

A photograph of a young man and a young woman standing on a bus platform. The man, in the background, is wearing a dark blue t-shirt and a large backpack, smiling broadly. The woman, in the foreground, has blonde hair and is wearing a dark blue polka-dot shirt, also smiling and looking towards the right. She is carrying a large blue and grey backpack. A white semi-transparent banner is overlaid across the middle of the image, containing the text. The background shows a green bus and some trees.

Australia's Leading Mass Transit Specialist
Exceeds Compliance Expectations

AT A GLANCE

Transit Australia Group (TAG) has developed a strong culture of continuous improvement throughout their organisation. It affects how they manage change, engage with employees and grow their business. They saw an opportunity to standardise processes across the business and take a more intelligent approach to risk management.

After being assessed against ISO9001:2015, ISO14001:2015, AS4801:2001 and OHSAS18001:2007, TAG inherited standardised processes that allowed them to implement an Operational Excellence System (OEM) that paid for itself after the first year through insurance premium savings alone.



CLIENT BACKGROUND

Transit Australia Group is one of Australia's largest privately owned public transport operators. They own and operate multiple urban transport companies across Australia's east coast, helping millions of people commute to work and school, access essential services and explore new cities.

They're also the only operator in Australia to include bus design and manufacturing capabilities, which allows the company to provide a complete end-to-end transport solution.

TAG's knowledge and experience in delivering complete transport solutions ensures governments, public authorities and private operators achieve operational efficiencies, a quality customer experience, and improved urban living.

“We have utilised SAI Global to create a benchmark for operational excellence that fosters a culture of continuous improvement and ensures we remain Australia’s leading mass transit specialist.”

– Michael McGee, Chief Executive Officer
TRANSIT AUSTRALIA GROUP



THE CHALLENGE

Prior to working with SAI Global, Transit Australia Group saw an opportunity to make its operational arms more efficient. Due to the lack of standardisation, management didn't feel they had a complete understanding of the organisation's operational and strategic risks. Initially, they sought to use the framework provided by the international quality, health, safety and environmental standards to create standardised processes and systems of work across the enterprise.

TAG attempted to implement an integrated management system, internally known as the Operational Excellence System (OES). But without a complete understanding of operational and strategic risks, major implementation challenges existed.

AREAS OF DESIRED IMPROVEMENT

Training—Specifically, a lack of standard training for employees across regions. Training content was driven by local issues rather than best practices. Plus, there were inconsistencies with deliverability and metrics.

Business Development—Building trust and credibility without an accredited certificate became an obstacle to acquiring new business.

Change Management—With its strong culture of continuous improvement, TAG wanted to take employees on a journey to help them understand the values of the new system. Without a big picture view of risks, managing change became increasingly difficult.

Costs—Without a strategic approach to managing enterprise risk, it was a constant challenge to control certain costs such as insurance.

SOLUTION

Transit Australia Group engaged SAI Global to conduct stage 1 and 2 certification audits of its bus transport operations across their QLD and NSW operations.

Operations were assessed against new quality and environmental standards, ISO9001:2015 and ISO14001:2015, as well as occupational health and safety standards, AS4801:2001 and OHSAS18001:2007. TAG endured one of the first audits conducted against the new standards. Upon completion of TAG's audit, an SAI Global lead auditor stated, "Audits conducted on TAG were not only compliant but they exceeded expectations on many levels. In particular, the commitment from senior

management and application of the systems throughout the organisation was exceptional."

Diligent and strategic risk planning identified the need to continuously improve and always push the industry benchmark. According to Matt Campbell, General Manager for Safety & Risk, "Ingrained within our organisational vision is the goal of becoming a generative culture – an organisation that asks ourselves, 'what can improve and how can we become better.' It was critical for TAG to partner with someone who shared those values."



RESULTS

The investment in planning, writing and implementing our operational excellence system achieved a return on investment in just more than one year through the reduction of insurance costs alone. TAG has seen a notable change that is apparent within their culture and measured through culture climate surveys. Campbell added, "The results achieved since implementing the OES have surpassed the expectations of the entire organisation and will help us continuously improve our performance."

The system has continued to mature with the implementation of lead safety indicators including:

- Behavioural safety conversations
- Workplace inspections
- Workforce communication

They have also seen the following improvements in safety metrics:

- 35% reduction in Total Recordable Inquiry Frequency Rate
- 75% reduction in average first days to return to work following an injury
- 80% reduction in Average Cost of Claim

TAG has achieved the following improvements in quality metrics:

- 67% reduction in substantiated complaints
- Improvement in the on-time running of services

After completing this massive programme enhancement, Campbell offered the following key takeaway for those embarking on a similar journey:

"Always involve the people who are doing the work in the development of all processes so they not only take ownership of the change, but become a key driver in the change."

— Matt Campbell,
General manager for Safety & Risk

WHY SAI GLOBAL

Transit Australia Group thrives in a volatile and risky industry with future expansion plans. TAG sought to work with an experienced provider with a solid track record - one who could understand their business and offer recommendations.

TAG sought to partner with a company with a strong value proposition which matched their organisational culture and values of quality and continuous improvement. It was also important to partner with a well-recognised global brand that can support future international expansion plans.



About SAI Global

At SAI Global, we help organisations proactively manage risk to achieve business excellence, growth, sustainability and ultimately, create trust.

Our integrated risk management solutions are a combination of world-class tech platforms, services and advisory capabilities that operate across the entire lifecycle allowing businesses to focus on opportunities presented by uncertainty. Together, these tools and knowledge enable customers to develop a holistic, integrated view

of risk. In Australia, we are also a leading provider of settlement-related services; company, personal and property information.

SAI Global's head office is located in Chicago, Illinois. We employ more than 2,000 people across 28 countries and 51 locations across Europe, the Middle East, Africa, the Americas, Asia and the Pacific.

To learn more about how SAI Global can help transform your risk and compliance programme, email information@saiglobal.com, or visit www.saiglobal.com

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