



Diversity, Equity and Inclusion Strategy 2025-2028



Acknowledgment

Metro acknowledges the Victorian Traditional Custodians of the land on which our rail network operates, the Wurundjeri and Bunurong peoples of the Kulin Nation. We pay respect to Elders past and present, and to their cultural and spiritual connections to Country and Waters. We recognise that our trains move people every day through a landscape that holds the footprints and stories of thousands of generations of Aboriginal Victorian communities.

A message from Raymond

At Metro Trains, we believe that diversity, equity, and inclusion (DEI) are not just concepts, but the foundation on which we build a strong, innovative, and successful organisation. As we continue to evolve, our commitment to creating an inclusive environment where everyone feels valued, heard, and empowered remains unwavering.

In today's dynamic business world, diverse perspectives are essential to driving creativity, solving complex problems, and delivering exceptional value to our customers and stakeholders. Our DEI strategy is more than just a set of initiatives, it's a mindset that guides our actions and decisions at every level of our organisation. We recognise that true inclusion requires more than diversity alone; it demands a deep, ongoing commitment to ensuring that every individual has equal access to opportunities, resources, and the support they need to thrive.

Our journey toward a more inclusive future is one that involves continuous learning, collaboration, and the courage to challenge the status quo. We are proud of the progress we've made, but we are equally aware that there is always more to be done. This strategy outlines our vision and actionable steps to further embed DEI into the fabric of our company culture, ensuring that we not only meet but exceed the expectations of our employees, customers, and communities.

As we move forward, I am excited about the opportunities we will create together. Together, we will foster an environment where each person is empowered to bring their authentic self to work and where the power of diversity truly shines.

Thank you for your continued commitment to making Metro Trains a more inclusive and equitable place for all.

Introduction

At Metro Trains Melbourne (MTM), we recognise that embracing diversity and fostering an inclusive environment are vital to our mission and success and will lead us to being a world class rail network. In today's interconnected and multicultural world, our ability to understand, appreciate, and leverage the unique perspectives of our employees, passengers, partners, and the community is essential for driving innovation and achieving sustainable growth.

Our Diversity, Equity, and Inclusion (DEI) Strategy is designed to create a workplace where every individual feels valued, respected, and empowered. This strategy outlines our commitment to building an inclusive culture that not only accepts but celebrates differences, ensuring that everyone has the opportunity to contribute and thrive.

We believe that diversity encompasses a wide range of characteristics, including but not limited to race, ethnicity, gender, age, disability, sexual orientation, religion, socioeconomic background, and life experiences. Inclusion, on the other hand, is the practice of creating an environment where all individuals feel welcomed, supported, and able to fully participate.

Our DEI Strategy is built on six guiding principles:

1. **Attraction and Recruitment** Attracting, retaining, and developing a diverse pool of talent to reflect the communities we serve.
2. **Safety and Respect** Fostering a collaborative and trusting workplace environment where every employee feels safe to bring their authentic self to work.
3. **Employee Experience** We provide a positive employee experience including equitable access to employment opportunities and outcome.
4. **Management and Capability** Inclusive leadership is seen as a required skill.
5. **Community and Visibility** Metro is considered a leader in Diversity, Equity, and Inclusion.
6. **Measurement and Accountability** We will measure our progress and hold leadership accountable.

Through this strategy, we are committed to continuous learning, open dialogue, and proactive initiatives that drive meaningful change. We understand that achieving our diversity and inclusion goals is an ongoing journey, and we are dedicated to making sustained efforts to create a more equitable and inclusive future for everyone.

We believe that together, we can create a workplace that truly reflects our values and aspirations and where all our people feel safe.

Our commitment

Metro is committed to Diversity and Inclusion and creating a safe workplace where people can bring their authentic self to work. We believe the best outcomes for our business and our passengers come from a diverse workforce and inclusive culture.

Our vision

We will build a culture where inclusion is at the core of our operations, fostering equal opportunities for growth and development for all employees. By actively promoting diversity in all forms, be it race, gender, age, disability, sexual orientation, religion, or any other characteristic we aim to reflect the rich tapestry of the communities we serve.

Our aim

A workplace is diverse with an inclusive culture has social and business benefits. Like the network we travel on, MTM is vibrant, diverse, and inclusive. Each day we invite our employees to bring their true selves to work, and to feel supported while doing so. In championing diversity in all its forms, we are building a better organisation; one that is more resilient and innovative because it draws upon the rich backgrounds of the people who are proud to work here.

MTM can change lives of Victorians; whether that be through long term sustainable employment opportunities, ensuring that our workplace is accessible for those who face employment barriers and through helping people recognise their true potential, thereby living our value of Make a Difference.

How is our DEI strategy linked to the Metro Business Plan?

Our Diversity, Equity, and Inclusion (DEI) strategy is intrinsically linked to our business plan, ensuring that our workforce reflects the diverse communities we serve while driving innovation, employee engagement, and business performance. By embedding DEI principles into our recruitment, retention, and leadership development initiatives, we create a more inclusive culture that attracts top talent, reduces turnover, and enhances productivity. A diverse workforce fosters different perspectives, leading to better decision-making and improved customer experiences. Moreover, our commitment to DEI strengthens our reputation as an employer of choice, aligning with our broader strategic objectives of sustainable growth, employee experience, and keeping everyone safe at work.

What do we mean by diversity and inclusion?

Diversity and **Inclusion** are terms that are often used together but represent distinct concepts that are both crucial to building a successful and equitable organisation. Understanding these terms is essential for creating a workplace where everyone can thrive.

Diversity refers to the differences and experiences that we bring to work. It is a collection of attributes that are unique to each person that include, but are not limited to, gender, cultural background / identity, religion, language, gender identity, disability, age, caring responsibilities, education, perspective and thinking approaches. Some of our differences are visible, most are invisible.

Diversity is about recognising and valuing these differences as assets that contribute to the richness and strength of an organisation.

Inclusion is about creating an environment where all individuals feel respected, accepted, and valued. It involves the active, intentional, and ongoing engagement with diversity. Inclusion ensures that everyone, regardless of their diverse characteristics, has equal access to opportunities and resources and can fully participate in all aspects of organisational life.

While diversity is about the "what". The characteristics and attributes that make each of us unique. Inclusion is about the "how". The behaviours and social norms that ensure those differences are valued and integrated into every aspect of organisational life. Diverse voices are critical in impacting the changes we want to make.

The difference between Equity and Equality

Equality is treating every individual in the same manner, irrespective of requirements and circumstances. However, equal treatment of everyone can only promote fairness if everyone starts from the same place, which is traditionally not the case for the members of our five priority groups.

Equity on the other hand, provides everyone with equal opportunities to be successful. It refers to treating everyone fairly, based on their requirements and circumstances, i.e. giving everyone what they need to be successful.



The business case for diversity and inclusion

Together, diversity, equity and inclusion create a powerful synergy. A diverse workforce brings a wealth of perspectives, while an inclusive culture ensures that these perspectives are harnessed effectively, leading to greater innovation, creativity, and overall organisational success. By committing to both diversity and inclusion, organisations can build a more dynamic, equitable, and successful future.

Financial Performance

A study of over 1000 companies within the top quartile for gender diversity were 21% more likely to higher financial returns and culturally diver companies were 33% more likely.

Employee Engagement

When employees think their organisation is highly committed to, and supportive of diversity, and they feel included, they are 80% more likely to agree that they work in a high-performing organisation.

Talent Attraction and Retention

Leaders significantly reduce turnover when they develop high-quality relationships with most or all their team members and demonstrate high overall levels of inclusiveness.

Better Decision Making

A diverse workforce tends to produce holistic analysis of the issues an organisation faces and spurs greater effort and motivation, leading to improved decision making.

Innovation

Employees who feel more included are more likely to report innovating on the job.

Integrating Intersectionality into everything that we do

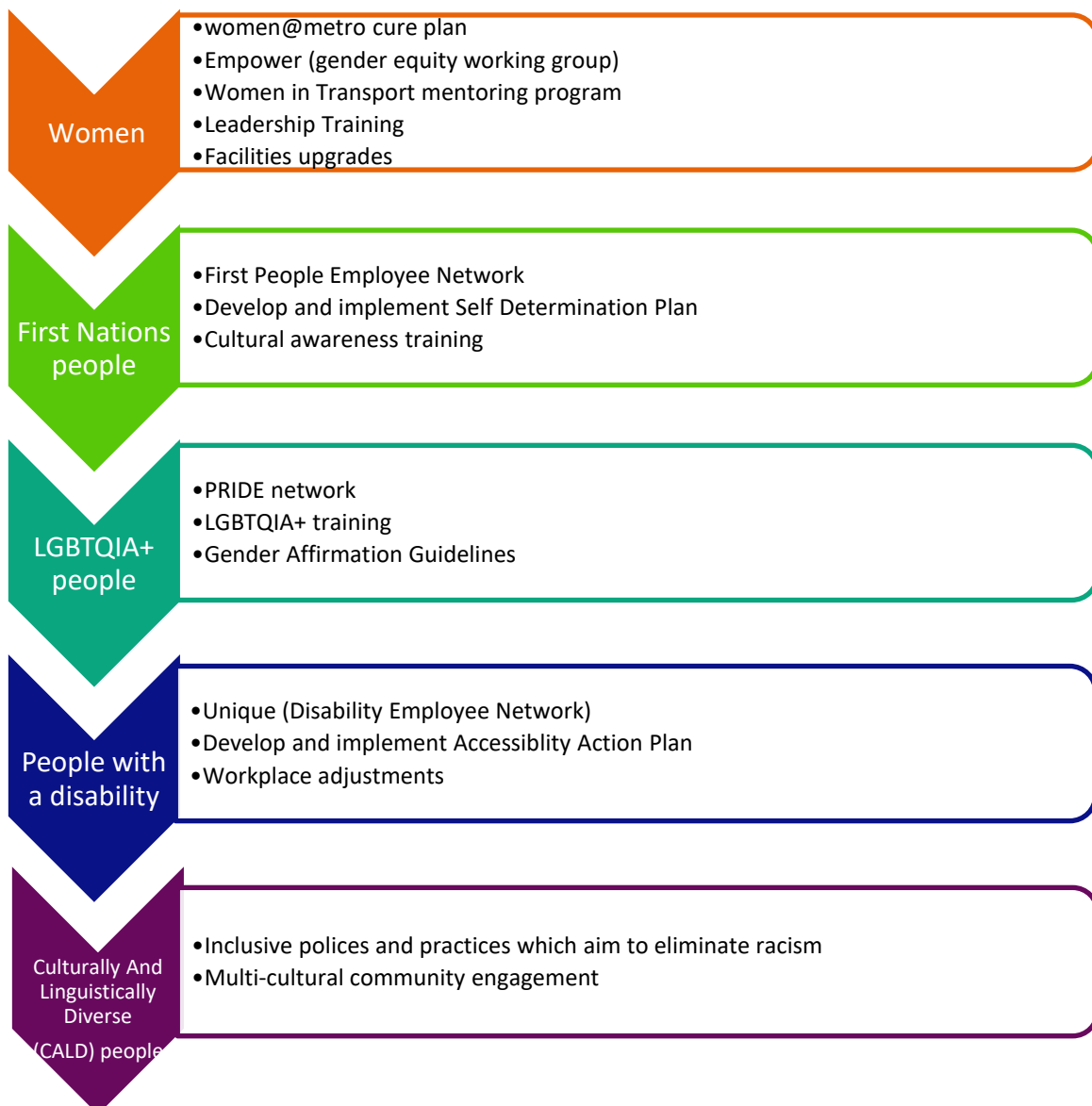
Intersectionality refers to the ways various aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. While no single part of our identity dictates the rest, the intersections of these identities affect how we experience the world and influence how others perceive and treat us.

Identities within an individual can evolve, merge, or change depending on the context, such as different life stages. For instance, a person's cultural background may lead to experiences of societal stigma. Another person may face stigma due to a visible disability. When multiple aspects of one's identity intersect, such as being transgender and having a disability, it is more likely that the individual may face compounded challenges and combined stigma. Understanding intersectionality helps us recognise these complex and layered experiences, enabling us to address the unique needs and challenges that arise from these intersecting identities and to further support our people to ensure they have an equitable experience at work.



Our approach and priorities

We embrace an ethical, evidence-based, and intersectional approach to Diversity, Equity and Inclusion that prioritises equity over equality. Recognising that we come from diverse backgrounds and have varying needs at separate times, we understand that "one size does not fit all." We recognise and address the privilege afforded to dominant groups in society and the workplace, actively challenging assumptions and behaviours that may unintentionally limit the contributions and benefits a diverse workforce can offer. There are numerous diverse groups in Australia and globally. In alignment with the DTP (Department of Transport and Planning) Strategic Plan 2019-2023, our strategic priorities focus on groups that have traditionally faced disadvantages or systemic barriers in the workplace. These groups include:



Everyone represents diversity in one way or another, and everyone deserves to feel included and respected in the workplace. Our five priority diversity groups are aligned with Department of Transport and Planning's identified priorities. An inclusive workplace culture benefits employees, passengers, our partners, and the community.

Where are we now?

Metro Trains has experienced significant change in our workforce since the inception of the current Franchise in 2017. Using the Department of Premier and Cabinet (DPC) I&D maturity model we estimate that we are currently sitting between Level 2 and Level 3. (see appendix 1)

Where do we want to be?

By the end of the Franchise, we aim to achieve Level 3, (committed and reflective). Metro understands this requires commitment from the whole organisation with measurable and visible actions. We understand that the leaders of Metro must be visible and overt in their support of Diversity, Equity and Inclusion and to demonstrate inclusive and non-bias behaviours whilst keeping our employees safe at work.

To achieve this, exceptional delivery and execution of Metro Trains Diversity, Equity and Inclusion Action Plan will be essential.

Our strategic actions 2025-2028

Strategic Objectives	Key Initiatives and Focus Areas	Actions	Measurement
Attraction and Recruitment - We promote Metro as an employer of choice and a great place to work. We provide a best practice and equitable recruitment practices to attract people from diverse backgrounds. - We have a fair and transparent recruitment process free from bias, with adjustments provided where required.	- Provide an inclusive recruitment experience free from bias, with adjustments offered to those that require them. - Provide employment opportunities to underrepresented Victorians via Socially Responsible Recruitment.	- Continue to grow our female workforce composition to become a more gender equitable workforce. - Conduct a full end-to-end review of the current Talent Acquisition Process to ensure our process and systems are inclusive and free from bias. - Conduct quarterly surveys, seeking feedback on inclusion in the recruitment process. - Collaborate with L&D to develop and implement a training suite of tools aimed at education on bias in the recruitment process for recruiters and hiring managers. - Continue to strengthen relationships and partnerships with employment agencies that work with Victorians who fall under the Victorian Social Procurement Framework as priority Job Seekers. - Continue to take part in the Engineering Pathways Industry Cadetship program.	33% and 40% by end of franchise. - Review completed. - Feedback from candidates based on a net promoter score of 10. - Training program implemented. - One (1) new relationship with a First Nations service provider established. - One (1) new relationship with an Inclusive Employment Australia (formerly Disability Employment Service) provider established. - Meet the recruitment targets set out in the Accessibility Action Plan, Self Determination Plan and Socially Responsible Recruitment Strategy.

Strategic Objectives	Key Initiatives and Focus Areas	Actions	Measurement
Safety and Respect - We value and treat each other with respect and care. - We strive to eliminate barriers by fostering a supportive and trusting environment. - We recognise our responsibility to cultivate an inclusive, equitable workplace free from discrimination and sexual harassment through education and awareness initiatives.	- Provide a safe, fair and inclusive work environment by providing clear messaging, visibility and action from executives and directors. - Combat discrimination, sexual harassment, racism, homophobia, and sexism (including covert or systemic) in the workplace through education programs. - Support managers and employees to call out inappropriate behaviour when they see it. - Establish forums through our Employee Resource Groups (Empower, Unique, Pride and First People) and safe spaces for people to share information about their lived experience of diversity, inclusion and equity.	- Set clear measurable diversity, equity, and inclusion objective for the exec, SLG and MLT. - Develop and implement mandatory, ongoing training on unconscious bias, inclusive leadership, ally-ship and workplace safety for all executives, SLG and MLT. - Develop and implement mandatory, ongoing training on unconscious bias, inclusive leadership, ally-ship and workplace safety for all employees. - Pilot for “inclusion shares” topic cards. / For discussion at team events / meetings /inter-company workshops. - Develop an ally-ship campaign to be rolled out enterprise wide. - Develop a Pride/Queer Support Program.	- Objectives are embedded in OKRs. - Training developed and implemented for exec, SLG and MTL. - Training developed and implemented for employees. - Pilot complete and recommendation made on stop / go. - Partnership with DTP ally-ship program. - Completion of MTM’s ally-ship program with a net promoter score of 7. - Program developed, implemented and embedded within Metro's suite of support resources.

Strategic Objectives	Key Initiatives and Focus Areas	Actions	Measurement
Employee Experience • Our culture and environment is one where people feel respected and valued. • We have a shared sense of purpose and belonging. • Our people feel comfortable and confident to share information and ideas that will help improve our corporate knowledge and add value to our service delivery. • We actively pursue ways to bring out the best in our people. • Our policies and practices are accessible, equitable and inclusive of all people.	- Strengthen Metro's policies with an inclusion lens to ensure DEI is embedded, and make these accessible to our employees via the intranet. - Celebrate, highlight, and reinforce our successes in achieving equity outcomes. - Support and maintain employee reference groups to ensure ongoing engagement and collaboration. - Identify key employment issues that affect our diverse communities.	1. Review procedures, policies, and guidelines with a view to improving optics, refining existing content, introducing new content and improving user relevance. 2. Review the DEI intranet page with a view to improving optics, refining exiting content, introducing new content and improving user relevance. 1. Develop a campaign to increase confidence in sharing personal 'diversity' information to help better understand our employees. 1. Recognise the contribution of people in leadership positions in the employee networks. 1. Use data from focus groups, discussions, and the annual survey to identify key employment issues affecting our diverse communities.	1. Review completed. 2. Review completed. 1. Campaign developed. 2. 20% increase in sharing diversity data. 1. Recommendations made to and endorsed by ECB. 1. Data analysed and recommendations made.

Strategic Objectives	Key Initiatives and Focus Areas	Actions	Measurement
Management Capability Leaders will have access to enterprise and business unit specific wellbeing and psychosocial risk metrics that drive decision making and action.	- Deliver tailored diversity and inclusion programs to help managers understand their role in fostering a diverse and inclusive workplace and deliver business outcomes. - Strengthen managers' confidence and capability to lead diverse teams effectively by promoting inclusive leadership and language skills.	- Develop mandatory, ongoing training on unconscious bias, inclusive leadership, ally-ship and workplace safety for all executives, SLG and MLT. - In collaboration with employees with lived experience, develop a suite of learning materials to inform and educate people managers on the nuances of our diverse cohorts, including: - First Nations People (kinship, sorry business) - LGBTQIA+ (gender affirming leave, gender affirming guidelines, basic gender diversity training) - Cultural days of significance (EID etc) - Workplace adjustments	- Program developed, implemented, and embedded within Metro's suite of support resources. - Program developed, implemented and embedded within Metro's suite of support resources.

Strategic Objectives	Key Initiatives and Focus Areas	Actions	Measurement
Community and visibility - We remain committed to leading the way in inclusive practices within the Rail Sector. - We collaborate with suppliers and corporate partners through social procurement initiatives that prioritise genuine commitment to inclusivity.	- Actively promote Metro as a welcoming and inclusive environment in our recruitment and marketing campaigns. - Take a lead role in diversity and inclusion initiatives across the sector.	- Develop external and internal facing communications tools to promote metro as a safe and inclusive environment. - Deliver Metro's initiatives under the new iteration of the Women in Transport Strategy. - Participate in external community of practices. - Participate in the Women in Transport implementation committee.	- Meeting the Social procurement target of \$4 million, four community partnerships with organisations, which support priority cohorts. - Initiatives delivered.

Strategic Objectives	Key Initiatives and Focus Areas	Actions	Measurement
Measurement and Accountability • Metro will continuously enhance its diversity and inclusion performance through regular analysis of workforce data, employment policies, and practices. • Metro will evaluate the effectiveness of diversity and inclusion strategies and key recommendations to guide prioritisation, allocation of resources, and ongoing improvements to sustain organisational excellence. • Clear leadership accountability and responsibility are in place to drive meaningful change.	- Develop a comprehensive workplace profile across all diversity priority areas. - Establish longitudinal data to track performance trends over time. - Deliver strategic recommendations to executive sponsors in each priority area to guide prioritisation, resource allocation, and the improvement or maintenance of diversity and inclusion outcomes.	1. Conduct diversity survey every 24 months. 1. Enhance people metrics to tell the story of our diverse employees. 1. Launch a campaign encouraging employees to share and update their personal diversity information within the Employee Self-Service payroll system to enhance the accuracy of workforce metrics.	1. Workplace profile developed. 2. Data that is easy to understand and find. 1. Increase in data shared in MetroMe. 1. Campaign Launched. 2. Recommendations delivered and endorsed.

Appendix 1

Department of Transport and Planning I&D maturity model

	Level 1	Level 2	Level 3	Level 4	Level 5
	Compliance and risk mitigation	Aware	Committed and reflective	Aspirational and reflective	Authentic
Individual	Defensive and tolerant.	Understanding and passive	Accepting and appreciating	Valuing and reflective	Competent
Organisational Culture	Workforce is largely homogenous, and everyone is treated the same.	Awareness that I&D genuinely benefits the organisation	Difference is accepted and people see benefits of I&D to them and the organisation	Cultural systemic barriers are addressed and the “playing field” levelled.	There is a shared sense of purpose and belonging. The workforce is demographically and cognitively diverse.
Organisational systems and environment	I&D is seen as a legal issue, minimising risks, and special treatment for the few. I&D initiatives are ad hoc, and any serious evaluation is seen as a threat.	I&D is largely seen in terms of demographic numbers with some benefits. Action plans are largely run by P&C with some stand-alone initiatives. Action plans lack traction. attitudinal data is available.	Articulation of I&D as key value of organisation. I&D competency seen as a key management attribute. Strategy for culture change is created. Inclusion of I&D in strategic planning. Coordinated management and	More sophisticated understanding of I&D and links to business strategy. I&D shortcomings are freely admitted and addressed. Continuous I&D improvement initiated by business units and individual employees. High level champions actively involved.	I&D considered in all decisions. Difference is actively embraced and used to solve big challenges. Focus on high-performing, diverse-thinking teams to create business value