



Rethinking safety through
INCLUSION
+
WELLBEING

RAIL
ELEMENT 3
19/07/2025

GOVERNANCE & INTERNAL CONTROL ARRANGEMENTS

PURPOSE AND SCOPE

The purpose of this Procedure is to outline the mechanisms within Laing O'Rourke Australia Construction (LORAC) to demonstrate effective control and management over its railway operations, as required by the Rail Safety National Law.

This Procedure applies to the governance and internal control arrangements relating to rail safety for all railway operations proposed and / or undertaken by Laing O'Rourke.

1.0 PROCEDURES

1.1 AUSTRALIAN EXECUTIVE COMMITTEE (AEC)

The Australian Executive Committee (AEC) provides executive oversight for LORAC to maintain compliance with the Rail Safety National Law (RSNL) when conducting railway operations under LORAC accreditation.

The AEC achieves effective control and management of railway operations including by:

- Endorsing the strategic direction for rail safety, maintaining continued alignment with corporate objectives and regulatory expectations.
- Receiving, reviewing, and challenging business unit and hub performance reports as well as any assurance findings escalated from the Rail Safety Committee and the HSESLT.
- Reviewing internal governance structures and resources to ensure their efficacy in controlling risk across all entities operating under LORAC's accreditation.

Safety performance measures, as detailed in Element 8 – Safety Performance Measures, are used to verify the ongoing effectiveness of control measures and inform decision making associated with LORAC's Accreditation.

1.2 RAIL SAFETY COMMITTEE

The Rail Safety Committee provides an operational level governance forum ensuring that the management of railway operations is subject to internal control, transparent decision-making and continual improvement, as well as aligned to the strategic direction of the AEC.

The Rail Safety Committee is chaired by the Rail Safety and Compliance Manager or other nominated chair by the GM Health and Safety, and is represented by all delivery and operational areas that undertake railway operations under LORAC accreditation.

The Rail Safety Committee operates under its own Terms of Reference with AEC and HSESLT sponsorship.

The Rail Safety Committee achieves effective control and management of railway operations by:

- Reviewing rail safety performance reports, incident trends, and risk register updates to confirm that risks are being managed so far as is reasonably practicable and that corrective actions are implemented and verified.
- Exercising oversight of the Management of Change processes, ensuring consultation, cooperation, and coordination are undertaken and that risks associated with operational change are controlled.
- Monitoring compliance with the accredited Safety Management System and the Rail Safety National Law, including conditions or restrictions imposed by ONRSR.
- Providing a clear escalation pathway for significant safety risks, systemic non-conformances, or regulatory matters to the HSESLT and Australian Executive Committee.



1.3 RAIL SAFETY AND COMPLIANCE MANAGER

The Rail Safety and Compliance Manager has the overall authority in managing the accredited Rail Safety Management System (RSMS) on LORAC's behalf. This includes:

- A rolling annual review of the RSMS to ensure alignment with:
 - Strategic direction set by the AEC
 - Regulatory and legislative changes
 - Operational requirements as determined through continual improvement processes and endorsed by the Rail Safety Committee.
- Undertaking Rail Safety auditing as per the audit schedule as well as facilitating ONRSR auditing activity.
- Notifiable occurrence oversight, ensuring investigation and corrective action closure is in accordance with RSMS requirements.
 - The Rail Safety and Compliance Manager also undertakes notifiable occurrence reporting to ONRSR as per the defined timeframes.
- Contributes to monthly LOR safety performance reporting as detailed in Element 8 – Safety Performance Measures and develops the Annual Rail Safety Performance Report for HSESLT and AEC endorsement prior to lodging it with ONRSR.

Changes required to the RSMS as a result of Rail Safety and Compliance Manager's assurance activities must be endorsed by the Rail Safety Committee and approved by the General Manager - Health and Safety on behalf of the AEC. The AEC is informed of the change via monthly performance reporting as detailed in Element 8 – Safety Performance Measures.

1.4 INTERNAL RAIL INTERFACE OPERATING REQUIREMENTS

Operating requirements for LORAC's related bodies corporate that undertake railway operations for or on behalf of LORAC as the accredited entity in the Laing O'Rourke Australia Group (LORAG) are defined in the Internal Rail Interface Operating Requirements.

The related bodies corporate include:

- LOR Rail Operations Pty Ltd (LORRO)
- Select Plant Australia Pty Ltd (Select)
- LORQ Building Pty Ltd (LORQ)

LORRO, Select and LORQ understand and agree to their duties in governing and assuring compliance to LORAC's RSMS as the accredited RTO. Therefore, participation in governance, oversight and risk management is consistent across LORAC and its bodies corporate to ensure the application of the RSMS is consistent throughout and subject to the same effective control and management mechanisms.

1.5 TELARAH SIDING

The Telarah Siding in Maitland, NSW is maintained by LORAC under its Rail Infrastructure Manager (RIM) accreditation. Specific management and oversight of the siding is covered in the Telarah Facility Coordination Plan.

1.6 WORK WINNING

The Rail Safety and Compliance Manager (or delegate of the GM Health and Safety) must be engaged by the Work Winning Team to assess the application of the LORAC accreditation and provide advice related to identified risks and/or opportunities.

The Rail Safety and Compliance Manager must maintain up to date knowledge of agreements where LORAC accreditation is and is not applied, and who the associated RIM is. Where Railway Operations are



performed under LORAC RSO accreditation, the Rail Safety and Compliance Manager must ensure a Rail Safety Interface Agreement is in place, refer to Element 20 – Safety Interface Management for further detail.

1.7 ENGINEERING AUTHORITY FOR ROLLING STOCK AND RAIL INFRASTRUCTURE

For the limited current need of engineering authorities within LORAC's accreditation:

- 1) LORAC maintains the role as the Engineering Authority as the RIM
- 2) confers Engineering Authority to Select for the management of rolling stock, situated within the role of the 'Select Rail Plant Manager'.
 - a. Elements 16 and 17 series describe the engineering processes for rolling stock.

The Rail Safety Committee maintains a role in oversight and coordination of significant Engineering Authorities for rail infrastructure and rolling stock, in so far as appropriate Select or LORRO technical experts have been appropriately consulted.

2.0 REGULATIONS AND GUIDELINES

- Rail Safety National Law as applied in States and Territories throughout Australia
- ONRSR Guideline Preparation of a Safety Management System
- ONRSR Guideline Investigation Reports by Rail Transport Operators
- ONRSR Guideline Reporting Requirements for Notifiable Occurrences
- ONRSR Guideline Safety Performance Reporting

3.0 FORMS AND TEMPLATES

- Notifiable Occurrence Notification form
- ONRSR Monthly Return form
- Laing O'Rourke Australia Hub Safety Board Report
- ONRSR Safety Performance Report