
















"E"	Environmental	Comment
	Greenhouse gases	<p>Carbon emissions are not measured on the project, however the maintenance contractor Intertoll operates the project on the basis of a KPI to reduce vehicle fuel use, e.g. by using newer vehicles in their fleet and another KPI to reduce energy usage in their depot. Intertoll's used vehicles all comply with UK emission and air quality requirements. ProjectCo together with the Operator have been investigating ways improve lighting efficiency by replacing conventional SON lamping with LED lamping. Our proposal to the Department for Infrastructure is currently under consideration.</p>
	Waste	<p>Waste management of the operator is conducted in full accreditation with the Northern Ireland Environment Agency (NIEA, an Executive Agency within the Department of Agriculture, Environment and Rural Affairs) and a waste carrier's license. Within the depot, there are segregated waste sections.</p>
	Water	<p>The operator's wastewater is managed in accordance with UK law, discharged to a licensed wastewater treatment facility. The operator has built a suitable interceptor to allow basic treatment of their wastewater from gully cleaning activities. The Operator has procured a rainwater harvesting system at the depot to further reduced the use of fresh water for washing vehicles and equipment.</p>
	Land Use	Not applicable
	General Factors	<p>The company was established in 2005 to design, build, finance and operate Northern Ireland's first DBFO project, covering 111 network kilometers in and around Belfast.</p>

"S"	Social	Comment
	Workforce Diversity	<p>Not applicable as the company does not have any direct employees.</p> <p>The management services contractor Avison Young has a diversified workforce including male/female and measured by ethnic background.</p>
	Safety Management	<p>Recently the project successfully migrated to the new Health and Safety standard ISO 45001. With regard to product and material safety, all items are purchased through reputable companies who have been approved through the project's procurement system.</p> <p>Project Co carries out daily and weekly safety patrols and inspections of the entire road. All new safety defects identified, which are consistently low in numbers, are reported and dealt with in accordance with the contractual requirements. Faults identified are measured against a KPI requirement which is reported to and discussed with the Authority on a regular basis.</p> <p>For the period April 2019 to February 2020 there were no RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) incidents (YTD zero). All near misses were investigated and operatives given further training or protocols changed. Tool box talks on a wide range of topics continue to be delivered.</p> <p>Highway Management (City) Ltd procures an annual independent third party Safety audit of the project. Resultant issues are tracked to resolution at Project Board meetings.</p>
		

	Customer Engagement	The company meets monthly with the Client to discuss operational issues and attends quarterly Network Board meetings to discuss strategic issues with representatives from the Clients senior management team.
	Communities	The company has commenced a partnership with a local suicide prevention charity PIPS to try to work together in reducing and preventing suicide attempts from motorway bridges, and to more generally support suicide prevention in the community.
	General Factors	Nothing to report.

"G"	Governance	Comment
	Structure and Oversight	Project performance is actively monitored through quarterly board meetings, which have 100% attended by directors. A board approved ESG policy is in place.
	Code and Values	Policies are in place in respect of: <ul style="list-style-type: none"> • Health & Safety (H&S); • Code of conduct incl. anti-bribery; • Rapid escalation plan; • Environmental, Social and Governance (ESG); • Cyber Security; and • Tax.
	Transparency and Reporting	The company directors review on a quarterly basis comprehensive board reports, including both general project management and financial management.
	Cyber risk and Systems	The company operates a cyber security policy, which includes the cyber risks elements and IT systems of the external management services provider.

	<p>General Factors</p>	<p>Directors have an active discussion with the management services provider each quarter on further improving project performance and in between board meetings when there is a specific reason. Furthermore, directors meet at least twice a year with client's representatives to learn directly the client views on the project and developments at its end and discuss plans for future improvement.</p>
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