



Corporate Responsibility & Sustainability Report 2019



Metro aims to be a proactive partner in delivering a safe, efficient rail network that creates social, environmental and economic benefit for Victoria.



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ABOUT THIS REPORT

Metro Trains Melbourne takes this opportunity to share its corporate responsibility and sustainability approaches and activities with the communities it serves. This report has been developed considering our business strategy, the Victorian Government's own social, environmental and economic goals, reporting requirements of our majority shareholder, Hong Kong's MTR Corporation, and assessment of our key corporate responsibility issues.

The report also indicates how Metro is contributing to the priorities of the United Nations' Sustainable Development Goals (SDGs). The SDGs are the blueprint to achieve a better and more sustainable future for all. They address global challenges including those related to poverty, inequality, climate change, environmental degradation, peace and justice.

ACKNOWLEDGEMENT

Metro Trains Melbourne acknowledges the Traditional Owners of the land on which our rail network operates, the Woiwurrung (Wurundjeri) and Boonwurrung groups who form the Kulin Nation. We pay respect to their Elders, past, present and emerging, and to their cultural and spiritual connections to Country. We recognise that our trains move people every day through a landscape that holds the footprints and stories of thousands of generations of Aboriginal communities.

ABOUT METRO TRAINS MELBOURNE

Metro Trains Melbourne (Metro) operates and maintains the metropolitan rail service in Melbourne, transporting around 800,000 passengers each day, with passenger numbers growing every year.

Metro is a consortium of rail and construction businesses that operates the metropolitan rail service on behalf of the State Government of Victoria. Our shareholders are MTR Corporation, John Holland Group and UGL Rail. We commenced operating the rail network in 2009 and in 2017, we were awarded a new franchise to continue until 2024.

Operating more than 225 six-carriage trains across 998 kilometres of track, we aim to support a connected and liveable Melbourne by providing seamless transport to keep individuals connected. With 16 lines and 222 stations, we deliver our services seven days a week, including all night services on Fridays and Saturdays.

From train drivers and station employees, to engineers, signallers and network controllers, Metro employs more than 6,000 people from diverse backgrounds and fields of expertise. We are a growing organisation that is creating new jobs, and one of the largest employers in Victoria.

As the Accredited Rail Operator, Metro is a key partner in the safe and successful delivery of significant rail infrastructure projects. The Victorian Government is making a substantial investment to transform Melbourne's metropolitan train network. This includes delivering new infrastructure projects and assets, like new trains and stations, to enhance safety, increase passenger capacity and improve the reliability of train services. Metro works with multiple partners to support the delivery of key projects such as the Metro Tunnel, Level Crossing Removal Program, High Capacity Trains and Communications Based Train Control (CBTC).

OUR VALUES



CEO MESSAGE

Metro's vision is to connect people and places for a growing Melbourne.

With our rail service closely linked to the lives of millions of people in the communities we serve, we can make lives better, business easier and communities closer when we run to schedule and safely deliver people to their jobs, families, homes, classrooms, restaurants, cultural events and sports activities.

The rail network is changing and expanding with unprecedented investment by the Victorian Government in major transport projects that are reshaping our city. As Melbourne's population continues to grow, rail transport has an important role to play in driving social, environmental and economic outcomes for Victoria.

With a wide operational footprint that impacts employees, passengers, communities, contractors, partners and suppliers – Metro has an important responsibility, and genuine opportunity, to contribute to a more liveable, inclusive and sustainable city.

Like many progressive organisations, we acknowledge and embrace public expectations that companies respond to social, environmental and community needs and issues seriously as part of their long-term business strategy.

Issues such as gender equality, mental health, climate change and social inclusion have a direct impact on the success of our business and we believe that non-financial performance is material to effective business and organisational performance.

Delivering for the long-term will require us to enable future growth by effectively managing our human and natural resources, as well as our financial resources.



We want to enhance Metro's value and social impact by contributing positively to the communities we serve, while continuing our work on fostering a strong, values-based people culture.

Our corporate responsibility and sustainability ambition is to contribute to a better city in which our people, passengers, partners and communities thrive. I'm pleased to share this Corporate Responsibility & Sustainability Report, Metro's first, which outlines our current approach to achieving this ambition.

Raymond O'Flaherty
CEO Metro Trains Melbourne

CORPORATE RESPONSIBILITY & SUSTAINABILITY OVERVIEW

Metro aims to be a proactive partner in delivering a safe, efficient rail network that creates social, environmental and economic benefit for Victoria.

Governance & Engagement

In FY19, Metro established a dedicated business function to enable corporate social responsibility and sustainability priorities across the business. A Corporate Responsibility Steering Committee was established to provide direction to our approach, with quarterly reports to the Metro Executive Team to ensure appropriate governance.

We also have a commitment to engage with external stakeholders to inform our social and environmental approaches. Key external advisory groups to Metro include:

- Metro Strategic Advisory Committee**
 Metro's Strategic Advisory Committee brings a range of Melbourne-based community and business perspectives to our CEO and Board, advising on the role of our network to support the liveability, resilience and sustainability of our city. The Committee comprises Melbourne leaders from the community and business sectors, academia and the Public Transport Users Association, and meets on a quarterly basis.
- Reconciliation Action Plan Committee**
 Our Reconciliation Action Plan (RAP) Committee comprises Metro employees with responsibilities for delivering our RAP commitments and Aboriginal employee representatives. Meeting four times each year, the Committee is guided by four Victorian Aboriginal community leaders - Seona James, Ian Hamm, Liz Allen and Rodney Jackson.

- Accessibility Reference Group**

The Metro Accessibility Reference Group (ARG) brings together passengers with lived experience and representative disability organisations to provide advice and guidance with the aim of improving the accessibility of the network. The ARG meets formally on a quarterly basis and provides an integral link between Metro and people with accessibility needs, influencing strategic direction and identifying emerging trends.

Measurement

We have made a commitment to measure Metro's sustainability performance annually using the Infrastructure Sustainability Council of Australia's (ISCA) 'IS' Operations rating scheme. The scheme is a voluntary standard that measures performance and rewards management practices that go beyond compliance to adopting best practice and innovating to achieve sustainability outcomes. The third party assured framework helps organisations to integrate sustainability risks and opportunities into strategy, operations, and reporting.

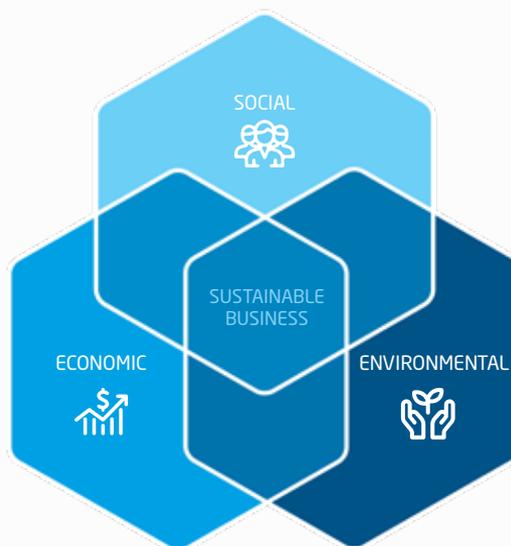
Metro completed an initial operations rating under the 'IS' scheme in 2018, forming the baseline for continuous improvement, and annual reassessment will measure our progress. In 2019 we achieved a 44 percent improvement from the baseline, and were awarded a 'Commended' IS Operations Rating.



Our Commitments

Our corporate responsibility and sustainability ambition is to contribute to a more liveable, sustainable and inclusive Melbourne, in which our people, passengers, partners and communities thrive. We take an integrated approach to the following commitments:

- **Social responsibility** - Improving safety, wellbeing and social inclusion for our people, passengers and communities
- **Environmental sustainability** - Improving the environment and fostering sustainable development
- **Economic prosperity** - Contributing to a more resilient, inclusive and prosperous Melbourne



Key Elements

Our three core commitments are delivered through our work in the following areas:

KEY ELEMENTS			
	ECONOMIC	SOCIAL	ENVIRONMENTAL
1 Zero Harm/Safety	●	●	●
2 Passenger Experience	●	●	
3 Accessibility & Inclusion	●	●	
4 Community Benefit	●	●	
5 Reconciliation	●	●	●
6 Employee Health & Wellbeing	●	●	
7 Equity & Inclusion	●	●	
8 Climate Resilience & Energy Efficiency	●	●	●
9 Sustainable Resource Use	●		●
10 Environmental Protection	●		●
11 Supply Chain	●	●	●
12 Sustainable Transport System	●	●	●

ZERO HARM/SAFETY

Why it matters

Victoria is facing a period of unprecedented growth and change with the state's population forecast to reach 10 million by 2050. This growth is driving the government's record investment in strategic transport infrastructure and assets to expand and modernise the network. This means more trains and services on our network. The large volume of projects, and complex alliances and partnerships, adds to the challenges associated with integrating new assets into the existing network and increased ongoing maintenance creates significant risks that we need to manage.

We believe that every injury is preventable and that safety is the responsibility of everyone at Metro. There is nothing more important than ensuring we do everything we can to avoid accidents and injuries to our colleagues, our passengers and others working on the network.

Objectives

- To focus on continuous improvement to drive towards our aim of zero harm for our people, passengers, the community and the environment.
- To embed a safety culture by building safety leadership capability and improving systems, processes and behaviours.
- To manage our critical risks and controls to actively mitigate the potential for serious injury and fatalities.

Initiatives

- We are developing a **Safety Leadership Behaviour Framework** with training to be rolled out in early 2020 to improve our leaders' capability to support a zero harm culture.
- We have commenced a project to deploy a robust **critical risk management methodology** and framework to shift Metro's focus to high potential and consequence incidents for our 12 identified critical risks. This includes a clear accountability matrix and an assurance approach.
- We have commenced an improvement program to **simplify and further develop Metro's systems** of work to provide the safety tools and processes that will enhance our people's ability to contribute to our safety performance.
- We are further developing Metro's safety management systems to improve functions and usability that will enhance data capture to support **evidence-based learning** and actions.
- We are putting Metro's **Zero Harm Roadmap** into action. The Roadmap was informed by a Safety Climate Survey conducted across the organisation along with an independent review by Du Pont. It provides clear priorities, timeframes, accountabilities and desired outcomes to track our zero harm journey.



FY19 Results

All Injury Frequency Rate (AIFR)
19.07 per million hours worked.

Passenger Incident Frequency Rate (PIFR)
4.39 per million passenger journeys.

Developed and introduced a new Values and Behaviour Model for Metro, supporting a safety-first culture.

FY20 Targets

All Injury Frequency Rate (AIFR)
≤ 13.6 per million hours worked.

Passenger Incident Frequency Rate (PIFR)
≤ 4.2 per million passenger journeys.

Keeping our people and passengers safe from assault



The number of physical assaults on Metro employees has declined over the past year with the implementation of safety measures at stations across the network.

New initiatives included Front Line Adaptive Communication (FLAC) training for more than 300 station staff and Network Security and Surveillance team members. Our people were trained to increase their situational awareness and provided practical skills to help manage and diffuse trigger points that

could lead to passenger aggression. They were also taught some basic self-defence tactics.

In addition to the FLAC training, we established an Assault Review Group. The Group meets monthly to identify further initiatives to protect our frontline team members and passengers from assaults. We've also established closer cooperation with Victoria Police to identify trouble spots and increase their presence at these locations as a proactive measure.

These initiatives continue to keep our customer-facing staff informed, protected and equipped with skills to manage difficult situations.

Head of Station and Passenger Service Delivery Nick Sleigh said it was encouraging to see the figures tracking in the right direction – but the fact remained that even one assault was unacceptable:

“Violence against Metro people is never ok. Safety is our number one priority and our goal is Zero Harm, which means that no one gets hurt – not our passengers or members of the public, and certainly not our own people.”

Halo shines a light on safety

We can all use a little extra protection, but for our night crews working on tracks and around heavy plant that is especially true.

Adopting a best practice approach to mitigating the risks of working with road rail vehicles (RRVs), our Infrastructure's Track team has led the installation of new 'Toolbox Spotters' and 'Halo' systems on 38 Metro RRVs. These technologies work together, using sensor and artificial intelligence (AI) technology to recognise when people may be working too close to a vehicle.

The system casts a perimeter of light (its 'halo') around the RRV, to mark out safe distances from the vehicle. The Toolbox Spotters provide an AI computer vision system, developed for heavy industries.

The Halo and Toolbox Spotter systems are also used in construction, transport and logistics, mining and manufacturing operations across Australia.

Head of Infrastructure Management Jasper Milligan explained how the technologies work together.

“The Toolbox Spotter is installed on the RRVs, and works by recognising a person's presence in a blind



spot or in close proximity. If the system detects a person or plant in the vicinity, the halo system and dashboard lights start flashing to create an alert for the driver and nearby workers.”

An added bonus, said Jasper, is the data that is captured by the system.

“We have commissioned and installed these technology solutions to keep our plant and our people safely separated from each other. As well as doing that, the Toolbox Spotter records what it 'sees' and provides site safety analytics that we can use to keep developing strategies to keep our team mates safe at work.”

PASSENGER EXPERIENCE

Why it matters

Passengers are at the heart of everything we do. Melbournians and visitors to our city rely on us to connect them to places for work, family and recreation, and we need to deliver a punctual, reliable service and excellent experience, every trip. Metro people are working harder than ever to consistently deliver a safe, clean, accessible passenger experience. We have started on a journey to embed a sustainable 'passenger centric' model, realigning our focus from *moving trains* to *moving people*, and we know there is more we can do.

In peak periods, every second counts to ensure trains are moving as efficiently as possible and passengers are getting to their destinations on time. This is why we are focussing on a number of measures to make boarding more efficient, enhance safety, and reduce the time a train spends on platforms during peak periods.

Objectives

- To provide consistent and dependable services.
- To provide timely, accurate and personalised information.
- To provide safe, clean and accessible services.
- For Metro staff to be proactive and approachable.

Initiatives

- When a passenger falls ill on our service, we need to ensure they have the care they need while getting our train back into operation quickly and safely. With **medics** posted at seven major stations and **defibrillators** available at 12 major stations, along with training for our people on supporting **ill passengers**, we anticipate that we can reduce the average time the primary service is impacted from seven to five minutes.
- We are installing **new station entrance Passenger Information Displays** at Flagstaff and Parliament stations to provide passengers with live service information prior to entering the station. This supports them to make informed decisions about travel options and reduces the likelihood of overcrowding in the event of a disruption.

- We are starting to display **live service information on lobby screens** in large city office buildings, providing passengers with the information they need prior to arriving at a station. Screens are already in place at 700 Collins St and 595 Collins St and we are working with ANZ and NAB Docklands to display this information on existing digital screens in their buildings.
- We are planning a trial with **Yarra Trams** to provide passengers with **integrated travel information**. The trial will see a screen installed at a tram stop (stop D17 on Collins Street) with live tram services information as well as the line status of connecting Metro services displayed. If successful, we will extend this initiative to other locations.
- We are implementing **personalised alerts** for passengers via Twitter for route specific information and major disruptions on their train line. When a disruption occurs passengers will receive an automatic, tailored and personalised notification in real time.
- We have launched a new integrated communications campaign, **Check Yourself Around Trains**, to educate passengers on safe behaviour on the network and to change those behaviours that ultimately cause train delays and create unsafe situations - slips, trips and falls, holding open doors, encouraging people to remove backpacks and moving down inside the carriage.
- We continue to play a vital role in supporting many of Melbourne's major **tourism, sporting and cultural events**. For the 2019 AFL Grand Final, Metro moved more than 50,000 passengers across the long weekend. We also moved around 140,000 passengers on more than 1,000 extra services during the 2019 Melbourne Cup Carnival, and ran an additional 250 train services during Melbourne's three-day White Night Festival.



FY19 Results

98.4% reliability

91.1% punctuality

Passenger Satisfaction score 74.4 points

FY20 Targets

98.5% reliability

92% punctuality

Passenger Satisfaction score 75.4 points

Getting our services moving on time



In each peak period, every second counts to ensure our trains are moving as quickly as possible and passengers are getting to their destinations safely and on-time. To improve passenger boarding times, increase safety, and reduce the time a train spends on platforms during peak periods, we've introduced

dwell management initiatives including a 'burn line' on our Passenger Information Displays (PIDs).

The blue burn line is a visual countdown that progressively moves across the PIDs to make passengers aware of the time they have to board or exit the train. The burn line, which includes a "Stand Clear Train Departing" message, has helped prevent last-second boarders forcing train doors open as they make a dash for the train. The burn line also helps our station staff deliver timely and accurate passenger announcements and influence safe passenger behaviour.

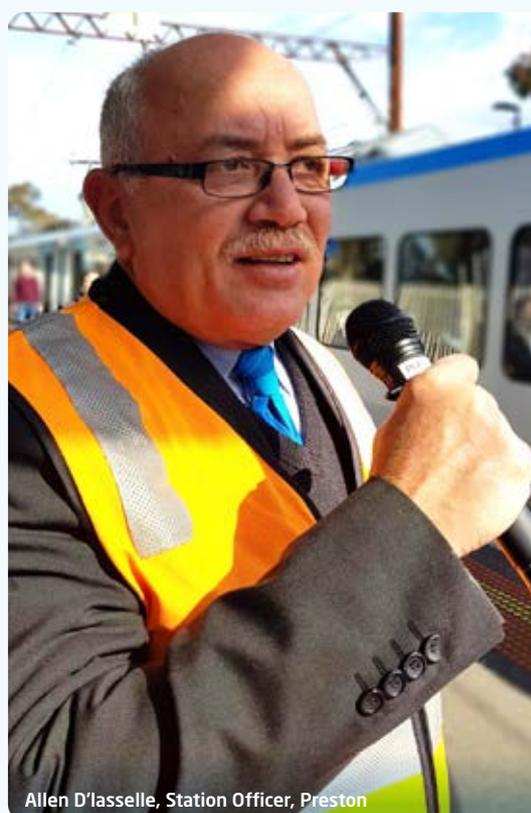
We started the 'burn line' initiative in the central stations and have now rolled it out to 103 stations across the network. Since the implementation of the burn line in the City Loop stations, and other platform dwell management activities, we've seen a reduction of 2 to 4 seconds in the average dwell time during the PM peak.

Increasing the tempo

A large contributing factor to a positive passenger experience is the delivery of timely, accurate and passenger information. The announcements our station staff deliver contribute significantly to our passengers behaving safely around trains and making informed decisions about how they navigate our services.

We've partnered with speech pathologists to deliver training and provided improved passenger announcement guidelines to our station staff to help deliver effective passenger announcements. The extensive training program taught our people how to deliver time-based announcements, escalating their tone to prompt and guide passenger behaviour as the departure time for our services approaches.

Our people are also encouraged to bring a personalised touch to their announcements, combined with formal and informal announcement styles at different points in the boarding process to encourage passengers to tune into the messages we are delivering.



Allen D'lasselle, Station Officer, Preston

ACCESSIBILITY & INCLUSION

Why it matters

Accessibility and inclusion is about ensuring that everyone in our community can access the rail services they need to get to work and fully participate in society. Moving beyond compliance, Metro's Accessibility Action Plan incorporates the voice and needs of our passengers in decision making and acknowledges the role of our people in creating an accessible public transport system.

We are focused on removing barriers to the use of the rail network, particularly for people living with disability and older Victorians. This supports the Victorian Government's commitment of delivering a seamless transport network that delivers choice, connectivity and confidence for *all* Victorians.

Objectives

- Support our staff to make it easier for our passengers to access our services.
- Inform business decision-making with the voice of the passenger to better meet the needs of all passengers.
- Support and inform passengers during network changes.
- Influence investment prioritisation to promote passenger needs.

Initiatives

- We provide rent-free space to **Travellers Aid**, a non-profit group that helps mobility disability customers at Flinders Street and Southern Cross. Travellers Aid seeks to make public transport possible for all people by offering a range of services including free personal care for those with a disability, travel companions for medical appointments and low cost mobility equipment hire.
- In November 2019, we achieved **Communication Access Symbol** accreditation, which signifies that Metro employees are trained and equipped to support passengers with communication difficulty through training for all frontline staff, as well as the development of communication tools.
- We convene Metro's **Accessibility Reference Group** each quarter. We are seeking additional community representatives to bring the group to a total of 12 members, up from eight. The Group provided critical input to the development of Metro's 2019-2021 Accessibility Plan.
- We provide passengers and community members with disability and mobility needs with information on how to safely use Metro services. We also support **first hand experiences** out on the network to facilitate confident use of public transport. Sessions are developed to suit the specific needs of the group.
- We engage our staff to **build accessibility awareness** with events to mark International Day of People with Disability.



FY19 Results

Introduced seven motorised wheelchair movers to stations with steep gradients.

Constructed Assistance Animal Relief Areas at five stations - Parliament, Footscray, Caulfield, Showgrounds and Flemington Racecourse.

Delivered 68 Safe Travel on Metro Trains sessions for 2,000 people with disability to support safe and confident travel.

FY20 Targets

Reduction in complaints from FY19.

Communications Access Accreditation.

Motorised wheelchair movers

At Metro we have a responsibility to remove as many barriers to travel as possible – supporting equal access for all of our passengers to the rail network, promoting independent use of public transport and enhancing community participation.

With many of Metro's 222 stations built prior to the introduction of current accessibility standards, some station access ramps at older stations can be too steep and difficult for passengers to navigate.

Safety procedures discourage staff from manually pushing wheelchairs due to risk of injury, which means that passengers who are unable to navigate a ramp unassisted must travel with a carer or friend in order to access certain stations. This creates a significant barrier to independent travel.

With feedback from passengers, community members and staff, we introduced wheelchair movers for use at seven key stations. Wheelchair movers are controlled,



Neil Dias, Leading Station Agent, and Gwen Vivian

motorised devices that attach to manual H-frame wheelchairs of various sizes, and propel passengers safely on gradients with no force or effort required from the operator.

Our station staff at Richmond, Caulfield, South Yarra, Heidelberg, Werribee, Moorabbin and Box Hill are trained in the use of the device. Passengers can request assistance by calling their station ahead, presenting at ticket offices or pressing the red emergency buttons on the platform.

Relief for assistance animals



David Simmons, Director Inclusive Public Transport Unit, Department of Transport

For passengers using Guide or Seeing Eye Dogs, it can be a challenge to find an appropriate area to care for their assistance animals, especially in unfamiliar built environments. This can significantly extend travel time for passengers.

This is why we were pleased this year to introduce our first Assistance Animal Relief Area, which was opened in June 2019 at Footscray Station. Four more Assistance Animal Relief Areas have since been installed at Parliament, Caulfield, Flemington and Showgrounds stations.

Assistance Animal Relief Areas provide space for assistance dogs to take a break during their public transport journey. With the support of Victorian accessibility groups including Vision Australia and Guide Dogs Victoria, the facilities were designed and implemented by Metro's Accessibility and Inclusion team.

Accessibility Manager Laura Edwards said, "At Metro, we're committed to making travel on the network accessible. By introducing relief areas for the hard-working animals that accompany our vision impaired passengers every day, we can help the journey be more relaxing, quicker and easier for everyone."

These areas are fenced off and have access to water, a grassy area, plastic bags, a bin and CCTV security cameras nearby.

COMMUNITY BENEFIT

Why it matters

At Metro, we care about our people and passengers and the communities they live in right across the city of Melbourne. Public transport provides places where people of all ages and backgrounds gather and interact and we want to ensure that all experiences are safe, supportive and inclusive. Strong community cohesion, inclusion and wellbeing and a safe, reliable network are mutually supportive.

Our community investment framework – Metro Cares – focusses our activities on the social issues that most impact the safety and reliability of our network – community safety, mental health and wellbeing and social inclusion.

Objectives

- We partner with and support like-minded organisations to address complex social issues such as mental health, homelessness and suicide.
- We encourage the community involvement of our people, 'giving back' and goodwill to local communities.
- We facilitate our 'Lively Stations' program through community-led fundraising, gardens, arts and cultural activations.

Initiatives

- We partner with **TrackSAFE Foundation** to deliver safety awareness campaigns for schools and the public, including Rail Safety Week. The campaigns aim to reduce near collisions, injuries and fatalities on the rail network resulting from suicide and reckless behaviour.
- We deliver **Rail Safety Education & Awareness** sessions for schools and communities across greater metropolitan Melbourne. Sessions help to build the skills

and awareness of students and vulnerable community members to stay safe around trains, tracks and stations.

- Each year, through **Metro Cares Community Grants**, we provide 60 community organisations with \$1,500 grants to support grassroots activities that foster community connection through arts and culture, education, health, the environment, community welfare, sport and recreation activities.
- Through **Metro Cares Fundraising**, our employees support our strategic fundraising charities Lifeline, supporting suicide prevention, and Melbourne City Mission, to break the cycle of youth homelessness.
- We are long-term supporters of **The Salvation Army** providing funding for their Transit Teams that assist people on our network who are vulnerable, distressed, homeless or drug and alcohol affected.
- We manage dozens of requests from charities for **fundraising at stations**, including for iconic campaigns such as the Salvation Army's Red Shield Appeal, RSL's ANZAC Appeal and Poppy Day, Cancer Council's Daffodil and Pink Ribbon Days and Legacy's Badge Day.
- In conjunction with partners Keep Victoria Beautiful, Transport for Victoria, VicTrack and V/Line, Metro supports **Stationeers** – local community volunteers who enhance and beautify station gardens and environs.



FY19 Results

Invested more than \$398,000 to support community activities across greater Melbourne.

Provided \$75,000 in small grants to grassroots community organisations.

Delivered more than 600 sessions in schools and community groups to promote rail safety and awareness.

Raised \$33,000 to support youth homelessness through Melbourne City Mission's Sleep at the 'G.

Supported community gardens at 24 Metro train stations through the Stationeers program.

FY20 Targets

Invest in the community to the value of \$500,000 (Corporate Community Investment)

Metro Cares with Community Grants

Metro Cares Community Grants is a program that empowers our people to support the local community activities and causes that matter most to them.

Each year, 60 small grants of \$1,500 support a wide range of grassroots activities in communities across greater Melbourne and beyond. The grants support grassroots activities that foster community connection via arts and culture, education, health, the environment, sport and recreation or digital engagement.

Performance Improvement Manager Luke Sims was one of the first employees to receive a *Metro Cares Community Grant*. Luke's grant has helped purchase footballs and jerseys, and run clinics for the growing AFLW team at Waverley Blues Football Club.

Luke has been a player at the club for almost 23 years and has volunteered for the past 11. As a volunteer, Luke helps with ground set up and pack down, serving food and drinks in the canteen, planning social events,



Luke Sims at the Waverley Blues Football Club

supporting club fundraising activities, cleaning rooms and equipment and taking gate entry fees.

Through his experience at Waverley Blues, Luke sees the benefits of community participation.

"I think a lot of people get stuck in the day to day mentality of going to work and coming home and that's it... get involved in a community group and you might only go for an hour but it can change your whole outlook on life".

Raising funds for youth homelessness

Homelessness is only too apparent around our city. It's estimated that more than 22,000 Victorians are experiencing homelessness. Sadly, two of every five Victorians counted as homeless are under 25 years old – that's more than 6,000 young people who are homeless on any given night.

Homelessness is one of the worst ways to be socially disadvantaged, putting young people in ever more traumatic and dangerous situations, often disconnected from family, schooling and opportunities. The longer homelessness lasts, the harder it is to restart life.

Sleep at the 'G is Melbourne City Mission's annual mass sleepover that brings attention to and raises funds for youth homelessness. In May 2019, 21 Metro employees, including our CEO Raymond O'Flaherty, slept out at the MCG to help raise vital funds to support Melbourne City Mission's work, showing Metro's support for young Victorians who have been

forced into unsafe housing, onto someone else's couch or onto the streets.

At the event, the team had the opportunity to hear from some inspiring young people who have experienced homelessness, before spending the night in their shoes, sleeping on cardboard on a cold cement floor. Through sponsorship and a range of fundraising activities, Metro people raised more than \$33,000 to support the cause.



Community Education Officer David Hogarty sleeping rough at the MCG

RECONCILIATION

Why it matters

Metro has a wide operational footprint that impacts employees, passengers, communities, contractors, partners and suppliers. At this time of unprecedented government investment in major transport projects, we have a unique opportunity to ensure that Aboriginal and Torres Strait Islander peoples share in the economic benefits of this growth and investment through employment and procurement opportunities.

Moving more than 800,000 passengers each day, we are well positioned to play a role in fostering respect and understanding between Aboriginal and Torres Strait Islander peoples and our wider community.

Objectives

- Support our people to build strong, respectful and mutually beneficial relationships with Aboriginal and Torres Strait Islander employees, passengers, communities and businesses.
- Foster equity and inclusion through employment opportunities, supplier diversity and community programs.
- Leverage the assets, footprint and visibility of Metro's network to foster recognition of Aboriginal and Torres Strait Islander peoples' histories, cultures and achievements.

Initiatives

- Metro is committed to **supporting Aboriginal-owned businesses** in Victoria. We have become a partner of Kinaway Chamber of Commerce to contribute to the economic inclusion of Aboriginal and Torres Strait Islander peoples and build our awareness of and engagement with local suppliers.
- We are investigating current **employment and procurement practices** to identify organisational enablers and barriers to employing Aboriginal staff and engaging Aboriginal businesses. By the end of our 12 month RAP, we will have comprehensive employment and procurement plans in place.
- In line with our Metro Cares ambition to support community safety, wellbeing and social inclusion, we are **exploring potential partnerships** with Aboriginal community organisations. We are aiming to establish a new partnership by the end of FY20.
- To build the **cultural awareness of our people** and support the recognition of Aboriginal and Torres Strait Islander peoples, we celebrate NAIDOC Week and National Reconciliation Week.



FY19 Results

Launched Metro's first Reconciliation Action Plan.

Established a RAP Committee with four Aboriginal community leaders to provide guidance and advice.

FY20 Targets

Minimum 85% completion of RAP 2019/20 commitments.

Connections

Dixon Patten, a proud Yorta Yorta and Gunnai man born and raised in Melbourne, created Metro's Reconciliation Action Plan artwork. He is the Creative Director and Lead Artist of Bayila Creative, and a passionate storyteller. Dixon explains the artwork he has created for Metro.

"The land is sacred, as well as providing a home and sustenance, it is also our library and our university and the link between culture, identity, spirituality, family and our creator(s). This artwork depicts those connections.

"The dotted lines are our familial, historical and learning journeys. They also represent train stations across the Metro train lines that connect the suburbs, municipals and communities.

"The feet depict Aboriginal people walking in their ancestors footprints and caring for Country and that we are still being guided by our Elders and ancestors.

It also represents Metro's current footprint across Melbourne as it assists communities to have access to each other, creating one big community (depicted as the big circle in the middle), all working together and contributing to making Melbourne the amazing, special place that it is.

"The 'U' shape symbols represent the RAP committee meeting to implement the RAP actions and to build relationships and work in collaboration to ensure that Aboriginal Victorians are able to share their culture and tell their stories.

"The gum leaves are significant to Kulin people, as they are used for ceremony and in particular 'Welcome to Country'. They are extended to guests of the Kulin Nation and remind us that whilst Melbourne is home to many, we are guests on this Country and it is important to honour and respect Traditional Owners. Bunjil, the creator, flies over guiding and protecting our journey(s).

"The shields represent the strength and resilience of Aboriginal people and that whilst our culture is ancient, it continues through us today as we navigate contemporary society".



Artwork by: Dixon Patten

EMPLOYEE HEALTH & WELLBEING

Why it matters

While every precaution is taken to prevent injuries and fatalities, the size and complexity of our rail network means that traumatic incidents do take place. We have invested much time and effort into successfully driving down physical injuries, particularly where people work in close proximity to heavy rolling stock, plant equipment and the live electrical overhead system.

However, suicide remains a significant problem on the rail network, along with the risk of accidental deaths to trespassers and motorists. Railway employees often witness assaults, injuries and fatalities throughout their career. Managing the mental health of staff following traumatic events is an obligation we take very seriously. We also recognise the general mental health issues and stress disorders that may impact our people, particularly at a time of significant change in the railway.

Objectives

- To proactively support employee health and wellbeing.
- To deliver targeted health promotion programs to address Metro's health risk profile, focusing on prevention and education.
- To maintain and develop peer support networks across the company.

Initiatives

- We launched a **Mental Health and Wellbeing Policy** that underlines our commitment to building strong support networks and a caring workplace that promotes mental health. The policy also reminds managers of their obligations in respect to our Triggered Health Assessment Procedure and Manager Support Program.

- Working closely with TrackSAFE we launched a **trauma management framework** for railway employees and their families. The framework targets conditions such as acute stress disorder and post-traumatic stress disorder. Our 24/7 Employee Assistance Program provides ongoing access to trained professionals with expertise in counselling and recovery.
- The **Critical Incident Response Procedure** provides guidance during traumatic incidents such as assault, severe injuries or railway fatalities. The procedure ensures that employees can receive psychological first aid over the phone within 10 minutes or face-to-face support within 60 minutes, together with ongoing support over the next 30 days.
- We aim to **reduce the stigma** around mental health issues through regular events and partnerships with key bodies such as Beyond Blue and Mental Health Foundation Victoria. Our events, which include powerful personal stories told by employees who have experienced a mental health issue, are proving to be very popular.
- Our **'Circle of Support'** initiative pulls all support programs together, helping to guide employees in selecting the appropriate avenue of action. The circle includes employee counselling, occupational health assessments, peer support program, trauma management program, manager support service, wellness initiatives and access to a pastoral carer with more than 50 years' experience on the railway.



FY19 Results

Achieved 6.23% utilisation of Metro's Employee Assistance Program, above the projected rate.

Increased the number of employee Wellness Advocates from 50 to 95.

Completed 323 employee Health Checks (6 month period).

Reduced Average Workers Compensation claim cost by 58%.

FY20 Targets

Increase uptake in Metro's Employee Assistance Program to 7.5% with a stretch target of 10%.

Increase the number of Peer Supporters (Mental Health First Aid) from 150 to 250.

Reduce workers compensation average claims cost by 5%.

Increase participation in wellness events and initiatives by 25% of all staff.

Reduce absenteeism from 4.53% to <4.00.

Metro's 5 Ways to Wellbeing



Wellness Ambassadors helping to celebrate R U OK Day

Our *5 Ways to Wellbeing Model* embraces: Positive Emotion, Engagement, Relationships, Meaning and Achievement (PERMA). It's based on the science of Professor Martin Seligman's Positive Psychology and

the PERMA Plus Model – the wellbeing framework plus physical activity, nutrition, sleep and optimism.

Positive Psychology is the scientific study of optimal human functioning that aims to enable individuals and communities to thrive and promotes being our best possible selves. It focuses on individual strengths rather than dysfunction, and asks 'what is right with you?'

Our *5 Ways to Wellbeing Model* underpins our annual calendar of Wellness Events, which focuses on prevention via training and health education – holistically supporting mental, physical, social and financial wellbeing.

Our Wellness Program is largely delivered by Metro's volunteer Wellness Advocate community. This is a team of 95 employee volunteers who locally coordinate and implement the annual calendar of Wellness Events.

RailRes - helping to build resilience

Our network demands around-the-clock attention to run services, maintain infrastructure and assets, ensure a great passenger experience and deliver on transformational projects. In this context, safety at Metro means protecting mental as well as physical wellbeing.

RailRes is a tool developed by our partner TrackSAFE Foundation to help manage stress and build resilience. It has been specifically designed for those working in the rail industry and is available on all Metro devices. Our employees can also download the app onto their personal Apple and Android mobile devices. It offers:

- Interactive exercises for relaxation and emotional control
- Easy-to-use tools that help us challenge and change negative or unhelpful thoughts
- The ability to schedule quick exercises and activities into your day to help manage a demanding workload
- Direct access to Metro's Employee Assistance Program (EAP)

We know that stress is a part of our lives but can also have a significant impact on physical and mental health. We widely promoted the RailRes app throughout our Stress Down Month, encouraging our people to give it go to take care of their wellbeing.



RailRes App

EQUITY & INCLUSION

Why it matters

Metro employs more than 6,000 people from diverse backgrounds and fields of expertise. We are a growing organisation that is creating new jobs, and we are one of the largest employers in Victoria. With this growth, Metro has a genuine opportunity to address the barriers to economic participation for job-seekers from diverse backgrounds and under-represented communities.

With a more diverse workforce comes different perspectives, experiences and skill sets, as well as new ideas and ways of working, all of which ultimately bring about positive cultural change and business benefits.

Objectives

- To be a recognised diversity and inclusion leader within the Victorian public transport and rail industry.
- To have a workforce that reflects the diversity of the communities we serve.
- To grow gender diversity in the rail sector.
- To create a safe and supportive environment for LGBTIQ employees and passengers.

Initiatives

- We have three **Employee Resource Groups** to actively foster an inclusive culture – the Metro Pride Network, the Gender Equity Network and Metro-politan, which promotes social, cultural and linguistic diversity. The groups implement a range of employee activities throughout the year. For example, we partnered with the Victorian Police and the Minus 18 Foundation to highlight the challenges faced by LGBTIQ youth.

- We consistently focus on **recruiting women into traditionally male-dominated roles**. For example, in FY19, through concerted recruitment campaigns, we increased the number of women train drivers from 20 per cent of total drivers to 24 per cent, and representation of women from 16 per cent to 25 per cent of total staff in the Office of the Chief Engineer.
- We also supported gender diversity at Metro with the introduction of **Mentor Circles**, a Women in Transport professional development program, and a full-day conference attended by 250 Metro women to mark International Women's Day.
- We continue to review and improve our policies, procedures and guidelines to support a more inclusive culture. Over the past year this has included improving paid **parental leave** for primary carers from 12 to 14 weeks and payment of superannuation on unpaid parental leave, enhancing **our Flexible Working Arrangements Procedure** and introducing **Transgender Guidelines**.
- We ensure a sustainable and diverse talent pipeline of job seekers from under-represented and diverse groups including asylum seekers, ex-automotive workers, Aboriginal community members, people with disability, unemployed young people and people who are experiencing long term unemployment. This is managed through our **Socially Responsible Employment Program**.



FY19 Results

Increased the representation of women at Metro from 23% to 25%.

Achieved 4.7% of new appointments selected from our Socially Responsible Employment Program, exceeding our 3% target.

FY20 Targets

Women representing 27.5% of the total workforce.

Women representing 28% of total leadership roles.

4.5% of all new roles recruited via our Socially Responsible Employment Program.

Socially responsible employment

Leading Station Assistant Peter Blair and Driver Sign-On Officer Sophie Bovell are two great examples of the success of our Socially Responsible Employment Program. Both Peter and Sophie came to Metro through Jobs Victoria and were seeking to make a change. For Sophie, a youth candidate who was unemployed, her journey to Metro started when she contacted Whitelion, a Jobs Victoria Employment Network partner, to help turn her life around. Peter was looking to return to the workforce at the age of 72 and came to Metro via the Jesuit Social Service.

Through our Socially Responsible Employment Program, we partner with service providers and community programs that prepare jobseekers to be ready to enter or re-enter the workforce. Working with the Jobs Victoria Employment Network as well as Jobactive and disability employment service providers, we ensure we



Metro Chief Operating Officer, Catherine Baxter, Leading Station Assistant Peter Blair, Minister for Jobs, Innovation and Trade Martin Pakula, and Driver Sign-On Officer Sophie Bovell at Flinders Street Station.

have a talent pipeline of diverse, job-ready candidates like Sophie and Peter for employment opportunities at Metro. The Program provides candidate care, manager support, robust training and pre-employment checks to ensure we attract and recruit job seekers who are a good fit with Metro's values.

Celebrating women in trains



**Genevieve Ackland
Metro Driver, Newport and photographer**

Genevieve Ackland works at the frontline of Metro's passenger service delivery. As a train driver based at Newport, she moves thousands of passengers every day – with a keen focus on making every journey a positive one for each of her passengers. Beyond driving trains, Genevieve has a passion for equality and diversity in the workforce. Her talents in amateur photography provided the perfect platform to shine a light on the women who are changing the face of traditionally male-dominated roles in the rail industry.

In a series of artistic portraits, Genevieve profiled 22 of the women who are driving Melbourne's trains every day. She captured each image with a 55-year-old camera on 35mm film, and submitted them to the City of Melbourne's Creative Spaces program. Her series was soon transformed into a free, public art exhibition at Campbell Arcade in the Degraeves Street subway connected to Melbourne's iconic Flinders St Station.

The exhibition launched on International Women's Day in March, and ran for a month, attracting high praise from colleagues and visitors alike. Genevieve was deeply inspired by other women who were working as train drivers while completing her Metro driver traineeship in 2014 – and wanted to see more women in the drivers' ranks.

CLIMATE RESILIENCE & ENERGY EFFICIENCY

Why it matters

Climate change is one of the world's most pressing issues, with the potential to disrupt our economy, harm our environment and diminish our quality of life. While rail transport is already one of the most efficient and sustainable transport modes – with greenhouse gas emissions per passenger kilometre for rail transport up to five times less than that of car transport – we are committed to improving our operational energy performance and partnering with the Department of Transport on emissions reduction and climate change adaptation initiatives.

The majority (99%) of Metro's carbon emissions come from grid electricity consumption to power our trains (87 per cent), and stations, depots and facilities (12 per cent). A focus on minimising electricity consumption is therefore critical, especially with rapid growth in patronage, increased number of services, and new network infrastructure. With our commitment to operate the metropolitan rail network, this is a complex challenge.

The rail network can be affected by extreme weather conditions. These can cause damage and compromise the integrity of the railway infrastructure and our ability to operate safely. Being climate resilient is critical to running a safe network, which in turn delivers a better passenger experience.

Objectives

- Actively pursue opportunities to reduce energy use and greenhouse gas emissions across our rail network.
- Assess climate change risks and identify measures to improve network climate resilience.

Initiatives

- We are undertaking a **climate change risk assessment** to identify risks to the network, are establishing a climate change risk register and have proposed treatment measures for adaptation planning with the Department of Transport.
- We continue to investigate opportunities to **improve energy efficiency**, including raising the regenerative braking voltage and LED lighting retrofits at stations.
- We are working closely with the **Level Crossing Removal Project (LXRP)** to conduct energy modelling for traction power and provide advice on energy efficiency opportunities. This will assist the LXRP to optimise energy efficiency in its design.
- We are installing **remote monitoring solutions** on the solar systems that are generating renewable energy on the rooftops of 14 stations. Remote monitoring will allow us to continually assess performance of the systems and baseline the case for use of solar energy.
- We monitor our energy use and report on energy consumption and greenhouse gas emissions to the Clean Energy Regulator annually for **National Greenhouse and Energy Reporting**.



FY19 Results

Installed LED lighting on 136 train units of the Comeng fleet, reducing energy consumption by 3,570 MWh - equivalent to the typical annual electricity needs of 714 Victorian homes.

Retrofitted LED lighting at all five Rolling Stock Maintenance Depots, reducing energy use at Depots by around 50%.

FY20 Targets

Develop an Energy and Carbon Reduction Strategy.

Develop our Climate Resilience Strategy.

LED lighting upgrades to reduce energy consumption



Rolling Stock Expert Practices Manager Peter Bollas and Depot Maintenance and Facilities Manager Simon Galea with LED light fitting used in the Depots

Metro is always seeking ways to reduce our energy footprint. Replacing high energy consumption lighting with LED versions is providing significant energy savings. The LED lights also offer a longer service life, which in turn reduces waste.

As part of a larger Comeng train fleet upgrade program, Metro replaced the current saloon lighting with LED lights on 136 train units. This switch to LED reduced power requirements by up to 60 per cent which represents a reduction of 3,570 MWh in energy consumption.

This simple initiative in the Comeng train fleet also improved light levels. This has a positive impact on our passenger experience, operations and the environment.

Limited trials of LED lighting is now being conducted on the Siemens Nexus and X'Trapolis train fleets.

LED lighting has also replaced high bay lighting at Craigieburn, Epping, Westall, Bayswater and North Melbourne depots. Upgrades to LED lighting in elevated pit roads are also underway. These improvements have contributed an estimated savings of 50 per cent energy consumption across Metro's rolling stock facilities.

As train depots operate 24 hours 7 days a week, using more efficient lighting devices delivers big energy savings and a reduction in maintenance work.

SUSTAINABLE RESOURCE USE

Why it matters

While rail is one of the most sustainable public transport modes, we are working to reduce our natural resources consumption including water, metals and quarry products throughout the lifecycle of the rail network and to reduce waste. The most significant materials use and waste generation comes from renewing our rail network to maintain safe and efficient operations – such as replacing sleepers and ballast.

Efficient use of resources and transitioning to a circular economy are key aspects of making sure our railway can operate sustainably for future generations. We will need to reuse materials in the highest value applications possible.

Objectives

- Actively pursue resource efficiency opportunities to reduce resource use across our rail network.
- Identify opportunities to support transition to a circular economy.

Initiatives

- We conducted a **water audit** of 70 of Metro's top water-using sites to identify efficiency opportunities and introduced data loggers at sites with ageing infrastructure to enable swifter responses to water leaks.
- We are partnering with cleaning and waste contractors to seek innovative opportunities to **increase landfill diversion of passenger waste**. With coffee cups comprising around 40 per cent of passenger waste at

Flinders Street Station, we trialled a solution for separating and recycling coffee cups. Results indicated that for this approach to be effective, more work will need to be done to influence passenger behaviour.

- We are working with our contractors and industry partners to **divert the waste from landfill** that is generated during track renewal works. Spoil from track renewals is taken to a recycling facility where 90-95 per cent of it is processed and made available for repurchase. Timber sleepers are mulched and processed at the same facility and are made available for purchase.
- We are investigating opportunities to **use recycled materials** in our network. For example, we installed 198 composite sleepers at Richmond Station to assess their performance. For every kilometre of track installed with the sleepers, 64 tonnes of plastic waste that would have otherwise gone to landfill is recycled. We are also investigating the use of recycled ballast.
- We are **reducing the impact of materials use** by purchasing those with an environmental label or from a sustainable supply chain. 6.5% of materials procured have achieved certification by recognised labelling bodies or stewardship schemes.



FY19 Results

Reduced water consumption across the network by 35% (from 2017/18 consumption). The combined efforts have resulted in a water saving of 129ML/year - the equivalent of 51 Olympic-size swimming pools.

Diverted 100% of Cat C and fill spoil materials (ballast and fines) from track renewals activities from landfill.

FY20 Targets

Reduce potable water consumption by 40% below 2017/18 baseline of 373 million litres.

Recycled plastic sleeper trial at Richmond Station

In a first for Victoria's public transport system, trains travelling through Richmond are now running on railway sleepers made from recycled plastic. In all, 190 sleepers were installed as part of the trial.

Produced locally, these sleepers are comprised of 85 per cent recycled plastic waste containing a mix of polystyrene, agricultural plastic waste and other materials which were previously sent to landfill. For every kilometre of track installed with these sleepers, 64 tonnes of plastic waste is recycled. The plastic waste is sourced in Australia.

The longer term environmental benefits include reducing the need for timber resources and concrete production. Concrete production is the second largest



Duratrack sleepers, courtesy Sustainability Victoria

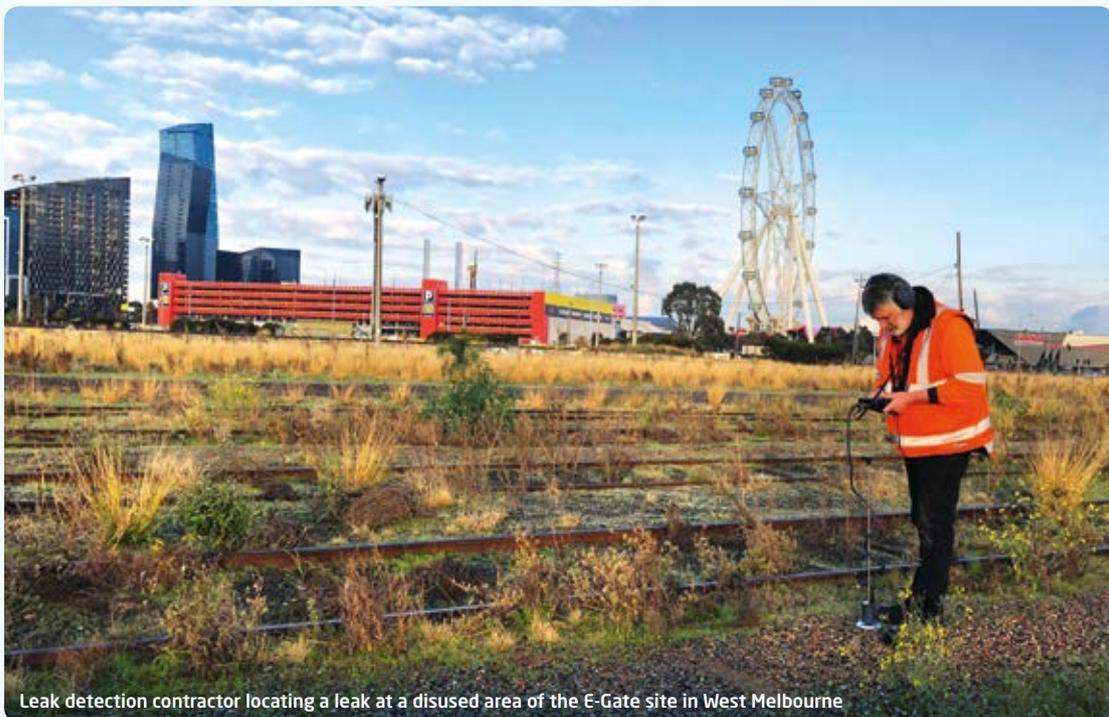
carbon emitter in the world. These recycled plastic sleepers also require less energy and resources to manufacture. The recycled sleepers enable better waste management as they have a longer service life and can be recycled again into new sleepers.

Managing water loss

Through proactive water management, we have reduced water consumption across the network by approximately 35 per cent in 2018/19 compared to 2017/18. The combined efforts have resulted in a water saving of 129ML/year – the equivalent of 51 of Olympic size swimming pools.

A water audit program at 70 of Metro's top water using sites identified opportunities to improve water efficiency at 45 of these sites. Improvements to fixtures and fittings such as timer taps, dual flush toilets and vandal proof taps have been implemented.

Installation of water meter data loggers at sites with ageing water infrastructure prone to leaks has been an integral part of Metro's proactive water consumption management enabling swifter responses and reduced water loss.



Leak detection contractor locating a leak at a disused area of the E-Gate site in West Melbourne

ENVIRONMENTAL PROTECTION

Why it matters

Our operations and the natural environment co-exist. Environmentally responsible decisions that consider both current and future impacts will help to protect, conserve and improve the natural environment within which we operate. It is critical that we operate responsibly and minimise our impacts to both manage our legal obligations and ensure vital ecosystem elements such as clean air, land and water are protected for community health and wellbeing, now and into the future. Our commitment is zero harm.

Objectives

- Comply with all environmental and heritage legislation.
- Manage risks to prevent pollution and minimise negative impacts of our activities on the environment, heritage and the community.
- Protect and restore network biodiversity values.

Initiatives

- We have an established **Environment & Sustainability Policy** that outlines our commitment to the sustainable operation and development of the network.
- Our ISO 14001 certified **Environmental Management System (EMS)** provides the framework for identifying, assessing and managing significant environmental risks, including spills and pollution, waste and hazardous materials management, biodiversity impacts and noise.

- We have established a **Biodiversity Management Plan** to protect ecological values at more than 30 sites of ecological significance, or “biosites”, across the network, including protected flora and fauna species and grassland communities. This year, we conducted our first ecological burns at two biosites to promote the regeneration of indigenous flora and reduce the threat of weeds.
- We are developing a new **Heritage Management Plan**, with GIS mapping of all heritages places of State and local significance and areas of Aboriginal Cultural Heritage Sensitivity, with improved heritage protection procedures, training and awareness material for our staff and contractors working in heritage buildings and sites.
- Our environmental management procedures, training and information ensure our **staff and contractors are aware of their environmental responsibilities** when undertaking works. We regularly monitor and evaluate our environmental performance and the effectiveness of our systems for continual improvement opportunities.



FY19 Results

Replaced almost 6,000 tiles at Flinders Street Station, using the same process as the original tiles made 100 years ago.

Installed a new section of Woody Meadow in the Croxton Station Precinct to enhance biodiversity outcomes, providing nectar, pollen and shelter year-round for our local birds and pollinators.

FY20 Targets

Zero significant incidents.

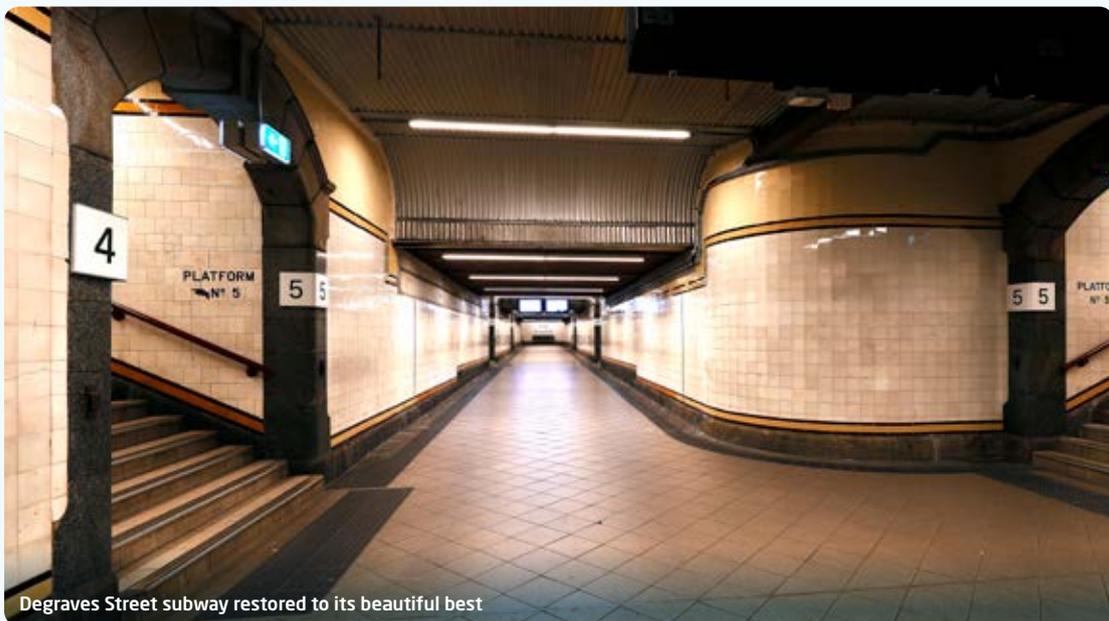
Increase in ecological value score from 2018 baseline of 37% across 30 biosites.

Heritage tile restoration at Flinders Street Station

The latest stage of restoration works at Flinders Street Station has given the Elizabeth Street and Degraves subways a new lease on life. Almost 6,000 tiles needed to be replaced after being damaged by water and shifting ground conditions at the station over the years.

To retain the heritage values, an artisan tile maker was enlisted to create the replacement tiles using the same process used more than 100 years ago when the tiles were first installed. The original tiles were made in the UK in the 1900s. The painstaking efforts to capture the tiles original colour and texture required an eight week process for every batch of tiles.

Feedback from passengers travelling through the subways has been very positive.



Degraves Street subway restored to its beautiful best

Ecological burning to improve biodiversity

A number of plant and animal species and ecological communities that are threatened with extinction live in the metropolitan rail corridor. We take our obligations to protect biodiversity and to conserve these species seriously. With less than five per cent of Victoria's Volcanic Plains Grasslands left and less than two per cent in good condition, we are lucky to have significant areas within our rail corridor.

Part of our Biodiversity Management Plan includes an on-the-ground program of ecological burns at our grassland biosites. Ecological burning is a critical management tool to prevent grassland from suffocating now that the native grazing animals



Milkmaid and Bulbine at biosite near Diggers Rest Station

that once kept the growth under control have gone. Not only does ecological burning control the build-up of dead plant material, it creates gaps that encourage the regeneration of a biodiverse mix of indigenous wildflowers.

SUPPLY CHAIN

Why it matters

Diversification of our supply chain will help to broaden economic participation and create a more equitable and sustainable supply chain. Sustainable procurement helps to address key community, social and environmental issues as part of day-to-day business, supporting opportunities to deliver social and environmental outcomes that benefit the Victorian community.

We work with our suppliers and business partners to promote ethical and responsible business practices and integrate social and environmental sustainability into our procurement practices and supply chain. This includes meeting targets relating to local content and local jobs.

Objectives

- Embed sustainability and ethical considerations into our procurement processes.
- Increase our ability to source locally and minimise the need to source from overseas.
- Increase the inclusion of social enterprises and Indigenous-owned businesses.

Initiatives

- Our Environment and Sustainability Policy outlines our commitment to embed sustainability considerations in our procurement processes. **Our Procurement Standard** also sets out Metro's expectations of suppliers for environment, sustainable development and local content.
- Metro's supplier pre-qualification system, Avetta, asks all suppliers whether they have an Environmental

Management System and how this system has been implemented. This prequalification system is currently being configured to ask suppliers to map their supply chains and the ways they mitigate the risks of **modern slavery** in their operations and supply chains.

- We have a **Local Industry Development Plan** which outlines our ambitions and approach to local content and jobs for the operations and maintenance of the network. The aim is to create a sustainable and vibrant local supply chain and opportunities for local employment, while ensuring that overall value for money outcomes are achieved.
- We are building our awareness and capability to effectively support local **Aboriginal and Torres Strait Islander businesses**. We've become a partner of Kinaway Chamber of Commerce and are in the process of identifying Aboriginal-owned businesses in targeted categories. We are also investigating our current procurement practices to identify organisational enablers and barriers to engaging Aboriginal businesses.
- We are active members of **Social Traders**, and are working with them to onboard a number of social enterprises into our internal procurement systems to make it easier to transact with them.



FY19 Results

We became the first Australian organisation to win the Chartered Institute of Purchasing & Supply Procurement Excellence Advanced Gold Award, in recognition of effective and ethical supply chain management.

We awarded a multi-million dollar security services contract to Supply Nation accredited, Indigenous-owned business Unified Security.

FY20 Targets

Achieve the Local Industry Development Plan commitment of 86% local content.

Maximise the use of local steel products made from locally milled steel to at least 84% of all steel requirements.

A great outcome all round with supplier diversity

We were very pleased to bring on board Unified Security Group (Australia) Pty Ltd as our preferred supplier of security services. Not only did they demonstrate the professional uplift we were looking for, but they are also a large Indigenous Australian owned company with Supply Nation certification.

Supply Nation is recognised as the largest Australian national directory for Indigenous businesses, supporting positive and mutual connections through Indigenous heritage, culture and business.

Unified Security Group takes this certification and its

business stature very seriously, with a commitment to remain Indigenous Australian owned, allowing for better economic value, better training and support services for all its people, and giving more opportunities to the community, including those in rural and regional locations.

Head of Procurement Transformation and Operations, Derek Trikarso couldn't be happier with this appointment

"We are excited to be working with Unified to provide our security services. They demonstrated their competitiveness throughout the tender process, and being an Indigenous-owned company was a bonus and great outcome. We will continue to identify tender opportunities for other social enterprises and Indigenous owned businesses to achieve similar great outcomes."



Metro with the Chartered Institute of Purchasing & Supply Procurement Excellence Advanced Gold Award

SUSTAINABLE TRANSPORT SYSTEM

Why it matters

The rail network is changing and expanding with unprecedented investment into critical infrastructure by the Victorian Government. With the increase in Melbourne's population and the economic growth that will significantly increase demand for train travel, we collaborate with the government towards a common goal of an integrated, sustainable and safe transport system. As a trusted partner of the Victorian Government, and Melbourne's Accredited Rail Operator, we are helping to shape a bigger, better railway for all Melbournians that is comparable to major cities around the world.

Objectives

- We partner with the State to plan and deliver critical projects to improve our rail network for our passengers.
- When we disrupt the rail network to deliver projects, we minimise impacts to our passengers and get them to their destinations.

Initiatives

- In 2019, Metro operated more than 650,000 safe and reliable services with around **240 million annual passenger journeys**. This represents a 1% increase in overall passenger patronage, with this number expected to increase further into the future, as Melbourne's population grows.
- We continue to deliver an **unprecedented maintenance and renewal program**, with around \$12 million spent on infrastructure, rolling stock and communication system works each week. In 2019, this has included station platform extensions and improvements, overhead equipment upgrades, track maintenance and conditioning works and signal renewals.

- We have supported the Victorian Government to **remove 30 level crossings** with a total of 75 to be removed by 2025. Level crossing removals will significantly improve safety for road users and pedestrians, improve travel around our city for public transport users, pedestrians, cyclists and drivers and help people, including our train drivers to get home safer and faster.
- We have focussed on **rail network safety**, implementing new, state-of-the-art technology around passenger safety and infrastructure security. This includes the use of mobile CCTV trailers that can be moved around the network and the increased use of surveillance drones to monitor the network for security incidents and minimise disruptions, in partnership with Victoria Police.
- We are supporting the State to introduce a fleet of 65 High Capacity Metro Trains, which will offer passengers new levels of accessibility, information and capacity on the growing rail network.
- We continue to play a key role in supporting the Victorian State Government's **major transport infrastructure program**. This includes managing significant rail occupations throughout the year, including supporting the 2019 'Spring Construction Blitz' for the Melbourne Metro Tunnel, moving more than 500,000 passengers on replacement bus services, with six major lines shut for three weeks.



FY19 Results

Introduced 1,900 extra services with the introduction of the Master Timetable change in August 2018.

Opened the Mernda extension with three new stations.

Completed renewals of more than 20,000 metres of sleepers, 4,300 metres of rail and 19 station pits.

FY20 Targets

Deliver 12 level crossing removals, get bigger, better trains on the network and continue the construction of the Metro Tunnel.

Deliver the annual works plan, including planned renewals on the Flinders Street viaduct and Flemington Road bridges.

Autumn occupation blitz a team effort

During April 2019, the Caulfield to Dandenong Level Crossing Removal Project and Rail Infrastructure Alliance, as part of the Metro Tunnel Project, completed major works in the inner-city area.

The scale of work delivered was unprecedented, disrupting metropolitan and regional train lines, as well as City Loop services. With 14 occupations across seven lines, a record number of replacement buses were rolled out during the blitz to get train passengers where they needed to go.

A highly coordinated effort with VicRoads helped traffic controllers to adjust traffic signals in real time to keep buses moving when there were unplanned incidents on the road network, including during a major protest at Flinders Street. Crews worked around the clock to complete a range of works, including:

- Demolition of the William Street bridge.
- Building the roof for the eastern entrance to the Metro Tunnel.
- Removing and reinstating 800 metres of track.
- Installing 3,500 metres of overhead wire.

This enormous effort required teams to work closely together. From station colleagues helping and directing passengers through to our projects colleagues running the day-to-day bus replacement services, and associated communication and coordination efforts, employees from across the company worked very hard to coordinate occupations and bus replacement services for more than 1.1 million passengers during April.

Executive Director Projects Pete Gleeson said, "I am extremely proud of what we have achieved and of the resilience and dedication of everyone involved."





community@metrotrains.com.au