

**Before Independent Hearings Commissioners Appointed by Canterbury Regional Council and Selwyn District Council**

**In the matter of**                    The Resource Management Act 1991

**And**

**In the matter of**                    Applications by **Fulton Hogan Limited** for all resource consents necessary to establish, operate, maintain and close an aggregate quarry (**Roydon Quarry**) between Curraghs, Dawsons, Maddisons and Jones Roads, Templeton

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**EVIDENCE OF CRAIG ROGER STEWART  
ON BEHALF OF FULTON HOGAN LIMITED**

**DATED: 23 SEPTEMBER 2019**

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## Introduction

1. My full name is Craig Roger Stewart. I am the General Manager - South Island at Fulton Hogan Limited (**Fulton Hogan**). I am responsible for all Fulton Hogan's regional activities within the South Island, including Quarries, Transport, Construction, Road Maintenance, Manufacturing and Water reticulation activities. I have held this role since October 2017.
2. I have been employed by Fulton Hogan since 1994 and have held various senior management roles during my time with the company including Canterbury Regional Manager (2011 to 2017), National Maintenance Operations Manager (2009 to 2011), Dunedin Regional Manager (2004 to 2009), and Maintenance Divisional Manager (1997 to 2004).
3. I hold NZCE Civil and am a member of the New Zealand Institute of Directors. As well as being a member of the Fulton Hogan New Zealand Executive Team I am a:
  - (a) Director, Oamaru Shingle Supplies JV;
  - (b) Board member on Fulton Hogan Combined NZTA Network Outcomes Contract Board;
  - (c) Board Member, Christchurch Northern Corridor Project Alliance; and
  - (d) Director, JV for Allied Concrete.
4. As a result of more than twenty years with Fulton Hogan in a range of senior management roles, I understand:
  - (a) the nature and diversity of Fulton Hogan's business in the wider sense;
  - (b) the importance of Fulton Hogan's quarrying activities;
  - (c) the breadth of Fulton Hogan's environmental responsibilities and its approach to them;
  - (d) the importance of the environment to our communities, customers and employees; and
  - (e) Fulton Hogan's commitment to the communities it works in, good environmental practice, sustainability and health and safety.
5. I also have a solid, working knowledge of the Canterbury quarry and aggregate market, and worked with the earthquake authorities (Canterbury Earthquake Recovery Authority and Stronger Christchurch Infrastructure Rebuild Team) and industry to ensure that supply was able to keep up with response and rebuild needs, including by

establishing an aggregates retail point in Tuam Street. In my capacity as Canterbury Regional Manager, the Quarries Division was a direct report, so I understand the day to day operations and their contribution to Fulton Hogan's regional business.

6. I have been active in the Roydon project since the prefeasibility study was undertaken prior to the purchase of the land. I have organisational senior management responsibility and accountability for the project. I have been involved in a number of the community engagement activities and stakeholder meetings and conversations and am the Fulton Hogan spokesperson for the Roydon Quarry project.
7. I am authorised to provide this evidence on behalf of Fulton Hogan.

### **Scope of evidence**

8. My statement of evidence covers:
  - (a) An introduction to Fulton Hogan;
  - (b) Fulton Hogan's commitment to the community, environment, sustainability, health and safety;
  - (c) Fulton Hogan's process for selecting the Roydon quarry site, including why other sites were rejected; and
  - (d) The importance of the proposed Roydon Quarry with reference to the Canterbury quarry and aggregates market.
9. My evidence is intended to be read in conjunction with that of Don Chittock and Kelvyn Jolly. The evidence of my colleagues provides more specific details on the Roydon Quarry proposal.

### ***About Fulton Hogan***

10. The company was founded in Dunedin in 1933 and is an unlisted public company, predominantly owned by the interests of the two founding families and current and ex-employees. Fulton Hogan's head office is located in Christchurch, New Zealand.
11. Fulton Hogan has more than 85 years' experience in the transport, water, energy, rail, natural resources and land development infrastructure sectors in New Zealand, Australia and the South Pacific.
12. Fulton Hogan is a resource based contracting company that owns and operates over 30 quarries throughout New Zealand, including both hard rock quarries and alluvial quarries. With our diversity of business activities and integrated business units we are able to create communities from the ground up, starting with our network of quarries.

13. We are one of the two largest aggregate suppliers in New Zealand. Our quarries are complemented by our asphalt, bitumen, emulsion, precast plants and laboratory services across Australia and New Zealand, alongside the other aspects of our business. Fulton Hogan's range of products include aggregates and road base, specialty sand, recycled glass base-course mixes, railway ballast and gabion rock, as well as bulk fills and non-specified materials.
14. In the Canterbury Region, Fulton Hogan is a large employer with approximately 700 staff, many of whom are in daily contact with our operational quarries. In the South Island we have 20 operational quarries and fixed extraction sites directly employing approximately 100 people. There are currently three main quarries operating in the Christchurch district – Pound Road, Miners Road, and McLeans Island. These quarries are supplemented by a smaller extraction only site - Roberts Road Quarry at Islington (which is nearing exhaustion and consents expiring). Pound Road quarry operates as a processing plant, but the site is nearly exhausted of all extractable aggregate resource.
15. Fulton Hogan is an experienced quarry operator. We have a strong desire to form positive relationships with the communities we interact with at our quarry sites across New Zealand. Fulton Hogan's strong track-record in quarry management is testament to the Company's broad skill-base and the pride we take in producing aggregates efficiently, safely and with regard to the environment and our communities.
16. Fulton Hogan invests time and resource into continually improving its technology, work practices and management of its quarries. We seek to be transparent about our operations - for example, we make information about our quarries available to promote transparency. Mr Chittock will provide more detail about the level of transparency and engagement that has already been demonstrated in respect of the Roydon proposal.
17. Fulton Hogan manages its quarries with an "eye to the future", working under stringent environmental plans that demonstrate the company's commitment to responsibly manage our natural resources for future generations.
18. Fulton Hogan is a leader in the local aggregate industry and we are seeking to lift performance across the sector. We fully intend Roydon Quarry to be a quarry of the future and, in doing so, to exceed industry performance standards in every respect. As part of our commitment to well-run and environmentally conscious quarrying, the proposed Roydon Quarry will be an exemplar of quarrying standards in New Zealand. Fulton Hogan will ensure Roydon Quarry is a positive part of the community.

***Fulton Hogan's commitment to the community, environment and sustainable work practices***

19. Fulton Hogan has seven cornerstone, Board-approved policies. They include Environmental, Sustainability, Community and Stakeholder Relations, and Health and Safety policies. These policies record Fulton Hogan's commitment to environmental care, sustainability, community engagement as well as the health and safety of our staff, clients and community. Copies of the four policies discussed below are included at **Annexure A**.
20. The policies are instigated and approved by Fulton Hogan's Board and are signed-off by the Managing Director. The policies are prominently displayed in offices throughout Fulton Hogan and are supported and implemented by detailed standards, work instructions and procedures in the operational parts of Fulton Hogan's business.

***The Community***

21. Fulton Hogan, and its employees, pride themselves on being a family owned and operated company – one which cares about the environment, our communities and the people in them - including our clients, suppliers and our more than 7,400 employees (throughout Australia, New Zealand and the Pacific).
22. Fulton Hogan's vision and purpose is to be: “*a successful and enduring infrastructure business – being in, connecting and caring for communities.*” The importance of making responsible, long-term decisions that benefit the communities and environment we work in is reflected and emphasised for all staff, in this guiding statement.
23. Fulton Hogan has a motto that we are "building communities". In this case, we are seeking to "build communities with state of the art quarries". This philosophy is inherent in Fulton Hogan's business. Fulton Hogan considers itself to be part of the communities in which it operates. We strive to achieve positive outcomes for communities and our stakeholders and provide support to our communities. Fulton Hogan conducts its business through living our values (Respect, Energy and Effort, Attitude and Leadership) and behaviours.
24. Our quarries are long-term strategic assets and we make every effort to engage with the communities in which we work throughout the life of our quarries. As set out in our Community and Stakeholder Relations policy, Fulton Hogan is committed to:
  - (a) Fostering trusting and honest relationships with our communities and stakeholders, using proactive engagement techniques;
  - (b) Always considering community and stakeholder views in our decision making;

- (c) Minimising the impact of our works through early planning, innovative methodologies and ongoing monitoring;
  - (d) Managing and communicating change with empathy, by providing accurate and timely information;
  - (e) Supporting the communities in which we operate.
25. Fulton Hogan believes that by listening and understanding to the views of local communities and stakeholders, being respectful and open in all our interactions, our people can create positive relationships with communities. Fulton Hogan recognises that quarrying by its very nature can have unavoidable off-site effects. We work hard to avoid, remedy and mitigate effects arising from its operations through adopting best practicable options, and has carefully considered those points raised during the consultation process, in submissions, at the pre-hearing meeting and in the relevant peer reviews and officer's reports.
26. In terms of the Roydon proposal, Fulton Hogan has been open and transparent with the community from the outset and we believe we have made considerable efforts to engage with the community since this project was announced. We remain committed to working with the community and Councils to ensure the proposed quarry operation, if consented, will not adversely impact the lifestyles and well-being of the surrounding community.
27. Fulton Hogan wants to be a trusted neighbour and we want to develop an enduring relationship with the surrounding community. We understand it takes time to establish trust. We are committed to continuing our engagement with the community. Mr Chittock provides more detail as to the consultation process undertaken in respect of this Proposal. From my perspective, it illustrates the sincerity of Fulton Hogan and its openness to community input.

***The environment and sustainable work practices***

28. Fulton Hogan's commitment to communities is illustrated by the recent adoption of a voluntary quarry code of practice as addressed in Mr Jolly's evidence. Fulton Hogan (and other operators) talk about "a social licence to operate". To us, this means going beyond compliance. Fulton Hogan is committed to delivering best practice at all its quarries and seeking to address the concerns about quarrying activities and quarry management (particularly noise and dust). In terms of the proposed Roydon Quarry, we are aiming to exceed best practice. We have opted and offered to operate at levels of excellence - using modern methods and available technology. We intend to exceed the standards which are usually required to be met in order to obtain a resource consent.

29. Fulton Hogan recognises that good environmental management makes good long-term business sense. We are working towards "*minimising our environmental footprint through innovation, energy and resource efficient operations focused on reducing, reusing and recycling*". Good environmental practice is delivered on the ground through Fulton Hogan's people.
30. In New Zealand the company employs at least seven full-time environmental managers and advisors with more than 15 regionally based managers and advisors who have specific, environmental advisory responsibilities. All Fulton Hogan employees have specific training programmes and are required to comply with all of the company's safety, quality and environment practices. We educate our people to identify environmental risks and opportunities to improve our performance. Fulton Hogan also demands that all obligations and consent conditions applicable to its activities are at a minimum met and preferably exceeded.
31. The Board of Directors take a keen interest in environmental matters and require an environmental operations report to be provided at each monthly Board meeting.
32. Fulton Hogan is committed to continuous improvement to ensure we maintain our position as a leader in the extractive market. The proactive use of environmental management systems and innovative technologies are just some of the tools we use to improve our performance.
33. Fulton Hogan has received more than 200 awards over the last 15 years, many of which are associated with its quarries. A representative selection of Fulton Hogan's environmental awards is set out in **Annexure B**.
34. Fulton Hogan is committed to a number of environmental projects and initiatives. For example, on 5 July 2016, Fulton Hogan formally signed a \$1million partnership agreement with the Department of Conservation. This partnership agreement relates to the provision of sponsorship by Fulton Hogan to support the recovery of the critically endangered Takahe and is a tangible example of Fulton Hogan's ongoing commitment to the environment. Fulton Hogan's 2018 – 2025 strategic framework also includes a commitment to the Government's 'Predator Free' New Zealand objectives and a plan to implement this across the company's nationwide land holdings.
35. Fulton Hogan has a sustainability strategy to reduce its carbon footprint by 25% by 2025. Fulton Hogan's commitment to a more sustainable environment sees the use of five electric light vehicles, 20 hybrid light vehicles and two electric hybrid trucks, with more acquisitions planned once they become available on the New Zealand market. Additionally within the last 24 months Fulton Hogan Canterbury has installed 174 solar panels on its Hornby site. In 2017 Fulton Hogan acquired the biodiesel company Greenfuels, that turns waste cooking oil into 100% biodiesel that is then blended with mineral diesel to reduce carbon emissions. Fulton Hogan is a founding partner of the

New Zealand Hydrogen Association, a consortium of private companies in conjunction with Ministry of Business, Innovation and Employment (MBIE) to explore bringing another low emission fuel source to NZ. These examples illustrate Fulton Hogan's investment in a clean energy future to reduce emissions and impact on the environment.

36. As a company, Fulton Hogan is committed to actively working to reduce its environmental footprint including through the increasing use of recycled materials. We recycle glass, plastics, steel, concrete, used oil, and old asphalt pavements, on a daily basis for re-use in broad application across our business. Fulton Hogan also promotes products and services that use sustainable materials.

#### ***Health and safety***

37. Fulton Hogan is a company that puts the health, safety and well-being of people first. Safety is of paramount importance to our business. We incorporate health and safety into the way we design, plan and execute our work and empower our people to maintain a safe and healthy workplace.
38. Fulton Hogan is often recognised for its approach and commitment to safety. For example, in 2015, we were the winner of the Worksafe NZ Chief Inspector Safety Leadership Award of the Extractives Industry. The proposed quarry, if consented, will be developed in accordance with industry best practice environmentally and adhere to Worksafe Guidelines to ensure a safe operating environment for staff and customers.
39. We are aware that traffic safety has been raised as a concern for the proposed Roydon Quarry. Fulton Hogan has responded to this concern by engaging and listening to the expert evidence of two independent traffic consultants. We are also proposing to provide a substantial intersection upgrade (Dawsons and Jones Road) to increase much needed safety levels from their current state. Safety and people are at the forefront of our company culture.

#### ***Fulton Hogan's process for selecting the Roydon quarry site, including why other sites were rejected***

40. The acquisition of a new quarry site is a strategic project of great importance for Fulton Hogan. The process of identifying a potential quarry site is detailed and considered, involving due diligence with input from a variety of technical experts. The Executive Team and Fulton Hogan Board are involved in the acquisition process for any proposed quarry and stay engaged throughout the journey. The nature of quarrying activities means that a quarry can only be established where there is access to a viable aggregate resource of sufficient quality and quantity. Other criteria which are considered in choosing a potential quarry site include:



- (a) proximity of the site to a demand centre for aggregate and a roading network that allows for efficient distribution of product;
  - (b) surrounding physical area and the number and proximity of dwellings and whether the site is, or can be, screened from surrounding sensitive land uses;
  - (c) geological and geotechnical considerations to ensure there is sufficient material to produce high quality aggregates safely and efficiently;
  - (d) existing land use, quality, value and ownership;
  - (e) the size of the site and whether it allows for the establishment of necessary processing and management facilities;
  - (f) groundwater issues including excavation depths in relation to groundwater and groundwater availability for resource processing; and
  - (g) sites of ecological, historical and landscape significance.
41. Fulton Hogan also carefully considers the applicable planning framework and how its proposal fits in terms of how the relevant regional and district plans manage their resources.
42. After taking into account all considerations, the economic viability of a potential quarry site is quite easily eroded to the point where it may not be feasible to access a resource regardless of the quality or quantity. In the greater Christchurch area, the dominant factors Fulton Hogan considers in identifying potential quarry sites are; resource quality, distance to demand, access and sensitivity issues, and depth to groundwater.

#### ***Selection of Roydon quarry site***

43. Fulton Hogan has spent a considerable amount of time looking for a quarry resource to succeed the Pound Road quarry, which is near to exhausted. The process for identifying a new quarry site began in 2012. We have invested substantial funds and resources into pursuing potential quarry sites.
44. An appropriate aggregate resource would need to be of sufficient size to justify the "fixed" establishment costs associated with obtaining resource consents and construction of the requisite production infrastructure. Fulton Hogan determined that the resource size would need to be in the order of 10 million tonnes to be economically viable. This quantity of aggregate was deemed sufficient to justify: investment in a standalone site, which would have a processing plant capable of producing a range of high quality aggregates along with all other associated quarry infrastructure and to manage effects to a high level, while also allowing for a range of rehabilitation options.

45. Once the aggregate resource criteria was determined, we identified areas for further investigation. Fulton Hogan used the following criteria in undertaking mapping exercises to identify a potential quarry site:
- (a) At least 500 m from urban or future urban zoned land;
  - (b) In excess of 40ha but preferably 80 ha, in a single title, or where this size could reasonably be obtained by combining multiple parcels in the same ownership;
  - (c) Not zoned for conservation, recreation or open space and not having ecological or landscape overlays;
  - (d) Not in public or Crown entity ownership;
  - (e) Not Christchurch International Airport owned or controlled land;
  - (f) Not already zoned or consented for quarrying, or subject to resource consent applications for quarrying.
46. We then identified a 20 kilometre radius from Christchurch urban fringe, with distance from demand being a critical driver for the location of any controlled quarry. Fulton Hogan wishes to minimise the potentially increased distances over which product would need to be transported from any quarry, to continue supporting the areas of the City which are presently efficiently served by the Pound Road quarry. Even relatively small increases in transportation distance can have a negative economic impact and as a company we are increasingly aware of, and responding to the need to reduce carbon emissions. Transportation costs are crucial in determining a quarry's viability and also the level of economic benefits accruing to the greater Christchurch region.
47. In terms of demand, the analysis focused on South West and West of Christchurch, mainly because it is the market currently served by Pound Road. Fulton Hogan also considered expanding existing sites which had been consented for quarrying, such as 'extraction only' quarries at Roberts Road and Barbers Road. A variety of other options were also considered.<sup>1</sup>
48. The potential to develop a geographical replacement for the Pound Road quarry is severely constrained in particular by existing neighbouring land uses and ownership along with depths of groundwater. It became apparent that quarries of any magnitude would need to be located within the Selwyn or Waimakariri districts.
49. The Roydon site was identified as being the most suitable because of its high quality aggregate resource and the ideal location to provide supply to Southwest Christchurch, an area where there is a high demand for aggregate material and an area that has

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<sup>1</sup> Including a "land swap" with Templeton Golf Course, Canterbury Regional Council land at McLeans Island, participation in the quarrying deepening process and an extension of the Miners Road quarry.

been historically serviced by Pound Road for almost 60 years. Pound Road was established in the 1950's as a quarry and re-established by Fulton Hogan in the early 1990's. Fulton Hogan anticipates that Roydon quarry will service the projected urban growth areas including Hornby, Halswell, Lincoln, Prebbleton and Rolleston.

50. In addition, the urban areas of Selwyn District are areas of considerable growth, which is projected to continue into the future. The proposed site also has good direct access to Main South Road and State Highway 1. Given that transportation is frequently the single most important factor in determining the delivered price of aggregates, the proximity of the Roydon site to heavy transport routes and the areas of demand was given significant weight.
51. Fulton Hogan considers that the benefits of the proposed Roydon Quarry are significant in terms of enabling the provision of high-quality, cost competitive aggregates and cleanfill facilities close to the Greater Christchurch and South West markets. The proposed site has a limited number of dwellings in close proximity and the greenfield nature of this proposal along with the scale of it provides a real opportunity for best practice quarry management and rehabilitation.

***Canterbury quarry and aggregates market and the importance of the proposed quarry***

52. Aggregates underpin virtually all of our day to day activities. Aggregate is an essential component of constructing everything from roads, cycleways and railways to water networks, hospitals, factories, offices and housing. A sustained supply of aggregate is required to provide for building, construction and roading projects and to maintain and redevelop existing infrastructure. The reality is, regardless of whether individuals want quarries or not, everyone relies on aggregate obtained from a quarry.
53. The Christchurch rebuild generated an unprecedented demand for aggregate resources in the Greater Christchurch area and resources have been depleted at a much faster rate than would have otherwise been the case. This includes Fulton Hogan's existing Christchurch quarries. The amount of supply available is heavily dependent on demand but based on current projections the extraction life of Fulton Hogan's Christchurch quarries varies from about 3 to 20 years, but they do not all service the same market. Given how long it takes to establish a new quarry of any substantial resource quantity, Fulton Hogan is acutely aware of the need to rationally expand its inventory of resource.
54. There have been some new quarries established since the Christchurch earthquakes but a number of them have been limited in either their size, depth and/or consent duration. Even on a "business as usual" model aggregate demand is expected to be significant going forward.

55. The sale of processed aggregates and the provision of cleanfill facilities in close proximity to the Christchurch and Selwyn markets provides a level of efficiency to the consumer. That efficiency is in both time and distance. Ready access to a reliable, long term and local supply of aggregate will reduce the costs burden of major infrastructure and building projects on all residents of Canterbury.
56. Even putting aside the spike in demand following the earthquakes, there is an underlying need for more aggregate resource to support population growth. Within Canterbury the Greater Christchurch and Selwyn urban areas are areas of the greatest demand. In Fulton Hogan's view, that demand is best met by utilising resources that are as proximate as possible because this reduces environmental and social costs associated with greater distances.
57. However, there is limited access to new aggregate resources in or near the City of Christchurch. While the options for proximate supply are diminishing as time goes by, Fulton Hogan is committed to finding appropriate sites as close as practicable (albeit they are further away than they used to be).
58. Aggregate demand and supply is addressed in more detail in the evidence of Mike Chilton. In short, it is imperative that new, local sources of aggregate are developed.

### **Conclusion**

59. Fulton Hogan has invested a significant amount of time and resource into selecting and developing a proposal for Roydon Quarry. The provision of high-quality, competitive cost aggregates and cleanfill facilities in close proximity to the Christchurch market provides a level of robustness and efficiency to the proposed quarry. Fulton Hogan sees the proposed Roydon Quarry as being commercially viable as well as a real opportunity to showcase exemplary practice for quarry management and rehabilitation.
60. If the necessary consents are obtained, Fulton Hogan is committed to continuing engagement with the community beyond the consent process. We want to ensure, as far as possible, that Roydon is operated as a positive contributor to the communities it interacts with.

Dated 23 September 2019

**Craig Stewart**  
General Manager – South Island, Fulton Hogan

# Environmental Policy



**Working together to protect our environment**

## **We will:**

- Work towards minimising our environmental footprint through innovation, energy and resource efficient operations focused on reducing, reusing and recycling
- Meet or exceed all obligations and consent conditions applicable to our activities
- Recognise that environmental management encompasses diverse aspects including flora, fauna, water, community and cultural interests
- Identify impacts to the environment and implement effective controls
- Set objectives and targets to measure, manage and improve our performance
- Train our people to identify environmental risks and opportunities to improve our performance
- Work closely with our subcontractors and suppliers to ensure they meet our expectations
- Drive continual improvement through the proactive use of environmental management systems

## **Our people will be environmental leaders by:**

- Minimising the long term environmental impact of our activities
- Planning for and addressing all environmental risks and opportunities
- Pursuing innovative ways to improve our environmental performance

C W Bruyn  
Group Chief Executive Officer

June 2018

# Sustainability Policy



**Successful and enduring infrastructure company**

## We will:

### People

- Create a workplace that puts the health, safety and wellbeing of our people first
- Build a performance culture based on leadership, great people and personal development
- Embed our REAL values and behaviours to empower our people to make sustainable decisions
- Value diversity and inclusivity

### Planet

- Contribute towards and protect our natural environment
- Invest in a clean energy future that reduces our emissions and impact on the environment
- Promote products and services that use sustainable materials

### Profit

- Long term shareholder value by building our reputation as a leading employer, while continuing to reinvest in the future growth of the company

### Partnership

- Build long term relationships with our stakeholders by understanding their key priorities
- Work closely with our customers and suppliers to ensure our products and services are value-adding and industry leading
- Strengthen our community and indigenous relations by encouraging our people to connect and be part of the local community

## Our people will be sustainability leaders by:

- Actively working towards minimising our environmental footprint
- Applying innovation, life cycle thinking and effective planning to drive performance across the business
- Sharing our sustainability journey with our partners and stakeholders

  
C W Bruyn  
Group Chief Executive Officer

June 2018



# Community & Stakeholder Relations Policy



## Achieving positive outcomes for communities and our stakeholders

### We will:

- Generate trusting and honest relationships with our communities and stakeholders, using proactive engagement techniques
- Always consider community and stakeholder views in our decision making
- Respect local traditions, history and cultures
- Minimise the impact of our works through early planning, innovative methodologies and ongoing monitoring
- Manage and communicate change with empathy, by providing accurate and timely information
- Support the communities in which we operate
- Recognise our people's contribution to the local community

### Our people will create positive relationships by:

- Listening and understanding the views of local communities and our stakeholders
- Being respectful and open in all our interactions
- Conducting business through living our REAL values and behaviours

C W Bruyn  
Group Chief Executive Officer

June 2018

# Health & Safety Policy



## Living safely

### We will:

- Demonstrate our commitment through active visible leadership and sound safety governance
- Develop and maintain a simple contemporary safety management system that encourages ownership by our people
- Incorporate health and safety into the way we design, plan and execute our work
- Comply with all relevant regulatory and accreditation requirements
- Enhance the health and safety skills and behaviours of our people through training and development
- Foster a just and fair culture that encourages the reporting of hazards and incidents, and drives organisational learning and continuous improvement
- Identify health and safety risks and manage these through the implementation of effective controls by focusing first on elimination
- Empower our people to maintain a safe and healthy workplace
- Promote health and wellbeing programmes
- Consult, cooperate and collaborate with our people, subcontractors and stakeholders
- Set objectives and targets to measure, manage and improve our performance

### Our people will be health and safety leaders by:

- Asking the StaySafe questions
- Reporting hazards and incidents to enable company-wide learning
- Stopping an activity if they believe it's unsafe
- Demonstrating active visible leadership

C W Bruyn  
Group Chief Executive Officer

June 2018



## **Annexure B - Representative selection of environmental awards received by Fulton Hogan**

- 2002: Deloitte /IMNZ Institute Management of NZ award for New Zealand Company of the year
- 2003: Ministry for the Environment Green Ribbon Award for our Renwick Quarry Vineyard Rehabilitation project in Marlborough
- 2006: Aggregate and Quarry Association Environmental Excellence Award for the Wellington Inner City Bypass
- 2006: NZEE Engineering Excellence Awards, Sustainability & Clean Technology for the completion of a 100% recycled road in Canterbury
- 2007: NZ Contractors Federation Supreme Environmental Award for the Northern Gateway Toll Road
- 2008: Sustainable Business Network Get Sustainable Challenge award for pavement recycling in the Waikato
- 2009: International Erosion Control Association Environmental Award for the Northern Gateway Toll Road
- 2010: Department of Conservation, Conservation Award for the East Taupo Arterial Project
- 2010: Roothing New Zealand, NZ Industry Best practice - Environmental Sustainability award for State Highway 20 Mount Roskill Motorway
- 2011: ROSE NZ (Recovering Oil Saves the Environment) accreditation for our used oil recovery programme
- 2013: Aggregate and Quarry Association Environmental Excellence Award – Gore Crushing, Southland
- 2014: Institute of Professional Engineers, Arthur Mead Environmental Merit Award – Kawakawa Bay Sewerage Scheme
- 2014: NZ Contractors Federation and Hynds Group Environmental Excellence Awards Environmental Champion of the Year - Jamie Colquhoun, Fulton Hogan
- 2015: Aggregate and Quarry Association, Environmental Excellence Award – Southland
- 2015: NZI Sustainable Business Network Award - Judges Commendation for natural power supply (solar panels & battery) – Fulton Hogan Auckland