



Rethinking safety through
INCLUSION
+
WELLBEING

RAIL
ELEMENT 8

19/07/2025

SAFETY PERFORMANCE MEASURES

PURPOSE AND SCOPE

The purpose of this Procedure is for Laing O'Rourke to measure performance to ensure that the safety management system is effective.

The Australian Executive Committee (AEC) will set Key Performance Indicators (KPI's) to monitor the safety performance of the business, including railway operations being undertaken. This document details the reporting mechanisms that are used to support monitoring of performance against defined objectives and targets and in turn inform decision making and governance associated with rail safety management across Laing O'Rourke and its related bodies corporate, as detailed in Element 3 – Governance and Internal Control Arrangements.

1.0 PROCEDURES

Rail Safety Performance is integrated with broader HS Performance reporting that occurs within the business. The primary measures that are reported on, the forums that they are reported in, and the people involved is summarised in the table below.

Report Title	Summary of Content / Measures	Key Information
Aus Hub HS Board Report Presented by: GM Health and Safety	<p>Narrative report supplemented by numerical measures.</p> <ul style="list-style-type: none">• Progress against strategy• Rethinking Safety through inclusion and wellbeing participation• Delivery Excellence Score• Rail Safety• Resources and processes to manage Health and Safety Risks• Event Management Data• Audits and Findings• Legal compliance and verification• Regulator interactions	<p>Forum: Aus Hub Board Audience: Aus Hub Board Frequency: Monthly Purpose: Overall status on HS Performance and progress against strategy with a focus on due diligence outcomes.</p>



Report Title	Summary of Content / Measures	Key Information
<p>Aus Hub HSE BPR Report</p> <p>Presented by: GM Health and Safety</p>	<p>Numerical measures and summary insights for the following:</p> <ul style="list-style-type: none"> • Delivery Excellence Score • Leadership Engagement • Collective Insights • Rethinking Safety Workshop • Action Management (Overdue Actions) • HS Audits Planned vs Actual • PC1s • Class 2+ Environmental • Cat A Rails Events • Regulator Notices • Recordable Injuries 	<p>Forum: AEC BPR</p> <p>Audience: AEC, Project Leaders, HS Leaders and BU/SBU Leaders.</p> <p>Frequency: Monthly</p> <p>Purpose: To provide a monthly summary of performance against key measures. This includes any emerging issues or trends. The report is distributed back to Project Leaders, HS Leaders and Business Unit Leaders.</p>
<p>AEC Management Forum – BU/SBU Reports</p> <p>Presented by: Business Unit/Specialist Business Unit GMs.</p>	<p>Narrative based presentation that balances insights with performance against metrics. Key components include:</p> <ul style="list-style-type: none"> • GM Overview • Performance and Themes • Key actions/milestones (for next 3-6 months) – BU/SBU Specific • Key challenges/constraints (for next 3-6 months) – BU/SBU Specific • Delivery Excellence Score – Outcomes • Summary of performance against key metrics • Collective Insights and other engagement • Assurance and Regulatory (outcomes and environment) 	<p>Forum: AEC Management Forum</p> <p>Audience: AEC</p> <p>Frequency: Monthly – BU's / SBU's attend every 3rd month (no reports are provided in December and January).</p> <p>Purpose: for BU/SBU GMs to report on HS Performance for their BU/SBU, and to generate discussion with the AEC on emerging trends, issues or initiatives.</p>
<p>AEC Management Forum – Strategic Focus</p> <p>Presented by: GM HS</p>	<p>Presentation on progress against strategic initiatives in the FYXX HS Plan)</p>	<p>Forum: AEC Management Forum</p> <p>Audience: AEC</p> <p>Frequency: Quarterly Focus (sessions do not run in December and January).</p> <p>Purpose: To provide an update on progress against strategic priorities, facilitate discussion and provide a space for testing and challenging performance.</p>



Report Title	Summary of Content / Measures	Key Information
HSELT Report Presented by: GM Health and Safety	As per Aus Hub HSE BPR Report and addition of: <ul style="list-style-type: none"> Project debriefs from PC1 events Project RAG Status Summary of Cat A, B and C Rail Safety Occurrences Performance graphs and insights. Summary narrative for recordable injuries 	Forum: HSELT Audience: HSELT Members Frequency: Monthly Purpose: to provide a forum for business leaders that is dedicated to HSE Outcomes. This includes an initial point of endorsement before matters are raised with the AEC.
ONRSR Monthly Returns	<ul style="list-style-type: none"> Number of rail safety workers Drug and alcohol testing activity Number of interfaces with other rail transport operators Number of kilometres travelled on rail 	Forum: HSELT Audience: HSELT Members Frequency: Monthly Purpose: Provides ONRSR with information on activity undertaken under LORAC Accreditation. Trends are escalated to HSELT by Rail Safety and Compliance Manager
Project Reviews	As per HSELT Report (restricted to the single project's data). <ul style="list-style-type: none"> Planned vs Actual for 30-60-90 	Forum: Project Reviews Audience: BU/SBU GM and key project/delivery stakeholders Frequency: Monthly Purpose: to verify project performance. HS is one of the areas reviewed.
Intelex Dashboards	<ul style="list-style-type: none"> FSR Dashboard Project HSE Summary Dashboard Observation Dashboard Action Dashboard Event Management Dashboard 	Forum: Adhoc Audience: Delivery and Functional Teams Frequency: On demand access Purpose: to provide live summary data that can be used for multiple purposes.
ONRSR Safety Performance Report	<ul style="list-style-type: none"> General assessment of RTO safety performance Safety initiatives Outcomes of RSMS review undertaken 	Forum: HSELT Audience: HSELT Members Frequency: Annual Purpose: Requirement as a condition of accreditation under the RSNL. Reviewed and endorsed by HSELT prior lodgement with ONRSR.



2.0 METRICS

Title	Metric	Intent	Target
Delivery Excellence Score (DES)	$(A+B+C)/3$	To actively monitor and enhance critical control effectiveness	85%
DES (A)	FSRs Completed	To drive in field verification of Critical Control implementation, and to be used as a planning tool before completing critical risk activities.	FSRs Completed Against 30/60/90 >400 FSRs per 1m hrs worked
DES (B)	Improvements Identified (currently No-Go's) from controls assessed via FSRs	To incentivise finding improvements opportunities	3.5%
DES (C)	Action Taken (Immediate or with Action)	To drive action	100%
Engagement tools activity rate (UK Measure)	Number of engagement tools (PvAs, FSRs, CIs, Leadership Engagement Tour & Project/Establishment Leader Tour) completed over hours worked * 1000 rolling 12 months in the month. Excluded is the Safety Advisor Inspection and not rolling.	Provides a measure of engagement activities used, not just FSRs.	Baseline – Reporting to GEC at present.
Leadership Activities	Leadership activities per person		1 per month for all L6 roles and above (Operational Facing) 1 per quarter for all L6+ Roles not operational facing
30/60/90 Compliance Ratio	$\text{Sum of Compliance} / \text{Total Targeted} \times 100$	Drive assurance activity aligned to risk	Target 90%
Injury Severity rate	$(\text{Number of days lost} \times 1M) / \text{Hours Worked}$	Understand injury severity, removing binary nature of LTIFR/TRIFR.	No target



Title	Metric	Intent	Target
Audit Completion Rate	Audits completed against schedule	To maintain focus on audit schedule	85%
Action Completion Rate	Actions closed vs opened	To monitor / drive action completion and closeout.	90% Closed on time
PC1 FR	(PC1s x 1M) / Hours Worked	To monitor number of PC1s occurring compared with hours	Monitor and understand
CAT A FR	CAT A Events x 1M / Hours Worked	To Monitor Cat A Rail Events compared with hours	Monitor and understand
I&W Enabled	%of workforce trained in I&W	To drive consistent language and expectations for our workforce	95% of People on site > 30days

2.1 PROJECT SPECIFIC METRICS

Where relevant to do so, Projects may incorporate their own safety performance metrics. Where this occurs, the metrics must be defined in relevant project plans/processes and must not be in conflict with the Measures/Metrics detailed in this document.

Projects associated with the respective railway operations will adopt the KPI's and incorporate monitoring processes within their monthly reports to the Rail Safety & Compliance Manager.

Projects will record the data against each of the KPI's and use the data to continually improve the safety impacting on their railway operations.

The Rail Safety & Compliance Manager will analyse the KPI data and report any identified trends to the General Manager – Health and Safety.

In accordance with the Fatal and Severe Risk Protocols Projects/Depots will undertake reviews of their top 5 risks monthly as part of their 30-60-90 risk planning process and record the related assurance activities in Intelex.

Audits will be undertaken that will monitor the application of KPI's at projects and report the findings within Intelex.

3.0 LEGISLATION, GUIDES AND STANDARDS

- Rail Safety National Law
- ONRSR Guideline Preparation of a Safety Management System
- ONRSR Guideline Safety Performance Reporting
- Fatal and Severe Risk Control Standard

4.0 FORMS AND TEMPLATES

- Intelex Application