QUARTER 4 REPORT

WorkSafe

TE PŪRONGO O MAHI HAUMARU AOTEAROA

1 April – 30 June 2026

New Zealand Government
Te Kāwanatanga o Aotearoa

WORKSAFE
Mahi Haumaru Aotearoa

Contents

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.

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.

We also focus on the highest-risk sectors, to have the greatest impact possible. This includes four areas where disproportionately high levels of workplace harm occur: agriculture, construction, forestry and manufacturing.

Throughout 2025/26, we focused on delivering proportionate, practical, clear and consistent frontline services to businesses and workers. Through our strategic Health and Safety Reform work programme, we progressed changes to deliver the health and safety system businesses and workers expect. These priorities align with our published Statement of Intent 2025/26 – 2028/29.

This report provides a year-end view of WorkSafe's performance in 2025/26, including frontline delivery and implementation of the Health and Safety Reform work programme. It highlights key outcomes achieved this year and priorities for 2026/27.

How we went

Summary

The performance and financial information presented in this report is provisional and subject to year-end audit. It provides an early view of WorkSafe's overall performance for 2025/26 and will inform the 2025/26 Annual Report. That report will be audited and published by the end of November.

WorkSafe's reputation continued to strengthen in Q4, with its Verian Public Sector Reputation Index score reaching its highest level in eight years. WorkSafe ranked 14th out of 58 agencies, from 30th in 2025, with improvements across all reputation pillars and increased public advocacy, reflecting growing confidence in the organisation.

We increased inspector numbers from 193 in 2024/25 to 213 in 2025/26, a 10% increase on the previous year. An additional 47 inspectors are in training; the overall number of inspectors and trainees increased from 212 in 2024/25 to 260 in 2025/26, represents a 23% increase on the previous year. This positive achievement strengthens our frontline regulatory capability and supports improved health and safety outcomes. Also, reflecting this growth, our ratio of inspectors per 10,000 workers increased over 2025/26 from 0.71 in Q1 to 0.74 in Q4 enhancing our regulatory presence and capacity across workplaces.

Stakeholder engagement remained a key focus, with collaborative partnerships supporting safer outcomes across high-risk sectors. WorkSafe continued working with contractors at Christchurch's Te Kaha stadium project to support safe work practices and early risk management. Regular site engagement reinforced shared responsibility for health and safety and contributed to no major harm incidents being recorded during the build. WorkSafe attended Fieldays 2026 to engage with farmers and agribusiness operators on reducing harm from farm vehicles, including quad bikes. The event also promoted awareness of the Approved Code of Practice for Safe Farm Vehicle Operation currently under development.

WorkSafe introduced an audit experience survey for compliance certifiers. Feedback was positive and identified opportunities for continuous improvement. Overall, Q4 activities strengthened trust, engagement, and awareness, while highlighting the opportunity to further improve public understanding of WorkSafe's role and impact.

WorkSafe achieved 10 out of 12 of the non-financial performance results reported in 2025/26 (83%) reflecting a positive overall performance result. While the results provide an important indication of performance, some measures are influenced by factors such as the timing and reactive nature of regulatory activity. For example, one measure relates to investigations, which are driven by the nature and severity of incidents rather than predetermined sector targets. Final audited results will be reported in the 2025/26 Annual Report.

Financial performance

As at 30 June 2026, WorkSafe reported a surplus of $0.437m after Strategic Initiatives expenditure, compared with a budgeted deficit of $7.914m. This result largely reflects higher than expected revenue and lower expenditure during the year, rather than a fundamental change in underlying operating performance.

The favourable position was largely driven by higher revenue, primarily from increased interest income and higher activity-based revenue. Personnel costs were lower due to the organisational redesign, which delayed recruitment and the filling of vacant roles. Contractor and Consultants costs were lower due to capitalisation of development work. Depreciation was lower due to lower capital spend particular on vehicles and premises, with vehicle delivery dates being delayed and recognised in the next financial year.

Strategic Initiatives expenditure was $10.751m with the budget of $8.000m, a $2.751m increase. Strategic Initiatives spending increased throughout the year due to increased focus on delivery of key priorities including upcoming legislative change.

Capital expenditure remained below budget at $3.748m compared with a budget of $7.300m. The underspend was primarily driven by lower than anticipated ICT software expenditure and delays in vehicle purchases.

Non-financial performance

As at 30 June 2026 10 of WorkSafe's 12 non-financial performance measures have been achieved (83%). There are two measures that did not meet their year-end targets:

- 1.1 The percentage of employers who report that our guidance and information resources are useful: 60% against a target of 65%.
- 2.2 The percentage of investigations in priority sectors (agriculture, forestry, manufacturing, and construction): 75% against a target of 80%.

While the above measures did not achieve their year-end targets, the results should be considered alongside the context for each measure, including survey methodologies and the reactive nature of investigations.

For a consolidated view of our non-financial performance, including variance reporting, see page 25. For an overview of our regulatory statistics, see page 27.

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 June 2026

Increasing inspector presence where it matters most

- We continued to focus our regulatory effort on sectors with the highest risk of harm. During 2025/26, we completed 12,828 assessments, including 2,992 in Q4. Of all assessments completed during the year, 81% were undertaken in the priority sectors of agriculture, forestry, construction and manufacturing. Our site visits continued to have a positive impact, with 71% of respondents to our Impacts and Effectiveness Monitor (IEM) survey reporting that WorkSafe helped them find practical ways of improving health and safety.
- Our work to strengthen partnerships across the construction sector saw us working with the principal contractor and subcontractors on Christchurch's Te Kaha stadium to support safer practices and shared ownership of health and safety outcomes. Regular site engagement and attendance at weekly health and safety meetings supported open communication, accountability and early risk management. This collaborative approach helped build trust, reinforced WorkSafe's role as a supportive partner and contributed to no major harm incidents being recorded during the three-year build.
- In June 2026, we attended Fieldays in Hamilton, with a focus to promote reducing harm from farm vehicles including quad bikes. Inspectors were on site to have practical conversations with farmers, workers, and agribusiness operators about managing risks and staying safe. This engagement also raised awareness of the Approved Code of Practice for Safe Farm Vehicle Operation currently under development, which will provide clear, practical guidance to help farmers meet their health and safety responsibilities.
- WorkSafe's public reputation strengthened in Q4, with its Verian Public Sector Reputation Index score increasing by four points to its highest level in eight years. We ranked 14th out of 58 agencies and performed above our benchmark peer group, rising 16 places from 30th position in 2025. Improvements were recorded across all four reputation pillars, with strong results for social responsibility and leadership. Public awareness remained high at 90%, although understanding of WorkSafe's role remained lower at 39%. Advocacy improved to 40%, reflecting growing confidence in WorkSafe. The results also highlight an opportunity to further strengthen public understanding of WorkSafe's role and the impact of its prevention and engagement activities.

Financial performance

- Following the October Baseline Update, WorkSafe commenced category-level reporting against our new multi-category appropriation *Workplace Relations and Safety – Workplace Health and Safety*.

  For a detailed view of WorkSafe's financial performance, see page 19. A summary view of expenditure by category is also included on page 26.

Key performance indicators

- We have three measures for our engagement activities. As at 30 June 2026, two engagement measures are reported as having achieved target. One engagement measure, "1.1 The percentage of employers who report that our guidance and information resources are useful" is reported as below target; 60% against a target of 65%. This measure counts respondents who rate our guidance 'very useful' or 'extremely useful'. When 'useful' responses are factored in, the result increases to over 99% indicating that while there is opportunity to improve, the majority of users still find our guidance products helpful.

  For a consolidated view of our non-financial performance, including variance reporting, see page 25. For an overview of our regulatory statistics, see page 27.

Ensuring guidance is clear, current and easy to access

- We released updated Asbestos Good Practice Guides and provided guidance on how they align with the 2016 Asbestos ACOP, supported by targeted industry communications. This is interim guidance while we develop formal codes of practice through WorkSafe's wider guidance programme.
- Other guidance released during the quarter includes a Safe Use of Machinery Good Practice Guide, Working at Heights Good Practice Guide, Tertiary Containment Good Practice Guide and a factsheet on first aid services at events. Several other guidance and education products are scheduled for release in Q1 including further Containment guidance, Adventure Safety Guidelines, Workplace Exposure Standards, and on Pre-Qualification.
- These guidance products form part of WorkSafe's broader strategic guidance programme, which is focused on improving the quality, consistency and accessibility of guidance products. The programme includes a sub-programme which is progressing the development, review and prioritisation of guidance products to ensure they remain current, risk-focused and easier for businesses and workers to find, understand and apply in practice.

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

- We have improved how we capture, feedback through enhancements to the Make a Complaint form and Raise a Health or Safety Concern form. Feedback from workers, businesses and stakeholders is valuable because it helps us understand what is working well, where concerns are emerging and where we can improve. These changes make it easier to capture feedback and support us in providing consistent responses, to identify trends and to make evidence-based decisions.

Proactive assessments across high-risk sectors

Throughout the year, we have maintained focus on our priority sectors through a programme of proactive visits and assessments to identify common risks and opportunities to prevent harm.

In Q1 and Q2, we focused on horticulture and then sheep, beef and dairy farming, covering nearly 1,400 businesses and focusing on high-risk areas such as vehicles, machinery and agrichemicals.

Analysis of the assessments identified consistent themes, including gaps in hazardous substances management at around 40% of sites, machinery risks at 16–18% of sites, most commonly involving unguarded power take-off shafts, and vehicle-related risks at around 14–15% of businesses, particularly gaps in the use of basic personal protective equipment such as helmets.

In Q3, we made more than 650 visits to wood manufacturing businesses sharing education and guidance with 83% of businesses. Enforcement action was required at 54% of businesses to prompt changes where serious risks were identified. The most common issues were inadequate machine guarding, missing or out-of-date hazardous substances inventories, and worker exposure to wood dust without effective controls such as ventilation and protective equipment.

In Q4, inspectors followed up on previous proactive activity, addressing outstanding assessment and enforcement actions. Across the sectors visited, the findings showed that most issues were not the result of reckless behaviour. Instead, they reflected gaps in fundamental health and safety practices that can significantly increase the risk of harm. WorkSafe will use these insights to inform targeted guidance, proactive engagement, education and proportionate enforcement.

Growing a consistent, approachable inspectorate across New Zealand

- We continued strengthening our inspectorate by progressing recruitment and training activity to ensure a consistent, well-supported regulatory presence across the country. As at 30 June 2026, we had 213 inspectors and 47 trainees. Our inspector numbers increased by 10% from 193 inspectors in Q4 2024/25 to 213 inspectors in 2025/26 as part of the inspectorate capability uplift programme.
- We delivered a three-day Forestry Capability Workshop in Christchurch to strengthen inspector capability in high-risk environments. The training used scenario-based training and Virtual Reality simulations, to build inspectors skills in key risk areas such as felling, extraction hazards, and site supervision. This engagement represents ongoing investment in inspector capability and supports improved health and safety outcomes in the forestry sector.
- In Q4, we responded to 29 complaints with 14 resolved within 20 working days, taking the total number of complaints responded to in 2025/26 to 97. As in previous quarters, more complex complaints may take longer than 20 working days to fully resolve. Between 6 March and 8 June 2026, a technical error with WorkSafe's general complaints webform resulted in 16 complaints not being received by Ministerial Services. WorkSafe identified and resolved the issue on 8 June 2026 and all affected complaints were successfully recovered. Submitters were notified of the delay and provided with an apology and updated timeframe for response. Please note figures reported for previous quarters may have changed due to the timing of data entry.

Strengthening partnerships to support safer work through local networks

- WorkSafe's Board members and Executive Leadership Team attended a site visit and stakeholder engagement session with Foodstuffs at their distribution centre in Christchurch. The session showcased safety technology use and processes.
- The WorkSafe Board and Executive Leadership Team also met with the New Zealand Council of Trade Unions (NZCTU) and some of their affiliates to discuss key health and safety themes and insights from workers in the sectors they support.
- In Q4, WorkSafe Chief Executive, Sharon Thompson, attended the Construction Health and Safety New Zealand Board (CHASNZ) meeting, where she provided an update on WorkSafe's activities in relation to the construction sector.
- We engaged with local farmers through a visit to six Trinity Lands farms in the Bay of Plenty, alongside Health and Safety Manager John Ingham. Trinity Lands operates around 30 farms, plus kiwifruit and forestry operations, with a strong focus on sustainability and community impact. We joined a Trinity Lands discussion group to introduce WorkSafe directly to farmers and share insights on key agricultural risks, including machinery, fatigue, and lone working. The engagement reflects a shared commitment to safer, healthier workplaces.
- A trend in overhead powerline incidents prompted engagement with Auckland Council, the Architectural Association of New Zealand, Architectural Design New Zealand, and Vector, with the assistance of Energy Safety. The engagement strengthened working relationships across the sector and supported a shared approach to managing powerline risk.
- We took part in an international forum hosted by Massey University on robotics in construction, attended by more than 150 people including health and safety professionals, Australian tertiary institutions, Tier 1 construction industry leaders, and engineering students. The session was well received and has led to requests for further engagement with the tertiary institutions involved, extending WorkSafe's reach into the sector's future workforce.

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 sub-programme drives the development and uplift of an integrated WorkSafe Inspectorate. It 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:

- deliver the operational performance framework
- deliver prioritised Notifications and Triage process improvements (including reform actions and feedback systems requirements)

  Comment on status: Delays in finalising process requirements and assessing the impacts of HSWA reform. Work is underway to finalise service level agreements, complete process design and confirm future-state requirements.
- design the enhanced Inspectorate pathways

  Comment on status: Detailed design is underway, supported by a working group with PSA reps. Delivery timeframes have been extended to allow for more meaningful consultation and reduce implementation risk.
- develop data and digital requirements to support uplift (including Atlas Mobile Pilot).
- review training, recruitment and onboarding to ensure alignment to future uplift. This will inform any requirements

  Comment on status: A review will take place and be aligned to future state design.
- Knowledge Management Framework – review and update key documentation relating to guidance

  Comment on status: An initial list of documents for updating is being prioritised for delivery.

Future guidance – Industry Led Approach

This sub-programme 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:

- submit the proposed Agriculture and Construction ACOPs to the Minister for approval post public consultation.
- continue planning to deliver industry-led ACOPs alongside industry and MBIE including principles and minimum standards for ACOPs.
- continue the implementation of the Endorsement Policy with the establishment of full end-to-end processes.
- continue to review and update guidance products with reprioritisation across other existing guidance products.

  Comment on status: Work continues with releases of guidance, though progress has been slower than planned due to competing priorities.
- continue work on AI Pilots in a phased approach to allow for robust testing.
- publish the updated Workplace Exposure Standards (WES) for hard and soft wood dust, welding fumes, and flour dust suite of guidance.

Feedback Systems

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

In our last report, we said we would:

- complete iteration 1 of a digital solution to manage complaints and notifications processes.
- complete user experience review and interviews for notifications.
- complete rollout of redesigned complaints processes into business practices.

  Comment on status: Delays to adopting the redesigned complaints processes and supporting case management system. Targeted engagement is planned to support adoption and embed the new ways of working.

How we know we are making a difference:	How we know we are making a difference:	How we know we are making a difference:
We track progress using the following measure in our SPE: **1.3 The percentage of people who agree that WorkSafe staff helped the business to find practical ways to improve health and safety**. Please refer to page 25 for our Q4 results.	We track progress using the following measure in our SPE: **1.1 The percentage of employers who report that our guidance and information resources are useful**. Please refer to page 25 for our Q4 results.	We will track progress by reporting on the **timeliness of WorkSafe's responses to complaints**. Please refer to page 25 for our Q4 results.

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

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

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

Key activities – to 30 June 2026

Clear expectations and consistent enforcement

- In Q4, we issued 1,172 improvement notices to duty holders, taking the total for 2025/26 to 4,517. The volume of notices can be affected by the number of assessments undertaken, the number and types of incidents that occur, and how we target risk. Our sector focus programme can also change the profile of businesses we visit each quarter. Improvement notices offer a chance to engage with businesses and workers about how to address health and safety risk. In 2025/26, we also issued 1,076 prohibition notices.
- As part of our more proportionate approach to enforcement, we continue to broaden the use of Enforceable Undertakings (EUs) as an alternative to prosecution where appropriate. In 2025/26, WorkSafe accepted nine EUs, including the first pre-charge EU under our new policy settings, three times the number accepted in the previous year. This increase has contributed to 16 EUs currently under monitoring, the highest number in at least five years. The EUs accepted during the year included $3.2 million in financial commitments, with $1.2 million directed to victims and $2 million invested in initiatives that improve health and safety outcomes across workplaces, industries and communities.
- We accepted two EUs in Q4, taking the total number of EUs accepted in 2025/26 to nine – eight post-charge and one before charges were laid. These undertakings include financial support for workers harmed at work and significant investment in health and safety initiatives.
- We formally discharged six EUs after confirming that the businesses completed and met all commitments in 2025/26. The EUs improved worker safety, supported innovation in safety practices and technology, built capability in both the businesses and across the wider sectors and represented over $1.5m in health and safety investment.
- We issued two formal warnings. Formal warnings are another tool available to us, to use as an alternative to prosecution where appropriate.
- We initiated 25 prosecutions in Q4, taking the total to 44 for the year to date. A total of 53 prosecutions have been disposed this financial year. In the year-to-date, 89% of our disposed prosecutions (excluding those withdrawn) and EUs had a positive outcome – where the party was ultimately held to account.

Financial performance

- Following the October Baseline Update, WorkSafe commenced category-level reporting against our new multi-category appropriation *Workplace Relations and Safety – Workplace Health and Safety*.

  For a detailed view of WorkSafe's financial performance, see page 19. A summary view of expenditure by category is also included on page 26.

Key performance indicators

- We have four measures for our enforcement activities. As at 30 June 2026, three measures are reported as achieved and one enforcement measure, "The percentage of investigations in priority sectors (agriculture, forestry, manufacturing, and construction)" is reported as being below target (75% against a target of 80%). Investigations are primarily reactive, driven by the nature and severity of incidents, and with the majority occurring in priority sectors.

  For a consolidated view of our non-financial performance, including variance reporting, see page 25. For an overview of our regulatory statistics, see page 27.

- We updated our Enforcement Decision-making Model (EDM) to support more consistent and transparent enforcement. The changes improve alignment between inspectorate and authorisation functions, improve information sharing for permit decisions, and reflect findings from an internal audit and review of WorkSafe's regulatory performance following Whakaari/White Island. We also integrated EDM processes into WorkSafe's case management system, Atlas, to improve efficiency, consistency and visibility.
- Alongside the EDM updates, we introduced a refreshed quality assurance process to improve consistency in inspector decision-making. Through moderated reviews, reporting, and ongoing feedback, the process provides assurance on regulatory standards, supports capability development, and strengthens consistent and proportionate enforcement outcomes across New Zealand.

Targeting critical risks

- We continued to target our engagement and enforcement activity to the areas where we know the greatest risk of harm exists. These include our four priority sectors of agriculture, forestry, manufacturing and construction, as well as other high-risk sectors and activities such as mining and adventure activities. For example, in 2025/26, 81% of workplace assessments, 79% of improvement notices, 88% of prohibition notices, and 75% of our investigations were in our four priority sectors of agriculture, forestry, manufacturing and construction.
- We continued to target critical risk in priority sectors through our quarterly sector focus programme.
- WorkSafe is planning to focus on the food product manufacturing sub-sector, in Q1. This spans bakery, dairy, grain and cereal, meat, oil and fat, seafood, sugar and confectionery, and other food product manufacturing. We selected the sub-sector in response to persistent risks with machinery, hazardous substances, and inconsistent compliance.
- WorkSafe's Inspectorate is planning to deliver 500–550 proactive assessments nationwide between July and September 2026, with machine safety as the primary focus. The secondary focus will be substances hazardous to health and hazardous substances management. Success will be measured through the Impacts and Effectiveness Monitor questionnaire issued to businesses post-assessment, complemented by qualitative inspector feedback at project close.
- In Q4, ahead of fieldwork commencing in July, the inspectorate is running dedicated capability uplift programme workshops throughout June, delivered as weekly workshops focused on the project's three core technical topics: machine safety, hazardous substances, and work-related health priority areas.

Enforceable Undertakings

We accepted an enforceable undertaking (EU) from Smith Diesel Services Limited following a 2024 incident in which a worker was seriously injured by an unguarded conveyor in a mining operation. The undertaking represents an investment of more than $296,000 in health and safety initiatives.

The agreement includes $50,000 in financial amends to the victim, nationwide fatigue management workshops for workers and industry, development of a small mines health and safety toolkit and training package, and sharing lessons learned through an industry conference presentation. It also includes donations to the Westpac Rescue Helicopter Trust and the New Zealand Mines Rescue Service.

We also accepted an EU from Independent Traffic Control Limited following a 2023 incident in which a worker was fatally struck by a truck while operating a roadblock. This undertaking represents a total investment of $584,900.

The agreement includes $204,900 in financial amends to the victim's family and $380,000 in health and safety initiatives. These include delivery of a national frontline leadership and kaiārahi (Site Mentor) training programme, development of a Virtual Reality temporary traffic management simulator and supporting industry training package, and a community engagement programme with Ngāti Whātua Ōrākei to improve awareness of temporary traffic management risks.

This undertaking supports a risk-based approach to temporary traffic management and aligns with the NZ Guide to Temporary Traffic Management, supporting government priorities in this area.

WorkSafe is actively monitoring delivery of the agreed actions for both undertakings and may reconsider prosecution if the terms are not met.

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 enforce.

Enforcement – Taking a 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:

- develop quality control dashboard and look to design quality control forms for additional regimes (Notifications and Triage, Authorisations and Advisory). ●
- document and design Enforceable Undertakings Cost Recovery process ●
- define remaining Enforcement Decision Making updates, including potential changes due to legislation reform (phase 3) ●

How we know we are making a difference:

We track progress using the following measure in our SPE: **2.4 The percentage of enforcement interventions resulting in a positive outcome or other resolution**.

Please refer to page 25 for our Q4 results.

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

Prosecutions

Non-compliance with asbestos prohibition notice

A property owner has been convicted and fined for a number of offences in relation to refurbishment work undertaken in a building known to contain asbestos. Despite repeated engagement from May 2022, the individual ignored statutory requests, removed a prohibition notice, and allowed unsafe work to continue above a public footpath in breach of that notice. The case reinforces that inspector-issued notices are legally binding. It also highlights the ongoing risk posed by asbestos exposure. WorkSafe continues to promote updated guidance and expectations for property owners and trades to ensure asbestos risks are appropriately identified, managed, and controlled.

Serious breach of primary duty for failure to install low-cost guarding

A business has been convicted and fined in relation to a fatal incident in which a worker became entangled in an inadequately guarded industrial waste shredder. The lack of a relatively low-cost perimeter guarding with interlocking access constituted a serious and elementary breach of the primary duty of care owed to the business's workers. This tragic case led to WorkSafe renewing its call for businesses to act on machine safety, highlighting that training and procedures alone cannot be relied upon to keep workers operating dangerous machinery safe.

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 June 2026

Improving the transparency and timeliness of decision-making

- In Q4, we processed 360 permit applications or requests to renew an existing authorisation, across six separate permitting regimes – taking the total for 2025/26 to 1355. 94% of these were decided and notified within agreed timeframes. We also maintained our focus on reducing long-dated applications. As at 30 June 2026, we had 3 long-dated applications.
- We maintained high levels of satisfaction, across our permitting regimes. In 2025/26, we achieved an average satisfaction rating of 86% (from applicants across the five permitting regimes we send satisfaction surveys for).

Strengthening oversight of third-party certifiers

- We are strengthening oversight of third parties through operational agreements that set clear expectations for roles, responsibilities, information sharing, monitoring and engagement. We finalised operational agreements with two recognised safety auditors for the adventure activities regime and the Mining Board of Examiners. We are progressing agreements with International Accreditation New Zealand (IANZ), the Certification Board for Inspection Personnel (CBIP), the Joint Accreditation System of Australia and New Zealand (JASNZ), and Scaffolding, Access and Rigging New Zealand (SARNZ) and signed the CBIP agreement in Q4 and operational agreement with IANZ is underway.
- We introduced an audit experience survey to assess compliance certifier audits and identify improvements. Of 30 certifiers surveyed, 16 responded, with generally positive feedback on auditor professionalism, communication, and the value of audits. We will use this feedback to improve future surveys.

Financial performance

- Following the October Baseline Update, WorkSafe commenced category-level reporting against our new multi-category appropriation *Workplace Relations and Safety – Workplace Health and Safety*.

  For a detailed view of WorkSafe's financial performance, see page 19. A summary view of expenditure by category is also included on page 26.

Key performance indicators

- We have two measures for our permitting activities. As at 30 June 2026, both permitting measures are reported as having achieved target.

  For a consolidated view of our non-financial performance, including variance reporting, see page 25. For an overview of our regulatory statistics, see page 27.

Setting clear expectations for regulated parties.

- A site inspection identified forged diesel tank compliance certificates across multiple sites, prompting improved monitoring of third-party certifiers. The case highlights the effectiveness of our investigative processes. We are reinforcing that businesses must verify certificates are valid and issued by authorised certifiers, and we are focusing ongoing enforcement on high-risk areas to support public and workplace safety.

- We broadened the scope of the Agriculture Roles and Responsibilities draft ACOP to include the horticulture sector, following feedback from the initial review. We refined examples, updated introductory language, and clarified that references to "the farmer" include horticulture growers. In Q4, we opened consultation, supported by targeted stakeholder communications including website updates, a media release and social media activity.

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:

- undertake discovery and design for compliance monitoring within Asbestos regime. ✓
- deliver process improvements for decision making processes within authorisations for Adventure Activities, Amusement Devices and Asbestos regimes. ●
- sign the International Accreditation New Zealand and Certification Board for Inspection Personnel (CBIP) agreement. ●

  Comment on status: CBIP was signed in June and operational agreement with IANZ is underway.

- Define post-June deliverables for Permit ●

  Comment on status: Resourcing approved and planning underway.

How we know we are making a difference:

We track progress using the following measure in our SPE: **3.2 The percentage satisfaction with the application process of people applying for authorisations**.

Please refer to page 25 for our Q4 results.

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

What we did and how we got there: **Energy Safety**

Conducting energy safety audits and investigations and using communications and marketing campaigns to improve energy safety awareness among the public.

Key activities – to 30 June 2026

Energy safety investigations

- We closed 72 out of 74 energy safety investigations in Q4, taking the total for 2025/26 to 268 of 281 in Q4. 95% of these were completed within 60 working days.
- We successfully completed the annual third-party assessment audit by TELARC (NZ certification body for ISO standards) and retained compliance with the ISO9001:2015 Quality Management System. This provides assurance that our systems and processes align with international best practice and support effective risk management and regulatory performance and supports consistent regulatory outcomes.
- We completed the WorkSafe summer energy safety campaign to help people stay safe during a time of higher energy use, which ran from January to March 2026 across online, social media, and in-store locations. Following the campaign, a performance data report completed in Q4 showed strong engagement, with more than 94% of viewers watching the safety videos to the end, showing the messages were clear and effective. The campaign successfully delivered three times the message reach than estimated and social media was added in this year as an effective channel that we will continue to implement in future campaigns for its ability to engage a wide audience in a cost-effective way.

Financial Performance

- Following the October Baseline Update, WorkSafe commenced category-level reporting against our new multi-category appropriation *Workplace Relations and Safety – Workplace Health and Safety*.

  For a detailed view of WorkSafe's financial performance, see page 19. A summary view of expenditure by category is also included on page 26.

Key performance indicators

- We have one measure for our energy safety activities. As at 30 June 2026, this measure is reported as having achieved target.

  For a consolidated view of our non-financial performance, including variance reporting, see page 25. For an overview of our regulatory statistics, see page 27.

What we did and how we got there: **Major Hazard Facilities, Petroleum & Geothermal**

Providing guidance, conducting investigations, and addressing notifications relating to major hazard, petroleum and geothermal facilities.

Key activities – to 30 June 2026

Regulating Major Hazard Facilities, Petroleum & Geothermal

- In Q4, we completed 34 site visits to major hazard facilities to improve workplace safety, taking the total for 2025/26 to 112. We survey major hazard facilities to track progress where potential changes have been identified that we report as a result at year-end, (see page 25).
- We also processed 112 authorisations relating to major hazard facilities in Q4, petroleum, geothermal and energy safety, taking the total for 2025/26 to 401. This includes 338 certificates of competency, 25 safety cases, and 38 energy safety exemptions.
- We worked with Channel Infrastructure to support the safe recommissioning and ongoing storage of hazardous substances including diesel at Marsden Point. We focused on managing the risks associated with large-scale fuel storage and ensuring compliance with regulatory requirements. We had a positive engagement with Channel Infrastructure and will continue working with the company and sector stakeholders to support safe outcomes and enable this critical infrastructure to operate compliantly.

Financial Performance

- Following the October Baseline Update, WorkSafe commenced category-level reporting against our new multi-category appropriation *Workplace Relations and Safety – Workplace Health and Safety*.

  For a detailed view of WorkSafe's financial performance, see page 19. A summary view of expenditure by category is also included on page 26.

Key performance indicators

- We have one measure for our major hazard facilities, petroleum and geothermal activities. As at 30 June 2026, this measure is reported as having achieved target.

  For a consolidated view of our non-financial performance, including variance reporting, see page 25. For an overview of our regulatory statistics, see page 27.

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.

- Organisational risks and performance have been actively monitored throughout the financial year, with improvement activities underway in areas below target. In parallel, a programme of risk uplift initiatives is also being progressed to strengthen risk management capability and maturity, with the current focus on evidence-based control assessments to improve assurance over the effectiveness of key controls.
- No significant new organisational risks or issues were identified during Q4. Existing risks continue to be monitored and managed through established governance and reporting processes and will remain subject to ongoing oversight throughout the 2026/27 financial year.

What's next: strategic, corporate and operational

In Q1 2026/27, we will progress the following activity, and report our progress in our next report:

- Preparing our 2025/26 Annual Report, including completing year-end performance reporting and supporting the external audit process. This will ensure we meet our statutory reporting obligations and provide transparent reporting on our financial and non-financial performance.
- In Q3, we announced *Kia Rangatū (Our waka moves as one: Further alignment to our functional model to enable work to flow)*, an organisational change proposal to further align our functional model and improve the flow of work across the organisation. The proposed structure is expected to be implemented in Q1 2026/27. The new structure is designed to strengthen WorkSafe's capability in intervention design, stakeholder partnering, and data and insights, enabling a more strategic, evidence-informed and collaborative approach to delivering better outcomes. The change includes the creation of 17 additional roles to build capability in these priority areas.

What's next: Health and Safety Reform work programme

In Q1 2026/27, we will progress the following activity, and report our progress in our next report:

Inspectorate – Capability Uplift

- Complete trial of Inspector Performance Framework and begin wider rollout. This will ensure a consistent experience across the country.
- Finalise the design of the Inspector Pathways. This will ensure clear pathways exist for Inspectors to improve retention.

Future Guidance – Industry led approach

- If approved by the Minister, publish three new Approved Codes of Practice and rollout communications and engagement.
- Begin to publish new guidance for businesses on what the change to the Legislation means for them (continues until law comes into effect April 2027).

Feedback Systems

- Begin tracking data to see where future improvements may be needed, following improvement to Notifications and Complaints delivered in Q3.
- Complete the design of improvements for how people can feedback on our products and services.

Enforcement – taking a proportionate approach

- Develop a quality control process for Authorisation and Advisory.
- Finalise and publish Victims Guidance.
- Develop a cost recovery digital solution.

Permit – Reducing regulatory risk

- Begin the delivery of improvements to authorisations and compliance monitoring processes for remaining high-risk regimes.

Appendix 1: Financial Statements [Financial results are provisional and are subject to year-end audit]

Statement of comprehensive revenue and expenditure

$000	2025/26 Actual	2025/26 SPE Budget	Variance
Revenue			
Revenue Crown	134,851	134,851	-
Interest Revenue	2,467	1,807	660
Other Revenue	1,573	1,012	561
Total Revenue	**138,891**	**137,670**	**1,221**
Expenditure			
Personnel	86,980	95,982	9,002
Contractors, Consultants & Professional Services	5,841	7,922	2,081
Depreciation	7,192	8,696	1,504
Other Expenditure	27,690	24,984	(2,706)
Total Expenditure (before Strategic Initiative expenditure)	**127,703**	**137,584**	**9,881**
Surplus/(deficit) before Strategic Initiative expenditure	**11,188**	**86**	**11,102**
Strategic Initiatives expenditure	**10,751**	**8,000**	**(2,751)**
Surplus/(deficit) after Strategic Initiative expenditure	**437**	**(7,914)**	**8,351**

Commentary

As at 30 June 2026, WorkSafe reported a surplus of $0.437m after Strategic Initiatives, compared with a budgeted deficit of $7.914m. The favourable result reflects both higher revenue and lower expenditure than planned during the year.

The variance was driven by:

Revenue: Higher than budgeted, mainly due to increased interest income from larger term deposit balances and higher activity-based revenue e.g. safety case renewals.
Expenditure. Personnel costs were lower due to the organisational redesign, which delayed recruitment and the filling of vacant roles. Contractor and Consultants costs were lower due to capitalisation of development work. Depreciation was lower due to lower capital spend particular on vehicles and premises, with vehicle delivery dates being delayed and recognised in FY27. Other expenditures were higher due to the impairment of a legacy intangible asset.

Strategic Initiatives expenditure was $10.751m compared to a budget of $8.000m, a $2.751m increase. Strategic Initiatives spending increased in the year due to increased focus on delivery of key priorities including upcoming legislative change.

Revenue by area

$000	2025/26 Actual	2025/26 SPE Budget	Variance
Working safer levy	127,747	127,747	-
Major hazard facilities levy	2,690	2,690	-
Energy safety levies	4,414	4,414	-
Fees and Other Revenue	4,040	2,819	1,221
Total revenue	**138,891**	**137,670**	**1,221**

Commentary

Interest revenue increased due to higher term deposit balances. Other revenue was also above expectations, driven by additional safety case income and a higher volume of licence holder application renewals.

Multi-Category Appropriation (MCA)

MCA: Workplace Relations and Safety - Workplace Health and Safety

$000	Engaging to Support Best Practice in Work Health and Safety	Enforcing Work Health and Safety Compliance	Authorising and Monitoring Work Health and Safety Activities	Energy Safety	Major Hazard Facilities, Petroleum and Geothermal	2025/2026 Total	2025/26 Budget
2025/26 Crown Revenue*	68,983	28,701	22,949	4,414	9,804	134,851	134,851
2025/26 Interest & Other Revenue	601	284	924	48	2,183	4,040	2,819
2025/26 Expenditure*	64,170	27,275	21,781	5,059	9,420	127,703	137,584
Surplus/(Deficit)	**5,414**	**1,710**	**2,092**	**(597)**	**2,568**	**11,188**	**86**

*Advice from Deloitte was to report the multi-category appropriation (MCA) for the full financial year, rather than from when it was introduced (October 2025).

Commentary

The multi-category appropriation (MCA) was introduced to WorkSafe from October 2025. Included in the table above is the revenue and expenditure for the full year. Excluded from the table is the strategic investment expenditure which is being funded out of reserves not the MCA.

Expenditure by area

$000	2025/26 Actual	2025/26 SPE Budget	Variance
Core Delivery *(excl. Depreciation)*	111,583	118,735	7,152
Depreciation	7,192	8,696	1,504
Specific Delivery *(tagged funds)*			
Whakaari	595	1,061	466
Energy Safety/ MHF/P&G	8,333	9,092	759
Strategic Initiatives	10,751	8,000	(2,751)
Total Specific Delivery	**19,679**	**18,153**	**(1,526)**
Total Expenditure	**138,454**	**145,584**	**7,130**

Commentary

Core Delivery expenditure was $7.152m below budget, largely reflecting lower personnel and contractor and consultant costs.

- Personnel costs were below budget due to it taking longer than expected to fill vacancies following the organisational redesign. This generated a larger underspend in the first half of the year, although spending increased progressively as recruitment progressed. Lower training and development expenditure also contributed.
- Contractor and consultant costs were below budget as the onboarding of developer squad resources took longer than planned. In addition, costs were lower than budget due to higher capitalisation of development work than planned.

Whakaari expenditure was $0.466m below budget, primarily due to the timing of the Coronial Inquiry. A greater proportion of expenditure is now expected in 2026/27 as phase two of the inquest progresses.

Energy Safety expenditure was $0.759m below budget, mainly reflecting the timing of advertising campaigns and delays in filling personnel vacancies.

Capital spend

$000	2025/26 Actual	2025/26 SPE Budget	Variance
ICT software	1,489	3,000	1,511
ICT hardware	2,158	2,500	342
Motor vehicles	-	800	800
Leasehold improvements	101	1,000	899
Total capital spend	**3,748**	**7,300**	**3,552**

Commentary

Capital expenditure was $3.748m, $3.552m below budget of $7.300m. This is due to:

- ICT software expenditure was lower than anticipated, contributing to the underspend.
- Vehicle purchases were lower than budget due to vehicles being ordered in 2025/26 but not scheduled for delivery until 2026/27, resulting in a reduction in capital expenditure compared with budget.
- Funding allocated for leasehold improvements remains unspent, reflecting the ongoing strategic shift towards co-location with other government agencies.

Memorandum accounts

$000	2025/26 Balance	2025/26 Actual	Prior Year Balance
Major Hazard Facilities Levies			
Revenue	23,568	2,862	20,706
Expenditure	(24,061)	(2,822)	(21,239)
Total surplus/(deficit)	**(493)**	**40**	**(533)**
Add Crown Account surplus/(deficit)	2,881	(172)	3,053
Total surplus/(deficit) - WorkSafe held levies	**2,388**	**(132)**	**2,520**

Current financial position: Statement of financial position

$000	2025/26 Actual	2025/26 SPE Budget	Variance
Cash and bank	18,181	25,635	(7,454)
Investments	38,476	22,124	16,352
Debtors	4,072	7,054	(2,982)
Fixed assets	26,857	35,487	(8,630)
Total assets	**87,586**	**90,300**	**(2,714)**
Creditors and payables	10,960	8,193	(2,767)
Employment liabilities	7,957	8,314	357
Crown loan	-	11,820	11,820
Total liabilities	**18,917**	**28,327**	**9,410**
Net assets	**68,669**	**61,973**	**6,696**
Equity			
Capital reserves	34,167	35,778	(1,611)
Memorandum accounts	2,388	2,226	162
Accumulated surplus/(deficit) current year	32,114	23,969	8,145
Total Equity	**68,669**	**61,973**	**6,696**

Commentary

Cash and bank are lower, reflecting a greater portion of funds held in interest bearing investment (term deposit) and the full repayment of Crown loan earlier than anticipated.

Investments are higher than budget due to a larger surplus balance being invested in term deposits in order to maximise interest income.

Debtors are lower mainly due to the timing of receipts and the release of prepayments.

Fixed assets are lower than budget, primarily driven by lower levels of capital expenditure in the prior year, a trend that has persisted in the current year to date.

Creditors and payables are higher mainly due to the timing of payments.

Employment liabilities are lower than budget due to less leave being accrued than was budgeted due to vacancies in the early part of the year.

Crown loan is lower than budget due to the decision to repay the full balance of the loan during the year, four years earlier than anticipated.

Equity is higher than budget reflecting a surplus that was higher than anticipated in the budget.

Statement of cash flows

$000	2025/26 Actual	2025/26 SPE Budget	Variance
Operating cash flows			
Receipts from Crown	134,851	134,851	-
Receipts from other revenue or interest	3,442	2,613	829
Payments to suppliers/employees	(130,261)	(134,609)	4,348
Net operating cash flows	**8,032**	**2,855**	**5,177**
Investing cash flows			
Receipts/(payments) for term deposits	2,236	5,000	(2,764)
Receipt from sale of property, plant and equipment	33	-	33
Net asset purchase	(3,748)	(7,300)	3,552
Net investing cash flows	**(1,479)**	**(2,300)**	**821**
Financing cash flows			
Crown loan repayment	(18,570)	(5,000)	(13,570)
Net financing cash flows	**(18,570)**	**(5,000)**	**(13,570)**
Cash movement			
Net increase/(decrease) in cash	(12,017)	(4,445)	(7,572)
Opening cash	30,198	30,080	118
Closing cash	**18,181**	**25,635**	**(7,454)**

Commentary

Receipts from other revenue or interest are higher than budget mainly due to larger surplus balance being invested in term deposits.

Payments to suppliers/employees are lower due to overall lower expenditure.

Net asset purchases are lower due to lower capital expenditure than budgeted.

Crown loan repayments exceeded budget due to the decision to fully repay the outstanding loan balance during the year, four years earlier than originally anticipated.

Appendix 2: Non-Financial Performance [Non-Financial Performance results are provisional and subject to year-end audit]

The following 12 measures and targets are included in our Statement of Intent 2025-2029 (SOI), Statement of Performance Expectations 2025/26 (SPE) and updated Multi-category Appropriation (MCA).

Performance measures

MEASURE SOURCE: ❶ SPE; ❷ SOI; ❸ MCA

Performance measure	Target	Year-End Result	Status
❶❷❸ Overall: Percentage of people (workers and employers) who made at least one change to improve workplace safety and/or reduce risks to workers' health, after interaction with a Health and Safety Inspector	85%	95%	● Achieved
❶❷ Engage: 1.1 The percentage of employers who report that our guidance and information resources are useful	65%	60%	● Not Achieved

→ **Commentary on status:** The measure is based on results from the IEM survey, 60% of businesses that used WorkSafe material in the previous 12 months and rated their usefulness as "very useful" or "extremely useful". While the majority of respondents provided a high usefulness rating, the result remains below the target of 65%.

Performance measure	Target	Year-End Result	Status
❶ 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%	100%	● Achieved
❶❷❸ 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%	71%	● Achieved
❶❸ Enforce: 2.1 The percentage of improvement notices that are closed within the stated compliance period	95%	97%	● Achieved
❶❷ Enforce: 2.2 The percentage of investigations in priority sectors (agriculture, forestry, manufacturing, and construction)	80%	75%	● Not Achieved

→ **Commentary on status:** Investigations are primarily reactive, driven by the nature and severity of incidents. The majority of our investigation resource is deployed to sectors where the highest levels of workplace harm occur (agriculture, forestry, manufacturing and construction).

Performance measure	Target	Year-End Result	Status
❶ Enforce: 2.3 The availability of enforceable undertakings is increased	Achieved	Achieved	● Achieved
❸ Enforce: 2.4 The percentage of enforcement interventions resulting in a positive outcome or other resolution	80%	89%	● Achieved
❶❷❸ Permit: 3.1 The percentage of authorisations that WorkSafe decides and notifies within the agreed timeframes	80%	94%	● Achieved
❶❷ Permit: 3.2 The percentage satisfaction with the application process of people applying for authorisations	80%	86%	● Achieved
❷❸ Energy Safety: 4.1 Percentage of Energy Safety investigations that will be closed within 60 working days	90%	95%	● Achieved
❸ Major Hazard Facilities: 5.1 The percentage of major hazard facilities that improve workplace safety after being notified of a potential issue through interaction with the major hazard facilities inspectors[1]	85%	100%	● Achieved

1 Results includes all respondents who reported changes that were completed, in progress or planned following interaction with WorkSafe.

KEY: ● Achieved ● Not Achieved

Financials – by category[1]

($000)	Actual	Budget	% of Budget Spent
Engage	64,170	66,404	97%
Enforce	27,275	30,389	90%
Permit	21,781	24,668	88%
Energy Safety	5,059	6,398	79%
Major Hazard Facilities	9,420	9,725	97%
Total*	**127,704**	**137,584**	**93%**

[1] These figures exclude Strategic Investment spend. Financials above reflect spend funded out of the current year
appropriations. Strategic investment is funded by prior year surpluses.

Appendix 3: Regulatory Statistics

Engage: Workplace notifications and assessments

Workplace notifications are received from businesses and the public relating to work 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 total	2025/26 total
Notifications	10,402	10,816
Assessments	13,170	12,828

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 total	2025/26 total
Prosecutions disposed[1]	39	53
Enforceable undertakings accepted[2]	3	9

[1] Figures may change subject to appeal. Prosecutions withdrawn for any reason are included. In 2024/25, six prosecutions were withdrawn, including three that were withdrawn as EUs were accepted post-charge. In 2025/26, 4 prosecutions have been withdrawn, including 8 withdrawn as EUs were accepted, and [2] withdrawn as a formal warning was issued post-charge.

[2] In addition to the 8 EUs accepted after charges were laid in 2025/26 to date, 1 was accepted pre-charge. WorkSafe implemented its policy for pre-charge EUs in 2025/26. As such, WorkSafe did not accept any pre-charge EUs in 2024/25.

Enforce: Improvement and prohibition notices

Improvement notices are issued by a WorkSafe Inspector directing that a work health and safety risk needs to be addressed. 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 total	2025/26 total
Improvement notices	5,194	4,517
Prohibition notices	1,002	1,076

Permit: Authorisations

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

Activity	2024/25 total	2025/26 total
Authorisations processed[1]	1,419	1,355

[1] Regimes included are Asbestos, Adventure Activities, Amusement Devices, Certificates of Competence (Mining Board of Examiners), Controlled Substances Licences, Health and Safety in Employment (Pressure Equipment, Cranes and Passenger Ropeways) Regulations, Occupational Diving, and Petroleum, Energy Safety and MHF Safety Cases.

Enforce: Formal warnings

A formal warning is used as an alternative to prosecution. It does not replace other enforcement tools, such as improvement notices, and does not prevent WorkSafe from taking further regulatory action if required.

Activity	2024/25 total	2025/26 total
Formal warnings	Not applicable[1]	2

[1] WorkSafe's Formal Warning policy was introduced in 2025/26, to improve our suite of enforcement tools and implement a more proportionate approach to enforcement. As such, WorkSafe issued its first formal warning in 2025/26.

Energy Safety: Investigations

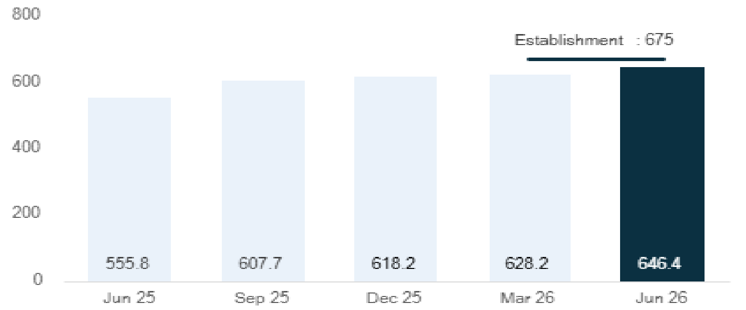
Any incident or accident (notifiable or non-notifiable) reported to WorkSafe results in an investigation. This can include non-workplace events, installation faults and products.

Activity	2024/25 total	2025/26 total
Energy safety investigations closed	332	281

Appendix 4: Organisational Health

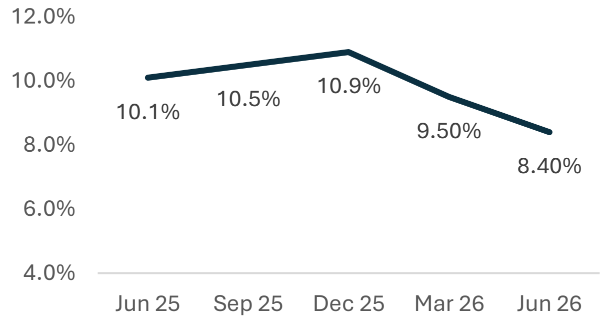
Personnel

Full-time Equivalent Staff[1]



[1]Q4 reflects a revised methodology for excluding strategic investment (SI). Figures for previous quarters have been updated using revised methodology.

Personnel: Voluntary Turnover



Personnel costs

Total FTEs[1]	Total salary costs (YTD)	Average remuneration
646.4	$84,853,372	$129,943

[1] FTE figures are calculated as per Public Service Commission definition (no casual or CE, employees only). Figure as at 30 June 2026, excludes Strategic Investment

Inspectorate capacity

Number of inspectors

	2024/25	2025/26			
	Q4	**Q1**	**Q2**	**Q3**	**Q4**
Inspectors[1]	193	205	199	203	**213**
Trainees	19	37	37	47	**47**
Total	212	242	236	250	**260**

[1] 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[1]

2024/25	2025/26			
Q4	**Q1**	**Q2**	**Q3**	**Q4**
0.66	0.71	0.69	0.70	**0.74**

[1] 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 – headcount[1]

2024/25	2025/26			
Q4	**Q1**	**Q2**	**Q3**	**Q4**
21	18	27	19	**19**

[1] Contractor headcount figures are provided as at the final working day of the reporting period.

Contractor costs[1]

	Actual ($000)	Budget ($000)	Variance ($000)
OPEX	**5,689**	3,883	(1,806)
CAPEX	**1,012**	755	(257)

[1] To align with contractor headcount, this table excludes consultant spend.