

*Building a safety culture
Queensland Rail's journey*





QR As an Integrated Business

- Revenue \$3,970 million
- Track Network 10,000km
- Train Services 1,000 + per day
- More than 16,000 employees
in 500 locations nationally
- Australia's largest freight carrier by volume
- History of Engineering excellence
- World Class in Safety





Business Challenges

- 145 years as a Rail operator
- History of engineering excellence
- Geographical spread
- Safety record
- Government Ownership
- Sale process underway
- Requirement for transformational change





Our Role

To create change and have real marketing impact is to understand the market, people, and the messages behind their stories.



SAFETY

*A conversation that is
relevant to everyone*





Our journey to Zero Harm

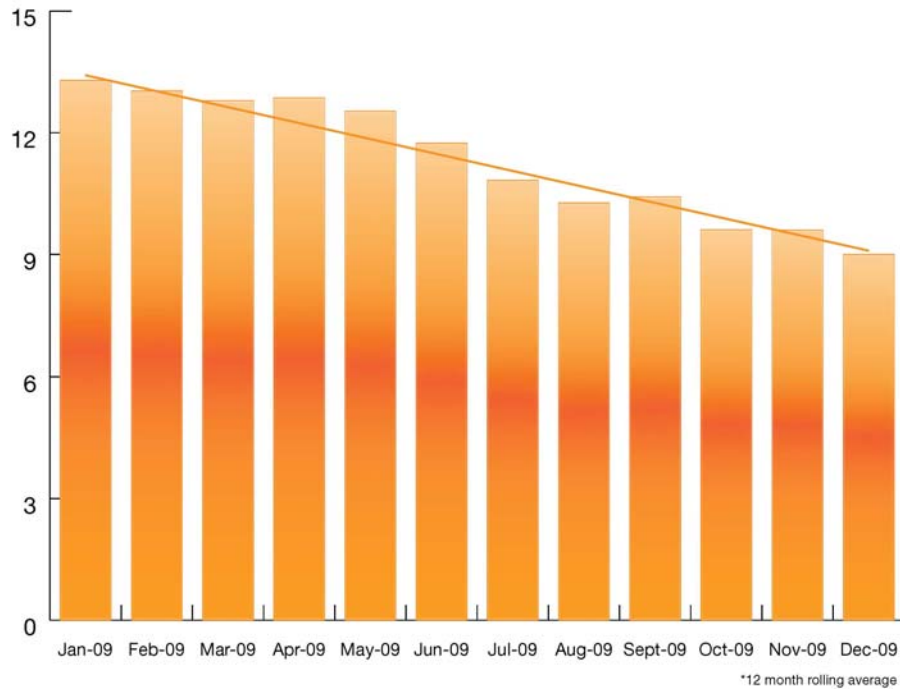
- Our philosophy. Zero Harm
- Lost time injuries
- Signals Passed At Danger (SPAD's)
- Level crossing incidents/accidents
- Derailments



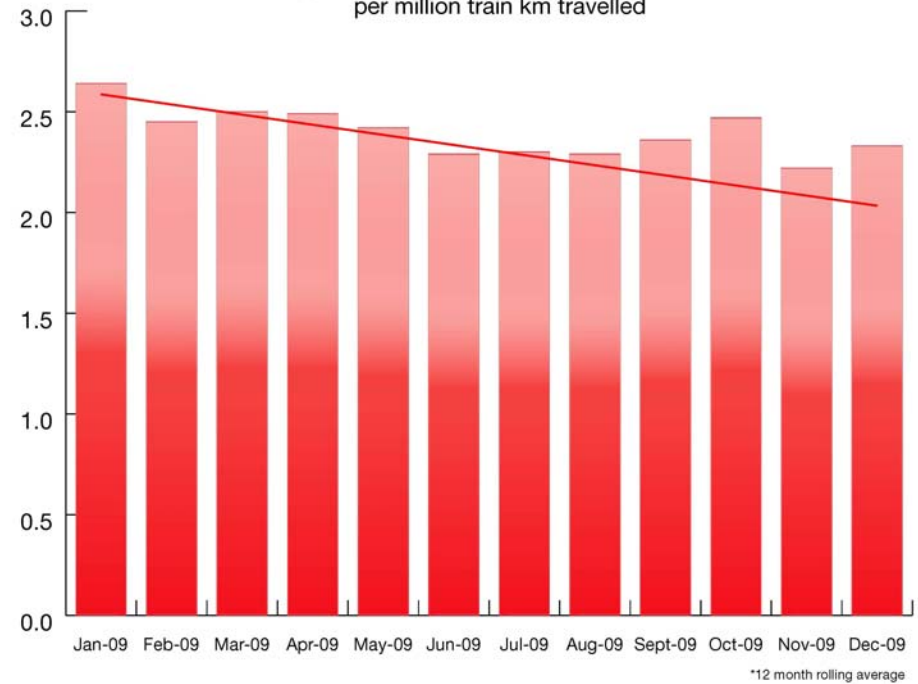


Key safety indicators

Lost Time Injury Frequency Rate (LTIFR)



Signals Passed At Danger (SPADs)
per million train km travelled



Data 1.2.08 – 31.12.09





Safety initiatives

- Company wide push to streamline programs, indentify knowledge gaps and share knowledge.
- Projects:
 - Line in the sand
 - Critical Safety Alert process
 - Quarterly campaigns
 - Performance reporting program
 - Safety signage
 - Noticeboards
 - Toolbox library & framework
 - Safety interactions





Creating a cultural shift through immersion

To create change and have real marketing impact is to understand the market, people and the messages behind their stories.

- Don't Predict
- Immerse
- Mobilise the Marketing team
- Start the Conversation



TARGETING ZERO LEVEL CROSSING INCIDENTS

QUEENSLAND GOVERNMENT LED INITIATIVES

QLD LEVEL CROSSING SAFETY COMMITTEE

- MOU
- MUTCD
- Qld Level Crossing Strategy
- Education/Media
- Interface Agreements
- CRC research
- ALCAM (guide tool)
- Engagement
- QPS Enforcement
- Road Speed Reduction Initiative



QR LIMITED LED INITIATIVES

through engagement

- Within QR
- Across community, government etc.

ENFORCEMENT

- 2700 Train crew via QPS
- CCTV/ red light
- Punishment upgrade
 - change legislative penalties

ENGINEERING

- Boomgate timing
- Interface Agreements
- Half to full booms
- \$42 million Federal
- \$33 million TSC 2 (\$10 million balance)
- \$10 million QR Taskforce upgrades
- Failsafe UP (design)
- Rollingstock (S. Rykers report)
- Infrastructure improvements (B. Parker report)
- Safety upgrade initiatives (G. Beh report)
- Red Yellow Green?

EDUCATION

- Website
- TV & radio
- Train & truck mobile billboards
- Outdoor billboards
- Newspapers
- Face-to-face community activity
- Schools
- Truck drivers
- Bus drivers
- Major events
- Within QR

INNOVATION

- 11 concepts
 - QR Chairman sponsored
- Signalling technology

• Key priorities



Initiatives through engagement

- Level Crossing Taskforce established
- Engineering solutions
- A new marketing approach
- Community program
- 90 day innovation program





Education

- Face-to-face community activity
- Website
- TV & radio
- Newspapers
- Outdoor billboards
- Train & truck mobile billboards
- Major events
- School program
- Truck & bus drivers
- Internal activity





Everyone has a story

- Positive or negative
- Marketing role is to listen and then translate the story into a message for a broader audience
- Create ownership
- Focus on the Individual
- Harness the loyalty
- Create an innovative outcome





Making a meaningful contribution

- Establish Trust
- Form Positive Relationships
- Market with your audience not TO them
- Drive a Culture Shift

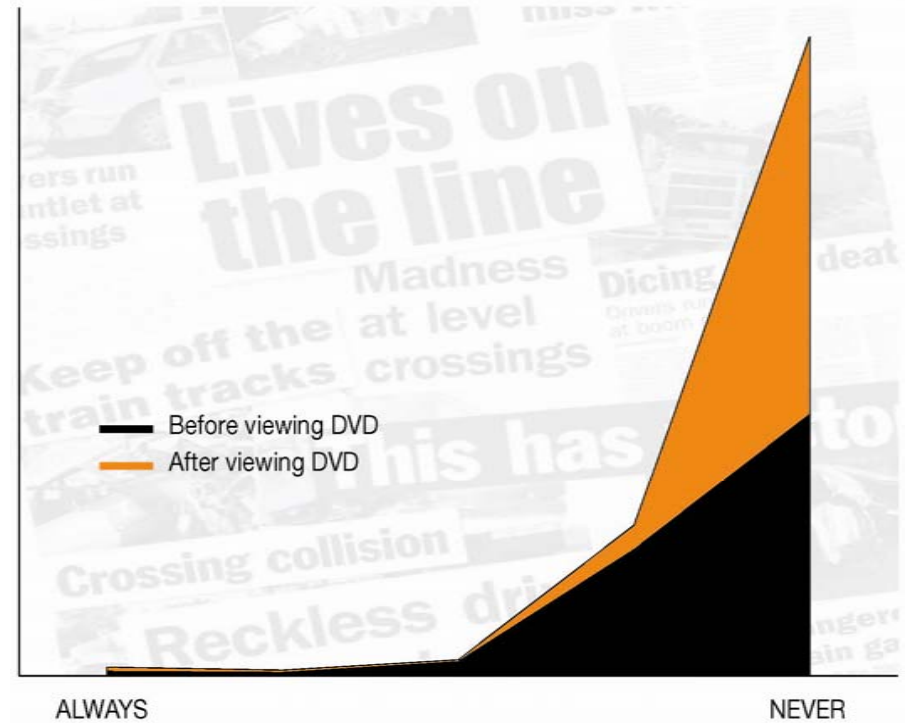
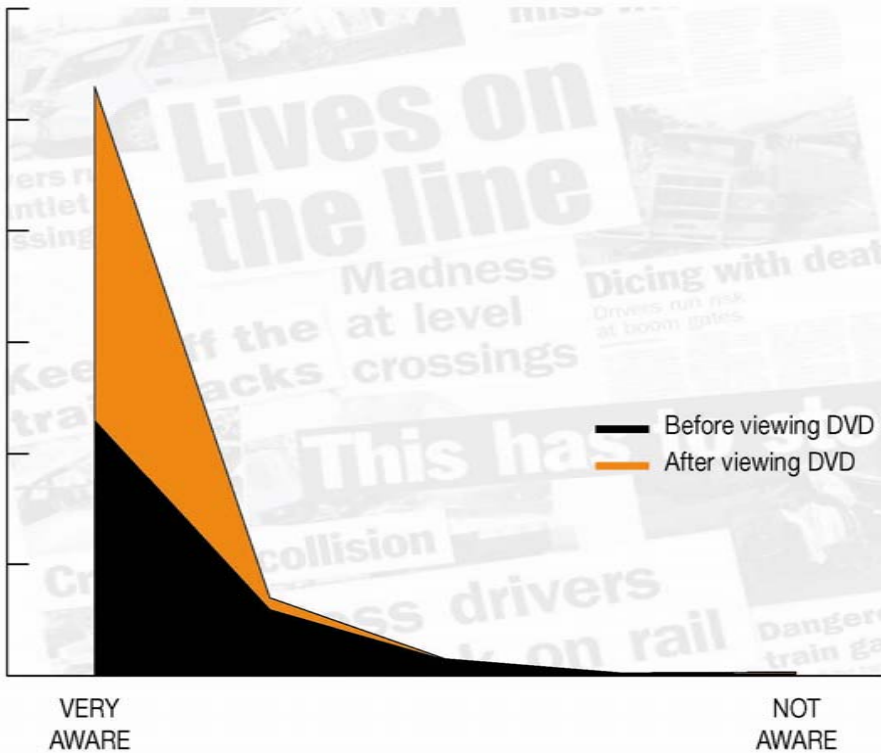




Awareness & behavioural change

How would you rate your awareness of the consequences of taking risks at level crossings?

How often did/would you do something unsafe at level crossings (deliberate or unintentional)?

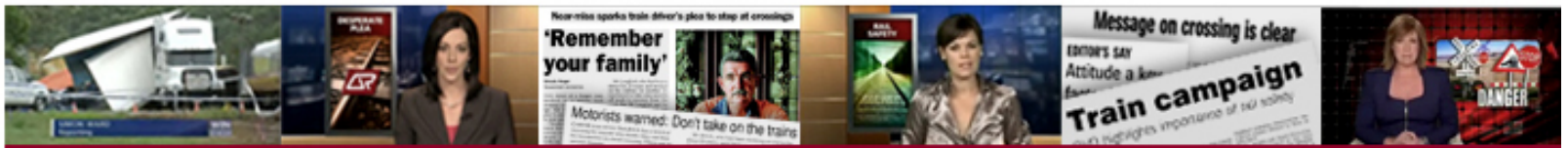




Drivers' Plea Results

- 10,941 website unique page views
- 1,700+ feedback responses
- 1 in 4 awareness.

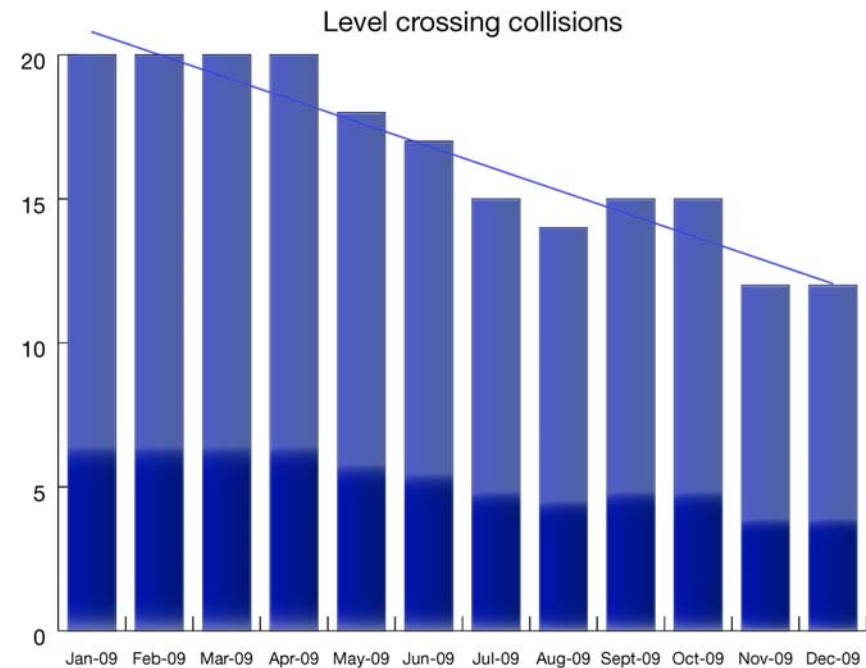
**MEDIA COVERAGE VALUE
IN EXCESS OF \$440,000**





Level Crossing Outcomes

- 150,000+ people involved with face-to-face community education activities
- 20,000+ RailSmart website visits
- 54% drop in broken boom gates
- Decline in collisions.



Data 1.1.09 – 31.12.09



TARGETING
ZERO
INJURIES

ZEROHarm

