

Translink

Group Corporate Responsibility Strategy

2017-2021





Introduction

Translink is a people orientated business; targets are best achieved when all our people work together. This requires a focus on leadership, communication and engagement.

Translink touches the lives of everyone in Northern Ireland and we recognise the importance of placing a strong focus on Corporate Responsibility.

We believe that good management of our economic, social and environmental impacts are key to maintaining a strong and prosperous business.

Our five year Get on Board Strategy sets out our Vision, 'To be your first choice for travel in Northern Ireland', with plans to further grow our business. We are committed to doing this sustainably, guided by our corporate values: Safety, People, Innovation, Responsibility, Integrity and Teamwork. This is the Translink SPIRIT.

Over recent years we have developed and delivered a range of corporate responsibility projects and initiatives which has made us one of Northern Ireland's leading businesses in this area. We are proud of our progress in this field. We believe it demonstrates our drive to support economic growth and vibrant local communities to enhance the quality of life we enjoy across our cities, towns and rural communities.

With this 2017-2021 Corporate Responsibility Strategy, we believe we can continue to build trust and enhance our reputation as a purposeful business, a good corporate citizen and employer of choice in order to continue to make a positive difference to the world we live in.

Chris Conway
Group Chief Executive



Our Business

Bus and rail services provide a sustainable transport solution as part of a shared mobility model for Northern Ireland.

We carry around 80 million passenger journeys every year supporting the economic growth, social inclusion and wellbeing of the local communities we serve.

We are a major employer; a major land manager; and a significant user of energy, fuel, water and a wide range of consumables and other resources.

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 the environment.

We aim to go beyond compliance, because we believe it is the right thing to do, ultimately placing our organisation on a continuous improvement cycle.

Our Vision

"To be Your First Choice for Travel in Northern Ireland."

Our Mission

"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."

-  **Connecting Northern Ireland**
-  **80 million passenger journeys**
-  **Over 3,800 Employees**
-  **Managing resources and the environment**
-  **Aim to go beyond compliance**

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.



Safety

We put safety first by taking care of the people around us.



People

Our people make the difference in the service customers receive. We will respect one another and seek a committed, talented and diverse workforce.



Innovation

We seek out new ideas and creative solutions to business challenges and are agile and responsive to the changing needs of our stakeholders.



Responsibility

We are responsible for our actions. We are good neighbours and corporate citizens in the communities where we operate.



Integrity

We do the right thing. Our actions are fair, ethical, trustworthy and straightforward.

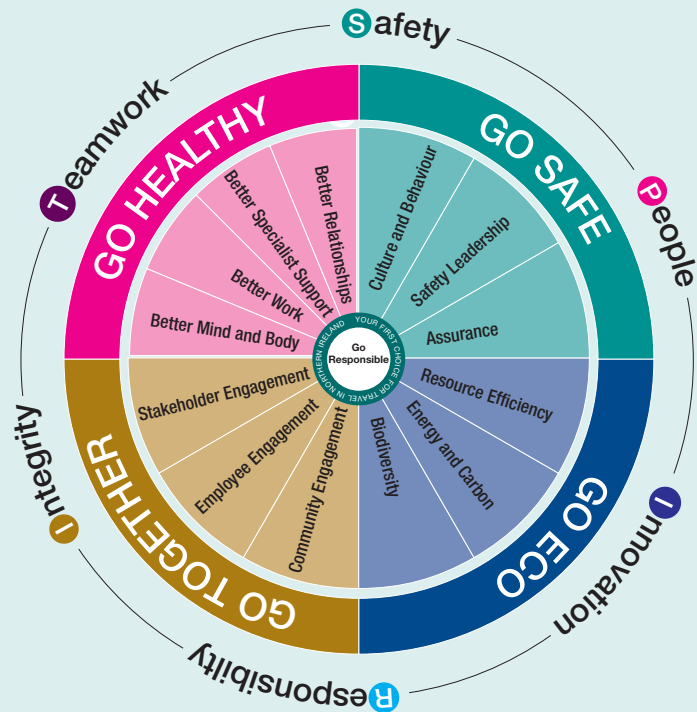


Teamwork

We work together to deliver the best results. We encourage collaboration to build and nurture valuable partnerships.



Translink's Corporate Responsibility Wheel



Our Strategy sets out how we deliver our corporate responsibility goals, integrating four key strands, guided by the Translink SPIRIT:

- Go Safe
- Go Together
- Go Healthy
- Go Eco

Each 'Go' strand is segregated into different work streams reflecting the risks and action areas identified through the organisation.

Each work stream has an established KPI which is managed via a Corporate Responsibility Steering Group and monitored via a Corporate Responsibility Leadership Team led by the Group Chief Executive.

The organisation commits to producing an annual Corporate Responsibility Review providing a summary of the previous year's activities and progress against the KPIs.



Go Safe

The safety of passengers and other members of the public interacting with our services and infrastructure, along with the safety of our employees and contractors, is paramount.



Go Together

Ways of engaging with employees, stakeholders and communities to protect and enhance safety, wellbeing and the environment.



Go Healthy

Wellbeing, including organisation of work and workplace culture and personal health improvement. Wellbeing at work is impacted by organisational culture as well as attitudes, values, beliefs and daily practices.



Go Eco

Environmental performance - demonstrating efficient use of resources, driving out waste and protecting and enhancing our natural heritage.



Culture and Behaviour

Our SPIRIT values place Safety first. The organisation is therefore committed to providing a safe working environment for its employees, contractors, customers, public, and those who may be affected by our business activities.

We aim to continuously improve our safety performance leading to a zero target on preventable incidents. This is a challenging target but we are confident that this goal is achievable through enhancing Safety Culture and Organisational Behaviour, following industry best practice and improvements to our systems and processes.

This will be achieved through our Health and Safety Policy, SH&E Management System and 14 Key Principles, enhancing safety culture and organisational behaviour, following industry best practice and improving our systems and processes.

OUTPUTS & TARGETS

- Zero target for preventable incidents
- Implement a robust and focused risk management function throughout Translink
- Establish dedicated safety campaigns and initiatives that encourage safe behaviour



Zero preventable incidents



SPIRIT of Translink Facility Awards: 85%



100 Safety Tours per annum



Effective SH&E Management System



Minimum of 'compliant' in SH&E Assurance



Dedicated safety campaigns

Leadership

Leadership is a vital component in managing Safety, Health and Environment (SH&E) in our business.

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.

We seek and expect the full cooperation and support of the entire Translink organisation to ensure that our SH&E related policies, SH&E Management System and 14 Key Principles are implemented effectively.

OUTPUTS & TARGETS

- Ensure that SH&E matters are at the forefront of management meeting agendas
- Ensure that Translink operates an effective SH&E Management System
- Ensure that sufficient support and resources are available to maximise SH&E Leadership
- Support a programme of over 100 Safety Tours per annum

Assurance

Assurance is essential in any SH&E Management System, checking that risk controls are effective and being used. It helps us to continually improve and work towards achieving our goal of zero preventable incidents.

There are always risks, both short-term and long-term, across all areas of our business. It is vital that we manage these risks effectively to make sure we deliver an efficient service and provide safety assurance for our passengers, workforce and members of the public.

The organisation has developed a SH&E Assurance Strategy to ensure it meets or exceeds SH&E objectives through the collection, analysis and assessment of data in relation to SH&E performance.

OUTPUTS & TARGETS

- Achieve a minimum of 'compliant' in SH&E Assurance
- SPIRIT of Translink Facility Awards - achieve an overall score of 85% across all Translink sites
- Ensure new hazards are identified and risk controls remain relevant and effective
- Ensure compliance with regulations and other requirements

go
together



Employee Engagement

At Translink we are passionate about providing excellent public transport and this is endorsed by the Translink SPIRIT. Our people make the difference in the services customers receive.

Our 'One Translink One Team' approach is geared around a range of engagement programmes to motivate employees to create a culture that motivates and inspires employees to give their best. This approach triggers pride in our brand and drives business success and positive personal wellbeing.

We aim to attract and retain the best talent and are committed to creating a diverse workforce as we know the benefits this brings to the organisation.

OUTPUTS & TARGETS

- Measure employee engagement regularly and benchmark against industry standard
- Create an environment of effective two way communication
- Provide guidance and support to enable employees to deliver to their full potential
- Launch of Translink Leadership Framework



Annual £10k charity fundraising target



Public safety campaigns to reduce incidents and injuries



Employee engagement target > 70%



Support at least 30 community initiatives annually



Secure sustained support for public transport

Stakeholder Engagement

Translink believes in full accountability, honesty, openness and integrity in all dealings and being responsive to all stakeholders.

Government is a key stakeholder as changes in policy can directly impact our business.

At a local level our relationships with local authorities, political representatives and key business groups are also important in improving service delivery and influencing policy.

We know understanding and managing our stakeholders' expectations through engagement is pivotal to our success.

OUTPUTS & TARGETS

- Actively build the respect, trust and cooperation of all stakeholders to create valued relationships
- Create long-term value and benefits for our stakeholders by building relationships, culture, economic and other societal benefits for future generations
- Actively track, audit, measure and publicly report on how we are performing

Community Engagement

Bus and train services are at the heart of local communities helping Northern Ireland thrive.

Through community engagement we create opportunities to support the social and physical wellbeing of those communities and establish genuine community relationships to build trust and confidence.

OUTPUTS & TARGETS

- Establish and maintain clear lines of communication with all relevant groups within the community
- Recognise and reward employees involved in their local community through the Translink Staff Charity Scheme and Translink Community Partnership
- Work with the community and other agencies to focus on solutions and long-term benefits for the wider community, for example, through our Passenger Forums, Youth Forum and the Inclusive Mobility and Transport Advisory Committee (IMTAC)
- Deliver a range of risk-based public safety information campaigns
- Committed to being a good neighbour and work with communities to make them stronger



Better Work

We are committed to creating a positive and engaging work environment.

The workplace promotes physical and mental wellbeing, depending on how work is organised and managed. A better workplace is one with a management style and an organisational culture that promotes mutual trust and respect.

It is an environment of 'good work' that ensures employment security, talent management, autonomy, control and an employee voice.

OUTPUTS & TARGETS

- Provide a safe and pleasant environment that supports wellbeing and productivity
- Leadership and people management training

Better Mind and Body

We believe that an active and healthy workforce is vital to achieving a safe, successful and sustainable organisation.

We promote healthy behaviours such as emotional resilience which builds self-esteem, healthy eating, physical activity, smoking cessation and avoidance of drug misuse.

With our large workforce, improving the health of our staff has enormous potential in preventing future ill health not only for them but also for the wider community.

OUTPUTS & TARGETS

- Introduce a Translink Wellbeing Strategy
- Develop and operate a schedule of events across the business to promote the benefits of positive lifestyle choices
- Establish a network of Employee Wellbeing Champions to promote wellbeing locally

Better Specialist Support

We are committed to promoting our specialist support to improve physical, mental health and staff engagement.

We are committed to providing services and support mechanisms for our employees to maintain and improve their own wellbeing and that of their colleagues.

Better specialist support and interventions to manage health and wellbeing are provided by the Employee Support Officer with occupational health, an Employee Assistance Programme along with training for line managers and employees provided by Human Resources.

OUTPUTS & TARGETS

- Promote our new Employee Assistance Programme
- Use our specialist support services to engage with our staff in innovative and dynamic ways



40 Health related initiatives per annum



Dedicated Health & Wellbeing Strategy



Promotion of team working



Minimum of 10 Go Healthy Champions



Calendar of Wellbeing events

Better Relationships

We understand the value in good communications and social interactions.

Good relationships at work and at home provide the 'social capital' which individuals need to maintain mental health and engagement.

We are committed to promoting and enabling better communication and social cohesion to support good relationships in the workplace, particularly among line managers, team colleagues and support networks. Relationships outside of work can also be promoted through involvement in social initiatives.

OUTPUTS & TARGETS

- Promote communications and social interactions
- Promotion of working across organisational boundaries
- Develop and share knowledge and skills
- Promotion of team working



Resource Efficiency

Resource efficiency means using the earth's limited resources in a sustainable manner whilst minimising impacts on the environment.

Translink annually commits significant expenditure to a host of products, processes and services. Our purchasing decisions have major socioeconomic and environmental implications, locally, nationally and globally, now and for generations to come.

Within Translink we are considering such things through focusing on the circular economy, capitalising on opportunities to develop innovative solutions to improve resource efficiency and reduce, reuse, recycle and recover materials.

We will operate and improve the business in a way that minimises the negative impacts and maximises the benefits of public transport to the environment.

OUTPUTS & TARGETS

- Zero waste to landfill by 2021
- Minimise resource consumption
- Ensure environmental sustainability is considered in the design, construction, maintenance and operation of our facilities
- Ensure BREEAM 'Excellent' Standard for new builds and 'Very Good' for refurbishment projects over £1m



Zero waste to landfill 2021



Eco-Driving Programme



25% reduction in CO2



Biodiversity Partnership Projects



Maintain Platinum Business & Biodiversity Charter



Sustainable facilities

Biodiversity

Biodiversity is the variety of all living things on Earth. It includes plants, animals, and microorganisms across all habitats such as terrestrial, marine and other aquatic ecosystems.

As a leading business in Northern Ireland we recognise and take pride in the significant role we have to play in providing for biodiversity.

We have an extensive footprint across Northern Ireland owning and managing a comprehensive and extensive asset portfolio. Our policy is to work to protect and enhance the biodiversity value of our land and infrastructure under our control, and promote awareness of its value.

OUTPUTS & TARGETS

- Maintain our Platinum status in the Business & Biodiversity Charter
- Raise awareness of the importance of biodiversity both internally and externally
- Undertake partnership work to promote and develop practical conservation and enhancement projects

Energy and Carbon

Public transport has been a major success story in Northern Ireland over the last decade, offering energy efficient low carbon mobility.

Through patronage on our services some 60,000 cars are removed from the roads in Northern Ireland on a daily basis, contributing to a reduction in the overall carbon emissions of NI of around 50,000 tonnes per annum.

However, we are a major user of energy too, largely attributed to the 30 million litres of diesel required to power our bus and rail fleet.

We have already made significant progress in reducing CO2 emissions from energy consumption, however as a responsible business we will continue to be more efficient with our own energy use and encourage our customers to do the same.

OUTPUTS & TARGETS

- 25% reduction in CO2 per passenger km by 2025
- Effective Energy Strategy
- Review alternative energy sources
- Reduce water and heating oil consumption
- Measure and manage our carbon emissions

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.