



CULTURAL RESPONSIVE SAFETY LEADERSHIP

KAUPAPA TIAKI HAUMARU MĀORI *MĀORI SAFETY STEWARDSHIP* **BLUEPRINT**

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He Mihi

Ka mihi nui atu ki ngā atua, ki ngā tupuna, ki te whenua, ki te moana, ki te rangi e whāriki nei i te ara mō tātou. He mihi maioha tēnei ki a koutou e whai wāhi mai ana ki te kōkiri i tēnei kaupapa nui. Ki te taha wairua, ki te taha tinana, ka tūhonohono tātou i roto i te mahi, i roto i te ako, i roto i te oranga.

Nau mai, piki mai, kake mai ki tēnei tirohanga hou e whakamana ana i te haumarū me te ora i ngā taiao mahi Māori. E ngā mana, e ngā reo, e rau rangatira mā, mā tēnei tuhinga e arataki, e whakamōhio, e whakakaha i a tātou ki te whakarite i tētahi taiao mahi haumarū, toitū hoki.

Tēnā koutou, tēnā koutou, tēnā tatou katoa.



Introduction

Rooted in Indigenous Wisdom, Guided by Māori Values



In today's diverse and evolving business landscape, creating safe, respectful, and high-performing environments requires more than compliance, it calls for cultural intelligence and connection. At the heart of this approach is our commitment to Māori cultural values, which closely align with principles found across many Indigenous cultures worldwide.

Our ***Kaupapa Tiaki Haumarū Māori*** (Māori Safety Stewardship Blueprint) is more than a framework, it is a culturally grounded philosophy that guides how we support organisations and communities. Based on values such as ***manaakitanga*** (care), ***whanaungatanga*** (relationship), and ***kaitiakitanga*** (guardianship), this model ensures that our services are not only effective, but meaningful and inclusive.

Through this foundation, we aim to uplift all Indigenous communities by offering services that honour tradition, foster resilience, and build capacity — enabling prosperity through cultural authenticity, leadership, and growth.

The "Why" Behind the Blueprint: A Reflection and Vision for Change

Kaupapa Tiaki Haumaru – Indigenous Safety Stewardship Framework (Australia)

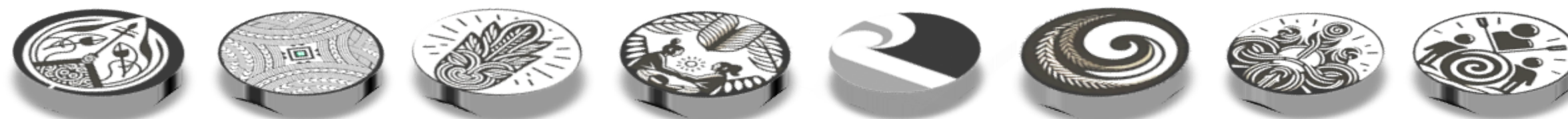
Australia continues to face significant challenges in workplace health, safety, and wellbeing, with Indigenous workers disproportionately affected. According to Safe Work Australia, Aboriginal and Torres Strait Islander peoples experience higher rates of injury and illness, often due to structural barriers, underrepresentation in decision-making, and limited culturally safe systems. The cost of work-related injuries and illnesses exceeds **\$28 billion** annually, signalling a need for a transformative, culturally informed approach.

Kaupapa Tiaki Haumaru – Indigenous Safety Stewardship Framework responds to this call. Drawing on more than 15 years of experience across high-risk sectors, this framework integrates First Nations cultural values into proactive safety leadership. Rooted in principles such as **Kaitiakitanga** (Guardianship), **Kotahitanga** (Unity), **Mātauranga** (Knowledge), and **Rangatiratanga** (Self-determination), it aims to reshape how health, safety, and wellbeing are led, managed, and experienced across industries.

Built in alignment with Australia's Model WHS Act (2011), this blueprint supports organisations in moving beyond compliance. It advocates for systems that honour cultural integrity, strengthen workforce empowerment, and build resilient, community-centred safety practices.

While inspired by **Te Ao Māori** principles, **Kaupapa Tiaki Haumaru** is inclusive and collaborative, welcoming non-Indigenous leaders, safety professionals, and workers to participate in reshaping safety cultures. It champions a future where health and safety is not just managed, but lived, with respect, accountability, and shared stewardship.

Together, we can embed a culture of safety that protects lives, uplifts communities, and reflects the diverse identities and aspirations of Australia's workforce, Indigenous and non-Indigenous alike.



Integration of Cultural Imperatives

Kaupapa Tiaki Haumaru Māori integrates *Te Ao Māori* (the natural world), fostering respect, reciprocity, and holistic well-being for our people and environment.

Kaupapa Tiaki Haumaru Māori is designed to encapsulate more than the physical aspect of health, safety, & wellbeing, it encompasses spiritual, environmental, and communal health and safety, advocating for a paradigm where all employees are custodians of their collective safety.

At its core, the adoption of the whakataukī ***"He waka eke noa"*** emphasises unity and collective responsibility, nurturing a robust safety culture. By aligning the Guiding Pillars of ***Matariki*** (Pleiades star cluster) with ***Te Ao Maori*** Core Values, ancestral wisdom enriches modern health and safety practices.

Implementing this Blueprint signals a commitment to dynamic and inclusive safety standards, transcending mere compliance to embrace ***Manaakitanga*** (Care), ***Rangatiratanga*** (Leadership), and ***Kaitiakitanga*** (Stewardship) principles.

This forward-thinking integration acknowledges and respects the unique heritage of Aotearoa New Zealand, propelling entities to lead in establishing a workplace where health, safety, and cultural integrity are inherently linked and mutually reinforcing.



Alignment with Health and Safety Legislation

Kaupapa Tiaki Haumaru Māori seamlessly aligns with health and safety legislation, enhancing organisational practices while prioritising stakeholder wellbeing. By infusing cultural values into safety protocols, organisations bolster risk management capabilities and foster a workplace culture centred on care and inclusivity.

In today's dynamic safety landscape, compliance with legislation is not just a requirement, it's a strategic advantage. The Blueprint integrates the robust standards of the Work Act Health & Safety Act 2011 with the ethos of ***Kaupapa Tiaki Haumaru Māori***, creating a comprehensive framework that elevates both risk management and stakeholder welfare.



The incorporation of cultural values into safety measures promotes inclusivity and awareness, reinforcing our commitment to creating a workplace environment that values every individual. This alignment underscores the significance of our blueprint, ensuring that every facet of operations upholds safety laws in both principle and practice.

Through this dual approach, we prioritise the physical, mental, and cultural wellbeing of our workforce, fostering an environment where safety is paramount, and culturally grounded practices not only meet but exceed legislative expectations.

Additionally, a table demonstrating how ***Kaupapa Tiaki Haumaru Māori*** meets the compliance requirements of WHS further illustrates our commitment to regulatory adherence and stakeholder welfare.



Alignment with Health and Safety Legislation

Kaupapa Tiaki Haumaru Māori - Compliance with WHS Act

WHS Act Compliance Area	Guiding Pillars / Core Values		Description & Alignment to WHS Act
Understanding Duties under HSWA	Waipunarangi (Adaptability)	Ara Mōhio (Knowledge)	Demonstrating Waipunarangi through adaptability and Ara Mōhio through knowledge, comprehensive awareness of legal responsibilities under HSWA aligns with the commitment to understanding and evolving in accordance with regulatory requirements.
Risk Management	Tupuānuku (Growth)	Ara Rangatira (Leadership)	Addressing risk management in alignment with Tupuānangi, focusing on risk events, and Ara Whakatika, emphasising problem-solving, enables proactive identification and mitigation of workplace hazards, ensuring a safer environment for all.
Worker Engagement, Participation, and Representation	Pōhutukawa (Remembrance)	Ara Whanau (Inclusivity)	Upholding Pōhutukawa, fostering remembrance, and Ara Whanau, promoting inclusivity, engagement, and representation among workers are central to the commitment to creating an inclusive environment where every individual feels valued and involved.
Policies, Procedures, and Training	Tupuānuku (Growth)	Ara Rangatira (Leadership)	The development and education of policies and procedures, guided by Tupuānuku, Waipunarangi, Ara Rangatira, and Ara Mōhio, ensure competency and safety standards adherence for all.
Incident Reporting and Management	Tupuārangi (Risk Events)	Ara Whakatika (Problem-Solving)	Leveraging Tupuārangi for risk events and Ara Whakatika for problem-solving, effective incident management relies on proactive approaches to address and prevent future incidents, fostering a safer workplace environment.
Emergency Preparedness	Waipunarangi (Adaptability)	Ara Mōhio (Knowledge)	With a focus on Waipunarangi for adaptability and Ara Mōhio for knowledge, emergency preparedness highlights commitment to agility and informed decision-making in ensuring swift and effective responses to unforeseen circumstances.
Monitoring, Review, and Continuous Improvement	Tupuānuku (Growth)	Ara Rangatira (Leadership)	Grounded in Tupuānuku for growth and guided by Ara Rangatira for leadership, the commitment to continuous improvement in safety practices emphasises regular monitoring, continuous improvement, and proactive enhancements to foster a safer working environment.
Documentation and Record Keeping	Tupuārangi (Risk Events)	Ara Whakatika (Problem-Solving)	Upholding Tupuārangi for risk events and Ara Whakatika for problem-solving, accurate documentation and record-keeping are essential for tracking compliance with safety laws and regulations, facilitating effective problem-solving and ensuring adherence to standards.
Worker Health and Wellbeing	Waiti (Purity)	Ara Kaitiaki (Stewardship)	Reflecting Waiti for purity and Ara Kaitiaki for stewardship, prioritising worker health and wellbeing underscores our commitment to caring for and responsibly stewarding the welfare of all employees.
Contractors	Ururangi (External Factors)	Ara Tikanga (Cultural Governance)	Incorporating Ururangi for external factors and Ara Tikanga for cultural governance, managing contractors aligns with the commitment to ensuring that external partnerships adhere to safety standards and cultural values upheld within the organisation.
Purpose and Interpretation	Waiti (Purity)	Ara Kaitiaki (Stewardship)	Reflecting Waiti for purity and Ara Kaitiaki for stewardship, understanding the purpose and objectives of health and safety policies underscores the commitment to maintaining a pure and safe environment, guided by responsible stewardship.
Enforcement and Compliance	Tupuārangi (Risk Events)	Ara Whakatika (Problem-Solving)	Grounded in Tupuārangi for risk events and Ara Whakatika for problem-solving, implementing enforcement and compliance measures signifies a proactive approach to addressing risks and solving challenges, fostering a safer workplace.
Codes of Practice and Guidance	Waipunarangi (Adaptability)	Ara Mōhio (Knowledge)	Entrenched in Waipunarangi for adaptability and Ara Mōhio for knowledge, staying abreast of codes of practice and guidance reflects a commitment to adaptability and informed decision-making, ensuring alignment with evolving standards.
Review and Appeals	Hiwa-i-te-Rangi (Aspirations)	Ara Whakatau (Decision Making)	Aligned with Hiwa-i-te-Rangi for aspirations and Ara Whakatau for decision-making, instituting review and appeals procedures reflects a commitment to fulfilling aspirations and facilitating fair and effective decision-making in health and safety matters.

Matariki – Ngā Pou Ārahi (The Guiding Pillars)

Matariki, the *Māori* name for the Pleiades star cluster, holds significant cultural importance, symbolising the beginning of the Māori New Year and guiding our ancestors' journey to *Aotearoa*. Just as our forebears used these celestial bodies to navigate the vast oceans, we now draw upon them to navigate the seas of health and safety. The stars of *Matariki* are intricately woven into the fabric of the ***Kaupapa Tiaki Haumaru Māori*** as Guiding Pillars or principles, each representing a specific aspect of safety and stewardship, aligned with their respective cultural meanings:



Matariki: The star that signifies reflection, hope, our connection to the environment, and the health of the people. In the blueprint, it represents the overarching vision for safety and well-being.



Pōhutukawa (Remembrance): This star is associated with those who have passed away. In the blueprint, it reminds us to honour those lost to workplace incidents and strengthen our resolve to prevent future tragedies.



Waitī (Purity): Connected to fresh water and the food that comes from it. It symbolises the need for purity and cleanliness in safety practices.



Waitā (Environment): Tied to the ocean and the food within it, representing the importance of a safe working environment for those in maritime and fisheries sectors.



Waipunarangi (Adaptability): Linked with rain. It represents the adaptability and resilience required in safety management.



Tupuānuku (Growth): Related to food that grows within the soil. It inspires us to ground our safety measures in sustainable practices that honour and protect the earth.



Tupuārangi (Risk Events): Associated with food from the sky, like birds and fruit. This relates to the safety of higher-risk environments, such as working at heights and aerial work.



Ururangi (External Factors): This star is about the winds. It symbolises the uncontrollable external factors that require robust safety plans.



Hiwa-i-te-Rangi (Aspirations): The star associated with granting our wishes, representing the aspirations and commitment to continuous improvement in workplace safety.

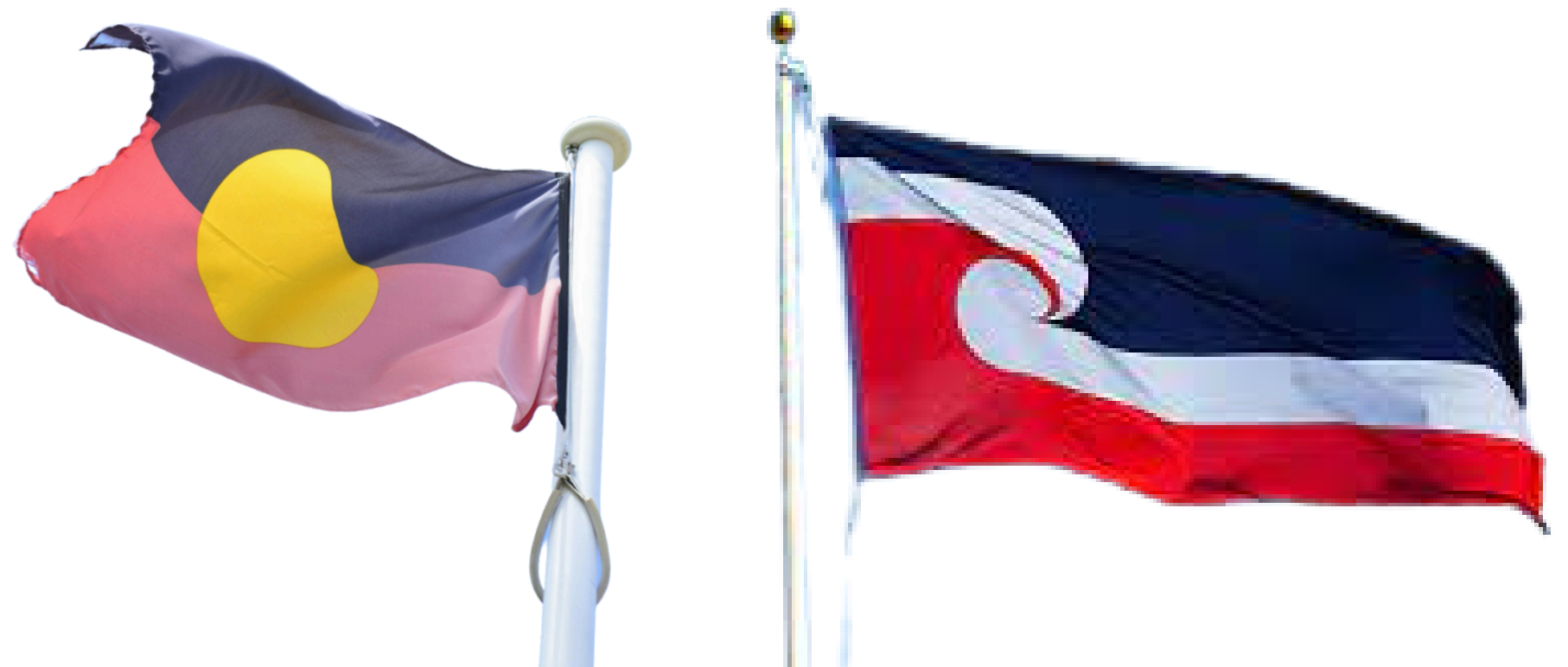
Ngā Uara Matua - (The Core Values)

Each Core Value begins with "**Ara**," (path) signifying not just a principle but a dynamic pathway that brings these values to life within the organisational structure. This terminology underscores a commitment to actively engage with these values, fostering a vibrant and evolving safety culture anchored in *Māori* wisdom.

For organisations, ***Kaupapa Tiaki Haumarū Māori*** establishes vital Core Values to enhance workplace safety, deeply integrating *Māori* cultural insights into every safety-related decision and action.

These values serve as crucial guides, addressing contemporary safety challenges while drawing on traditional insights. This approach ensures that safety measures in government settings not only meet modern requirements but also respect and incorporate ancestral knowledge, fostering a workplace environment that honours both heritage and current standards.

Together, the Core Values form our navigational chart, steering us through today's workplace safety challenges, much as the celestial guides led our ancestors to a new home.



Ngā Uara Matua - (The Core Values)

Our journey is illuminated by:

- **Ara Whanau** (Inclusivity): Forging a shared identity and unity among us.
- **Ara Kaitiaki** (Stewardship): Our commitment to safeguarding and protecting.
- **Ara Kotahi** (Unity): The core of our collective strength and collaboration.
- **Ara Mōhio** (Knowledge): Acts as our chart or compass, illuminating our path with continuous learning and insight.
- **Ara Rangatira** (Leadership): Steers our collective waka with foresight and vision.
- **Ara Whakatika** (Problem-Solving): Equips us to tackle the waves of uncertainty.
- **Ara Tikanga** (Cultural Governance): Anchors our voyage to cultural values.
- **Ara Whakatau** (Decision Making): Ensures our journey is true, steering towards the shores of safety for all.

The table below translates the Core Values into their relationship to safety management:

Māori Safety Stewardship Blueprint – <i>The Core Values Translated</i>		
Core Value	Translation	Relationship to Safety
Ara Whanau (Inclusivity)	<i>Whanau</i> - represents the concept of family and the broader kinship network. Emphasizes the quality or essence of kinship, belonging, and connectedness.	A sense of belonging and support encourages workers to look out for one another's safety, creating a safer and more inclusive work environment.
Ara Kaitiaki (Stewardship)	<i>Kaitiaki</i> - It represents the role of safeguarding, protecting, and managing people and resources. Emphasises the quality or essence of guardianship, stewardship, and responsibility.	Taking ownership of safety ensures that workers actively protect themselves, their colleagues, and the environment in which they work.
Ara Kotahi (Unity)	<i>Kotahi</i> - "one" or "unity". It represents the concept of oneness and coming together as a single entity.	Collaborative safety efforts leverage the strengths of each team member, leading to more effective hazard identification and risk mitigation.
Ara Mōhio (Knowledge)	<i>Mōhio</i> – to know, understand, comprehend. Quality of deep knowledge, profound understanding, and insight.	Deep understanding of safety protocols and hazards empowers workers to make informed decisions and take appropriate actions to prevent accidents.
Ara Rangatira (Leadership)	<i>Ranga</i> – to weave together. <i>Tira</i> - the cohesive gathering of a group.	Strong safety leadership fosters a culture of accountability and ensures that safety is prioritised at all levels of the organisation.
Ara Whakatika (Problem-Solving)	<i>Tika</i> – correct, true, right. Quality of problem-solving, involving the action of addressing and resolving issues or challenges effectively.	Proactive problem-solving identifies safety hazards and implements effective controls to mitigate risks and prevent incidents.
Ara Tikanga (Cultural Governance)	<i>Tikanga</i> - customs, protocols, and traditions, guiding behaviour, and interactions. It reflects the values, and practices that uphold the integrity and well-being of an organisation.	Cultural values shape our approach to safety, influencing behaviors and promoting a shared commitment to keeping everyone safe.
Ara Whakatau (Decision Making)	<i>Whakatau</i> – to decide, settle, prepare, determine. Quality of decision-making, involving the action of making thoughtful and considered decisions or judgments.	Thoughtful safety decision-making considers potential risks and consequences, ensuring that actions taken prioritise the well-being of workers and the community.

Harmonising the Wisdom of Matariki within Workplace Safety

For organisations, *Kaupapa Tiaki Haumaru Māori* offers a strategic framework that seamlessly integrates the Guiding Pillars of *Matariki* with Core Values, cultivating a safety model deeply entrenched in cultural traditions

This approach transcends traditional safety frameworks by merging spiritual and practical aspects, redefining health, safety, & well-being as fundamental organisational values rather than mere compliance obligations.

By integrating the Guiding Pillars of Matariki and Core Values, this framework becomes a blueprint for a comprehensive safety culture. For instance, *Waipunarangi* (Adaptability) and *Ara Mōhio* (Knowledge) underscore the need for a responsive, learning-focused approach in safety practices, reflecting the dynamic nature of knowledge within *Māori* culture. Similarly, the fusion of *Hiwa-i-te-Rangi* (Aspiration) with *Ara Whakatau* (Decisive Action) highlights the importance of setting and achieving safety goals, fostering continuous improvement and a balance between tangible and spiritual well-being.

This framework guides entities to foster a vibrant, living safety culture that is seamlessly integrated with both the identity and the community values of the workplace. This method not only boosts the physical safety of employees but also enhances their spiritual and cultural well-being, creating a truly holistic safety environment inspired by *Te Ao Māori*.



Enhancing Organisational Practices

The Impact of Matariki's Guiding Pillars and Core Values

For organisations, the integration of the Guiding Pillars of *Matariki* with Core Values provides a robust framework that deeply incorporates Māori cultural values into safety strategies.

This approach enriches safety protocols with spiritual significance and meaningful symbolism, nurturing a stronger sense of connection within the community.

Kaupapa Tiaki Haumaru Māori - Māori Safety Stewardship Blueprint		
Guiding Pillars	Core Values	Description
Pōhutukawa (Remembrance)	Ara Whanau (Inclusivity)	Remembrance and Inclusivity: <i>Pōhutukawa</i> symbolises remembrance and, paired with Inclusivity, signifies a culture that values every individual's role in the collective memory and safety practices.
Waitī (Purity)	Ara Kaitiaki (Stewardship)	Purity and Stewardship: <i>Waitī</i> represents purity, and together with Stewardship, this pairing emphasises the importance of preserving the integrity and safety of our resources and environment.
Waitā (Environment)	Ara Kotahi (Unity)	Environment and Unity: The environmental focus of <i>Waitā</i> aligns with Unity, illustrating the need for cohesive unity, action, and shared responsibility in maintaining safe work environments.
Waipunarangi (Adaptability)	Ara Mōhio (Knowledge)	Adaptability and Knowledge: <i>Waipunarangi</i> is reflective of adaptability and is paired with Knowledge, encouraging continuous learning and adaptation to changing safety landscapes.
Tupuānuku (Growth)	Ara Rangatira (Leadership)	Growth and Leadership: Growth, as represented by <i>Tupuānuku</i> , is directed by Leadership, shaping a culture that fosters personal development, learning, continuous improvement, and effective leadership.
Tupuārangi (Risk Events)	Ara Whakatika (Problem-Solving)	Risk Events and Problem-Solving: The association of <i>Tupuārangi</i> with high-risk events underscores the critical role of Problem-Solving in anticipating and navigating safety challenges.
Ururangi (External Factors)	Ara Tikanga (Cultural Governance)	External Factors and Cultural Governance: <i>Ururangi</i> embodies the influence of external factors, while Cultural Governance provides the framework for guiding organisations through unforeseen challenges with wisdom from Te Ao Māori.
Hiwa-i-te-Rangi (Aspirations)	Ara Whakatau (Decision Making)	Aspirations and Decisive Action: Aspirations symbolised by <i>Hiwa-i-te-Rangi</i> are brought into reality through Decision Making, driving towards the fulfillment of safety goals with clear and purposeful actions of a robust safety culture.

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The table provides a description of how the combination of each pillar and its corresponding values enhances organisational practices.

Advocating for a comprehensive safety strategy, this philosophy emphasises renewal and community cohesion, urging leaders to prioritise team well-being and recognise collective achievements. Embracing the values of *Matariki* and Core Values empowers entities to cultivate a safety culture that is not only protective but also unifying, blending traditional wisdom with modern compliance requirements. This strategic alignment guides government organisations towards fostering a safe, healthy, and culturally rich workplace environment.

Tailored Application Across Three Organisational Levels

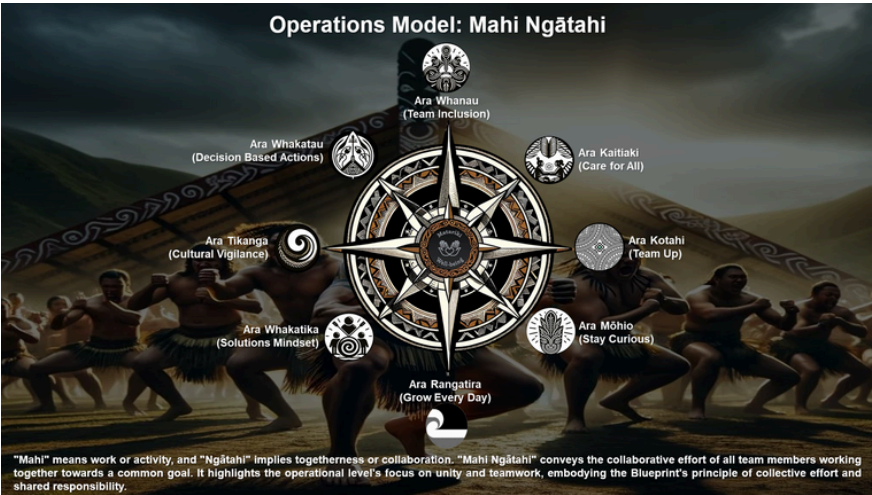
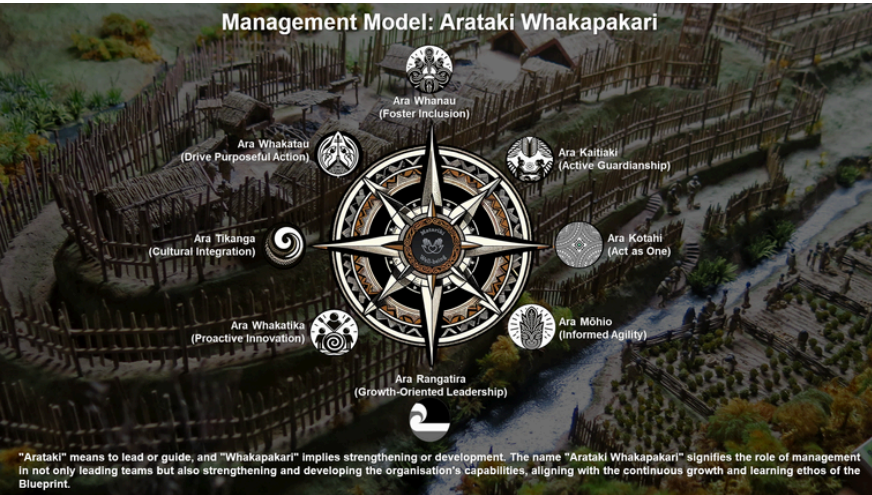
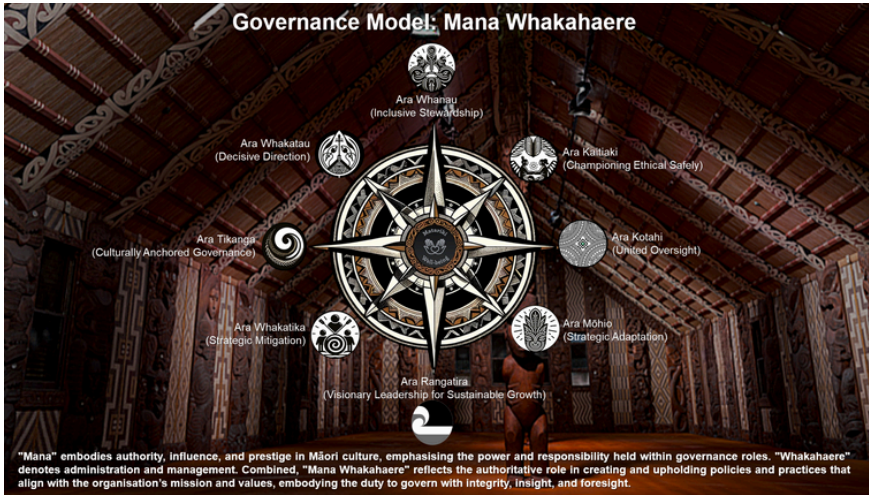
Empower your organisation with comprehensive implementation guides designed to seamlessly integrate cultural imperatives into all aspects of your operations. The guides serve as invaluable roadmaps, offering detailed strategies, and actionable steps to your organisation's unique needs and objectives related to meeting cultural objectives.

These guides offer detailed actionable steps tailored to your organisation's unique needs, empowering team members at all levels to embrace cultural values and foster an inclusive, respectful workplace aligned with *Te Ao Māori* principles.

To effectively apply ***Kaupapa Tiaki Haumarū Māori*** across Governance, Management, and Operations levels, it is crucial to understand how the framework translates at each level. Anchored in the enduring Matariki Guiding Pillars, the blueprint provides consistent principles while tailoring specifics such as Core Values, Action Imperatives, and Descriptors to meet the unique needs of each level.

















These application tables not only guide integration but also establish, monitor, and evaluate key performance indicators for Governance, Management, and Operations. This structured approach ensures that each level effectively contributes to cultivating a robust safety culture consistent with the blueprint's principles.

The tables below outline the tailored application of ***Kaupapa Tiaki Haumarū Māori*** across Governance, Management, and Operations levels, providing insights into Pillars, Core Values, Action Imperatives, and Descriptors specific to each level.



















Applying the Blueprint - Governance Model: Whakaterere Waka

Applying the Blueprint - Governance Model: *Whakaterere Waka*

Matariki Pillars	Core Values	Action Imperative	Descriptor
Pōhutukawa (Remembrance) 	Ara Whanau (Inclusivity) 	Inclusive Stewardship	Implement, monitor and evaluate an inclusivity culture that ensures maximal participation that ensures employee engagement. Display a commitment to acknowledging past contributions and incorporating diverse perspectives into the decision-making process.
Waitī (Purity) 	Ara Kaitiaki (Stewardship) 	Championing Ethical Safety	Establish and promote a code of conduct that defines ethical behavior and ensure regular audit of management and operational practices for compliance, addressing deviations with corrective action plans.
Waitā (Environment) 	Ara Kotahi (Unity) 	United Oversight	Direct the setting and achievement of sustainable environmental targets, actively oversee compliance across the organisation, and hold departments accountable through regular reporting and governance reviews.
Waipunarangi (Adaptability) 	Ara Mōhio (Knowledge) 	Strategic Adaptation	Operationalise adaptability through consistent strategic planning and through the establishment of flexible metrics, encouraging innovation through incentivised challenges, the incorporation of knowledge-driven solutions, and revising strategies based on market trends and performance data..
Tupuānuku (Growth) 	Ara Rangatira (Leadership) 	Visionary Leadership for Sustainable Growth	Chart a course for sustainable growth by defining clear sustainability performance measures, incentivising long-term planning, and integrating business and individual performance reviews into leadership evaluations.
Tupuārangi (Risk Events) 	Ara Whakatika (Problem-Solving) 	Strategic Mitigation	Develop risk mitigation strategies with measurable outcomes, ensure regular risk management initiatives are implemented and integrate risk management performance into the overall evaluation of governance and management effectiveness.
Ururangi (External Factors) 	Ara Tikanga (Cultural Governance) 	Culturally Anchored Governance	Integrate cultural audits into regular governance processes, ensuring policies and decisions are culturally congruent, with core values and that relevant training and development programs for all personnel are effective.
Hiwa-i-te-Rangi (Aspirations) 	Ara Whakatau (Decision Making) 	Decisive Direction	Mandate the alignment of all strategic decisions with organisational goals, monitor decision outcomes, and assess decision-making efficacy as a core component of governance performance reviews. Ensure decisions are made with conviction and are guided by the overarching vision and aspirations of the organisation.

















Applying the Blueprint - Management Model: Arataki Whakapakari

Applying the Blueprint - Management Model: *Arataki Whakapakari*

Matariki Pillars	Core Values	Action Imperative	Descriptor
Pōhutukawa (Remembrance) 	Ara Whanau (Inclusivity) 	Foster Inclusion	Establish and maintain active inclusion practices by the inclusion of activities that encourage team members to contribute at all levels of the business. Ensure practices include past insights and lessons learnt from historical events. Track participation and feedback to ensure a culturally rich and cohesive team atmosphere is achieved.
Waitī (Purity) 	Ara Kaitiaki (Stewardship) 	Active Guardianship	Maintain and develop process integrity, resource stewardship, and standard compliance in all areas of the business by implementing robust audit routines and transparent ethical policies, regularly reviewed for accountability and continuous improvement through transparent reporting systems.
Waitā (Environment) 	Ara Kotahi (Unity) 	Act as One	Foster a collaborative spirit where unified action and shared responsibility are key to maintaining a safe and sustainable work environment.
Waipunarangi (Adaptability) 	Ara Mōhio (Knowledge) 	Informed Agility	Utilise real-time data and feedback to rapidly adjust management strategies and operational plans, ensuring alignment with both industry trends, standards, regulations, and internal performance metrics to dynamically steer the team through changes and challenges
Tupuānuku (Growth) 	Ara Rangatira (Leadership) 	Growth-Oriented Leadership	Provide a focus on development and progress, guiding teams toward continuous improvement and fostering an environment that encourages personal and professional advancement. Set clear developmental goals for teams, with progress regularly assessed through performance reviews.
Tupuārangi (Risk Events) 	Ara Whakatika (Problem-Solving) 	Proactive Innovation	Develop and implement a proactive risk management strategy that empowers staff to identify and resolve potential safety issues early on incorporating suitable risk management tools and relevant continuous training. Institute regular evaluations of risk management strategy and tools effectiveness and implement appropriate solutions.
Ururangi (External Factors) 	Ara Tikanga (Cultural Governance) 	Cultural Integration	Champion a culture of anticipatory thinking and inventive strategies that align with core values, fostering an environment where problem solving is grounded in cultural governance and core values. This proactive innovation ensures risk management is not only about anticipating challenges but also about preserving and promoting cultural values in every solution.
Hiwa-i-te-Rangi (Aspirations) 	Ara Whakatau (Decision Making) 	Drive Purposeful Action	Make a commitment to making forward-facing decisions that align with the company's aspirations and long-term goals, ensuring that decision-making processes are strategic, goal-oriented, and are methodically evaluating how each option serves the long-term vision, with outcomes assessed against key strategic goals.

Applying the Blueprint - Operations Model: Mahi Ngātahi

Applying the Blueprint - Operations Model: *Mahi Ngātahi*

Matariki Pillars	Core Values	Action Imperative	Descriptor
Pōhutukawa (Remembrance) 	Ara Whanau (Inclusivity) 	Team Inclusion	Participate in the creation and maintenance of an inclusive team culture by actively recognising and celebrating all team members, aiming to strengthen team unity and morale.
Waitī (Purity) 	Ara Kaitiaki (Stewardship) 	Care for All	Commit to safeguarding all resources with a focus supporting a safe and supportive environment, based on team well-being, and compliance to standards and core values.
Waitā (Environment) 	Ara Kotahi (Unity) 	Team Up	Work together to create a safer workplace. Participate in joint efforts and support cross functional collaboration for common goals. Collective action to nurture and protect the workplace environment, fostering a sense of responsibility and togetherness in every task.
Waipunarangi (Adaptability) 	Ara Mōhio (Knowledge) 	Stay Curious	Always seek to improve safety practices. Offer ideas and engage in discussions to find better ways to work safely. Embrace continuous learning and flexible thinking to improve and innovate workplace safety practices. Encourage questioning as a means to discover safer practices and support innovation in workplace safety through appropriate forums and workshops.
Tupuānuku (Growth) 	Ara Rangatira (Leadership) 	Grow Every Day	Commit daily to personal excellence and leadership growth. Seek out and engage in learning opportunities that align with our values, ensuring every task and interaction reflects our commitment to continuous growth and effective leadership.
Tupuārangi (Risk Events) 	Ara Whakatika (Problem-Solving) 	Solutions Mindset	Anticipate challenges and engage in early problem-solving. Develop a mindset that prioritizes looking ahead and preparation, effectively minimising risks and enhancing our collective capacity to address unforeseen events swiftly and competently.
Ururangi (External Factors) 	Ara Tikanga (Cultural Governance) 	Cultural Vigilance	Respect and include the company's core values in your work. Adapt to change while upholding these principles, setting an example for others.
Hiwa-i-te-Rangi (Aspirations) 	Ara Whakatau (Decision Making) 	Decision Based Actions	Make informed choices that align with team objectives. Your decisions should contribute positively to achieving the team goals and aspirations.



Evolving Safety Practices

From Traditional Compliance Model to a Culturally Integrated Model

Explore the transformation in health and safety management with our latest infographic. This visual guide contrasts the Traditional Compliance Model with the more dynamic and culturally aware ***Kaupapa Taiki Haumaru Maori*** Model. It illustrates how modern safety practices are moving beyond mere compliance to integrate cultural values at every level, fostering a safer, more inclusive work environment.

If you're interested in understanding how to implement these principles in your organisation, or want more information on the benefits of each model, continue reading below or contact our team.

Discover the transformative shift from traditional compliance to culturally integrated safety practices with our detailed infographic comparison below.



The Benefits of Implementing Kaupapa Tiaki Haumaru Māori

Kaupapa Tiaki Haumaru Māori offers a transformative pathway for organisations, not just to meet compliance requirements of the **Health and Safety at Work Act 2015** (HSWA), but to infuse operations with the profound values of *Te Ao Māori*.

This Blueprint goes beyond regulatory adherence, it signifies a profound shift towards a care-centred approach rooted in the principles of **Kaitiakitanga** (Guardianship). Developed within the framework of *Te Ao Māori*, its benefits extend far beyond Māori organisations, offering value to entities of all sizes and backgrounds.

The benefits to implementing Kaupapa Tiaki Haumaru Māori include:

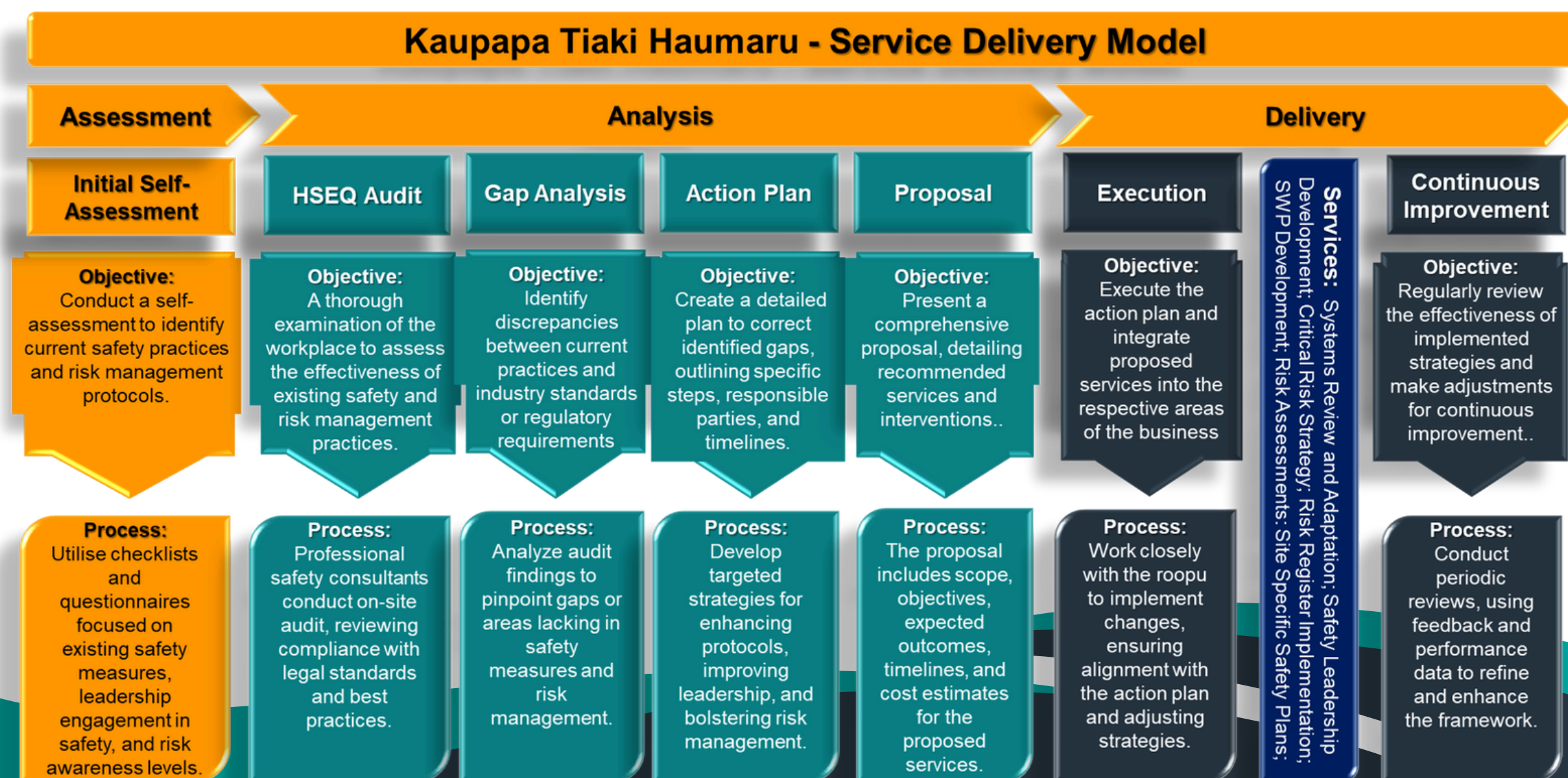
- **Enhanced Safety Compliance:** Elevate safety practices beyond regulations by integrating cultural insights, leading to more effective compliance measures.
- **Improved Workplace Culture:** Foster a positive environment valuing inclusivity and cultural respect, enhancing employee satisfaction and productivity.
- **Cost Savings:** Prioritise preventative measures to reduce costs associated with accidents and injuries, fostering a culture of care and respect.
- **Risk Management:** Advance risk identification and management, reducing potential harms and costs associated with accidents and legal liabilities.
- **Employee Well-being:** Promote holistic safety encompassing emotional, spiritual, and physical health, reducing absenteeism and healthcare costs.
- **Community Engagement:** Strengthen connections with local communities through respectful cultural integration, leading to partnerships and goodwill.
- **Organisational Reputation:** Enhance public image through a commitment to cultural diversity and ethical standards, attracting customers and investors.
- **Innovative Solutions:** Combine traditional wisdom with modern practices to develop unique and effective safety measures, fostering creativity and adaptability.

Safe-T-Solutions Service Delivery Model - (*Tauira Tuku Ratonga*)

The **ELEV8iQ Solutions** Service Delivery Model provides a structured method for embedding *Kaupapa Tiaki Haumaru Māori* into organisational safety culture, emphasising *Māori* values.

This comprehensive approach begins with a reflective assessment and progresses through stages including Health, Safety, Environmental & Quality (HSEQ) audits and action plans, all aimed at integrating *Māori* cultural values into safety practices. It highlights the governance role in developing strategies, monitoring implementation, and ensuring continuous alignment with cultural and safety goals. The model underscores the importance of ongoing improvement, reflecting the dynamic essence of *Māori* traditions.

Adopting this model represents a commitment to a safety culture that is both effective and culturally meaningful, steering organisations towards inclusive and sustainable safety excellence.



Together Towards Safer Futures: A Closing Invitation

Ka kite anō i a koutou. Haere rā me te aroha nui, me te tiaki tangata hoki. Mā te whakaaro nui e arahi i a tātou i roto i ngā wā katoa. Haere rā, haere i runga i te rangimārie.

Let us embark on this journey together, weaving the principles of the Kaupapa Tiaki Haumaru Māori into the fabric of our workplaces. Your feedback, insights, and partnership are invaluable as we strive to create safer environments for all.

For further information, to share your thoughts, or to collaborate on implementing these guidelines, please do not hesitate to contact Tama Robson.

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