

Qatar Rail's Quality, Safety & Health, Environmental & Sustainability, Emergency Security & Crisis Management (QSHSE) Departmental Strategy integrates the core processes used to manage our business, operations, programs and projects. The Qatar Rail team has developed a 5 year emergent strategy aligned to the Qatar Rail Business Plan, to ensure we continue to meet the requirements of our business, in the context of stakeholder needs. Customers, employees, partners, suppliers and our local communities expect an ever improving cycle of performance. This will be achieved by utilising QSHSE best practice in terms of policies, processes and management systems appropriate to Qatar Rail from both within the railway and outside of our industry addressing the full life-cycle of the business and its assets. Our overall aim is to create a successful, sustainable operational railway using our Company Management System (CMS) and principles of Business Excellence as the framework for delivery and governance with our customers' central in all that we do.

Year 1 (2018 - 2019)

- Continue the development of our CMS to enable delivery of our business plan in compliance with ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 to maintain our certification.
- Continue the development and implementation program for our aim of Zero Harm / incidents in Health, Safety, Security and Environmental (HSSE) and Right First Time. Thereby embedding a positive culture both within Qatar Rail and throughout our programs and projects that aligns to our QSHSE policies and Railway Management Maturity Model.
- Maintain and develop our governance, assurance and improvement processes from which legal and other QSHSE compliance across all programs, projects and operations can be established and maintained.
- Create a framework for enabling Qatar Rail to lead/support QSHSE in Qatar by visibly influencing behaviour and performance in our operations and projects, with our Employees, Partners, Suppliers and other Stakeholders.
- Implement a Continuous Improvement Strategy, including tracking that links programs/projects/operations lessons learned into future programs/projects/operations for improved delivery performance by engaging key stakeholders. Develop a Health and Welfare Awareness Strategy and Plan for implementation across the business.

Year 2 (2018 - 2020)

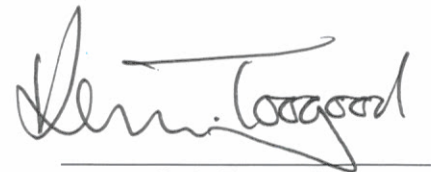
- Implement innovative Sustainability and Environmental Management Strategies, driving towards the creation of a carbon neutral environment.
- Continue to implement our initial plan for Business Excellence using the European Foundation Quality Management (EFQM) as our overarching framework.
- Continue to develop and implement a plan for the lifecycle transition of the Department capabilities in readiness for testing and commissioning, hand-over, operations and decommissioning.
- Continue to develop the training and competency framework for QSHSE moving toward commissioning and operations.

Year 5 (2018 - 2023 Onward)

- Engage with internationally recognised QSHSE organisations to further improve Qatar Rail performance including Royal Society for the Prevention of Accidents (RoSPA), British Safety Council and European Foundation for Quality Management (EFQM) etc.



Abdulla Al Subaie
Managing Director & CEO



Kevin Toogood
QSHSE Director