



Integrated Management System (IMS) Policy

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1. Objective

JIO has established this IMS Policy as a road map to manage its operations in a safe, healthy, efficient and environmentally responsible manner. This IMS Policy documents the quality and environmental management systems implemented in all its locations in the scope of the management system.

2. Scope

Operating and maintaining the Highway 2000 East-West is defined as JIO's scope of certification.

The IMS applies to all JIO's department and staff, at each location mentioned hereafter:

- Head Office: 2 Goodwood Terrace - Kingston 10 - Jamaica
- Portmore Toll Plaza: Portmore - St. Catherine - Jamaica
- Vineyards Toll Plaza: Vineyards - St. Catherine - Jamaica
- Spanish Town Toll Plaza: Spanish Town - St. Catherine - Jamaica
- May Pen Toll Plaza: May Pen - Clarendon - Jamaica

and for all following processes:

Processes	Needs / Activities
QMS / EMS	IMS Responsibility, Internal Audits, Management Review, Corrective Action, Management System Control
Toll Operation	Surveillance, Traffic Management, Toll Collection & Control, Sales
Maintenance	Routine Maintenance of Infrastructure and Systems
Admin & Finance	Accounting, Toll Control / Reconciliation
Human Resources Management	Administrative records, Training, Staffing, Performance Evaluation
Information Technology	Toll Systems Informatics and Administrative Computing Support
Fleet Management	Vehicle Maintenance, Monitoring, Scheduling

As a management decision, while no physical boundary exists to facilitate daily collaboration between the highway's Developer and Operator, JIO shares occupancy of the Head Office location with TransJamaican Highway, lessee of the buildings, and is responsible for minor maintenance and waste management related to this facility.

With no effect on the ability for JIO to provide a suitable customer service, non-applicability from the requirements of the standards is limited to the clause 8.3 (ISO 9001:2015).

Please see referenced documents (clause 5) for further details regarding the scope of the IMS.

2.1. Understanding the organization and its context

First component of the Highway 2000 Millennium Project, "**Highway 2000 East-West**" is a public tolled road and a key infrastructure network in Jamaica, which has been developed by **TransJamaican Highway Ltd. (TJH - The Developer)** under a 35-years Concession Agreement (signed in November 2001, and restated in January 2011) with **National Road Operating & Constructing Company Ltd. (NROCC - The Grantor)**, on behalf of the Government of Jamaica.

This network is composed of two corridors, one 43.5 kilometers long between Kingston and May Pen and another 6.4 kilometers long between Portmore and Kingston, and supported by four toll plazas: one in Vineyards opened in 2003, one in Spanish Town opened in 2004, then one in Portmore opened in 2006, and finally one in May Pen opened in 2012.

For the entire concession period, a private company, **Jamaican Infrastructure Operator Ltd. (JIO - The Operator)**, has been incorporated to operate and maintain the said infrastructure, under an O&M Agreement (signed in September 2003, and amended and restated in February 2011) signed with TJH, defining operational requirements and the scope of responsibilities.

Following this, and independent of various political changes, JIO, as the first tolled highway operator in Jamaica, accumulated more than 14 years of experience and satisfied its obligations.

In 2016, a new actor, Jamaica North South Highway Company Ltd. (JNSHC) started its activity in Jamaica operating the North-South Highway (between Kingston and Ocho Rios), corridor with a potential impact in term of loss of traffic and the customer-centric need to consider homogeneous practices. After one year of “competition”, there was no significant impact on JIO’s daily operating activities, but a reduction in Spanish Town Toll Plaza traffic is notable. JIO’s business remains robust, with secure and sustainable activity. Following regular monitoring, no specific risk is identified for JIO. Notwithstanding, maintaining a high quality standard of service and continuing as the leader in its activities represent a more obvious priority for JIO in order to prepare for potential opportunities, as an extension of its operational perimeter and/or any new public offer issued.

External/Expert Reports produced in 2016 document reasonable evidence confirming that the Company provides services in compliance with international standards and best practices (Health & Safety, Quality, Environment, Financial Reporting, Operations). Willing to reinforce its commitment, JIO made the transition of its IMS to the new ISO 2015 versions of the standards the first objective and priority for 2017.

In this context, JIO identified its relevant interested parties as follows:

Relevant Interested Parties	Int / Ext	Needs and Expectations
Highway users	External	High quality standard of services: Surveillance/Monitoring, Response Time in case of Incident/Accident, Traffic Management,...
Developer (TJH) - Grantor (NROCC) & Toll Authority	External	Compliance with O&M Agreement & Gazetted Toll Fares (by extension of Toll Road Act)
JCF - Emergency Services	External	Operational collaboration and efficiency
Certification Body	External	Compliance with ISO 9001:2015 and ISO 14001:2015
Financial Auditors	External	Compliance with IFRS rules
Communities & Interest Groups	External	Harmonious coexistence and sustainable development practices
External providers	External	Quality of services - Environmental, Health and Safety compliance
Employees - Staffs	Internal	Sustainable activity - Occupational, Health and Safety compliance

2.2. Determining the scope of the IMS

Under the umbrella of our O&M Agreement, objectives and targets were defined to remain compliant with our contractual requirements and ensure a dynamic of **continual** improvement.

2.3. The IMS Manual

The IMS Manual constitutes the highest level of IMS documentation and describes for employees, customers and partners, the manner in which JIO establishes, implements and **continually** improves an effective IMS.

3. Policy

This IMS Policy encompasses two ISO Management System Standards which support JIO's commitment:

- ISO 9001:2015 Quality Management System (QMS)
- ISO 14001:2015 Environmental Management System (EMS)

Our organization is committed to delivering high standard quality service and excellence, valuable for customers. We strive to be recognized by all stakeholders of the project, consisting of our employees, our subcontractors, our customers, the communities surrounding the motorway, our grantor and our shareholders, as a responsible organization that conducts our business in a manner that provides safe working conditions, and also preserves and protects the environment by minimizing risk of pollution.

Our commitment to quality, safety and environment is reflected through a focus on **continual** improvement of our processes and services, and compliance with regulatory requirements, industry standards and best practices, contractual obligations, and corporate initiatives.

Management Team of JIO firmly believes in and is committed to delivering excellence in customer service, providing a safe and healthy environment, preventing injury and ill health, and manage risks and opportunities with appropriate policies.

To achieve these goals, we shall:

- Employ and maintain safe and effective Operations & Maintenance practices;
- Maintain procedures that will deal effectively with any identified or potential non-conformance or non-compliance, following ISO 9001:2015 and ISO 14001:2015 guidelines and in compliance with legal requirements;
- Set Specific, Measurable, Achievable, Realistic and Time-bound (SMART) objectives and targets, covering all processes and including areas related to resource use, waste management, energy and water conservation;
- **Mitigate environmental impact of operations, manage wastes in premises (including Head Office shared with TJH), and globally enhance environmental performance of the organization;**
- Keep identifying risks and opportunities and pursue strategies to mitigate and exploit each respectively so as to ensure that the interest of relevant interested parties and the company's IMS framework is protected and continually improved;
- Ensure appropriate training and motivation for employees and subcontractors to carry out tasks in an efficient, safe and environmentally friendly manner while delivering the highest quality service to our customers;
- Respond to actual and potential complaints and communicate openly with stakeholders as it relates to the plans, programs, impacts or hazards associated with the toll road operations, with the goal of improving customer satisfaction, safety, professionalism and quality of our service.

In addition to **Roles & Responsibilities** detailed in our IMS Manual for each key member of the

IMS, it is worth indicating that our IMS Chief Officer is specifically empowered to accompany teams in the ISO 2015 standards **transition and any other internal/external audit processes**.

Definitions: Please refer to IMS Manual and O&M Agreement (**Amended & Restated**).

4. Further information

4.1 Revision Table

REV	DATE	DESCRIPTION OF CHANGE	ISSUED BY	APPROVED
01	2012-07-06	First implementation. Reflect transition from QSE to IMS. Confirm JIO Management commitment to IMS.	G. Samuels	JF. Doreau
02	2014-09-30	Update JIO Management commitment to IMS for 2014.	G. Samuels	C. Murray
03	2015-04-23	Update JIO Management commitment to IMS for 2015.	G. Samuels	T. Lamothe
04	2016-02-25	Update JIO Management commitment to IMS for 2016.	G. Samuels	T. Lamothe
05	2017-02-02	Update JIO Management commitment to IMS for 2017. Reflect changes for transition to 2015 ISO Version.	G. Samuels	T. Lamothe
06	2017-08-17	Address non-conformance raised during 2017 ISO Recertification/Upgrade Audit (particularly CAR #348).	C. Murray	T. Lamothe

4.2 Terms & Abbreviations

In addition to Definitions mentioned in IMS Manual and O&M Agreement (**Amended & Restated**), there remains some special Terms & Abbreviations, e.g.

IMS	Integrated Management System
QMS	Quality Management System
EMS	Environmental Management System
O&M	Operations & Maintenance

5. Referenced documents

- IMS Manual
- Concession Agreement (**Amended & Restated**): [link to NROCC website](#)

6. Policy contact

For any questions that you may have or for further information, please visit our website www.h2k-jio.com or contact our IMS Chief Officer, Ms. Georgia Samuels, via jio@h2k-jio.com.

For JIO,



Thomas Lamothe
Managing Director