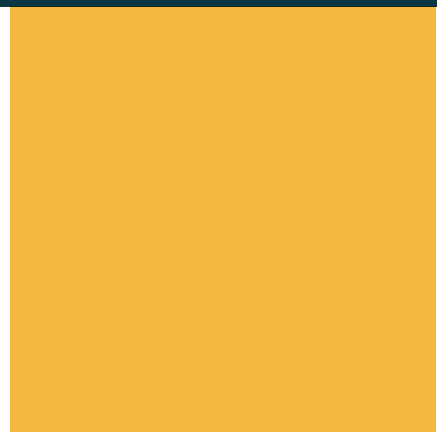




TRANSLINK SAFETY, HEALTH & ENVIRONMENTAL MANAGEMENT SYSTEM

V 2.1



TO BE YOUR FIRST CHOICE FOR TRAVEL IN NORTHERN IRELAND



**Better.
Connected**



YOUR FIRST CHOICE FOR TRAVEL
TODAY FOR TOMORROW

Our Vision

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INTRODUCTION & WELCOME



Our SPIRIT Values place Safety first, and at the forefront of everything we do within Translink.

We are committed to providing a safe and healthy environment for our employees, contractors, customers, the public, and those who may be affected by what we do.

We believe that outstanding environmental performance is central to being successful, helping us to protect and enhance the environment and leave a sustainable environmental legacy for future generations.

To ensure a consistent approach to safety, health and environmental management we have revised our Translink Safety Management System 1.0 and now adopted the Translink Safety, Health and Environmental Management System 2.1 (SH&E Management System).

Chris Conway
Group Chief Executive

Translink is dedicated to working innovatively and efficiently, taking a collaborative approach with all relevant interested parties to deliver a transformation in public transport, providing integrated services which connect people, enhance the economy and improve the environment, enabling a thriving Northern Ireland.

We are passionate about providing excellent public transport and this is endorsed by our guiding Values: Safety, People, Innovation, Responsibility, Integrity and Teamwork – this is the Translink ‘SPIRIT’.

Welcome to Translink’s Safety, Health and Environmental Management System

The purpose of this document is to outline the policy and principles, which make up the Translink Safety, Health and Environmental Management System.

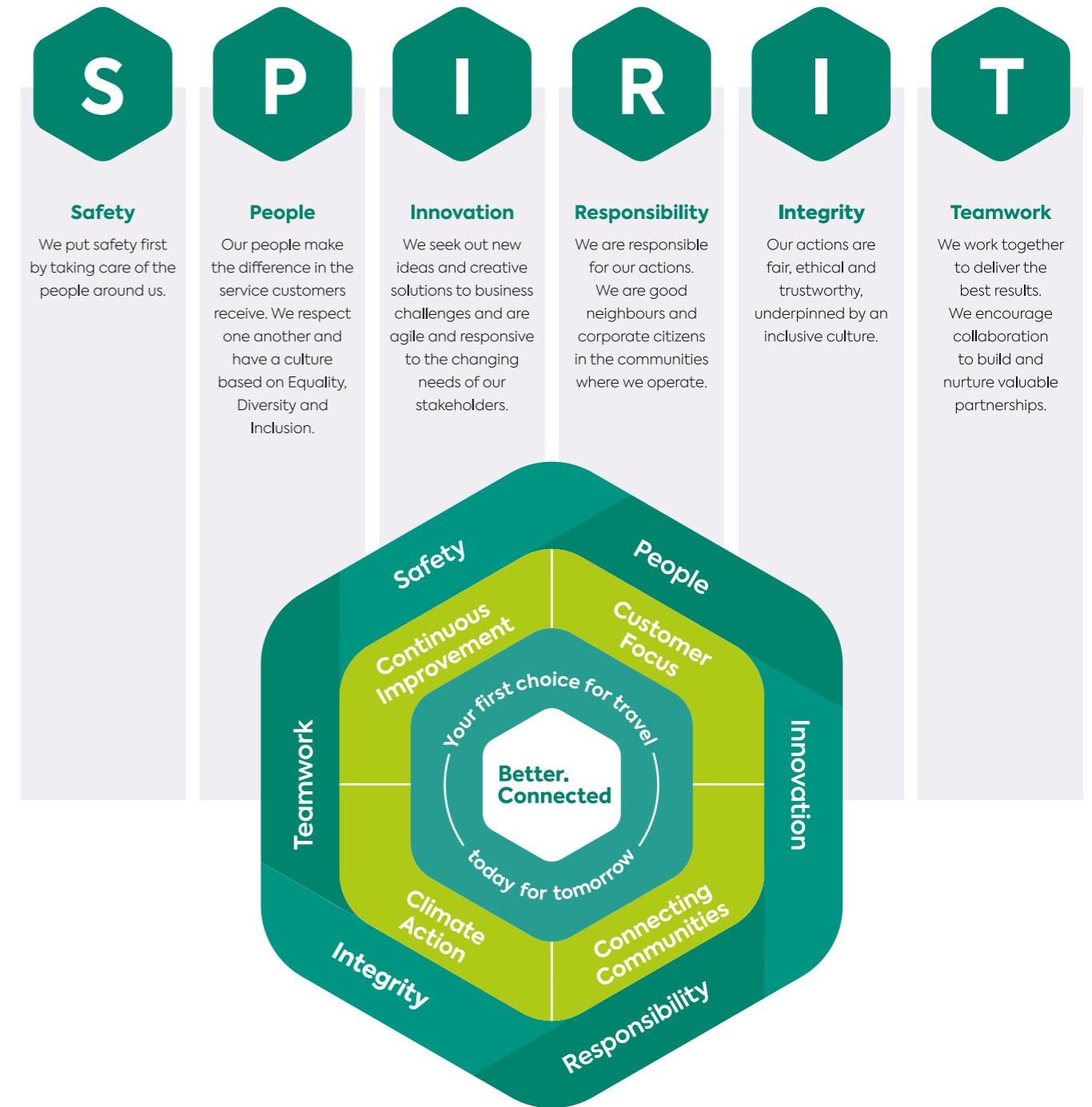
Our Mission

“To lead the transformation of transport in Northern Ireland: we will create the advanced public transport services and integrated networks which connect people and communities, enhance the economy and improve health and the environment..”

Our Values

The ‘Translink SPIRIT’ is a set of guiding principles that are a fundamental part of everything we do. These core values are embedded in the culture of our organisation and enable us to lead, inspire and succeed in delivering our goals for Translink.

Translink's Strategy Wheel



TRANSLINK WHO WE ARE

Translink is the brand name of the integrated public transport operation of Northern Ireland Railways, Citybus (Metro) and Ulsterbus. Translink is one of Northern Ireland's largest employers with around 4000 employees and a turnover in excess of £200m.

Translink are an extensive land manager across Northern Ireland with a comprehensive and extensive asset portfolio including stations, halts, depots, garages, and associated infrastructure. By carrying 80 million passengers per annum Translink's landholdings represent some of the most observed land in Northern Ireland.

The scale of the railway infrastructure that the company manages is impressive with over 200 miles of railway corridor alone, 431 bridges, 350 culverts, 3 tunnels, 10 viaducts, 23km of sea defences, 210km of embankments, and 124 platforms.

Passenger lines operate from Portadown to Bangor; Belfast to Derry~Londonderry; Newry, continuing across the border, which is part of the Enterprise service between Belfast and Dublin; and services to Larne and Portrush, which is a branch off the Belfast to Derry~Londonderry route at Coleraine.

Northern Ireland Railways (NIR) is the Infrastructure Manager (IM) and Railway Undertaking (RU) for the main railway network in Northern Ireland. NIR holds the necessary Safety Authorisation and Safety Certification as issued by the Northern Ireland Safety Authority the Department for Infrastructure (Dfi).

Ulsterbus is responsible for the majority of bus services in Northern Ireland and operate around 20 bus stations which include: Armagh, Antrim, Lisburn, Bangor, Newtownards, Downpatrick, Newry, Craigavon, Dungannon, Omagh, Enniskillen, Derry, Coleraine, Ballymena, Magherafelt, Larne and Newcastle and others within Belfast. Ulsterbus operate around 1,100 buses, and transport over 65,000 children each day to school.

The Translink Metro service operates around 280 buses, with 12 bus corridors in Belfast, plus a number of additional routes.

Our Glider service has been implemented to help address current and future transport needs, integrating existing Translink services and add to the overall transport offering for passengers. Phase One of the project will provide a high quality passenger experience and faster, reliable services connecting East Belfast, West Belfast and Titanic Quarter via Belfast city centre.

This extensive bus and train provision requires modern and varied engineering facilities which are located throughout the province, and a range of supporting Corporate Services, which includes SH&E, Finance, Information Services and Human Resources.

The development of major infrastructure and building projects and facility maintenance, along with the day-to-day management of the railway infrastructure requires the organisation to employ a wide range of professions and skill sets. Due to the nature of the works involved the management of contractors and suppliers is a key focus.



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SH&E SYSTEM REVIEW, AMENDMENT & REISSUE

This SH&E Management System and supporting processes will be implemented across Translink and will be reviewed every three years or where there are changes in legislation or new or significant changes that impact on safety, health or environmental management.

The 'Master' copy is an online version, and can be referred to at any time. The date of the online manual, held on EDRMS, is to be considered the current issue, and all documentation will correspond to the dates indicated in the EDRMS site.

The Translink SH&E Management System is audited for assurance on a regular basis to ensure that all amendments have been fully integrated across the organisation.

The SH&E Management System is the primary document defining safety, health and environmental management in Translink.



SH&E SCOPE

The Translink SH&E Management System assures that Translink's bus and rail services, engineering, infrastructure, corporate services and all supporting functions are processed under the control of the management system. The SH&E Management System therefore applies to all companies, divisions and departments that make up Translink.

The SH&E Management System is designed to meet the requirements of ISO 14001:2015 and ISO 45001:2018. The system assures conformance to legal and other obligations. The Translink SH&E Policy provides objective evidence of effective control.

This document describes the SH&E Management System. The SH&E Management System is the first level guide to implementing the Translink SH&E Policy and procedures. The system consists of an authorised set of documentation, including a SH&E Policy, procedures, registers, and records that document the activities that are used for the effective management of the system.

It also identifies senior management responsibilities, and outlines Translink's SH&E Principles.

Each Translink division shall develop and implement a framework of SH&E policies and procedures which adhere to the Translink 14 SH&E Principles, is committed to continual improvement and compliments the outputs and targets established in the Translink Corporate Responsibility Strategy.



STRATEGIC FRAMEWORK

A successful SH&E Management System depends on all employees having a clear understanding of their individual responsibilities.

These are included in their job descriptions, Safety Responsibility Statements or identified in each task they perform and they will be briefed and trained on their individual responsibilities. No employees of Translink or any contractor working on its behalf will be expected to carry out a task where risk to their safety, health or welfare is considered unacceptable. Similarly, no employee or contractor will be expected to carry out any task which would impose a similar risk on others, or the environment.

A Translink Corporate Responsibility Strategy is published which includes input from each Translink division. Translink's divisions will develop annual plans which set out the objectives and quantified targets for safety, health and environmental management performance to maintain the standards set out in this Translink SH&E Management System, and to meet the requirements of the Corporate Responsibility Strategy.

In practice the distinctive nature of our business activities means that safety, health and environmental management presents a different set of challenges for each Translink division, so the organisational and divisional objectives will be translated into departmental safety, health and environmental management objectives.

Compliance with our SH&E Management System is verified by an appropriate and continuous assurance strategy. This is an essential and prominent feature of our reporting throughout the business and at Board level ensuring the priority of safety, health and environmental management.

Management Review

Senior management review the organisation's SH&E Management System, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness.



TRANSLINK'S RESPONSIBILITIES



The Translink Board has established the Board Safety Oversight Committee to support it in monitoring and scrutinising activities designed to promote and protect the safety, general well-being and environment for its passengers and employees.

The Board Safety Oversight Committee has an established Terms of Reference and is responsible for the strategic direction of safety, health and environmental management; considers the findings of external and internal reviews and investigations; and accompany senior management on Safety Tours.

The operational management of Translink's subsidiaries is delegated by the Board to the Group Chief Executive. The Group Chief Executive is ultimately accountable for safety, health and environmental management, provides leadership across the Translink Group and is supported in doing so by the senior leadership team and Executive Committee.

The Chief HR and Corporate Services Officer has the day to day responsibility for ensuring this SH&E Management System is put into practice and advises the Board on safety, health and environmental management issues.

The Divisional Executives allocate accountability and responsibility for the implementation of and compliance with the SH&E Management System, ensuring suitable and sufficient resources, competent employees and contractors and specialist expertise is available. This will be supported with a suitable and sufficient organisational structure that ensures the effective delivery of the SH&E Management System within their respective division.

TRANSLINK'S RESPONSIBILITIES (CONTINUED)



The management of the SH&E Management System is delegated to the Translink Head of Safety and Corporate Responsibility. They are responsible for developing a strategy consistent with corporate objectives and provides periodic reports on SH&E performance to the Group Chief Executive through the Executive Committee and to the Translink Board via the Board Safety Oversight Committee.

Senior managers demonstrate SH&E commitment through visible leadership, actively promoting and encouraging safety culture in their sphere of responsibility, through to effective systems for communicating and consulting on SH&E matters.

All managers and supervisors are accountable for safety, health and environmental management within their area of responsibility. They are responsible for actively promoting and encouraging a positive safe, healthy and environmentally aware culture in their area of responsibility and ensuring related policies and systems are in place, implemented and monitored to reduce risk as low as reasonably

practicable. Identified safe systems of work are owned by the line manager and subject to periodic review.

All employees have a role to play in promoting and maintaining high standards of safety, health and environmental management in our business.

We all need to look out for each other, so 'Don't Walk By', speak up if anything is unsafe or damaging to health or the environment.

All employees have a duty to follow SH&E rules and procedures and not to take shortcuts or misuse measures provided for your safety, health and the environment. Always report incidents so we can learn and identify trends, which, in turn, helps us to focus resources in the right areas.

Engage in and maintain behaviours so that we all achieve our safety, health and environmental goals.

TRANSLINK SAFETY, HEALTH AND ENVIRONMENT POLICY

Translink's Commitment

Our SPIRIT values place safety as our first priority. We are committed to providing a safe and healthy environment for our employees, contractors, customers, the public, and those who may be affected by what we do.

We believe that outstanding environmental performance is central to being successful, helping us to protect and enhance the environment and leave a sustainable environmental legacy for future generations.

We want to ensure that:

- everyone goes home safe and healthy every day;
- every journey is a safe and secure journey for our customers and users;
- we maintain our assets and deliver projects safely;
- we fulfil our commitments to prevent pollution and nuisance; protect biodiversity; improve air quality; and reduce waste and carbon emissions;
- we continually improve our Safety, Health and Environmental (SH&E) performance.

How we go about this:

This is achieved through our SH&E Management System, its 14 Principles and the development of SH&E action plans that are regularly reviewed by all managers and the senior leadership team.

We identify and control hazards to ensure risks remain as low as reasonably practicable to people and the environment and communicate the measures we have taken.

We ensure compliance with all legal obligations and any other applicable systems or standards. We also assure ourselves that our suppliers and contractors maintain an excellent safety, health and environmental record.

We provide the necessary training and equipment so that employees undertake their job safely, ensuring the safety of customers and the protection of the environment.

We understand the importance of employee physical and mental health and wellbeing, providing occupational health services and support to help our employees stay healthy.

We want to have a fair and just culture so we ensure employees, or their representatives, are consulted on safety, health or environmental matters in an engaged and meaningful way.

What we can all do:

We all need to look out for each other, so 'Don't Walk By', speak up if anything is unsafe or damaging to health or the environment.

We all have a duty to follow SH&E rules and procedures.

Always report incidents so we can learn and identify trends, which, in turn, helps us to focus resources in the right areas.

Engage in and maintain behaviours so that we all achieve our safety, health and environmental goals.

TRANSLINK SH&E MANAGEMENT FRAMEWORK

The foundation of the Translink SH&E Management System is the Plan-Do-Check-Act (PDCA) cycle. The PDCA approach advocates the following four steps:

Plan

We must ensure we meet all our legal and other obligations, reduce safety, health and environmental risks and respond quickly when problems arise. Our strategy and plans are most effective if they adapt to changing circumstances. To determine our current position and its future goals we must consider various emergencies and account for any possible changes.

Do

Executing our Safety, Health and Environment Policy and implementing our Translink SH&E Management System means ensuring so far as reasonably practicable the health and safety of our employees and anyone else involved in our work and the protection of the environment. We assess our risks, compose a risk profile, align our business' activities to realise our plans and implement our plan through concerted, group-wide efforts.

Check

Implementing our plan is pointless if we do not measure performance and evaluate the results. We accomplish this by generating both specific and routine reports. The specific reports address individual incidents and how well our safety, health and environmental management plans handle them. The routine reports follow a frequent, habitual schedule.

Act

After reviewing our safety, health and environmental management plans and the results we act on our findings to improve our processes. We will judge whether our safety, health and environmental management principles are embedded in the safety, health and environmental management plans. If not, revise our plans to reflect any shortcomings identified. We learn from accidents and incidents and update documents to reflect changes. We encourage all employees to take an active role in planning.



SAFETY, HEALTH & ENVIRONMENTAL MANAGEMENT PRINCIPLES

The Translink Safety, Health and Environmental Management System is supported by 14 Principles.

The 14 Principles have evolved and plot the course for renewed emphasis and improved performance across the business. The major change in this evolution is the integration of environmental management throughout the system.

A series of requirements have been formulated within each Principle. Requirements shall receive complete divisional support in order to achieve the objectives of the management system.

Divisions have the authority to use existing systems, processes and programmes providing the requirements are met and can be demonstrated. Requirements are mandatory for all Translink divisions and sites in which they apply.

Each Translink division shall have a framework of policies and procedures in place to meet the requirements, including justification where necessary as to why certain requirements are not applicable.

1. Leadership and Accountability
2. Compliance Management
3. SH&E Planning
4. Emergency Preparedness and Business Continuity
5. Management of Change
6. Risk Management
7. Competence Management
8. Asset Management
9. Contractors and Suppliers
10. Operation Control
11. Communication
12. Measuring Performance
13. Incident Management
14. Audit and Review



PRINCIPLE ONE

Leadership & Accountability



Principle

Good leadership provides the perspective and scope for effective operations. It establishes the framework based on the organisation's expectations. It provides resources to succeed and aligns expectations through the business structure whilst demonstrating commitment, both felt and visible.

Leadership requires high standards of personal behaviour including openness, transparency and honesty. Line management is accountable for safety, health and environmental management within their area of responsibility.



Requirements

1. Use the Translink Leadership Framework to underpin key people processes and enable a common language to describe behaviour across the Group.
2. Leaders **lead** by personal example, demonstrating positive safety, health and environmental management behaviours, reinforcing and rewarding commitment to good safety, health and environmental management performance, and promote and demonstrate visibly the principles of openness transparency and honesty.
3. Leaders **engage** in clear, two-way communication with employees, contractors/ suppliers and others on safety, health and environmental management matters.
4. Leaders establish clear safety, health and environmental management goals and objectives, and integrate Translink safety, health and environmental management targets into their divisional activities. They ensure that performance goals and measures are clearly communicated to the workforce and its representatives.
5. Leaders ensure that management systems are developed, documented, implemented and supported throughout their division.
6. Leaders integrate the safety, health and environmental management requirements into business planning and decision making processes, ensuring that we **adapt** and respond to challenges, innovate and add value, and ensure that documented processes are in place to deliver these requirements.
7. Leaders encourage the reporting of SH&E events, incidents, hazards, risks and opportunities and promote the sharing of the safety, health and environmental management lessons learned inside and outside the organisation.
8. Leaders continually monitor the effectiveness of the SH&E Management System and **deliver** continual improvement.

PRINCIPLE TWO

Compliance Management



Principle

Ever-changing demands on organisations by society lead to higher standards in safety, health and environmental management. The effective result is mirrored in a suite of laws, regulations and standards with which Translink is expected to comply.

These must be identified and their likely impact assessed so that plans to comply are enacted whilst maintaining a continuous improvement approach.



Requirements

1. Divisions have access to Translink policies, principles, standards, procedures, guidance and current and emerging legal requirements.
2. Information about regulations and industry codes and practices are communicated to appropriate personnel.
3. A process is in place to identify, assess and interpret regulatory impacts on Translink and the divisions in a way that ensures compliance.
4. A compliance register is kept and maintained. The register must list the divisional systems and processes that deliver compliance.
5. The process ensures that the division identifies and assesses its methods for remaining compliant and that suitable improvement activities form part of the Translink strategy and divisional plans.
6. A periodic compliance review must be in place and form part of the divisional risk management strategy.
7. Personnel with responsibilities for reporting to authorities receive appropriate training, and reporting requirements are clearly defined and documented as procedures.
8. Divisions shall undertake actions against their identified risk priorities and compliance responsibilities.

PRINCIPLE THREE

Safety, Health & Environmental Planning



Principle

Effective planning ensures that the organisation's expectations and SH&E objectives are achieved through coordinated actions. This is essential for the implementation of the SH&E Management System.

Planning identifies resources and assigns responsibility to meet the organisation's and other interested parties' needs and expectations. It reacts to changing demands and sustains a positive culture.



Requirements

1. A strategic planning process is in place that sets out the long-term activities required to implement the SH&E Management System.
2. A system is in place to ensure that the strategic plan is monitored and reviewed as appropriate. This strategic plan is aligned to Translink goals, values and long-term aspirations, ensuring that divisional goals are also aligned.
3. A divisional planning process is in place to deploy the short-term goals of the strategic plan. The process defines performance measures, roles and responsibilities and includes monitoring, review and feedback to the strategic planning process.
4. Processes are in place to ensure that the divisional plans are implemented at an operational level. The process ensures the effective coordination of operations, maintenance and project meetings (work and planning meetings).
5. Work and planning meetings are led by senior managers and where appropriate with the participation of employees and/or workforce representatives.
6. The effectiveness of the divisions work and planning meetings is reviewed periodically.
7. A documented information control process is in place to ensure the effective control of management system documentation, including its identification and description; format; and review and approval for suitability and adequacy. The process must ensure the effective classification, storage and traceability of such information so it is available and suitable for use and is adequately protected.
8. A process is in place to ensure the effective tracking of actions created as part of the division's work and planning development. Proper administration and coordination must be in place to ensure the effectiveness of the process.
9. Divisional documented information is maintained as per organisational and compliance obligations.

PRINCIPLE FOUR

Emergency Preparedness & Business Continuity



Principle

Emergency Preparedness and Business Continuity Management ensures arrangements are in place to protect the workforce, customer, public, assets, environment and our reputation in the event of an incident. Arrangements should cover all foreseeable incidents and events.



Requirements

1. Emergency plans are based on identified risks that may impact the business. Continuity plans and procedures are documented, accessible and clearly communicated.
2. A system is in place to notify and report emergencies and business continuity events to key internal and external interested parties.
3. The creation of emergency and continuity plans involve the local communities and relevant interested parties as appropriate.
4. Divisions are responsible for ensuring that adequate major incident emergency plans, programmes and procedures are in place.
5. Resources and personnel necessary to enable a suitable and sufficient response to emergencies are identified, tested, maintained and available. Compatibility with necessary outside resources is ensured.
6. All relevant personnel are informed and trained to understand emergency and continuity plans, their roles and responsibilities and how to respond in an emergency situation. Response capability is assured through planned exercises.
7. A process is in place to ensure adequate communication and information flow to interested parties including the media. Communication protocols are documented and communicated to appropriate people. Personnel with relevant communication responsibilities receive appropriate training.
8. Assessments are made to establish the potential for an emergency to escalate. Appropriate recovery provisions, continuity plans and investigation arrangements are in place.
9. Emergency and continuity plans are assessed and tested periodically for their continued effectiveness they are also reviewed upon execution of a plan; following a serious event; following any drill or exercise where improvement opportunities have been identified; or when any significant changes have been made to assets, plant, processes, facilities or people.
10. A system exists that ensures changes or modifications to emergency or business continuity plans and scenarios are communicated to relevant interested parties.
11. Documented information on the process and plans for responding to potential emergency situations is suitably maintained and readily accessible.

PRINCIPLE FIVE

Management of Change



Principle

Management of change is required to avoid the introduction of new risks or invalidating any part of the risk management process.

Processes must be in place to recognise and control changes that have the capacity to compromise operational integrity.



Requirements

1. Each division defines through risk assessment the scope of organisation, services, work processes, plant, systems and activities within the organisations control or influence to which it applies change control.
2. Personnel recognise what constitutes change and the importance of change management to the safe and reliable operation of facilities.
3. Where the need for change control has been identified, each division has a process in place for the management of both temporary and permanent changes.
4. An appropriate divisional structure allows for the effective review and authorisation of changes, and ensures that appropriate allocation of technical specialists to change reviews.
5. New or modified facilities, services and activities design and project management applies the change control process at the earliest possible point and before the design phase or whenever the need to deviate from the design intent may arise.
6. Periodic reviews of the management of change processes is undertaken to ensure compliance and its continual effectiveness. The use of appropriate performance measures should be considered.
7. Any changes to business processes, activities or operations etc. are subject to review, risk assessment and appropriate communications.
8. Documented information regarding hazards and controls to deal with them during the change management process are retained.

PRINCIPLE SIX

Risk Management



Principle

Risk management ensures that hazards, risks, opportunities and environmental aspects are identified, prioritised and appropriate control measures put in place to prevent or reduce harm, economic loss, property damage or adverse impact on the environment.



Requirements

1. Risk control strategy follows an established control hierarchy and aims firstly to eliminate the hazard and then seeks to reduce the potential consequence or exposure through the implementation of risk control processes.
2. A written procedure is in place for the ongoing identification of hazards and threats to the environment.
3. Divisions make a suitable and sufficient assessment of the risks involved in work activities and identify and implement appropriate control measures.
4. Systematic reviews are undertaken to ensure that identified risk controls have been implemented and adequately manage the risk.
5. Registers are in place that identify and rank significant hazards and environmental aspects, their control methods and residual risk.
6. Assessments are undertaken by competent personnel, involving the workforce or representatives, and takes into account specific legal requirements and other obligations that apply to the organisation.
7. Identified safe systems of work are owned by the line manager and subject to periodic review. Clearly written management procedures exist that ensure the effective application of the risk control system.
8. Clearly-defined lines of communication are in place to ensure that all relevant personnel who may be affected by the risk receive appropriate training and instruction.
9. Periodic reviews of risk assessments and safe systems of work are undertaken at appropriate levels. The results of the review process inform the business strategic review.

PRINCIPLE SEVEN

Competence Management



Principle

Success depends on people and how they work together. People must be trained, qualified and competent to undertake their job. Their roles and responsibilities must be clearly defined.

Effective training will deliver the skills, competence and the behaviour to maintain operations that are safe and comply with laws and regulations. Competency management extends from recruitment through to leaving the organisation.



Requirements

1. Safety, health and environmental role requirements, accountabilities and responsibilities are established based on business needs, written into employees' Safety Responsibility Statements and form part of personal development plans.
2. Key safety, health and environmental responsibilities required for the effective operation of the SH&E Management System are defined in line management job descriptions and/or role profiles.
3. Individuals with core competencies essential for the effective operation of the SH&E Management System are recognised, with succession plans in place by line managers. Their competence profiles are clearly defined and documented.
4. Training objectives, direction and focus are established in accordance with the strategic plans and are reviewed annually against divisional plans.
5. Processes are in place to ensure that all employees are fit to perform their duties, in particular those with safety critical roles, and that their health is not adversely affected by occupational hazards.
6. Health promotion initiatives are implemented to reduce the impact of lifestyle factors on the safety, health and performance of employees.
7. Rehabilitation programmes are in place to assist staff to return to work in a timely manner.
8. Training needs analysis is in place to identify specific training and competencies required for each role.
9. New and reassigned employees receive an appropriate induction, training on emergency procedures and safety, health and environmental rules and work practices prior to assignment.
10. Personnel with identified safety critical responsibilities only assume them on satisfactory completion of the specified training requirement and medical assessment.
11. Periodic refresher training is conducted, including assessments of employee competency requirements and a means to verify the employee understood the training.
12. Processes are in place for the storage of training documented information. The information is updated following training programmes and is linked to personal development plans.
13. Processes are in place to ensure that employees receive risk awareness training, including the requirement for undertaking personal risk assessments, on-the-job training and coaching takes place as necessary.
14. Training processes are assessed regularly to ensure continued effectiveness. The output of assessment processes is recorded.

PRINCIPLE EIGHT

Asset Management



Principle

Asset management is the systematic process of maintaining and upgrading the configuration and capability of assets, plant, equipment, vehicles and facilities. It is based on clear identification of assets and control of the hazards attributed to them.

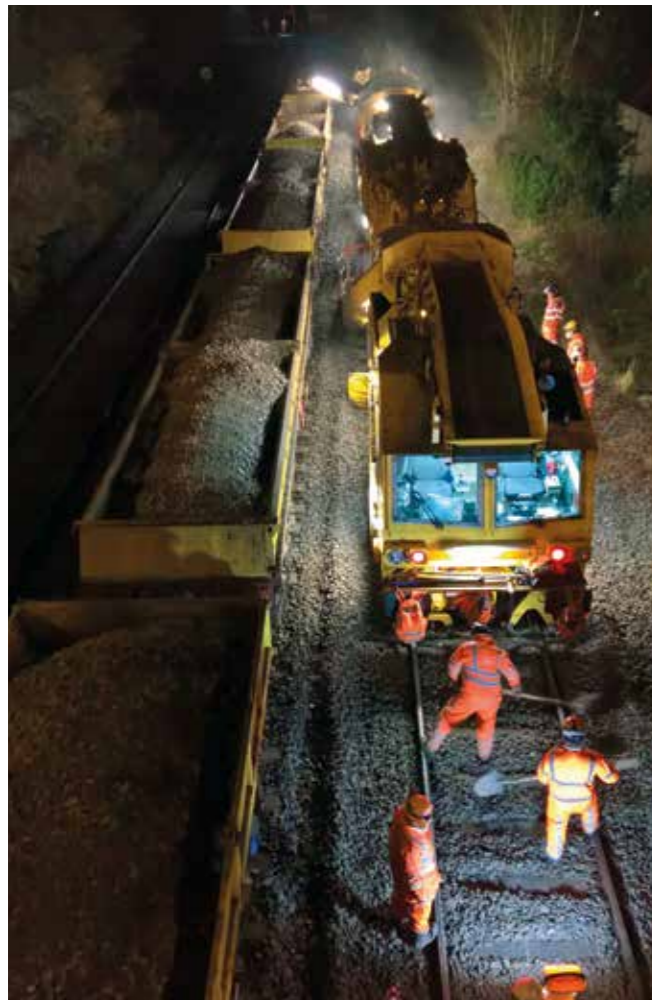


Requirements

1. A comprehensive register exists for physical assets. The assets register is regularly reviewed and maintained.
2. Processes are in place to ensure that legal requirements concerning the operation of physical assets and facilities are assessed and maintained.
3. Ownership and responsibility for physical assets at a local level is given to appropriate members of the management team. Changes and modifications to assets is authorised by the asset owner and follow the management of change process.
4. Assessments on asset maintenance requirements are made using recognised methods, allowing the development of appropriate programmes of maintenance.
5. The competence of personnel required to undertake maintenance on physical assets must form part of an assessment process.
6. Maintenance programmes take into account the physical environment that the asset operates within and are risk-based.
7. The asset register clearly identifies safety critical functions and control processes.
8. A process is in place that identifies specialist equipment requiring calibration, inspections and/or maintenance at specific intervals. Inspection and maintenance requirements is clearly set out and documented in procedures. A register is kept and maintained with the owner of equipment listed.
9. A process is in place to ensure effective maintenance planning, scheduling and execution.
10. Procedures are in place to identify risks arising from defects and non-conformities or malfunctions throughout the life-cycle to interested parties.
11. Written procedures are in place that describe the safe hand over process during the execution of maintenance.
12. The acquisition of new assets is subject to due diligence risk assessments and follows the management of change and procurement processes.
13. Risk assessments are undertaken prior to the sale of assets and the results communicated to interested parties.

PRINCIPLE NINE

Management of Contractors & Suppliers



Principle

Organisations and people providing services that can impact on Translink's operations and reputation must perform in a manner consistent with Translink policy and business objectives.

Divisions must have in place effective processes to ensure that Translink's values, behaviours and approaches are applied to contractors/suppliers.



Requirements

- Processes are in place to ensure pre-qualification, selection and tender assessments take place. Assessments are appropriate to the scope of work requirements.
- Written procedures are in place that clearly define the scope and requirements of the selection process.
- Contractors and suppliers selected have SH&E Management Systems that align to Translink's SH&E Management System, values and expectations. Periodic checks are conducted to ensure they meet these requirements.
- An appropriate senior manager (e.g. Senior Responsible Owner – SRO) has overall responsibility for contractor and supplier activities and appropriate numbers of coordinators are available to monitor contractor activities.
- Work control requirements and expectations are clearly set out in written procedures that include permits and supervisory requirements as appropriate.
- Processes are in place to ensure the effective management of interfaces between contracted services and divisions.
- Internal information flow channels exist to ensure appropriate communication takes place between contracted service providers, Translink and other interested parties.
- A robust process is in place to take appropriate and timely intervention should at-risk behaviours or conditions be observed, making sure all involved understand the reason for the intervention.
- Processes are in place to enable local operations teams to provide feedback on contractor/supplier performance.
- Contractor and supplier performance is periodically evaluated to ensure partnership expectations are continually met. Identified deficiencies are corrected.

PRINCIPLE TEN

Operational Control



Principle

Operational control and integrity depends on people doing the right things at the right time and to the required standard.

To maintain safe operations and an effective SH&E Management System our underlying operational standards, procedures and information must be current, known, understood and effectively applied by every employee and contractor. Rigorous and effective application of safe systems of work must be a focus to reduce operational risk.



Requirements

1. Divisions develop, maintain and use a set of standard operating procedures for maintaining and improving safety, health, environmental management and integrity levels.
2. Standard operating procedures include operating, maintenance and inspection practices and procedures.
3. Up-to-date sets of accurate documented and approved standard operating procedures, standards and processes are maintained and are available.
4. Required safe systems of work are identified through risk assessments and are appropriate to the level of risk. Such systems are then developed, implemented, maintained and reviewed for continued effectiveness throughout the operation life cycle.
5. Systems identifying equipment and processes requiring formal pre-start approval and/or shut down safety reviews, e.g. work permits, are implemented with requirements clearly set out and documented. A register is kept of such equipment or processes.
6. Divisions implement competency-based, on-the-job training processes that ensure the effective and timely transfer of process and operational information, knowledge and skills of any standards or procedures developed and/or updated in support of this principle.
7. Processes are established and maintained to provide assurance on the functioning and efficacy of systems that are in place to ensure safety.

PRINCIPLE ELEVEN

Communication



Principle

Safety, health and environmental management matters must be adequately communicated, and readily accessible.

Arrangements must be in place to ensure effective two-way communication throughout the company, and processes must be in place for the communication of safety, health and environmental management matters to and from interested parties. Effective communication embodies clarity and is the foundation for the successful engagement of all interested parties.



Requirements

1. Clear and established information flow networks and communication channels exist that allow top-down and bottom-up communication.
2. Core management meetings take place and are linked to the group level meetings. A scope for each meeting is set and an appropriate manager chairs the meetings.
3. Frontline supervisors participate in management meetings at the appropriate level.
4. Work group meetings take place at an operational level and ensure staff have the opportunity to raise matters and issues that can be fed into the management meeting structure.
5. Workforce representatives meet with their management team periodically to discuss matters relating to safety, health and environmental management and raise any matters and issues the workforce may have.
6. An appropriate meeting structure is in place to allow for workforce representatives to undertake their duties. The meetings are used to discuss divisional plans.
7. Meetings established as core meetings within the management system are reviewed periodically to ensure continued effectiveness.
8. Processes are in place that allow for the recognition of exceptional company and individual performance. Appropriate communications using the established channels are used to communicate exceptional performance.
9. Incidents, outcomes of investigations including lessons learned and opportunities for improvement are appropriately communicated via the established channels within the division and across the organisation for shared experience.
10. Processes are in place to ensure that communications regarding operational activities take place externally and between interested parties as appropriate.
11. Documented information is retained as appropriate taking into account compliance obligations.

PRINCIPLE TWELVE

Measuring Performance



Principle

Performance needs to be measured to maintain and continually improve the effectiveness of safety, health and environmental management.

Performance measurement requires a combination of proactive and reactive measures. Effective monitoring and measuring provides the ability to take corrective action rapidly.



Requirements

1. Progress on the implementation of the SH&E Management System is measured against the division's plans at appropriate levels.
2. Divisions identify what needs to be monitored and measured.
3. A series of leading and lagging performance measures is established to monitor and measure risk control performance.
4. Performance measures include the undertaking of benchmarking activity against established best practices.
5. Risk control systems are subject to periodic monitoring. The output of monitoring activity is captured in appropriate reports and data is kept within the division's documented information process.
6. Management meeting structures include performance measurement applicable to the meeting level.
7. Performance data is analysed, trend information collected and reported and made available for review at all levels.
8. Processes are in place to amend monitoring activity as a result of performance reviews.

PRINCIPLE THIRTEEN

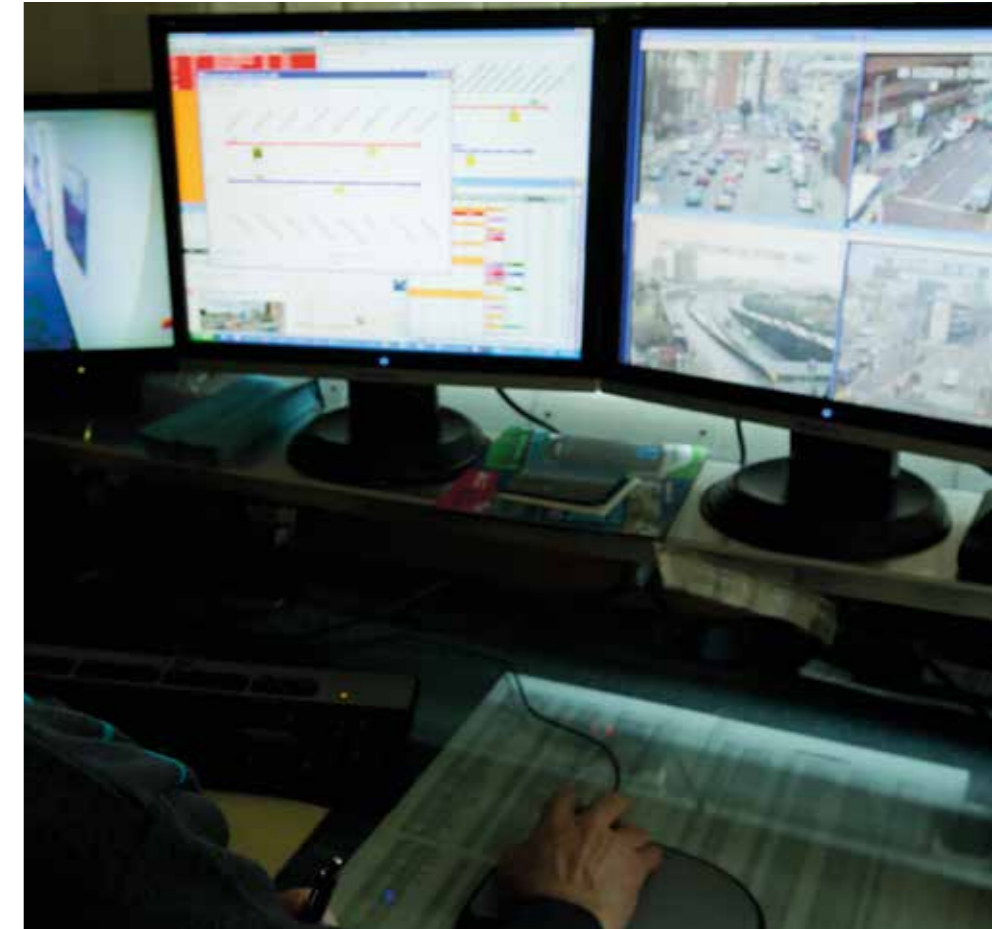
Incident Management & Monitoring



Principle

Effective learning from events will convert incidents into improvement activities.

Investigations must focus on identification of organisational factors, root causes and preventative actions. Recommendations will be shared to avoid recurrence of those events.



Requirements

1. Defined and documented procedures are in place which set out internal and external reporting requirements following the occurrence of safety, health or environmental events.
2. Systems are in place to ensure all incidents and near-misses are investigated, including the identification of organisational factors and root causes, analysed, documented and closed out.
3. Investigation levels, criteria, roles and responsibilities are clearly defined with investigation levels appropriate to the potential consequences of the event.
4. Front line leadership personnel participate in the investigation process supported by local safety representatives as appropriate.
5. Systems are in place to ensure investigation reports are fit for purpose and are reviewed by appropriate levels of management.
6. A system is in place for managing safety and environmental events including reporting, recording and analysis of incidents, near-misses and substandard conditions. The system is easily accessible, allows for feedback and tracking progress on close-out actions.
7. Information gathered from the investigation of incidents is analysed to identify and monitor trends, to develop preventative programmes and it is clearly communicated at appropriate levels for evaluation.
8. Statutory reports are made in accordance with the appropriate statutory requirements.
9. Lessons learned from the investigations of incidents, including those from external interested parties, are shared across Translink and personnel take appropriate action on receiving such information.
10. The effectiveness of incident management and monitoring is periodically evaluated to ensure its continuous improvement.

PRINCIPLE FOURTEEN

Audit & Review



Principle

Audit is a structured approach to collecting information on the efficiency, effectiveness and reliability of the SH&E Management System, and drawing up plans for corrective action in order to ensure that the organisation maintains its ability to manage risks.

Effective organisations review the process of making judgements about adequacy of performance and take decisions about the nature and timing of necessary actions.

Management review enables organisations to feed back into the management system to ensure that it works effectively.



Requirements

1. Systems are in place to ensure divisions are audited to establish the level to which the requirements in the SH&E Management System are met.
2. Internal SH&E Management System auditing is conducted by each division which is impartial, transparent and used to drive continuous improvement.
3. A documented risk based assurance strategy exists to evaluate progress towards safety, health and environmental management targets, regulatory compliance and the effectiveness of the SH&E Management System.
4. The criteria and the scope of each audit is agreed with relevant parties.
5. A process is in place to engage and involve employees in the audit process and to contribute to continuous improvement.
6. Audit training is provided to all audit team members to ensure competency, objectivity and impartiality of the audit process.
7. Audit reports are reviewed by the division's management team.
8. The suitability, adequacy and effectiveness of the SH&E Management System and the audit process is continually monitored and reviewed and findings are used to drive continual improvement.
9. Reports on the effectiveness of the SH&E Management System are available to interested parties.
10. A process is in place whereby assurance is regularly provided by the centrally led SH&E team to the Group Chief Executive to demonstrate adequacy and effectiveness of the operation and implementation of the Translink SH&E Management System requirements.

