



QR Governance & Management Framework

Safety Management System

Core Standard

PRI/0032/COR

Zero Harm

Note: Group Business Instructions may contain additional requirements

Revision to Previous Version
Reference to SFAIRP removed from 4.1.4. Minor wording in 4.1.10 & 4.1.11(a) to avoid potential misinterpretation.

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Authorised by: Corporate General Manager WH&S

Clause Number	REQUIREMENTS	TYPE
1	COPYRIGHT	HED
1.1	Confidential Information remains at all time the exclusive property of QR Limited and must at all times be kept secret and confidentiality maintained. Disclosure of Confidential Information without QR's prior written consent is prohibited. QR asserts its rights in relation to Intellectual Property including the right to legal action for infringement.	SUP
1.2	© QR Limited 2008	SUP
2	INTENT	HED
2.1	To promote the zero harm continuous improvement philosophy throughout QR.	PRI
3	SCOPE	HED
3.1	This core standard applies to all activities undertaken by QR throughout Australia.	SUP
4	PRINCIPLES	HED
4.1	A positive safety culture of aspiring to zero harm must be actively promoted and supported by continuous improvement of QR's safety systems and procedures.	PRI
4.1.1	A rail safety worker, when carrying out rail safety work, must:	LRR
4.1.1(a)	take reasonable care for his or her own safety; and	LRR
4.1.1(b)	take reasonable care for the safety of persons who may be affected by the rail safety worker's acts or omissions; and	LRR
4.1.1(c)	co-operate with QR Limited and its subsidiaries with respect to any action taken by QR Limited and its subsidiaries to comply with a requirement imposed by this safety management system.	LRR
4.1.2	A rail safety worker, when carrying out rail safety work, must not wilfully or recklessly place the safety of another person on or in the immediate vicinity of rail infrastructure at risk	LRR
4.1.3	Workers must not wilfully or recklessly place the safety of any person at risk.	QRR
4.1.4	The philosophy and values of zero harm must be actively promoted and demonstrated throughout all levels of QR and embedded -in relevant organisational safety systems and procedures.	QRR
4.1.5	All workers, at all levels of QR, must be fully aware of their responsibilities for their safety and the safety of their co-workers.	QRR
4.1.6	All managers must ensure all hazards and incidents reported by employees are acted on by management in a timely, effective manner.	QRR
4.1.7	Refer to PRI/0002/COR Safety Culture, PRI/0004/COR Management Accountabilities, Responsibilities and Authorities, PRI/0014/COR Safety Risk Management and PRI/00031/COR Just Culture for more information.	SUP
4.1.8	Zero harm, as an aspirational goal, is about continuous safety improvement towards a goal of zero injuries, work-related injuries and environmental incidents.	GUI
4.1.9	The zero harm philosophy is based on five fundamental principles:	GUI

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4.1.9(a)	no workplace fatalities - injuries and diseases are preventable;	GUI
4.1.9(b)	no task is so important that it cannot be done safely;	GUI
4.1.9(c)	we seek to identify all foreseeable hazards and manage risks associated with them;	GUI
4.1.9(d)	everyone has a personal responsibility for the health and safety of themselves and others; and	GUI
4.1.9(e)	QR's health and safety performance can always improve.	GUI
4.1.10	Everyone needs to champion zero harm by constantly monitoring safety, reporting accidents and sharing lessons learnt.	GUI
4.1.11	There are many strategies that can be used to implement zero harm. They include:	GUI
4.1.11(a)	demonstrating visible leadership;	GUI
4.1.11(b)	promoting individual accountability;	GUI
4.1.11(c)	setting appropriate targets;	GUI
4.1.11(d)	engaging the workforce/contractors/employees;	GUI
4.1.11(e)	implementing (and auditing against) minimum safety and health management standards;	GUI
4.1.11(f)	supervisors/managers being accountable and committed to leading by example;	GUI
4.1.11(g)	eliminating unsafe behaviour and workplace conditions; and	GUI
4.1.11	Additional strategies that may be used to support the philosophy of zero harm are:	GUI
4.1.11(a)	encouraging employees to constantly monitor and be proactive about safety by monitoring proactive measures (e.g., lead safety indicators);	GUI
4.1.11(b)	managers leading by example on zero harm practices (e.g., all levels of management regularly visiting and observing their workforces to reinforce good practices and safety behaviours and communicating safety messages and safety lessons learnt at regular site toolbox meetings);	GUI
4.1.11(c)	managers encouraging innovative occupational health and safety ideas for workplace safety improvement;	GUI
4.1.11(d)	fostering an organisational culture of transparent co-operation between all employees (e.g., by making safety the first agenda item at every site meeting).	GUI
4.1.11(e)	encouraging all employees to believe no injuries occurring is possible;	GUI
4.1.11(f)	actively engaging and training employees to proactively and co-operatively identify, report, assess and control safety issues and allowing them to feel free to propose practical, meaningful solutions; and	GUI
4.1.11(g)	encouraging employee participation in developing systems to capture incidents and monitor progress of implemented safety controls.	GUI