

A smiling woman with glasses, wearing a Metro uniform consisting of a light blue shirt, a red patterned scarf, and an orange high-visibility vest. The vest features the Metro logo and the word 'METRO'. She is also wearing a Motorola radio. In the background, other people are visible, including a man in a plaid shirt and a woman in a blue shirt.

Metro Corporate Responsibility & Sustainability Report 2019/2020

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About this report

Metro Trains Melbourne (Metro) takes this opportunity to share its corporate responsibility and sustainability approaches and activities with the communities it serves.

This report covers the period 1 July 2019 to 30 June 2020 and follows the release of our first report in December 2019.

Many parts of Metro's operations align to the United Nations' Sustainable Development Goals (SDGs). Designed as a blueprint to achieve a better and more sustainable future for all, the SDGs recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.



Metro Trains Melbourne

Metro operates and maintains the metropolitan rail service in Melbourne, usually transporting up to 800,000 passengers each day. Since COVID-19 impacted Melbourne, there has been a drop in passenger numbers as people heed public health advice. However, by keeping a full service running, we proudly continue to support essential workers getting to where they need to go and ensure community members can access essential goods and healthcare.

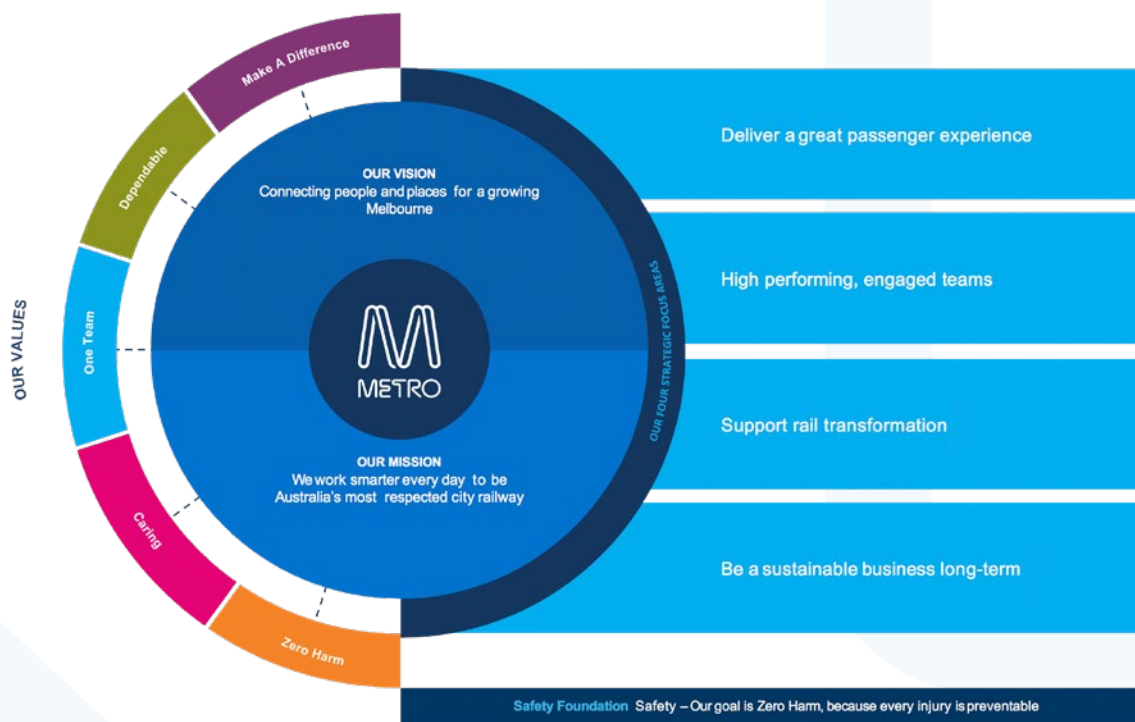
Metro is a consortium of rail and construction businesses that operates the metropolitan rail service on behalf of the State Government of Victoria.

Our shareholders are MTR Corporation, John Holland Group and UGL Rail. We commenced operating the rail network in 2009 and in 2017 were awarded a new franchise to continue until 2024.

Operating more than 230 six-carriage trains across more than 1,000 kilometres of track, we aim to support

a liveable Melbourne by providing seamless transport to keep individuals connected. With 16 lines and 222 stations, we deliver our services seven days a week. 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.

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 and the Level Crossing Removal Program.



Metro acknowledges the Traditional Owners of the land on which our rail network operates, the Woiwurrung (Wurundjeri) and Boonwurrung peoples of 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.

Corporate Responsibility & Sustainability overview

Metro's aim is to contribute to a more liveable, sustainable and inclusive Melbourne, in which our people, passengers, partners and communities thrive. We take a balanced approach across social, environment and economic ambitions.

- **Social responsibility** – Improve safety, well-being and social inclusion for our people, passengers and communities
- **Environmental sustainability** – Protect and conserve the natural environment and deliver performance improvement for more environmentally sustainable rail operations
- **Economic prosperity** – Contribute to a resilient, inclusive and prosperous Melbourne

Measuring our performance

We are committed to measuring 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 integrate sustainability risks and opportunities into strategy, operations, and reporting.



Metro has recently had its infrastructure sustainability rating upgraded to 'Excellent' by ISCA.

In 2018, Metro became the first rail operator globally recognised with an Operations Infrastructure Sustainability (IS) rating. Two years on, Metro's infrastructure sustainability rating has been elevated following improvements across a number of key sustainability categories.

The IS rating measures sustainability across 15 categories to provide an overall score and detailed information about high performing areas of the business. This year, Metro saw improvements in the areas of climate change adaptation, energy and carbon, water, waste and innovation.

Metro had its infrastructure sustainability rating upgraded to 'Excellent' by ISCA

From the CEO



I am pleased to share with you Metro's 2019/2020 Corporate Responsibility & Sustainability Report.

Making a contribution to a better city, in which our employees, passengers, partners and communities thrive is the aim of everything that you will read about in this document, which is our second such Report.

2020 has been an incredibly difficult year for many people, both here in Victoria, across Australia and indeed the world.

The COVID-19 pandemic has brought with it challenging times, like nothing we have experienced before. In Australia, the pandemic came almost directly off the back of one of the worst fire seasons ever experienced which left the community shaken and concerned for fellow Victorians.

Metro usually helps around 800,000 passengers a day complete important journeys - to work, to school, to appointments, to see loved ones. From March to July, as the community followed government and health advice, those numbers dropped dramatically. However, there were passengers still needing our services. I'm proud that Metro has continued to fulfil our responsibility to every passenger, including essential workers, who needed us.

We were pleased to be able to continue playing our part in the transformation of the city's rail network, which is backed by unprecedented investment by the Victorian Government in major city-shaping transport projects.

At times like this, it is important to consider and support the mental wellbeing of our employees and the efforts of many wonderful community organisations, who support so many in need every day. Despite the challenges we have faced as a business and as a team of more than 6,000 individuals, our commitment to being a good corporate citizen remains. More than ever, we must continue to meet the needs of our people, our communities and the environment, and play our part in the long term recovery of our city.

There are many examples in this report of how we are working to improve social inclusion, whether it be through our socially responsible employment program, community investment or through the attainment of the Communication Access Symbol.

We're incredibly proud of the innovation drive we're seeing across our business to ensure we play our part in the sustainability of public transport in Melbourne. Our teams are doing great work to drive down our water and energy use, adapt to the challenges of climate change, and preserve and protect natural environments that are touched by our rail network.

Metro has an important responsibility and genuine opportunity to contribute to a more liveable, inclusive and sustainable city.

A handwritten signature in white ink that reads "Raymond O'Flaherty".

Raymond O'Flaherty
CEO Metro Trains Melbourne
July 2020

Zero Harm / Safety

**ZERO
HARM**



Why it matters

Metro believes every injury is preventable and that safety is the responsibility of everyone. There is nothing more important than making sure we do everything we can to avoid accidents and injuries. We leverage our values of Caring, One Team, Dependable and Make A Difference to make Zero Harm the foundation of everything we do for our employees, our passengers and our community.

Impacts of COVID-19 on the economy and our employees meant that we put in place additional strategies to deal with both the health risk to our people and passengers and safety risk impacts on our business. We have set up COVID-19 response and recovery groups to focus on immediate and long term strategies to get through this time together. Strategies for our employees include the introduction of a pandemic leave policy which included additional time off for our people if required, increased focus on resilience and wellbeing, along with enhancements to our flexible working arrangements.

Objectives

- Focus on continuous improvement to drive towards our aim of Zero Harm for our employees, passengers, the community and the environment
- Embed a safety culture by building safety leadership capability and improving systems, processes and behaviours
- Manage our critical risks and controls to actively mitigate the potential for serious injury and fatalities

Initiatives

- The [Critical Risk Management Program](#) is one of three key initiatives in the Zero Harm Roadmap. The program focuses on 12 Critical risks that, if not properly controlled, can result in a fatality or cause serious injury. Our goal is to implement a robust Critical Risk Management Framework, reducing the potential of a serious safety incident. Front line employees will have a clear understanding of the control strategy needed to manage critical risks. The project has adopted a user centred approach as we developed the framework, and identification and verification tools that will assess and challenge what controls need to be in place prior to work commencing. The program will roll out in February 2021.
- Metro's Zero Harm Behaviour Framework has been developed to enhance [safety leadership and culture](#). Behaviours are being embedded into our safety and people management systems. Together with other safety imperatives, this will focus our employees on Zero Harm behaviours.

- Our [simplified and integrated management system](#) has enabled a key step in the Zero Harm Roadmap towards keeping safety simple. This work will establish a single repository for storing, managing and easily locating our controlled documents, providing employees with support to deliver and improve our train services and infrastructure projects safely.

FY20 Achievements

- All injury Frequency Rate 11.08 per million hours worked against a target of ≤ 13.60
- Passenger Incident Frequency Rate 4.49 per million passenger journeys against a target of ≤ 4.20

FY21 Focus

- All Injury Frequency Rate ≤ 12.90 per million hours worked
- Passenger Incident Frequency Rate ≤ 4.20 per million passenger journeys

Metro's Zero Harm Behaviour Framework has been developed to enhance safety leadership and culture



Using drones to **improve safety**

Working at heights is an activity that requires a strong safety focus. Recently, our Infrastructure team commenced using drones to inspect more difficult to access locations. This has meant not only a reduction in cost but most importantly, that employees and contractors no longer need to work at heights for extended periods of time.

Recent works demonstrating the benefits of using drones include the inspection of Newport Rolling Stock Depot. The building is a significant size – similar to a large aircraft hangar. The team used drones to perform the inspection of the external structure. This produced high quality imagery and a subsequent catalogue of defects for rectification and monitoring.

Utilisation of drone technology meant the work happened over one weekend, instead of potentially months, and that employees and contractors did not have to undertake the risk of working at heights.



**Drones help improve safety
in difficult to access places**

Metro is helping to **reduce risks** to pedestrians at level crossings



Pedestrian level crossing safety

Risks to pedestrians of being struck by a train at level crossings has been reduced through both level crossing removals and the State-funded level crossing upgrade program. Despite patronage growth and additional train services, there has been a significant reduction in collisions with pedestrians over the past five years.

Effectiveness of these programs has been partly due to a greater understanding of the behaviours that contribute to this risk. Metro has led a number of human factors studies funded through the Department of Transport and the Victorian Rail Crossing Safety Committee. These include behaviour assessments of level crossing users using mobile CCTV footage and a revision to the Australian Level Crossing Assessment Model (ALCAM) pedestrian risk model.

There is increasing complexity in prioritising and upgrading level crossings, particularly with population growth and the impact of major projects and urban planning. The revised ALCAM model improves understanding of factors and behaviours that drive risk and will ensure a more effective use of funding and maximise safety outcomes. Specifications have also been developed for knowledge management, governance and capability for level crossing designers to apply human factors knowledge and a systems approach.



Metro has also managed upgrades funded by the Department of Transport to reduce risks at level crossings. Electromagnetic escape gate latches on existing crossings have been installed. Improvements to the design height of existing crossing locations with electromagnetically latched escape gates at a number of high priority sites prevent pedestrians accessing the tracks while the crossing is closed.

Passenger Experience



Why it matters

Passengers are at the heart of everything we do. Melburnians and visitors to our city rely on us to connect them to places for work, family and recreation. We need to deliver a punctual, reliable service and excellent experience, every trip. Metro people continue to work to consistently deliver a safe, clean and accessible passenger experience.

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 focusing on a number of initiatives to improve boarding efficiency.

Objectives

- Provide consistent and dependable services
- Provide timely, accurate and personalised information
- Provide safe, clean and accessible services
- For Metro employees to be proactive and approachable

Initiatives

- We have installed [anti-trespasser panels](#) (ATPs) at Narre Warren, Berwick, Yarraville, Prahran and Keilor Plains to prevent trespassers entering the railway corridor, reduce harm and trauma on the network, and minimise delays trespassers cause to passengers. ATPs have been used in Europe and the UK with great effectiveness and this is the first such instalment in Australia with the potential to reduce trespassing by up to 78 per cent in some locations.
- To reduce time trains are stopped at stations during peak travel times, "All Clear" [hand signals and whistles](#) have been deployed across 43 stations alerting passengers of the impending train departure. During the COVID-19 pandemic, we have suspended whistle usage.
- A [communications system upgrade](#) to the Comeng fleet as part of its overall upgrade is improving passenger information and safety. We are adding a modern, and Disability Standards for Accessible Public Transport (DSAPT) compliant, digital system with real time high definition information, and colour passenger displays with dynamic route maps. Also included are new hearing aid links for audio announcements and upgraded speakers, making for clearer on-board audio announcements.

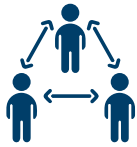
FY20 Results

- 98.53 per cent reliability against a target of 98.5 per cent
- 92.13 per cent punctuality against a target of 92 per cent
- Passenger Satisfaction score 75.0 points against a target of 75.4 points

FY21 Focus

- Reliability 98.5 per cent
- Punctuality 92 per cent
- Passenger satisfaction score 75.4 points

**Passengers are
at the heart of
everything we do**



Keeping passengers safe is our top priority

When COVID-19 hit Melbourne in March this year, Metro needed to introduce new ways of working to further protect the safety of our passengers and our employees.

Working closely with the State Government and particularly with the Department of Health and Human Services (DHHS), Metro had many areas to consider. We needed to quickly update processes and make changes, in an environment where change seemed to be happening every day. This while running a full service timetable so that passengers, such as essential workers, who needed our service could still get where they needed to go.

One of our first actions was to support the Government's social distancing campaign through platform posters, decals on platforms and on trains and COVID-19 specific station announcements. This was reinforced by a digital campaign.

We enhanced our processes of managing unwell employees and passengers with clearly defined protocols if someone who had travelled on, or worked on any of services, tested positive for COVID-19. We provided masks and other

appropriate personal protective equipment for our employees and introduced a robust COVID-Safe plan for every Metro workplace. We paused ticket checking and cash handling, and requested passengers to use contactless payment methods such as paying online or by phone. More off peak services were introduced to encourage passengers to travel outside peak hours, further enabling social distancing whilst travelling.

We increased our cleaning, focusing on the places passengers spend the most time, disinfecting high-touch surfaces like next-stop buttons, door handles, handrails, grab straps, lift buttons, ticket office counters and myki touch points. We introduced hand sanitiser dispensers at major stations. As well, all trains were undergoing nightly sanitation, with a cleaning program applying seven nights a week with up with 1,371 carriages requiring cleaning every night. This will be continued for as long as DHHS guidance requires it.

Protecting the safety of our employees and passengers during COVID-19



The Comeng fleet is more reliable today than at any time in its 40 years of service



Extending the life of the Comeng fleet

The oldest trains on our network – the Comeng fleet – have been the beneficiary of a major life-extending overhaul.

Serving the people of Melbourne for almost 40 years so far, these reliable trains have been well looked after through a stringent maintenance program. Incorporating new technical advances will contribute to the sustainability of the fleet and give our passengers the best possible on-board experience.

The \$75 million, three-stage program, funded by the State Government, began in 2017. Technical upgrades have occurred, with passenger-facing and engineering improvements taking place. The first two stages of the life extension program has now been completed.

Metro's Comeng Technical team designed an upgraded door hanger, which has now been installed across the fleet. These new door hangers provide a significant improvement to fleet reliability. Door hanger failures have been one of the leading causes of door faults, preventing all doors to be closed by the safety system and stopping a driver from being able to move the train. Metro's Door Overhaul project team is pictured right.



Stage two focused on the passenger experience and included rearranging and reupholstering seating, as well as installing LED lights and new grab poles and straps. There has also been new digital signage on the front of trains so that passengers can better see destination information.

The final stage is nearing completion and involves upgrades to the passenger information system. There will be digital displays inside carriages tracking the train's journey in real-time.

Remarkably, the Comeng fleet is more reliable today than at any time in its 40 years of service.

We look forward to having the Comeng fleet as part of Melbourne's network for many years to come.

Employee Health & Wellbeing

Why it matters

Metro's health and wellbeing program exists to help employees make healthy work and lifestyle choices, empowering them to improve overall health and wellbeing whilst creating a positive and engaged work environment. We call this Fit for Work-Fit for Life.

For some of this year, we have been impacted by COVID-19. We focused on supporting employees with personal resilience, good mental health wellbeing and positive workplace wellbeing. This was very important, as we faced a collective challenge at work and at home with widespread anxiety, isolation, grief and loss. COVID-19 has involved a change in routine, whether it be to work, personal or family life.

Objectives

- To proactively support employee health and wellbeing
- To deliver targeted health promotion programs to address Metro's health risk profile, focusing on education including self-management strategies and prevention
- To maintain and develop wellbeing support networks

Initiatives

- A suite of [mental health and wellbeing](#) content via our inhouse training platform, Learning@Metro was launched. This meant all employees had access to additional training content about resilience, managing stress and anxiety, mindfulness and importantly to keep the R U OK? conversation going.
- Metro supported the [Lifeblood Challenge](#) and got behind its vital work of saving lives through blood and plasma donations.
- Partnering with our employee assistance and wellbeing provider, we ran a digital forum providing proactive support options to employees and their families. By focusing on [resilience](#) and helpful behaviours, strategies were adopted by individuals and teams to try to lessen the negative impact of uncertain and stressful environments.
- Our [Wellbeing Support Group](#) continued to play an integral role. This was expanded as almost 300 employee volunteers became Peer Supporters, Family Violence Officers, Think Twice program Contact Officers and Wellness Advocates.

- There was strong participation for [wellness activities](#) such as Life! and voluntary health checks. This year also saw strong participation in Rail R U OK? Month (August) and Stress Down Month (October) across the business with over 50 events delivered.

FY20 Achievements

- Achieved 7.75 per cent utilisation of Metro's Employee Assistance Program (EAP), above the projected rate
- Increased Wellbeing Support Network to almost 300, against a target of 250
- Strong participation in wellness activities across Metro

FY21 Focus

- Increase uptake of Metro's Employee Assistance Program to 8.5 per cent
- Increase participation in wellness events and initiatives by 25 per cent
- Deliver health and wellbeing training and awareness to all employees via Learning@Metro
- Ensure support networks are in place for employees who may be experiencing mental health issues
- Grow support for the Lifeblood Challenge across Metro



Towards better health

Team health checks and our Life! program were important strategies to help employees lead a healthier life.

Health check participants received a personal action plan and strategies to make improvements to their health behaviours. This included take home resources on physical activity, nutrition and quitting smoking as well as education on sleep, stress and fatigue management. Employees were encouraged to reach out to their Employee Assistance Program, which was expanded to include dietitian services and wellbeing coaching.

We learnt from the results that future initiatives would be best focused on sleep and fatigue and improving healthy eating.

We also continued with the Life! Program which, since its introduction in early 2019, has received fantastic uptake as one of our key wellness initiatives.

A voluntary program, sessions have included learning about key health risks such as diabetes, heart disease and stroke. The program teaches ways to support and improve health to reduce these risks. More than 20 groups of employees have joined Life!, taking part in seven one-hour sessions over 12 months. Sessions are run by qualified health professionals and help to improve eating habits, physical activity and stress management.

Results show that the risk of developing type 2 diabetes, heart disease and stroke has been reduced by over 30 per cent for participants. A great result.



**Metro encourages its
employees to take part in
health initiatives so they can
lead healthier lives**

Accessibility & Inclusion



Why it matters

Accessibility and inclusion at Metro is focused on ensuring that everyone in our community can access rail services to get where they need to go.

Moving beyond compliance, our Accessibility Action Plan incorporates the voice and needs of our passengers in decision-making and acknowledges the role of our employees 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.

Objectives

- Support our employees 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 successfully achieved the [Communication Access Symbol](#) accreditation, signifying that Metro employees are trained and equipped to support passengers with communication difficulty.
- We are introducing [gangway barriers](#) across the Siemens fleet. The barriers will cover the gap between carriages and reduce the risk of falling, particularly for passengers who are blind or have low vision and whose feedback was instrumental in driving the initiative.
- We are well underway to [improving information](#) for passengers planning accessible journeys. Virtual tours of eight of our busiest railway stations, visual stories for passengers needing simplified information, as well as updates to the website, will deliver an improved experience for passengers planning to travel on Metro's network.
- We are installing [high contrast fabric on priority seats](#) on our trains. The orange fabric makes identifying a priority seat easier for those who need a seat while travelling.

- We mark events such as [International Day of People with Disability](#). In December 2019, we partnered with Vision Australia and Deafblind Victorians to give some employees an opportunity to experience network disruptions from the perspective of people with sensory loss.

- We engage our passengers to ensure that changes we make on the network [remove barriers and create solutions](#) to meet their needs. We convene Metro's Accessibility Reference Group quarterly, bringing together passengers with lived experience and representative disability organisations who provide advice and guidance to help us improve accessibility of the network.

- We continue to provide rent-free space to [Travellers Aid](#), a non-profit group that helps passengers of all abilities at Flinders Street and Southern Cross complete their journey.

FY20 Results

- Accredited with the Communication Access Symbol
- 37 per cent reduction in complaints compared to the previous year

FY21 Focus

- 90 per cent pass of mystery evaluations to maintain CAS accreditation
- Deliver Journey Planning initiatives



Getting the message across

Getting everyone where they need to go is our role each day and that's why we've worked hard to achieve the Communication Access Symbol.

As a communication accessible organisation, all frontline Metro employees are trained and equipped to support passengers with communication difficulties. This includes development of communication tools that enable employees to engage with passengers using simple language and symbols.

Across more than 300 sessions, 2,500 Metro employees completed face-to-face training that now allows them to better engage with passengers with communication difficulties.

On the network, employees wear the blue Communication Access Symbol badge, proudly showing their commitment to supporting communication access.



Metro employees proudly wear the Communication Access Symbol badge

Community Benefit

Why it matters

Metro cares about our passengers, our employees and the communities they live in across Melbourne. We focus our community investment on programs that strengthen community connection and facilitate safe and supportive community environments.

This past year has seen Victorians significantly impacted by summer bushfires and a global pandemic. Through these events we are reminded that strong communities are vital and provide us with strength, support and resilience to get through challenging times.

Through Metro Cares we have remained focused on supporting our most vulnerable community members.

Objectives

- Work to address complex social issues such as mental health, homelessness and suicide through partnerships
- Encourage our people to 'give back' and connect with their communities to support causes that matter to them
- Facilitate community-led fundraising, gardens, and cultural activations at our stations through our 'Lively Stations' program
- Improve the confident use and accessibility of public transport for all members of our community including seniors, immigrants and young people

Initiatives

We partnered with [TrackSAFE Foundation](#) which delivers safety awareness campaigns for schools and the public, including Rail Safety Week.

We delivered 492 free [Rail Safety Education & Awareness](#) sessions for schools and community groups. These sessions equipped students, immigrants, seniors and other vulnerable community groups with the skills and awareness they need to navigate the network safely.

In 2019/2020, we provided 60 [Metro Cares Community Grants](#) to community organisations and charities that foster community connection. The \$1,500 grants support grassroots activities nominated by our employees.

The [Stationeers](#) program, delivered in partnership with Keep Victoria Beautiful, Public Transport Victoria, VicTrack and V/Line, enables local community volunteers to beautify station gardens. The pandemic has impacted this program in 2020 with volunteers unable to work, however we look forward to a return to gardens soon.

We co-designed 'Havoc' with [Reach Foundation](#), a pilot program designed to support disengaged and at-risk youth. Postponed due to COVID-19, it will now be delivered during the first half of 2021.

Through [Metro Cares fundraising](#), we raised \$24,572 for our partner Lifeline to support its work in suicide prevention. Employees also contributed \$110,000 to the bushfire appeal, an amount then matched by Metro.

We have continued to support station fundraising across multiple years including the Cancer Council's Daffodil Day, RSL's Poppy Appeal and the Salvation Army's Christmas Appeal. The pandemic impacted this work in 2020 but we look forward to welcoming charities back to our stations.

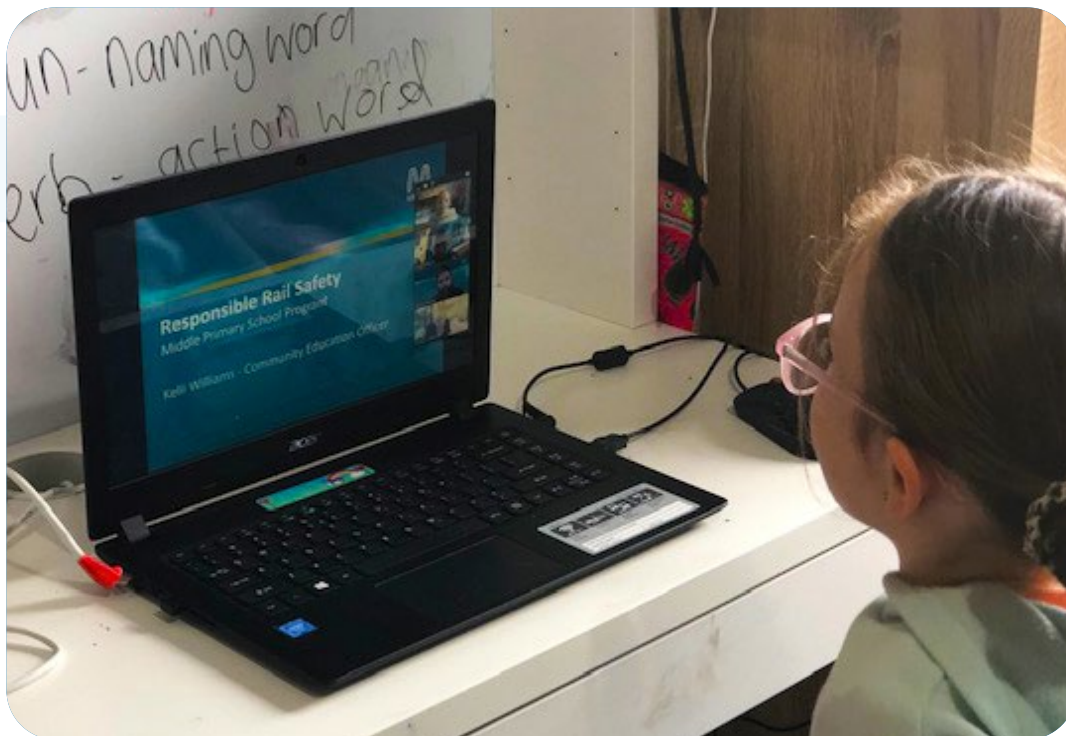
FY20 Results

- Grants totalling \$90,000 to 60 community organisations and charities
- \$220,000 donated to the summer bushfire crisis by employees and Metro
- More than \$415,000 provided to community program and fundraising partners
- 492 Rail Safety Education & Awareness sessions delivered to schools and community groups

FY21 Focus

- 7,500 people directly impacted through Metro's community investment

Online becomes the way to go



Metro has offered free community education sessions to schools and community groups since 2008 to promote safe and confident use of the rail network.

Until March 2020, this program was built on face-to-face delivery, but all of that changed when COVID-19 impacted Melbourne. Unable to deliver the program in its traditional form, the Community Education Unit (CEU) had to adapt quickly and develop online sessions, something it had not attempted before.

The CEU identified that schools were most often using Zoom and Webex to facilitate their remote learning so a program that was compatible with these platforms was developed. After creative content development and thorough testing, the CEU had its first online primary school program.

Launched in May, the program was well received with 27 sessions delivered to 900 students in May and June 2020.

Despite the challenges that the pandemic meant for the team and schools, the CEU met its target for 2019/2020, facilitating 492 sessions for the year, presenting to over 22,000 people.

The team is continuing to develop online content for schools and community groups, now seeing the potential of online sessions.

**Switching to
online delivery
meant Metro was
able to continue
building rail safety
awareness**

Metro's community spirit shone during the summer bushfire emergency



Responding to summer bushfires

The 2019/2020 summer bushfire season was heartbreaking for Australians, with loss of life and property and immense damage to our natural environment. The community spirit of our employees shone through as Metro united to support the Victorian response.

Many employees courageously volunteered their time with the Country Fire Authority or other emergency service groups, to provide hands on support to affected areas. Metro quickly established a new leave policy to support these employees, ensuring they weren't financially impacted for taking leave from work over the fire season. Pictured here is Sylvia (far right) who volunteers with Keysborough Fire Brigade.

Those of our team that remained in Melbourne worked to raise funds for the response and recovery effort, with Metro matching donations dollar for dollar. Many fundraising events took place - our offices, depots and stations were full of activity with sausages being turned, cakes being baked and tins being rattled.

Our employees generously donated \$110,000 to bushfire response and recovery efforts with Metro then matching all donations in support of the Victorian Bushfire Relief Appeal.

Metro also allocated 20 per cent of its next round of Metro Cares grants to bushfire response and recovery. This meant over \$10,000 was shared across CFA brigades, wildlife carers and habitat regeneration groups.



Reconciliation

Why it matters

Metro operates on Aboriginal land, First Nations peoples use our services and we need to ensure our Aboriginal and Torres Strait Islander employees work in a culturally safe workplace, free from racial vilification. This is why reconciliation is important to us. We have chosen to implement our commitment to Indigenous engagement and participation through the framework of a Reconciliation Action Plan (RAP).

Our Reflect RAP was launched in July 2019 and, whilst we had hoped to be close to finalising it within one year, the journey has showed us that laying the foundations for future RAPs and reconciliation initiatives will take us longer. Impacts of COVID-19 on our business have also slowed progress however we are still focused on delivering key aspects and continuing our journey.

Objectives

- 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

- We developed a [Social Inclusion and Aboriginal Employment Strategy](#) and will implement it across 2020-2024. We will continue to work with external organisations, such as Career Trackers, to support our ambition to better reflect the community in which we live and operate.
- In line with our Metro Cares program to support community safety, wellbeing and social inclusion, we were pleased to commit to a [community partnership](#) with the Fitzroy Stars Football & Netball Club. Unfortunately, due to the impacts of COVID-19, the Club was not able to operate as usual. We will focus on building a strong connection between Metro and the Club post-COVID-19.
- We are building the [cultural awareness of our people](#) and supporting the recognition of Aboriginal and Torres Strait Islander peoples, including through celebrating NAIDOC Week and National Reconciliation Week.

FY20 Achievements

- Continued support of the Career Trackers internship program
- Established a partnership with Fitzroy Stars Football & Netball Club

FY21 Focus

- Continue to raise awareness and knowledge of Metro employees about our RAP
- Build a strong connection with the Fitzroy Stars Football & Netball Club





Learning from traditional ways

The Metro rail network is home to some of Australia's most threatened plant species and ecosystems. How we manage them is critical to ensuring their longevity.

Recognising the Melbourne landscape has been cared for by Aboriginal people for millennia, Metro biosite land managers invited Wurundjeri Elders and Narrap Rangers to visit the Calder Rise bio-site, near Keilor Plains on the Sunbury line.

The aim was to learn about traditional land management practices and how they support biodiversity. Calder Rise is classified as Victorian Volcanic Plains Grassland. Only one per cent of this unique ecosystem remains today and is protected under the Commonwealth's Environment Protection and Biodiversity Conservation Act. The site is home to three rare and protected native plant species - the spiny rice flower, large-headed fireweed and arching flax-lily.

As the group surveyed the site, Wurundjeri Elders reflected that balance was once maintained with fire or grazing. Without these factors, biomass builds up effectively suffocating other vegetation. It is for this reason that Metro has conducted controlled burns for years. It was good to hear the Narrap Rangers suggest a similar management regime to the one we currently use.

Learnings included the importance of the relationship between Aboriginal cultural heritage and land management practices, including the benefit of holding a smoking ceremony before burning commences. This has cultural significance for Aboriginal people, and there is also another important benefit – it sends a warning to nearby animals that fire is approaching, providing them with time to vacate the area.



Metro learning from Traditional Owners at the Calder Rise Biosite

Diversity & 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 are one of the largest employers in Victoria. Diversity & Inclusion (D&I) is one of Metro’s strategic priorities as a diverse workforce means different perspectives, experience and knowledge bringing improved leadership capability, customer service and safety.

Metro wants to be an employer of choice for talent across Melbourne. We want to play our part towards addressing barriers to economic participation for job-seekers from all backgrounds and under-represented communities, helping communities to thrive.

Objectives

- Be a leader and champion in D&I within the Victorian public transport and rail industry
- Recruit and promote employees transparently and fairly, including reducing the impact of unconscious bias in selection decisions
- Promote flexible working for all roles, where possible, based on the nature of the role
- Create a working environment free from discrimination, harassment and bullying and raise employees’ awareness of their rights and responsibilities

Initiatives

- The [D&I Strategy](#) is supported by governance and a range of stakeholder participation frameworks, initiatives and activities. Specific plans and strategies underpin the overall D&I Strategy including the Reconciliation Action Plan, Social Inclusion and Aboriginal Employment Strategy 2020-2024, Gender Diversity Attraction and Retention Strategy 2020-2024 and the LGBTIQ+ Inclusion Strategy 2020-2024.
- Our D&I work is led by members of our Executive team and involves employees throughout Metro, including as members of our [employee networks and affinity groups](#).
- Metro works with [external candidate providers](#) which are a critical element of the Social Inclusion and Aboriginal Employment Strategy. Organisations within the social inclusion provider network receive a fortnightly email outlining new roles and other Metro inclusion news.

- [Cultural days of significance](#) provide a platform to celebrate diversity and promote social inclusion. One of the key days Metro celebrates each year is International Women’s Day. In 2020, our employees joined with people from across our industry and female secondary students in an event designed to inspire and encourage female students to consider rail and/or science, technology, engineering and maths (STEM) careers. Another key day of significance is Wear it Purple Day on the last Friday of August. The day promotes LGBTIQ+ inclusion. Metro supports the day through lighting up Flinders Street Station in a display of rainbow colours.

FY20 Results

- Women represented 26.9 per cent of the total workforce, against a target of 27.5 per cent (result impacted due to COVID-19)
- Women hold 38.1 per cent of total leadership roles, against a target of 28 per cent
- 5.3 per cent of all new roles were recruited from our Social Inclusion Employment Program against a target of 4.5 per cent

FY21 Focus

- Women representing 28.5 per cent of total workforce
- Women representing 35 per cent of total leadership roles
- 4.5 per cent of all new roles recruited via Social Inclusion Employment Program



Promoting STEM opportunities for women at Metro

During 2019 to 2020, Metro invested in a LinkedIn talent attraction campaign targeting the disciplines of Engineering, Project Management and Information Technology. Prior to the campaign, Metro knew the percentage of women in STEM roles in our workforce was above the labour market average. To continue the growth of Metro women employed in these fields, we needed to outperform the labour market average in recruitment.

The campaign included Metro sponsored content profiling women at Metro. Posts were aimed at promoting gender diversity and STEM roles at Metro.

The campaign video was viewed by almost 650,000 women on LinkedIn, and engagement rates were almost 50 per cent higher than the LinkedIn average. Static images used to drive engagement with our talent pipeline page were viewed by 300,000 women and the click through rate for these images was 75 per cent higher than the LinkedIn average. The campaign meant that Metro was able to move ahead of many of its talent competitors. This campaign was an important investment in an overall strategy that has resulted in the percentage of women in our engineering, project management and IT teams increase from 22 per cent to 36 per cent in the past two financial years.



**Metro is looking to grow
its cohort of female
employees in STEM roles**

Betelhem's long road



Following the bombing of her university graduation ceremony in Ethiopia, Betelhem fled to Australia. Arriving in Darwin, Betelhem was taken to Nauru where she spent the next two years. Since no one else spoke her language, Betelhem learnt to speak and understand five languages while in detention.

Eventually, Betelhem was transferred to a Brisbane detention centre where she spent a further two years, before moving into community detention. After a landmark decision in 2018, she was released. Betelhem found people were supporting her rights and rights of others who were on some of the last boats to arrive and be accepted by Australia. There were still many challenges for Betelhem to face – not knowing anyone, where to live, how to navigate transport or ways to make ends meet. Her move to Melbourne was an opportunity for Betelhem to heal from her detention experiences and start a new life.

Since joining Metro as an Authorised Officer in 2019, Betelhem has found a new family with her AO crew. In her role, Betelhem brings resilience and a positive energy, and is always on the look out to help passengers who may be confused and lost – as she once was.

Betelhem has become an advocate, supporting the human rights of other refugees and asylum seekers.

**Betelhem has
started a new
life in Melbourne
and with Metro**

Hieu's wonderful career with Metro



Perseverance puts Hieu on track

After fleeing from Vietnam at the age of 24, Hieu arrived in Melbourne in 1982 not knowing then that he had a wonderful career ahead of him in the railways.

Hieu knew little English when he joined Metro. Starting out cleaning trains he is now a Reliability Officer in Metro's Rolling Stock division.

Whilst learning English at a migrant hostel, he attended a practice interview for a job as a Train Cleaner at the old Jolimont workshop. To his surprise, he was successful! During his time as a cleaner, Hieu was able to help rectify a train fault on an old Red Rattler (Tait) train. This led to him being promoted to Fitter's Assistant.

Around the same time the Comeng fleet began its service on Melbourne's network. Hieu had a strong desire to learn more about the new fleet and set about gaining in-depth knowledge of the new trains, motivating him to go back to school whilst working full-time and get his qualifications, all while still learning English.

The Comeng fleet holds a unique connection with Hieu's career in the railways. Much of his energy and efforts have supported it over the years, and he is excited to see the major life-extending Comeng overhaul come to completion soon.





**Metro has an important
responsibility and genuine
opportunity to contribute
to a more **liveable, inclusive
and sustainable city****



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.

Trains are one of the most energy efficient and sustainable transport modes (greenhouse gas emissions per passenger kilometre for rail transport is up to five times less than that of car transport).

As Victoria transitions to a net zero economy, we are committed to investigating and implementing ways to improve our operational energy performance and to partner with the Department of Transport on emissions reduction and climate change adaptation initiatives.

We monitor and report energy consumption and greenhouse gas emissions to the Clean Energy Regulator annually for National Greenhouse and Energy Reporting. The majority of our energy consumption is used for powering trains, stations, depots and facilities.

Long term climatic changes can impact our network, damaging infrastructure and disrupting services for our passengers. Improving our resilience to more intense and frequent extreme weather events is becoming increasingly important to run a safe and efficient network and to deliver a better passenger experience.

Objectives

- Pursue opportunities to reduce energy and greenhouse gas emissions across our rail network
- Understand climate change risks and identify measures to improve network climate resilience

Initiatives

- We completed a [climate change risk and adaptation assessment](#) to advance understanding of the risks that climate change may pose to the operation of the network and to support longer term adaptation planning for the transport system.
- We continue to investigate opportunities to [improve energy efficiency](#), including raising the regenerative braking voltage and installing LED lighting in stations and the X'Trapolis and Siemens Nexus trains fleets.
- 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 LXRP to optimise energy efficiency in its design.
- We continue to deploy [remote monitoring solutions](#) on solar systems generating renewable energy at selected new stations. Remote monitoring has improved fault management practices and enabled performance data to be accessed remotely.

- We are commissioning the first [wayside energy storage system](#) (WESS) on our rail network, allowing energy to be recovered from braking trains. It acts as an 'off-grid' system where otherwise wasted electricity generated is supplied back into the network. Once operational, performance of the WESS will be monitored by Metro and outcomes used to determine the suitability for future applications.

FY20 Results

- Climate risk and adaptation assessment completed
- Project approval to retrofit LED lighting at our Burnley Depot and at eight train stations

FY21 Focus

- LED lighting retrofit project delivery



Planning for hot weather resilience

Our Summer Readiness Plan is all about actions to prepare assets, employees and operations for extreme weather events. It's a key part of our operational resilience framework that includes collaboration with various state, agency and community groups to ensure readiness for severe weather and incident response before, during and after a major event.

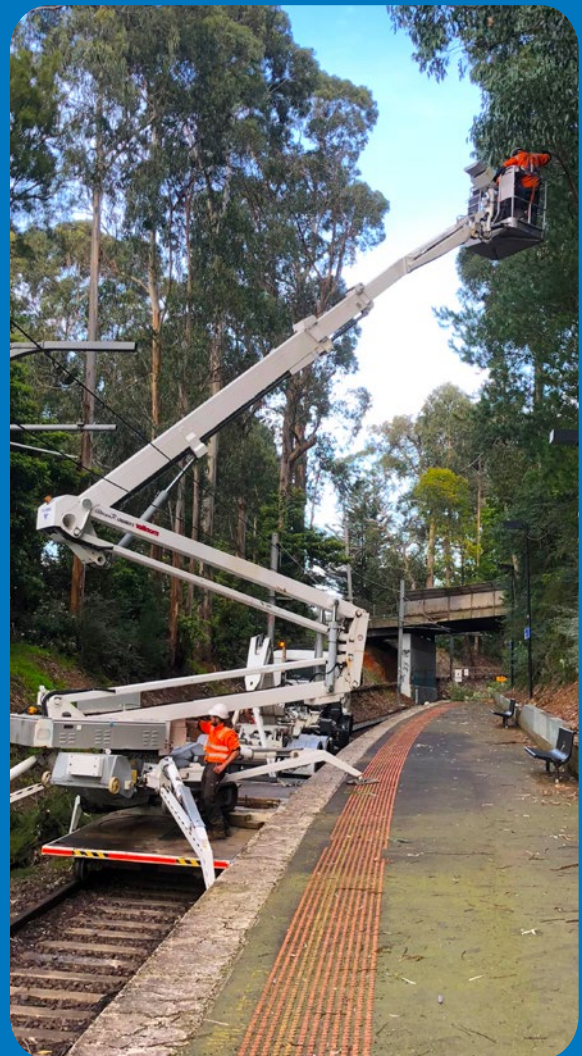
Ahead of the 2019-20 summer period, Metro and other Critical Infrastructure Managers received a climate briefing from the Bureau of Meteorology on the climate outlook for the season which forecast an increase in fire risk.

Actions for managing heat impacts on the network include track restressing and monitoring of rail head temperatures to manage the risk of rail buckles or breaks. We use a real-time track temperature monitoring system to inform our operational response to hot weather.

Vegetation management is conducted to reduce bushfire risks, removing ground fuel and pruning trees before the fire season. There is an updated five-metre clearance plan in place as well as an improved, proactive year-round approach across the network.

Proactive signals maintenance and asset improvement initiatives have also contributed to improved summer performance. For example, signal boxes in key areas have been coated in heat-reflective paint, to maintain a lower temperature of electrical equipment and reduce heat-related faults.

These initiatives, and others, will help keep the network summer ready and able to cope as temperatures rise.



Removing ground fuel and pruning trees is an important part of managing bushfire risk

Sustainable Resource Use

Why it matters

While rail is one of the most sustainable public transport modes, we can still do more to reduce our natural resource consumption including water, metals and quarry products throughout the lifecycle of the rail network, and to reduce waste. Most significant materials use and waste generation, such as sleepers and ballast, comes from renewing our rail network for safe and efficient operations.

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 need to reuse materials in their highest value applications possible.

Objectives

- Reduce waste and improve diversion from landfill, materials reuse and recycling

Initiatives

- We are [partnering with water utilities](#) to install “touch free” bottle refill and drinking water fountains at six key stations as part of the “Choose Tap” campaign that encourages people to drink tap water instead of purchasing water in single use plastic bottles.
- We are [developing water and energy benchmarks](#) for our stations to create a framework for tracking and comparing energy and water consumption on an ongoing basis.
- We have been investigating ways to [reduce waste generated](#) through our rail network upgrades, including plastic drinking water bottles and corflute signage.

FY20 Achievements

- Reduced water consumption across the network by 37 per cent (from 2017/18 baseline) resulting in water savings of 137 megalitres per year
- Diverted 95 per cent of Cat C and fill spoil materials (ballast and fines) from track renewal activities from landfill
- Diverted 86 per cent of non-hazardous depot waste from landfill

FY21 Focus

- “Choose Tap” water fountain installation



App saves 50 tonnes of paper

More than 3,500 Metro employees have contributed to saving more than 50 tonnes of paper through using the 'PaperLite' app to access important information. That's a lot of paper – the equivalent of a Comeng train carriage!

First introduced in 2018, PaperLite is like a mobile filing cabinet for Metro's frontline teams, giving them access to operationally critical documents and training videos on any device from any location, 24 hours a day,

seven days a week. It also allows instant distribution of information to the entire team with a single push of a button.

Employees can digitally acknowledge they have read and understood a document, without the need to collect physical signatures. During COVID-19 this has helped make a positive difference to everyone's safety.



**Authorised Officers
can use the
PaperLite app 24/7**

Environmental Protection

Why it matters

Managing our impacts to protect the environment is important for maintaining healthy ecosystems that provide clean air, soil and water. Risk-based environmental management and control planning consider both current and future impacts, to conserve and improve the natural environment within which Metro operates.

Metro's Environment & Sustainability Policy 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 environmental risks, including pollution, waste and hazardous materials management, potential impacts to air, land and water, biodiversity and cultural heritage.

Environmental management procedures, training and information ensure our employees and contractors are aware of their environmental responsibilities when undertaking works. We regularly monitor and evaluate our environmental performance and effectiveness of our systems so that we can continually improve.

Objectives

- Comply with all applicable environmental and heritage legislation
- Manage risks to prevent pollution and minimise impacts to the environment, cultural heritage and the community from our activities
- Protect and restore network biodiversity values

Initiatives

- We have an established Biodiversity Management Program to [protect ecological values](#) at more than 30 sites of ecological significance (Biosites) across the network, including threatened flora and fauna species and ecological communities.
- We completed a Heritage Management Plan, with GIS mapping of all heritage places of State and local significance and areas of Aboriginal cultural heritage sensitivity, with improved heritage protection procedures. Training and works planning procedures for our employees and contractors working in heritage buildings and sites are being implemented.
- [Southern Brown Bandicoot guidelines](#) were developed in partnership with key stakeholders in State and Local Government and the Royal Botanic Gardens, Cranbourne. The guidelines, now being put to use, provide detailed management actions for linear Southern Brown Bandicoot habitat.

- A trial was conducted using [goats for weed management](#) near Belgrave station to safely and effectively clear the area of invasive weeds without the use of herbicides. The trial has been successful and stage two will include revegetation works to plant Indigenous plant species to inhibit any re-growth of weeds.

FY20 Results

- Assessments completed to identify highest priority opportunities for restoration works to improve habitat connectivity for protected flora and fauna
- Ecological burns were conducted at five Biosites to reduce biomass and encourage species regeneration
- Development of State-wide guidelines for the management of Southern Brown Bandicoot habitat
- Heritage Management Plan developed and implementation commenced

FY21 Focus

- Planned ecological burns
- Measure Biodiversity Management Plan progress through ecological assessments



Restoring biodiversity

A 2019 United Nations Report warned of unprecedented decline in biodiversity globally and the accelerating rates of species extinction. We are delivering our Biodiversity Management Program to protect threatened species on the Metro network and are now starting to see results, with recovery of threatened biodiversity within our significant Biosites.

The program includes ecological burning, targeted control of threats such as invasive weeds and biomass reduction, along with rubbish removal and the installation of fencing and signage.

We have conducted seven ecological burns in the critically endangered grassland Biosites on the Sunbury and Werribee lines and there are additional burns planned for 2020/21.

Visible signs of regeneration include increased floral diversity and in the populations of threatened species such as the spiny rice flower and large headed fire weed. Striped legless lizard surveys have been conducted and several sightings were recorded.

Independent surveys to measure the change in ecological value are planned for 2021.



Metro's Biodiversity Management Program will protect threatened species across the rail network

Supply Chain

Why it matters

Diversification of our supply chain will help 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

- Work on Metro's first [Modern Slavery Statement](#) has started and the Statement will be submitted early 2021.
- Metro's supplier pre-qualification system, Avetta, asks all suppliers whether they have an Environmental Management System and how this system has been implemented. In addition, this prequalification system has been 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 are building our awareness and capability to effectively support local [Aboriginal and Torres Strait Islander businesses](#). We are continuing to examine our current procurement practices to identify organisational enablers and barriers to engaging Aboriginal businesses.
- We are committed to working with social enterprises. So that it is easier to transact with them, we are looking to on-board a number into our internal procurement systems.

FY20 Achievements

- Achieved the Local Industry Development Plan commitment of 88 per cent local content against a target of 86 per cent
- Maximised the use of local steel products made from locally milled steel to 84 per cent of all steel requirements against a target of 84 per cent

FY21 Focus

- Achieve Local Industry Development Plan commitment of 86 per cent local content
- Maximise use of local steel products made from locally milled steel to at least 84 per cent of all steel requirements
- Develop strategy for engaging Aboriginal and Torres Strait Islander businesses

Metro works with Castlemaine-based supplier Vossloh Cogifer



A great outcome all round

Metro recently renewed our long association with Castlemaine-based Vossloh Cogifer as our preferred supplier for turnouts (a mechanical installation enabling railway trains to be guided from one track to another).

An established name in Australia, we also extended our involvement with Vossloh through awarding a contract for check rail to improve safety on tight radius curves in our network.

Vossloh was included in the supplier panel for turnouts and crossovers as they demonstrated excellent engineering and manufacturing/supply chain capability whilst providing value for money to Metro. Importantly, they were committed to sourcing local steel from Australian suppliers and creating jobs for local communities, helping Metro meet its Local Industry Development Plan objectives.



Pathway to success

Metro has employed five engineering cadets as part of the Engineering Pathways Industry Cadetship (EPIC) program.

Led by the Level Crossing Removal Project, and supported by employers from across State Government and private industry, the program recruits qualified engineers from refugee or asylum seeker backgrounds. Cadets receive on-the-job training, support and mentoring while completing an accredited Graduate Certificate in Infrastructure Engineering qualification with Swinburne University.

Metro's Level Crossing portfolio is leading the way, supporting new Australians in transitioning their international qualifications to match Australian workforce requirements within Metro. The program's success to date can be attributed to two things - the commitment from our cadets, and also the commitment of our mentors and managers in supporting their journey.

Metro supports EPIC cadets to transition international qualifications



Sustainable Transport System



Why it matters

The Victorian Government is delivering a record \$70 billion transport infrastructure investment ('Big Build') that will transform the way Victorians travel. Highlights of Victoria's Big Build include a second underground railway, the Metro Tunnel, Victoria's biggest ever commitment to remove level crossings, a plan to connect Melbourne Airport to all metropolitan and regional rail lines and new electrified lines in the west and faster, high-capacity rail for our regional cities.

Metro partners with the State Government to ensure the safe and efficient operation of the network during the construction phase of these projects. We also provide service, operational and technical advice, from informing the project design and construction methodology, to accepting the asset when it comes into service upon project completion.

While the Big Build delivers significant long term benefits to the community, there are inevitably short term impacts and disruptions to navigate. This has meant Metro needed to adapt so we could respond to the challenge of running a mass-transit network while it is being rapidly modernised and improved.

Excellent passenger engagement and replacement bussing during these times of disruption is essential. This is delivered in partnership between Metro, the Department of Transport, the Major Transport Infrastructure Authority, the Level Crossing Project, VicRoads and Rail Projects Victoria. These teams work closely together to meet customer expectations for continued service delivery and information provision during construction.

Objectives

- 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, minimise impacts to our passengers and get them to their destinations
- Work collaboratively with the State to ensure all network improvements are optimised and integrated to support a sustainable transport system

Initiatives

- In 2019/2020, Metro operated more than 650,000 safe and reliable services with [around 187 million annual passenger journeys](#). The smaller number of journeys compared to last year, where it was 240 million, is due to the impact of COVID-19 leading to a drop in patronage from March 2020.
- We continue to deliver to our maintenance and renewal plan, with around \$12 million spent on infrastructure, rolling stock and communication system works each week. In 2020, maintenance and renewals work on our railway and its assets included station platform works and pit renewals, overhead equipment upgrades, track maintenance and sleeper replacement, signal renewals, graffiti removal and structural maintenance on bridges and station buildings.

- We supported the Victorian Government to [remove 38 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 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.

FY20 Results

- Opened two upgraded stations: Carrum and Reservoir
- Commissioned two new train stabling facilities: Wyndham Vale Stabling Facility and Kananook Train Storage Facility
- Removed eight level crossings: Toorak Road in Toorak, Eel Race Road and Station Street in Carrum, Mascot Avenue in Bonbeach, and Park Road, Charman and Balcombe Roads in Mentone and High Street in Reservoir

- Completed renewals included seven station pits, 2,400 metres of rail, and the replacement of more than 10,000 metres of timber sleepers with concrete ones.

FY21 Focus

- Introduce more efficient communications methods on disruptions moving to digital engagement where appropriate
- Customer information bundling opportunities realised
- Develop and implement more than two improved digital initiatives for a better passenger experience



**Eight level
crossings removed**

1.65 million passengers were moved over 25 days using train replacement buses



Melbourne's Big Build Summer Blitz 2019/2020

The Summer Blitz involved construction on the Metro Tunnel Project and an upgrade of power, signalling and communications in preparation for the arrival into revenue service of the new fleet of High Capacity Metro Trains.

Metro managed the rail replacement bussing and customer experience component of works, with passengers told to expect to add up to 60 minutes to their journey during this period.

In total, 1.65 million rail passengers used train replacement buses over the 25-day occupation.

The main rail occupations coincided with the first week of the 2020 Australian Open, one of the biggest events in the Melbourne tourism calendar attracting over 800,000 people.

Customer engagement before, during and after the occupation was based on the cumulative Metro experience in occupation planning. It included local resident and trader engagement, pre-disruption passenger surveys, 'surprise and delight' campaigns such as coffee mornings at stations, surveys and thank you campaigns after the occupations.





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