b>
<b>Specific Delivery (tagged funds)</b>					
Whakaari	69	265	196	1,061	1,061
Energy Safety/ MHF/P&G	2,066	2,273	207	9,092	9,092
Strategic Initiatives	1,040	2,000	960	10,884	8,000
<b>Total Specific Delivery</b>	<b>3,175</b>	<b>4,538</b>	<b>1,363</b>	<b>21,037</b>	<b>18,153</b>
<b>Total Expenditure</b>	<b>31,764</b>	<b>34,802</b>	<b>4,632</b>	<b>143,497</b>	<b>145,584</b>

### Commentary

Core Delivery expenditure was \$2.930m below budget due to delays in ICT project expenditure. Whakaari Expenditure was \$0.196 below budget due to timing of the Coronial Inquiry. Phase one of the inquest started on 3 October, with an uplift in expenditure anticipated from Q2. Energy Safety was \$0.207m below budget due to timing of advertising campaigns and standards consulting. Strategic Investment expenditure was \$0.960m below budget due to longer than planned onboarding of key resources and longer commercial processes for Strategic Programmes which have now been finalised.

## Capital spend

\$000	Q1 2025/26 YTD Actual	Q1 2025/26 YTD SPE Budget	Variance	2025/26 Internal Budget	2025/26 SPE Budget
ICT software	274	750	476	1,987	3,000
ICT hardware	1,761	625	(1,136)	2,200	2,500
Motor vehicles	-	200	200	975	800
Leasehold improvements	87	250	163	1000	1,000
<b>Total capital spend</b>	<b>2,122</b>	<b>1,825</b>	<b>(297)</b>	<b>6,162</b>	<b>7,300</b>

## Commentary

Capital expenditure for the quarter was \$2.122m compared to a budget of \$1.825m. The variance is due to the timing of ICT hardware purchases (Laptop and Mobile Phone Replacement). These costs were incurred earlier than expected, in September. This timing difference has resulted in a temporary overspend for the quarter, which is expected to align with budget over the full financial year.

## Memorandum accounts

\$000	Q1 2025/26 YTD Balance	Q1 2025/26 YTD Actual	Prior Year Total YTD
<b>Major Hazard Facilities Levies</b>			
Revenue	23,551	2,845	20,706
Expenditure	(21,858)	(619)	(21,239)
<b>Total surplus/(deficit)</b>	<b>1,693</b>	<b>2,226</b>	<b>(533)</b>
Add Crown Account surplus/(deficit)	880	(2,173)	3,053
<b>Total surplus/(deficit) - WorkSafe held levies</b>	<b>2,573</b>	<b>53</b>	<b>2,520</b>

## Current financial position: Statement of financial position

\$000	Q1 YTD 2025/26 Actual	Q1 YTD 2025/26 SPE Budget	Variance	2025/26 Internal Budget	2025/26 SPE Budget
Cash and bank	53,842	36,492	17,350	25,993	25,635
Investments	17,978	27,124	(9,146)	22,124	22,124
Debtors	1,489	1,686	(197)	7,054	7,054
Fixed assets	32,249	36,849	(4,600)	36,902	35,487
<b>Total assets</b>	<b>105,558</b>	<b>102,151</b>	<b>3,407</b>	<b>92,073</b>	<b>90,300</b>
Creditors and payables	8,578	8,189	389	8,193	8,193
Employment liabilities	8,401	8,485	(84)	8,314	8,314
Crown loan	16,562	16,004	558	11,820	11,820
<b>Total liabilities</b>	<b>33,541</b>	<b>32,678</b>	<b>863</b>	<b>28,327</b>	<b>28,327</b>
<b>Net assets</b>	<b>72,017</b>	<b>69,473</b>	<b>2,544</b>	<b>63,746</b>	<b>61,973</b>
<b>Equity</b>					
Capital reserves	35,063	35,778	(715)	35,778	35,778
Memorandum accounts	2,573	2,446	127	2,226	2,226
Accumulated surplus/(deficit)	34,381	31,249	3,132	25,742	23,969
<b>Total Equity</b>	<b>72,017</b>	<b>69,473</b>	<b>2,544</b>	<b>63,746</b>	<b>61,973</b>

### Commentary

Cash and bank: higher than budget mainly due to overall lower spending, this is partially offset with timing of investments.

Investments: lower than budget due to timing of reinvestment of cash.

Fixed assets: lower than budget mainly due to lower capital spend last year.

Crown Loan is higher than Budget due to a planned extra payment which is on hold currently.

Equity: higher than budget due to actual surplus of \$2.889m compared to budgeted deficit (after strategic investment) of \$1.978m.

## Statement of cash flows

\$000	Q1 2025/26 YTD Actual	Q1 2025/26 YTD Budget	Variance	2025/26 Internal Budget	2025/26 SPE Budget
<b>Operating cash flows</b>					
Receipts from Crown	33,713	33,713	-	134,851	134,851
Receipts from other revenue or interest	1,379	1,737	(358)	2,446	2,613
Payments to suppliers/employees	(31,854)	(27,212)	(4,642)	(134,084)	(134,609)
<b>Net operating cash flows</b>	<b>3,238</b>	<b>8,238</b>	<b>(5,000)</b>	<b>3,213</b>	<b>2,855</b>
<b>Investing cash flows</b>					
Receipts/(payments) for term deposits	22,522	-	22,522	5,000	5,000
Net asset purchase	(2,116)	(1,826)	(290)	(7,300)	(7,300)
<b>Net investing cash flows</b>	<b>20,406</b>	<b>(1,826)</b>	<b>22,232</b>	<b>(2,300)</b>	<b>(2,300)</b>
<b>Financing cash flows</b>					
Crown loan	-	-	-	(5,000)	(5,000)
<b>Net financing cash flows</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(5,000)</b>	<b>(5,000)</b>
<b>Cash movement</b>					
Net increase/(decrease) in cash	<b>23,644</b>	<b>6,412</b>	<b>17,232</b>	<b>(4,087)</b>	<b>(4,445)</b>
Opening cash	30,198	30,080	118	30,080	30,080
<b>Closing cash</b>	<b>53,842</b>	<b>36,492</b>	<b>17,350</b>	<b>25,993</b>	<b>25,635</b>

### Commentary

The overall cash position is higher than budget, mainly due to lower expenditure. The individual differences reflect the variances discussed above in the Statement of comprehensive revenue and expenditure and the Statement of financial position.



## Appendix 2: Non-Financial Performance

We report on the measures and targets included in the performance framework from the Statement of Intent and Statement of Performance Expectations. Currently we have 13 performance measures we report on publicly. These measures will change in our next quarterly report, following the 2025 October Baseline Update and the publication of our new SOI.

### Output measures – by output class

Output measure	Target	YTD Result	Status	Output measure	Target	YTD Result	Status
Engage: 1.1 The percentage of employers who report that our guidance and information resources are useful*	65%	-	-	Enforce: 2.2 The percentage of investigations in priority sectors (agriculture, forestry, manufacturing and construction)	80%	79%	●
Engage: 1.2 The percentage of health and safety guidance documents that have been assessed for being up to date in the last 24 months†	100%	-	-	→ <b>Comment on result:</b> There were 73 investigations (excluding those related to High Hazards, Energy, and Public Safety) active at any point between 1 July and 30 September. Fifty-eight of these were in priority sectors and 15 were in non-priority sectors. Investigations are primarily reactive, driven by the nature and severity of incidents. Through our Enforcement Steering Panel, we direct the majority of our investigation resource to sectors where the highest levels of workplace harm occur (agriculture, forestry, manufacturing and construction).			
Engage: 1.3 The percentage of people who agree that WorkSafe staff helped the business to find practical ways to improve health and safety	70%	73%	●				
Enforce: 2.1 The percentage of improvement notices that are closed within the stated compliance period	95%	97%	●	Enforce: 2.3 The availability of enforceable undertakings is increased	Achieved	On track	●
				Permit: 3.1 The percentage of authorisations that WorkSafe decides and notifies within the agreed timeframes	Q1: 70%	91%	●
				Permit: 3.2 The percentage satisfaction with the application process of people applying for authorisations	Q1: 70%	82%	●

\* This measure will be reported in Q2, as the Intervention Effectiveness Monitor (IEM) survey has been updated. We will retroactively survey and sample employers visited in Q1.

† This measure will be reported in Q2, as it relies on a six-monthly assessment of guidance.

**KEY:** ✓ complete; ● on track; ● within 5 percentage points of target; ● > 5 percentage points below target

## Financials – by output class

Output Class	Annual Budget	YTD Actual	% of Budget Spent
Engage	79,435	17,713	22.3%
Enforce	36,575	7,612	20.8%
Permit	29,574	6,441	21.8%
<b>Total*</b>	<b>145,584</b>	<b>31,766</b>	<b>21.8%</b>

\*Includes Strategic Investment spend

## Impact measures - by output class

Impact measure	Target	YTD Result	Status
Engage: 6. The percentage of people who make a change after interaction with WorkSafe New Zealand	85%	<b>95%</b>	●
Engage: 7. The percentage of employers who know more about what they need to do after interaction with WorkSafe New Zealand	60%	<b>75%</b>	●
Enforce; 8. The percentage of businesses in priority areas or sectors that improve workplace safety following improvement notices	95%	<b>98%</b>	●
Enforce: 9. The percentage of businesses that improve workplace safety following improvement notices	95%	<b>97%</b>	●
Permit 10. Develop and implement a framework to assess the proportion of businesses that carry out regulated activity in accordance with their authorisation	Achieved	<b>Complete</b>	✓

**KEY:** ✓ complete; ● on track; ● within 5 percentage points of target; ● > 5 percentage points below target

## Appendix 3: Regulatory Statistics

### Engage: Workplace notifications and assessments

Workplace notifications are received from businesses and the public relating to workplace health and safety. Workplace assessments can be done in response to a notification or as part of a planned programme (proactive) — this is why we record more assessments than notifications.

Activity	2024/25				2025/26
	Q1	Q2	Q3	Q4	Q1
Notifications	2,663	2,584	2,635	2,520	<b>2,668</b>
Assessments	3,346	2,776	3,232	3,217	<b>3,617*</b>

\*The increase in assessments over Q1 2025/26 was primarily driven by an uplift in proactive engagements.

### Enforce: Improvement notices

Improvement notices are issued by a WorkSafe Inspector directing that a work health and safety risk be addressed.

Activity	2024/25				2025/26
	Q1	Q2	Q3	Q4	Q1
Improvement notices	1,685	1,210	1,214	1,085	<b>1,227*</b>

\*The volume of notices issued can be affected by a range of factors, including the number of assessments undertaken, the number and types of incidents that occur, how we target risk, and how we apply regulatory decision-making. Our Q1 focus on horticulture, and uplift in proactive engagements, also impacted the profile of businesses we visited.

### Enforce: Prohibition notices

Prohibition notices are issued requiring activity to cease immediately if an inspector determines that a serious health or safety risk is occurring or could occur.

Activity	2024/25				2025/26
	Q1	Q2	Q3	Q4	Q1
Prohibition notices	201	273	247	238	<b>287*</b>

\*The volume of notices issued can be affected by a range of factors, including the number of assessments undertaken, the number and types of incidents that occur, how we target risk, and how we apply regulatory decision-making. Our Q1 focus on horticulture, and uplift in proactive engagements, also impacted the profile of businesses we visited.

### Enforce: Prosecutions and enforceable undertakings (EU)

Prosecution is a process in which WorkSafe files charges for breaches of the law which may result in the court imposing financial penalties or other sanctions. An EU is a voluntary legally binding agreement between WorkSafe and a duty holder, generally used as an alternative to prosecution.

Activity	2024/25				2025/26
	Q1	Q2	Q3	Q4	Q1
Prosecutions and EUs accepted*	12	8	10	7	<b>17†</b>

\* Figures may change subject to appeal.

† The number of prosecutions disposed can vary, depending on the volume and nature of cases before the court, and court scheduling. The increase in Q1 relates to activity in July 2025, when a higher-than-usual number of prosecutions were disposed, most involving guilty pleas.

### Permit: Authorisations

Authorisations include both new applications and renewal applications for permits to conduct certain high-risk work.

Activity	2024/25				2025/26
	Q1	Q2	Q3	Q4	Q1
Authorisations*	367	394	304	354	<b>424</b>

\*The number of authorisations processed in 2024/25 has been revised in our reporting, to ensure consistent reporting across permitting regimes. Regimes captured include Asbestos, Adventure Activities, Amusement Devices, Certificates of Competence (Mining Board of Examiners), Controlled Substances Licences, Hazardous Substance Controls, Health and Safety in Employment (Pressure Equipment, Cranes and Passenger Ropeways) Regulations, Occupational Diving, and Petroleum, Energy Safety and Major Hazard Facility Safety Cases.

### Energy Safety: Investigations

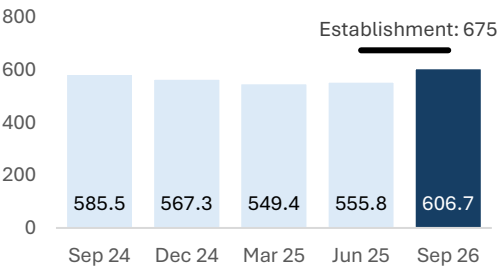
Any incident or accident (notifiable or non-notifiable) reported to WorkSafe results in an investigation. This can include non-workplace events, installation faults and products.

Activity	2024/25				2025/26
	Q1	Q2	Q3	Q4	Q1
Investigations closed	86	93	82	71	<b>79</b>

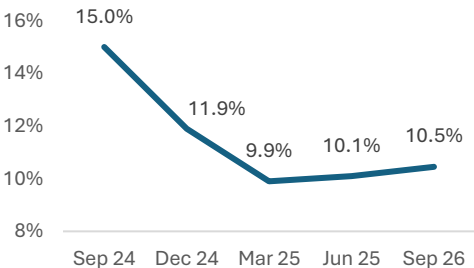
# Appendix 4: Organisational Health

## Personnel

### Full-time Equivalent Staff



### Personnel: Voluntary Turnover



### Personnel costs

Total FTEs*	Total salary costs	Average remuneration
606.7	\$82,018,578	\$135,411
*as per Public Service Commission definition (no casual or CE, employees only)		

## Inspectorate capacity

### Number of inspectors

	2024/25				2025/26
	Q1	Q2	Q3	Q4	Q1
Inspectors*	178	185	190	193	205
Trainees	19	9	7	19	37
Total	197	194	197	212	242

\*How we define inspectors for reporting purposes was revised in October 2025. Figures from 2025/26 are not directly comparable to previous years' data.

### Ratio of inspectors per 10,000 workers\*

	2024/25				2025/26
	Q1	Q2	Q3	Q4	Q1
	0.60	0.63	0.65	0.66	0.71

\*How we define inspectors for reporting purposes was revised in October 2025. Figures from 2025/26 are not directly comparable to previous years' data.

## Contractors

### Number of contractors

	2024/25				2025/26
	Q1	Q2	Q3	Q4	Q1
Headcount	15	21	24	21	18

### Contractor costs

	Actual (\$000)	Budget (\$000)	Variance (\$000)
OPEX	2,442	4,803	1,641
CAPEX	311	167	(144)