

2015/2016



# TRANSLINK CORPORATE RESPONSIBILITY REVIEW





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Schools Seatbelt Campaign

# WELCOME TO OUR CORPORATE RESPONSIBILITY REVIEW

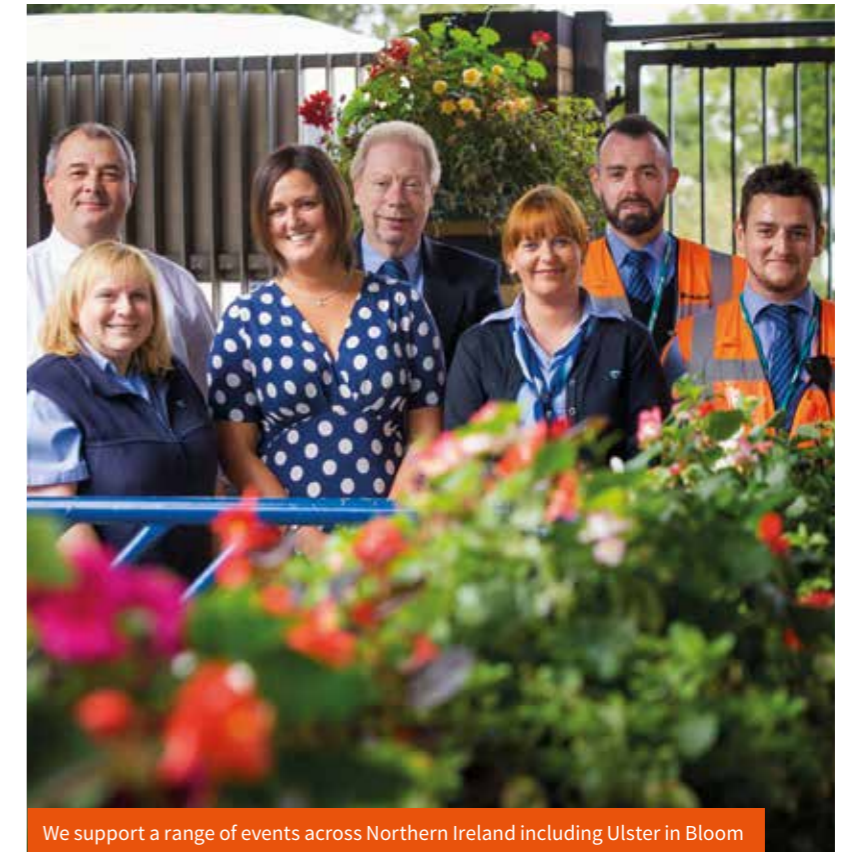
**We are proud to be making a difference now and for the future...**

Local bus and train services are at the heart of local communities, providing vital services for Northern Ireland to thrive. We are committed to considering the interests of society by taking responsibility for the impact of our activities on customers, suppliers, employees, stakeholders and communities as well as our environment.

Our corporate values, Safety, People, Innovation, Responsibility, Integrity and Teamwork – the Translink 'SPIRIT', influence every aspect of our day-to-day business activity and are fully integrated with our corporate social responsibility strategy. Providing high quality transport gives individuals more choices, freedom and more, to lead active and productive lives. It also helps to address congestion and climate change and make way for healthier, safer cities and towns.

Our vision, 'to be your first choice for travel', demonstrates our focus on supporting sustainable economic growth and vibrant local communities, enhancing the quality of life we enjoy across our cities, towns and rural communities.

This review sets out some of the exciting projects, initiatives and achievements that Translink has been engaged with across Northern Ireland over the last year. It demonstrates our commitment to providing a safer, more sustainable, efficient business, enhancing our



We support a range of events across Northern Ireland including Ulster in Bloom

local economy and enriching the local communities we serve in order to make a positive and lasting impact on our society.

Our approach is based on the following key themes:

- Safety
- Our People
- Health and Wellbeing
- Environment
- Community Engagement

This dedicated approach to Corporate Responsibility over recent years has made us one of Northern Ireland's leading businesses in this area. We are proud of our progress

and will continue to build trust and enhance our reputation as a purposeful business, a good corporate citizen and an employer of choice.

**Let's go together.**



**Chris Conway**  
Group Chief Executive

## SAFETY



Rail safety event at Antrim Level Crossing

The safety and wellbeing of our customers, employees and general public remains central to Translink's operations.

### Safety Management System

As a large and complex organisation with responsibility for the safe transport of people as they go about their everyday lives, we do not leave safety to chance. Our Safety Management System guides our organisation in everything that we do and we strive to engage each and every one of our employees to live by the key principles of behavioural safety. Our Safety Management System aims to have zero staff or passenger safety incidents.

### Rail Safety Campaigns

Our rail safety campaigns have been delivered through schools collaborating with local arts organisations to make important messages more interesting, fun and memorable. We also continued to promote 'Deadline', a hard hitting rail safety campaign to deter the misuse of railway crossings and highlight the dangers of trespass and other antisocial behaviour around railway property.

### Community Projects

Key hotspots have been targeted to combat antisocial behaviour and work with the local community to instil long-term support and engagement through specific projects and initiatives.

These have included:

- Partnerships with the PSNI and local councils to highlight pedestrian trespass issues in specific areas through local press.
- A programme of engagement with young people in Lurgan through the North Lurgan Community Association is being developed for the year ahead.

### Rail Safety and Agriculture

As much of the NI Railways track runs through rural farming communities, as a good neighbour it is vital that we work alongside farmers, other rural residents and local businesses to build relations and educate them on their obligations around the rail network.



Bus safety presentations for schools

We have done this in a range of ways:

- We are a regular fixture at agricultural shows around Northern Ireland, reminding attendees how to stay safe near the railway network and giving advice to those engaged in agricultural activity on how to implement safe systems of working.
- We created a safety calendar featuring scenery from around the railway network and key safety messages each month. This is distributed to our private crossing users and bodies like the Ulster Farmers' Union and Freight Transport Association.
- To target the next generation of farmers, we have had a partnership with the CAFRE Agricultural College at Greenmount in Antrim since 2012; our rail safety presentation is delivered to around 100 land-based technology students as part of their induction programme.

### Interagency Safety Events

In October 2015, in partnership with the Northern Ireland Fire & Rescue Service and PSNI we conducted a graphic re-enactment of a collision scene to remind pedestrians and motorists of the very serious consequences of trespassing on or near tracks. The incident, which took place on the Knockmore back line near Crumlin, was organised as a valuable training event for the emergency services.

The incident simulated a car being struck at a crossing by a train. The car was overturned with passengers trapped inside and needing to be safely cut out of the vehicle.



Interagency safety events

Meanwhile, there were crew and passengers on board the train who needed to be evacuated. Translink's incident care team also attended to provide aftercare for casualties and passengers.

### School Travel

Every day over 55k pupils travel to schools across Northern Ireland by bus and train. We make their safety a top priority and have a range of programmes and initiatives in place to help educate young people to travel safely.

### Safety Bus Activity

Our dedicated safety bus continues to deliver a rolling programme of safety briefings and visits to both primary and post-primary schools across Northern Ireland. From September 2015 to July 2016 over 25k young people attended the safety bus and received our safety presentations.

In particular the team targets Year 8 pupils, a particularly vulnerable group as they adopt new travel patterns in transferring from primary to post-primary schools.

There are many positive benefits of this travel training which is lifelong and goes beyond simply using the bus safely. Young people are empowered and have increased independence, confidence, and more self-esteem. It is also an excellent opportunity to demonstrate the active travel health benefits of using the bus as a more sustainable and healthier way to travel.

Over the last year the safety bus has also been involved in over 10 additional community initiatives including:

- Sure Start Newtownabbey Community Safety Day.
- Colin Area Community Safety Art Project, working in partnership with NIFRS, Colin Neighbourhood Partnership.
- Senior citizens initiatives in Lenadoon, East Belfast, Colin Area and Lisburn.
- Be Safe interagency events in areas across Northern Ireland including Cookstown, Ballymena, Downpatrick, Magherafelt, Belfast, Armagh, Craigavon, Antrim and Dungannon.
- Safety Bus attended Willowbank Youth Club, Belfast.
- Downpatrick College Adult Learners Group to help them travel more independently.
- Integrated bus and rail safety briefings in North Lurgan.



Schools Seatbelt Campaign

#### Schools Seatbelt Campaign

As part of a project with St Killian's College in Carnlough, we challenged the art department to design posters for buses to remind pupils to wear seatbelts while travelling to and from school. We selected the artwork of two GCSE pupils which was turned into striking posters for on board buses and in stations. We were so impressed by them, that we rolled the campaign out across Northern Ireland, partnering with the Education Authority to communicate the messages about seatbelt safety to pupils, teachers and parents!

#### Other Regional School Safety Initiatives

A number of safety initiatives are carried out locally with schools across Northern Ireland in conjunction with our local operational staff; some key highlights include:

#### YES Project – Youth Education in Safety, Derry~Londonderry

We continue to be involved in this popular interagency event attracting over 600 primary schools over a three-day period. Local staff have the opportunity to talk directly to school children about how to use bus services safely and promote the benefits of active travel.



Bus Safety with Model Primary School



Supporting Anti-Bullying Week

#### School Transfer programme – Newtownards

We are working with local Primary Schools in the Newtownards area to provide practical safety and travel advice to Primary 7 pupils to help them prepare for the switch to secondary school. The visits consist of several safety messages including wearing their seatbelt, waiting safely at bus stops or in stations and behaviour on buses. It also gives practical advice for pupils on what to do if they have any problems travelling, and how to get the best value for money ticket. Pupils are taken to the station to see where they will travel, which helps them to familiarise themselves with their new travel experience. This scheme has received very positive feedback from teachers and parents and is building positive relations with local schools.

#### Supporting Anti-Bullying Week 2015

We continued to support Anti-Bullying Week, working in partnership with the Northern Ireland Anti-Bullying Forum (NIABF) and the National Children's Bureau. Hundreds of schools and youth groups across Northern Ireland took part, examining the main theme "What Bullying Means To Me". The initiative took positive steps to build understanding of what constitutes bullying and address it effectively. By supporting NIABF we also delivered a clear message that customers should behave responsibly and with respect for other passengers and staff while travelling by public transport.

#### Bus Operations Safety Roadshow

As part of our drive to maintain high safety standards, a roadshow of safety briefings was delivered to over 2,000 bus operations staff. This programme focused on a range of key safety issues including first use safety checks and accident procedures. This programme provided an opportunity to engage staff and in particular bus drivers who could discuss important safety measures, feedback comments and share learnings to ensure continuous improvement.

## OUR PEOPLE



IRTE award-winning engineering apprentices

This year we have further increased our emphasis on training, involving our employees in the business and creating an inclusive workforce.

### Apprenticeship Programme

Over recent years we have offered a range of apprenticeship schemes across our bus and rail business within engineering and technical departments. These initiatives help individuals to develop the skills they need to build a successful and rewarding career with Translink in their chosen field as well as offering them an excellent opportunity to learn as they earn.

Over recent years Translink has enjoyed success at the IRTE (Institute of Road Transport Engineers) Skills Challenge. IRTE is one of the most respected names in UK transport and the IRTE Skills Challenge provides an opportunity for bus engineers and technicians to showcase their technical

competence. The awards recognise the elite mechanical, electrical and body technicians who ensure buses and coaches are maintained to the highest safety standards.

Nineteen bus and coach operators from all over the UK were put through their paces in a series of theoretical and practical engineering challenges including



We are proud to be recognised as an Investor in People having attained a number of awards throughout the organisation

mechanical, electrical and bodywork.

Translink technicians scooped two of the three available awards at this year's competition which was an excellent result clearly demonstrating that Translink engineers are amongst the best within the industry.

### Investors in People

We are proud to be recognised as an Investor in People having attained a number of awards throughout the organisation. We continue to provide excellent learning and development opportunities in order to provide employees with the opportunity to stretch and grow, to do more and new things.

We are committed to this assessment framework which reflects the best practices in high performance working and will help us build the capacity of our organisation, through our people, to achieve our Vision.

### Learning and Development Strategy

We have developed a range of learning and development opportunities to increase the capability of our staff. This ensures that all employees are appropriately trained to perform well in their respective roles, including both individual and team development.

### Pathways to Management Programme

The Pathways to Management Programme is aimed at employees who aspire to progress to managerial, professional and technical positions. The programme brings high-calibre employees from across the organisation together to gain insight into their own leadership profiles and develop their knowledge, skills and management experience. The training programme focuses on the key leadership competencies necessary to be an effective manager and allows participants to gain an appreciation of the key issues within the business and



The Gender Project initiative focuses our efforts to better gender balance

the challenges faced by today's managers, and following this, Pathways provides the required knowledge, skills and competence to address those challenges. Participants obtain a recognised management qualification upon successful completion of the programme.

### Horizons Programme

The Horizons Programme has been established for emerging leaders and aims to develop talented individuals for wider more strategic senior positions. The scheme is tutor led with the ongoing support from an internal coach over a two-year period.

We are committed to creating a diverse workforce as we recognise the benefits this brings to our organisation. By working together to enhance our business environment, we can create a culture that inspires the best ideas, the best people and the best opportunity to thrive.

As part of our commitment to this, we have pledged to tackle the gender imbalance within the company over a three-year period through Business in the Community's 'Gender Project'. This initiative focuses our efforts to better gender balance at all levels across the organisation.



Andrew Marshall was named Bus Driver of the Year at the FPTNI Awards

### FPTNI Awards (Federation of Passenger Transport, Northern Ireland)

We attended the prestigious Federation of Passenger Transport (FPTNI) Awards at the start of the year and collected five awards. FPTNI is the trade body promoting the use of public transport and represents the leading bus and coach operators across Northern Ireland.

## HEALTH AND WELLBEING



We aim to provide employees with access to wellbeing initiatives

### Occupational Health Programmes

We are committed to delivering workplace health and wellbeing initiatives to help our employees lead fit and healthy lifestyles. Employee welfare is impacted by organisational culture as well as attitudes, values, beliefs and daily practices that affect their mental and physical wellbeing.

We aim to identify and assess wellbeing at work issues using employee surveys and analysis of employment data.

Appropriate controls, measures and actions are developed and implemented to enhance employee health, promote healthy behaviours, improve work-life balance, and ensure a safer and healthier work environment. This benefits both the business and the individual.

### Health and Wellbeing Programme for Employees

As part of our strategy we aim to provide employees with access to at least two health and wellbeing initiatives each year. This comes in many forms including:

- General wellbeing checks
- Health surveillance
- TransFit newsletters circulated to staff with advice on healthy living
- Working with partner organisations to exchange best practice and develop health and wellbeing toolkits
- Working in partnership with Business in the Community Health Champions network division-specific wellbeing initiatives
- Drugs and alcohol awareness campaigns

- Healthy eating and wellbeing programmes for employees
- Development of employee offers booklet and online resource
- Health and wellbeing presentations by Macmillan Cancer Support

Local health and wellbeing champions have been appointed to provide information to colleagues about the programme and encourage them to participate in health and wellbeing initiatives.



A stop smoking event for Translink staff in partnership with Esler's Pharmacy

### Enhanced Audio Visual Information on Metro Buses

This project involved the installation of audio visual (AV) equipment on 294 Metro buses and at 191 key bus stops at a total cost of £700k. The AV systems provide all passengers, specifically those with a visual impairment, with real time information relating to bus location via a speaking voice and visual display. IMTAC along with Guide Dogs NI have worked closely with DfI and Translink to support and develop this new facility.

### Royal National Institute of Blind People (RNIB) Bus Charter

We signed up to support the new RNIB Charter which seeks to address a range of issues faced by blind and partially sighted people using public transport, such as route planning, priority seating, audio announcements, bus driver awareness and accessible timetables. We have long-standing constructive relationships with RNIB and a wide range of organisations supporting people with disabilities. Their expertise and guidance is invaluable in helping us remove any barriers to independent travel.

### Youth Health Outreach Programme, Newry

Translink representatives in Newry are on a local interagency Education Services Committee which focuses on educating young people on personal health, safety and wellbeing. Newry Buscentre host the Health Outreach Programme, open to all young people in the Newry area, by facilitating local roadshow events periodically throughout the year.

## ENVIRONMENT

### Environmental Management

Translink understands the significant role we have in sustainable development and remain committed to managing and minimising our impact on the environment.

We continue to make great strides in this field and hold the top Platinum Award in Business in the Community 2015 Northern Ireland Environmental Benchmarking Survey.

We aim to do this with a continued focus on our energy use, waste and biodiversity by sympathetically managing our buildings, facilities and land holding to positively protect and enhance the local environment.

### Carbon, Energy and Water Management

We continue to make significant progress in reducing our CO<sub>2</sub> emissions. In the last year, overall energy consumption has reduced by 7%, whilst energy unit costs decreased by over 11%. The combined reduction in energy use and unit costs has resulted in cost savings of over £400k on the previous year. We have delivered this in a range of ways:

- Energy efficiency improvements
- Good housekeeping
- Energy efficient lighting
- Heating fuel conversions
- Renewable installations
- Fleet investments
- Technology upgrades



Eco Schools

### Managing Local Track Flooding

Many sections of our track were historically built lower than the surrounding area or constructed on flat, low-lying land with limited drainage, making them prone to flooding. We work closely with external agencies to reduce the potential damage and delays that can result from this. Over the last year, we have also appealed to local neighbours in high risk areas to tell us about localised flooding at or near their property so we can investigate and determine if any works are required which could potentially be mutually beneficial.

### Eco Schools

Over a two-week period, 36 local schools participated in the Translink Eco Schools Travel Challenge with more than 1,100 pupils monitoring their travel patterns and making an effort to walk, cycle and use the bus or train for the school run. During the challenge, there was a massive shift away from car use to sustainable travel. Active forms of travel increased by 45% over the baseline in participating schools.



Station awards scheme

### Translink Awards 2016

The Tidy Translink Awards support Translink staff in developing a culture of continuous improvement across a range of criteria including safety, health and environmental performance. Over recent years the scheme has grown and is now adopted by staff at 39 facilities including bus, rail and engineering sites across Northern Ireland. These successful awards give recognition to the efforts that Translink employees make to improve the experience of the travelling public, through enhancements to the visual appearance, environmental performance

and local environmental quality of their facilities while also encouraging a sense of pride in their place of work. The programme is judged independently by Keep Northern Ireland Beautiful. During 2015/16 the teams achieved the following successes:

- 10 Platinum Awards
- 10 Gold Awards
- 9 Silver Awards
- 10 Bronze Awards

### Biodiversity Project at Belfast City Hospital

Translink has pledged to improve the platform area at Belfast City Hospital in partnership with Belfast Health and Social Care Trust, Queen's University, Keep Northern Ireland Beautiful, Royal Society for the Protection of Birds and the Sandy Row Residents' Association. The 'Platform for Nature and Health' project will improve the surroundings for passengers using the station to get to the hospital. The theme is Nature's Hospital and within this theme the team will be planting species known for their positive impact for nature and for their medicinal qualities.





Improving the surroundings for passengers at City Hospital Station

### Recycling Initiatives

Our uniforms are a key element of Translink's corporate image and branding; an important way of identifying staff and often people's first impression of Translink. Therefore the organisation works with its employee representatives, suppliers and designers to provide uniforms which are functional, durable, but also highly presentable and fashionable.

Many staff are keen to ensure redundant uniforms are re-used and recycled to make a positive impact.

To do this we established a link with local charity CAN Can in Ballymoney. CAN Can Recycling processes over 78 tonnes of clothing each year – diverting items from going to landfill and providing valuable real work experiences for adults with learning disabilities and autism. They are one of the few charities in

the Causeway area who service their own banks, thereby ensuring that all of the proceeds of both public and company donation go back into the organisation.

The WE (Work Enablement) Programme, under which CAN Can Recycling operates, enables trainees to gain work skills and accredited qualifications to enable them to progress into employment and/or volunteering opportunities.

### Eco Driving

Eco driving is the smart, modern way to drive and is one of our important cost efficiency measures. Not only does it help us to save on our fuel costs but also offers greater levels of safety and passenger comfort as well as reduced driver stress levels

Over recent years we have seen the introduction of new buses and trains that have advanced vehicle technology in terms of environmental performance. Having an eco driving culture alongside this makes sense and is clearly delivering some great results.

A new eco driving system using state-of-the-art technology has been introduced on the Class 3000 train fleet. The Driver Advisory System (DAS) is a computer based in cab system that calculates the optimum run between two predetermined points and provides train drivers with an advisory train speed, informed by the real time measured progress of an individual train against predefined route geography and timetable data. The philosophy of the system is very much like that of Sat Nav, which uses GPS coordinates and line speed to predict an Estimated Time of Arrival (ETA) at specific locations.

Around 140 train drivers have been trained on the system and this is helping to drive fuel efficiency and lower emissions, reducing our overall impact on the local environment. In addition, the system also helps to reduce wear

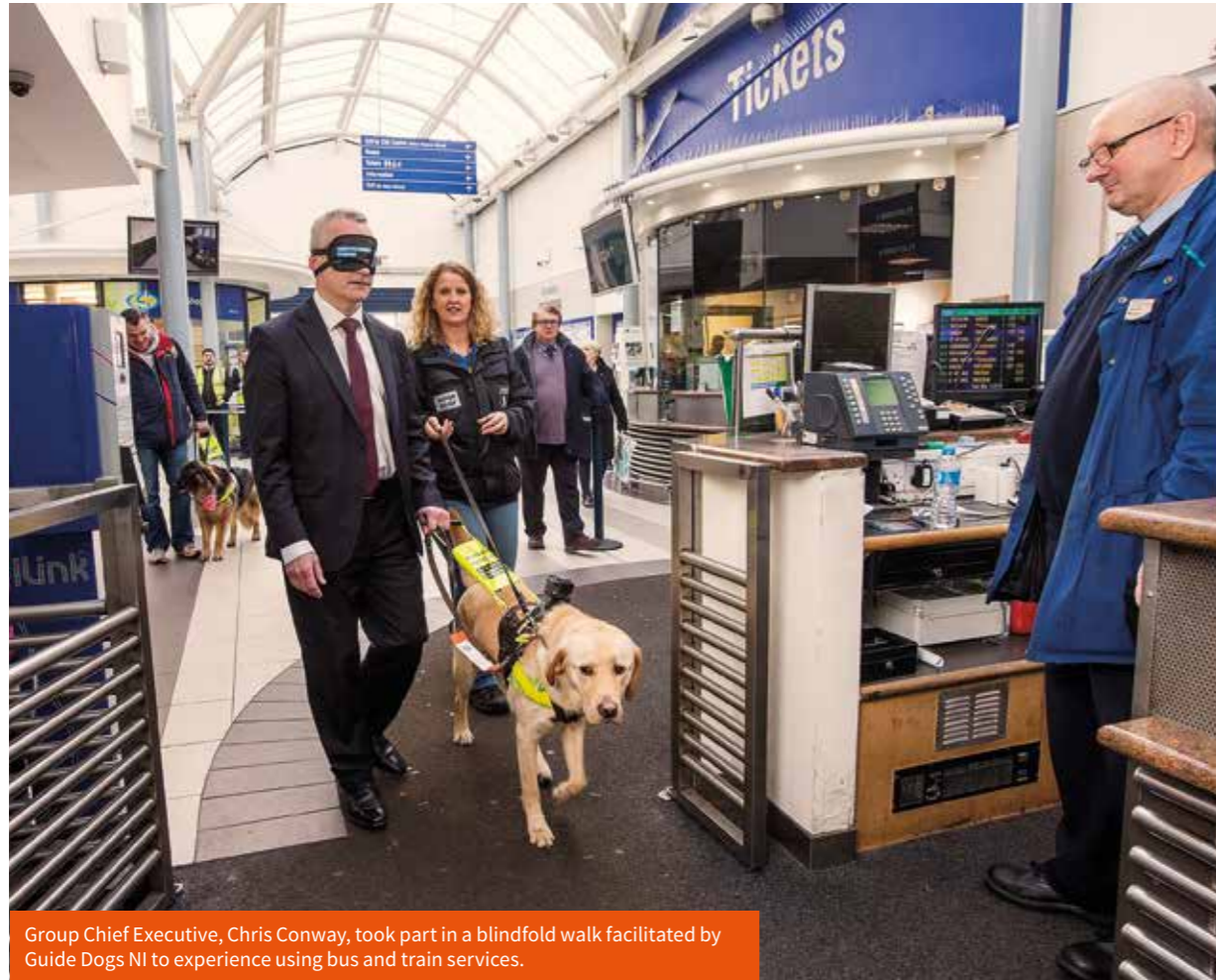


and tear on the infrastructure and the vehicles' braking systems.

We also continue to use eco driving techniques across bus operations. This scheme is now well embedded, with drivers receiving refresher training annually to maintain efficiencies in fuel consumption across the business. Year on year, bus travel is currently showing a 3.2% improvement in fuel economy.



## COMMUNITY ENGAGEMENT



Group Chief Executive, Chris Conway, took part in a blindfold walk facilitated by Guide Dogs NI to experience using bus and train services.

We continue to support local communities through sponsorships, charitable initiatives and encouraging and rewarding employees through the Translink Staff Charity Scheme and Translink Community Partnership.

### Stakeholder Engagement

Translink believes in full accountability and commits itself to honesty, openness and integrity in all dealings and being responsive to all stakeholders. Government is a key stakeholder as changes in policy

can directly affect our business. At a local level our relationships with local authorities, political representatives and key business and special interest groups are also important in improving service delivery and influencing policy. As such, understanding and managing our stakeholders' expectations through engagement and good communications is pivotal to our success.

'Meet the Manager' sessions have been held at main stations and

facilities across the Translink network to facilitate updates on our business and respond to any local issues. These have been well received with positive feedback from the sessions.

At the same time we have been active in the community, making sure we inform local residents and businesses on a range of service changes and local projects being carried out in their area, and wherever possible taking account of their views.



Charity partner activity with Macmillan Cancer Support

### Disability Awareness Training Visually impaired

Our Group Chief Executive participated in a walk facilitated by Guide Dogs NI. This exercise involved a blindfolded walk with a trainee guide dog across Great Victoria Street, into Europa Buscentre / Great Victoria Street train station, then experiencing getting on and off bus and train services. This helped to promote the accessibility of our services but also was a key reminder to staff of the very real everyday

challenges faced by people with sight loss.

### Dementia awareness

Around 2,000 bus drivers attended their annual CPC training in which a refresher of dementia awareness training was given.

### Glasses Appeal

Our employees in Newry Bus Station have gathered over 8,000 pairs of glasses from across the business in recent years. Working with a local

optician, suitable glasses are sent to third world countries.

### Local Community Projects

We have continued to engage in and support a number of local community projects which help to add value to the lives of local people:

- Bangor Rail line – 150th anniversary
- Castlerock Walkfest
- Adopt a station initiatives across the network
- Whitehead Festivals



We support a range of events across Northern Ireland including Culture Night

#### Supporting Community Festivals

We have engaged with local communities through our support for a range of local community festivals which continue to grow year on year:

- Festival of Fools
- EastSide Arts
- Féile An Phobail
- Culture Night

#### Events and Sponsorships

We successfully carried thousands of additional passengers on special and scheduled services to and from many major events, most notably the Tall Ships, Irish Open, Balmoral Show as well as other major sporting and music events in Dublin.

A range of other events have also been supported across Northern Ireland:

- Ulster in Bloom
- Belfast City Marathon
- Eco Schools Sponsorship
- NIABF Sponsorship – Anti-Bullying Week
- Young at Art
- Ulsterbus Road Safety Cup
- Belfast Mela
- Festival of Flight

#### Clothes for Christmas Campaign

Our Clothes for Christmas campaign was inspired by our colleague, Metro bus driver Paul Doyle, whose act of kindness went viral on social media right around the world when he gave a warm winter coat to someone in need. Working in partnership with the Northern Ireland Council for the Homeless, the SOS Bus and U105 Radio, we used our bus and train stations as collection points and received thousands of clothing



Clothes for Christmas Campaign

donations from the public which were given to people in need.

#### Charity Partner Activity

We have worked closely with Macmillan Cancer Support over the last three years and our employees have raised over £33k for this worthy charity. The partnership has been very successful with a range of activities carried out which helped to promote key services and benefits of active travel by bus and train as well as help raise vital funds. Many of our employees have participated in a range of events and initiatives.

Some of the highlights in the last year include:

- Car boot sale to promote the opening of Ballymartin Park & Ride
- In Station Coffee mornings – meet and greet with customers
- Smartmoves Rowing Challenge to promote bus and train services to the Tall Ships
- Social media campaign 'Wear your Christmas jumper on the bus / train' to show your support for Macmillan, involving staff and passengers

This partnership comes to an end during 2016 and a new charity partner, selected by a staff committee following an internal nomination process, will be announced before the end of 2016.

#### Employee Fundraising and Volunteering

Many of our employees continue to volunteer in their local communities and give up their own time to support a range of charities and community groups. Their efforts make a valuable contribution and we actively encourage and support them through the Translink Community Partnership (TCP) and the Translink Staff Charity (Give As You Earn Scheme).

Last year the Translink Community Partnership donated 30k to a number of Northern Ireland Charities.



Team Translink engage with young people across Northern Ireland

Over 10 charities have benefited from the Translink Staff Charity Scheme in the last year donating over £9k.

#### Youth Initiatives

We continue to seek opportunities to engage with young people. In particular, we have built relationships with NEET training providing 25 visits and engaging with 265 young people. In addition, Team Translink has engaged with almost 25k pupils via 167 school visits across Northern Ireland since 2014. The team has built a holistic engagement programme aimed at delivering informative, useful and practical youth engagement sessions across Northern Ireland. This assists young people in their awareness of

Translink's Apps, Journey Planner and discounted fares available to them, making independent travel easier.

#### Schools Debating Competition

We sponsored the quarter finals stage of the NI Schools Debating Competition, run by Belfast Buildings Trust, inviting young people to debate on contemporary topics affecting the world around them, including the benefits of public transport and its contribution to an ever-changing society.

This year the topic covered was, 'This House believes that public transport is the best way to guarantee smart cities', which

brought up some compelling discussion around the future of public transport as part of the 'internet of things' and contributing to the growth of the economy, the environment and health of urban areas. Eight schools from all over Northern Ireland were involved, with Bangor Grammar and Abbey Grammar in Newry the winners of the quarter final stages. They were also the eventual overall winners and runners up of the competition.

#### Translink Youth Forum

We continue to engage with young people through the Translink Youth Forum. This initiative is a great way for young people to voice their opinion, feedback on services, and work together with us to improve services offered to young people.

Over the last year we have worked together on a number of projects, including looking at ways to combat antisocial behaviour at stations and how to promote safe use of services as well as collecting valuable service feedback. The group recently won a grant for £500 from Grow Wild for their proposal to improve the platforms at Belfast City Hospital Station, making it a more pleasant environment for patients and their visitors.

This publication is available in a range of alternative formats, for example large print, braille or audio tape. Please call Translink Contact Centre 028 9066 6630.

Special thanks to all our customers and staff who kindly allowed us to use their photos in this publication.