



Introduction

Outside of Hong Kong, we invest selectively in rail-related projects, including property developments, which we believe will generate sustainable returns within clear risk parameters.

Currently, our subsidiaries and associates are involved in building, operating and maintaining mass transit railway systems and providing related services in the Mainland of China, the United Kingdom, Sweden and Australia. In the Mainland of China, we are also involved in the leasing of retail space, providing estate management services and developing properties.

In order to ensure good corporate governance and management of financial and reputational risks, we exercise oversight over our subsidiaries and associates. Beyond this, we are committed to promoting best practices in all areas where we have substantive control or influence.

In this section of the report, we highlight key aspects of the sustainability performance of railway operations managed by our subsidiaries around the world, namely, Shenzhen Metro in the Mainland of China, Stockholm Metro in Sweden and Melbourne Metro in Australia. A data table containing key performance indicators (KPIs) for these railway operations is also available in Performance Metrics.

Learn more...

Please refer to our Annual Report 2014.

Management Approach

GUIDING FRAMEWORK

Governance of Subsidiaries and Associates

Following the changes affecting our Executive Directorate in 2014, the Chief Executive Officer is responsible for oversight on governance of subsidiaries and associates. He is supported in this role by the Human Resources Director and the Operations Director.

Management Directives

Our wholly-owned and majority-owned subsidiaries are mandated to adopt a set of management directives relating to internal controls, consultation and reporting:

- **Internal controls** — Subsidiaries must implement appropriate procedures and management systems to ensure compliance with relevant laws and regulations, as well as the Company's specific requirements on safety, enterprise risk and asset management, among other issues.
- **Consultation** — Headquarters must be consulted on matters relating to material variation of the concession or franchise agreement, appointment of senior managers, litigation and non-compliance with relevant laws and regulations, among other issues.
- **Reporting** — Subsidiaries must provide timely reporting on financial, operational and safety performance.

Operating Agreements

Our subsidiaries and associates participate in various forms of agreements with local authorities, including Operations & Maintenance (O&M), Public-Private Partnerships (PPPs), and Build-Operate-Transfer (BOT) arrangements. Our ability to influence environmental, social and governance impacts through the activities of our subsidiaries and associates is largely determined by the specific terms of these agreements as well as local conditions and circumstances.

Code of Conduct

All members of staff, irrespective of their location of employment, are expected to abide by the Code of Conduct. They should not only conduct themselves in accordance with the highest ethical standards at all times, but also identify and address any instances of behaviour by other members of staff that are not in accordance with the Code.

Fair and Ethical Business

We promote a culture of fair and ethical business practices across all of our subsidiaries and associates. With respect to prevention of bribery and illegal practices, whenever the laws or customs of another country impose stricter standards than our own anti-bribery regime in Hong Kong the higher standard always prevails.

Shared Support Services

A number of business units in Hong Kong provide shared support services to promote the adoption of best practices in our subsidiaries and associates. For example, the Corporate Finance and Development team provides support for evaluation and formulation of investment proposals, the Human Resources Division provides assistance on strategic issues relating to staff, and our Operations and Safety team ensures full compliance with the corporate safety policy and strategic plan.

KEY PRINCIPLES AND PROCESSES

Assurance and Audit

We conduct thorough assurance and regular audits on all subsidiaries and associates, including a safety assurance assessment and enterprise risk management review, before the start of operations and following any substantive change in operational or business activity.

Local Talent

In general, our subsidiaries and associates are run by local teams; whenever possible, we bring on board people who share our values and contribute to fostering our unique corporate culture in their local context.

Learning and Sharing

In order to promote the flow of information and development of an open, trusting relationship, members of staff from all major business units in Hong Kong are encouraged to develop relationships with their counterparts in our subsidiaries and associates.

Working closely with colleagues from around the world creates opportunities for learning, such as the implications of severely cold weather on our operations in Stockholm or of the Victorian heritage infrastructure on our operations in Melbourne. It also provides opportunities for sharing; for example, many members of our staff enjoyed Metro Trains Melbourne's Dumb Ways to Die safety campaign and discussed it with their friends and family in Hong Kong.

Building on Firm Foundations

We are exercising prudence in our approach to the continued expansion of our global footprint. When considering future plans outside of Hong Kong, we have a strong preference for consolidating our position in countries and cities where we already have a presence.

Did you know?

Dumb Ways to Die is a public service campaign created by Metro Trains Melbourne to promote rail safety, featuring 21 characters killing themselves in increasingly stupid ways and culminating in the last 3 characters being killed by trains due to unsafe behaviour. When it was launched in November 2012, the campaign video went viral on YouTube. Two years later, it continues to be highly popular with audiences around the world. By the end of December 2014, it had attracted over 95 million views. Click [here](#) to check out for yourself what all the fuss is about.

Links to Other Sections

About MTR — This section contains an introduction to our subsidiaries and associates that are not covered in this section of the report, either because they are not currently involved in railway operations or they are not majority-owned and controlled by the Company.

Staff — An important challenge that we are facing as a consequence of expanding our global footprint is how to translate our values and extend our corporate culture to different geographical and business contexts.

Future Plans Outside of Hong Kong — This section contains a summary of our future plans outside of Hong Kong, including a number of exciting new projects that are currently underway in the Mainland of China, Australia and Europe.



Introduction

MTR Corporation Shenzhen (MTRSZ), a wholly-owned subsidiary, has operated Line 4 of the Shenzhen metro network since July 2010. Also known as the Longhua Line, our service runs north-south from an interconnection with the East Rail Line in Hong Kong at the Futian Checkpoint to Qinghu in the Longhua New District. It intersects with four other lines in the Shenzhen metro network that are managed by another operator.

Shenzhen Line 4 was built in two phases between 1999 and 2011. We designed and built phase 2 and will operate the whole line for 30 years under a Build-Operate-Transfer (BOT) Agreement with the Shenzhen Municipal Government. Although the line is designed to carry six-car trains, we decided initially to operate shorter four-car trains at a higher frequency in order to provide greater convenience for our passengers. Following the rapid expansion of Shenzhen's population and the overwhelming popularity of the metro network with the city's residents, the Longhua Line has experienced a growth in patronage of over 20 per cent per annum.

Key Facts and Figures for about MTRSZ in 2014

1
rail line

15
stations

Total route length
21 km

Number of Passenger Trips (Millions)

2013	2014
140	169

Year-on-year increase of

21%

Composition of our Workforce

	Age (Years)			
	Below 30	30-49	50 and above	Total
Female	253	148	1	402
Male	586	340	3	929
Total	839	488	4	1,331

30.2%
is female

63.1%
is aged below 30 years

0.3%
is aged 50 and above

Total Electricity Consumption (MWh)

2013	2014
65,166	73,987

Year-on-year increase of

14%

Incidence of Legal Non-compliance

NO
health &
safety case

NO
corruption
case

NO
environmental
fine



Management Highlights

Traditionally a less developed part of the municipality, Longhua New District is fast becoming popular as a residential area due to rising costs of living in the Central Business District (CBD) and good connectivity with the city using the Shenzhen metro network. Line 4 is primarily a commuter service for white collar workers moving in and out of Shenzhen's CBD at rush hours. As a consequence of this, our management challenges are mostly associated with the weekday patronage profile, which has significant implications for the safety and comfort of passengers.

Conversion from Four to Six Car Trains

We made a decision at the end of 2012 to increase the length of trains running on Line 4 from four to six cars in order to ease congestion during rush hours. Following a year of preparation to implement this project, MTRSZ began the process of introducing six-car train services in early 2014. For several months, a mix of four- and six-car trains were in service but by the end of January 2015 the project had been declared a technical and customer service success with all trains having been converted safely, ahead of schedule and with minimal disruption to passengers.

Operational Performance

In 2014, MTRSZ continued to deliver its train services to a very high standard, achieving 99.99 per cent of passenger journeys on time, 99.86 per cent train punctuality and 99.95 per cent train service delivery.

Operational Performance for MTRSZ

	2014
Passenger journeys on time	100%
Train punctuality	99.9%
Train reliability	15,852,883 revenue car-km/incident
Train service delivery	100%

Investing in Our Stations

MTRSZ is responsible for the maintenance and upkeep of stations along Line 4 and works together with other operators of the Shenzhen metro network to ensure smooth management of Line 4 platforms in interconnecting stations. During 2014, MTRSZ continued to invest in sustaining a high standard of general appearance and good facilities in all its stations, including public

Did you know?

The sales office for our Tiara property development officially opened in November 2014. Tiara is modelled on our Telford Gardens and Telford Plaza complex in the Kowloon Bay area of Hong Kong. Situated above the depot of the Shenzhen Metro Line 4 in Longhua New District, this is our first property development project in the municipality of Shenzhen and will be managed by our wholly-owned subsidiary, MTR Property Development (Shenzhen) Company Limited.

Preparations are underway to launch Phase 1 pre-sales in the first half of 2015, subject to market conditions. This phase offers a total developable gross floor area of approximately 206,000 square metres. The next phase of the project, involving development of Lot 2, is currently in the planning stage.

toilets.

Safety Performance for MTRSZ

Passenger and Public - Fatality

2013	2014
0	0

Staff - Fatality

2013	2014
0	0

Contractor - Fatality

2013	2014
0	0

Passenger and public - No. of injuries per million passenger journey

2013	2014
1.36	1.07

Staff - Lost time injuries per 100,000 man-hour

2013	2014
0.14	0.18

Contractor - Lost time injuries per 100,000 man-hour

2013	2014
0.16	0.07

Engaging with Passengers on Safety

MTRSZ has developed a tailored programme of engagement with customers to promote safe and comfortable journeys. For example, we work with schools located in the vicinity of our stations to encourage children to become ambassadors for safe and considerate behaviour, such as holding the handrail on escalators, queuing appropriately on platforms and refraining from sitting on the floor of trains. In our experience, children are

receptive to these messages and are often enthusiastic to influence the behaviour of parents and other adults.

A significant proportion of our passengers are inexperienced in the use of escalators. This is particularly the case for those who have newly arrived or are visiting the city from rural areas. Safety Ambassadors have been trained to provide assistance to passengers in need, and particularly to guide them to use the lifts when travelling with bulky luggage. We also have a special programme of engagement with large factories located in the vicinity of our stations to provide assistance for crowd control at peak times, such as around Chinese New Year when many migrant workers travel home to be with their families.

Staff

Good quality training and career development opportunities for our staff are key components of our strategy to recruit and retain talent in Shenzhen's competitive market for skilled labour. In 2014, MTRSZ developed a new partnership with a Shenzhen-based training institute to provide internship opportunities for young people. We hope that in addition to helping us develop a pool of talented young people for recruitment into our business, this initiative will also provide valuable learning opportunities for young members of our community.

Social Performance for MTRSZ

Total Employees

2013	2014
1,289	1,331

Voluntary Staff Turnover (%)

2013	2014
12.9	8.3

Training Days per Employee

2013	2014
1.5	1.8

Environment

As the operator of a single line in the Shenzhen metro network, MTRSZ has minimal direct impacts on the environment. In 2014, electricity consumption increased by 14 per cent on account of higher passenger numbers and greater energy demand from longer six-car trains. Over the past three years, water consumption has been reduced by 21 per cent as a result of effective water conservation measures.

Environmental Impacts from MTRSZ

Greenhouse Gas Emissions (Tonnes CO₂e)

	2013	2014
Scope 1	259	236
Scope 2	53,773	61,349

Total Water Consumption (m³)

2013	2014
222,071	183,813

Community

MTRSZ developed a community plan in 2014 to underscore that we are operating a community railway. The plan focuses on youth development, community outreach and public art.





Introduction

MTR Stockholm (MTRS), a wholly-owned subsidiary established in 2009, has operated the metro system in Sweden's capital city since November 2009. According to our Operations & Maintenance franchise with Stockholm's public transport agency, AB Storstockholms Lokaltrafik (SL), we have total responsibility for our passengers' entire metro travelling experience. This includes railway operations, stations, in-station services, and engineering of rail system related projects and infrastructure. Fleet maintenance is handled by TBT, which is a joint venture between MTRS and Norway's leading train maintenance company, Mantena.

Stockholm's population is increasing at the rate of 40,000 residents per year, making it one of the fastest growing cities in Europe. In order to satisfy the transportation demands of this dynamic and expanding city, we are committed under the terms of our operating franchise to achieve high standards for safety, punctuality, cleanliness and customer service. We also work closely with SL to procure new technology for upgrading the metro system and to receive regular feedback on our performance.

Swedish Quality Award

In 2014, MTRS was awarded the 2014 Swedish Quality Award by the Swedish Institute for Quality (SIQ) for demonstrating a long-term, systematic approach to implementing improvements. We are delighted to receive this recognition, and we aspire to continue contributing to the sustainability of Stockholm's public transportation system in the future.

Vision for the Future

We believe that significant investment is required to expand and improve Stockholm's public transport system. In partnership with Skanska and Sweco, two Sweden-based multinational companies, we are working on a 60-year sustainable development plan for Stockholm and aspire to play a key role in making this plan a reality in future.

Learn more...

[Stockholm 2070](#) is our sustainable development plan for Stockholm formulated in partnership with Skanska and Sweco.

Learn more...

For more information about sustainability at MTRS, please refer to the [MTRS and TBT sustainability report](#).

Key Facts and Figures about MTRS in 2014

3
rail lines

100
stations

Total route length
110 km

Number of Passenger Trips (Million)

2013	2014
328	330

Composition of our Workforce

	Age (Years)			
	Below 30	30-49	50 and above	Total
Female	172	331	236	739
Male	270	798	712	1,780
Total	442	1,129	948	2,519

29.3%
is female

17.5%
is aged below 30 years

37.6%
is aged 50 and above

Total Electricity Consumption (MWh)

2013	2014
181,116	182,288

Year-on-year increase of
less than **1%**

Incidence of Legal Non-compliance

NO
health &
safety case

NO
corruption
case

NO
environmental
fine

Charitable Contributions

Equivalent to approx.

HK\$150,000



Management Highlights

MTRS is making significant progress in several key aspects of our business. Perhaps most importantly, feedback from our customers regarding overall journey experiences continues to improve. As a result of focused management attention, we are achieving better cross-functional coordination between teams within our own organisation and with TBT, the jointly-owned subsidiary responsible for fleet maintenance. In 2014, we were deeply gratified to learn through the results of our annual staff survey that staff morale is improving, which we can attribute to enhanced staff engagement, coaching and counselling initiatives that were introduced in 2013.

Safety Performance

Each year, MTRS develops a comprehensive safety plan with targets for key performance indicators based on the previous year's result. During 2014, there was one fatality involving a passenger who fell into the track area during an altercation with another passenger.

Safety Performance for MTRS

Passenger and Public - Fatality

2013	2014
1	1

Staff - Fatality

2013	2014
0	0

Contractor - Fatality

2013	2014
0	0

Passenger and Public - No. of injuries per million passenger journeys

2013	2014
1.25	1.49

Staff - Lost time injuries per 100,000 man-hour

2013	2014
0.39	0.46

Suicide Prevention

Two of the key safety challenges that we face are to prevent and to respond to suicide attempts on our railway network, particularly during winter months when the overall trend for suicide increases. In response to these challenges, we are implementing a programme for suicide prevention with Karolinska University Hospital. In partnership with not-for-profit organisation SOS Alarm, we also strive to save precious minutes in the event of an emergency by maintaining direct contact with ambulance services.

Ensuring Security

The security of all passengers travelling on our trains and passing through our stations is a high priority for MTRS. According to a report released by Foundation Safer Sweden and Securitas AB in 2012, approximately 60 per cent of crime in Stockholm takes place either inside the metro system or within 500 metres of a metro station. In response to this statistic, we formed a unique partnership with the Tryggare Sverige Foundation to promote security within our stations and surrounding areas.

Operational Performance

MTRS has stringent targets for train service delivery — 100 per cent of scheduled train services should operate, and at least 95.5 per cent of trains should arrive on time. We also closely monitor the level of customer satisfaction with our services and the quality of passenger information that we provide.

In 2014, we achieved the best performance for train punctuality in the 60-year history of Stockholm's metro system. As a result of additional measures implemented throughout the year, such as a new analysis tool and cross-functional approach to quality control, we also achieved our target for punctuality for the first time since 2009. Looking to the future, one of the biggest operational challenges that we face is how to cope with increasing congestion on our platforms and trains due to growing demand for our services.

Operational Performance for MTRS

	2014
Passenger journeys on time	Not available
Train punctuality	96.1%
Train reliability	50,783 revenue car-km/incident
Train service delivery	99.0%

Engaging with our Staff

MTRS fosters an open and caring culture among all staff. During 2014, we continued to roll out the Our Joint Journey initiative that was launched in 2013, involving structured dialogue with over 560 staff about what each individual and the organisation as a whole can do to promote better job satisfaction and stronger commitment to our vision of becoming a world-class railway service.

Total Employees

2013	2014
2,663	2,519

Voluntary Staff Turnover (%)

2013	2014
5.0	4.2

Training Days per Employee

2013	2014
3.0	2.8

Leader in Green Transportation

The Stockholm Metro is unique among our subsidiaries and associates because it is powered 100 per cent by renewable electricity generated from water and wind. This means that our railway operations in Stockholm produce nearly zero greenhouse gas emissions and can truly be described as the greenest mode of transport.

Environmental Impacts from MTRS

Greenhouse Gas Emissions (Tonnes CO₂e)

	2013	2014
Scope 1	27	281
Scope 2	4	-





Mainland of China and International Business

Introduction

Metro Trains Melbourne (MTM), a majority-owned subsidiary established in 2009, took over the franchise for operations and maintenance of Melbourne's privately-managed but publicly-owned railway system in November 2009. Under the terms of our Operations & Maintenance (O&M) Agreement with the Government of the State of Victoria, we have achieved complete vertical integration of our management system, including trains, rails, stations and station facilities such as escalators.

Melbourne is Australia's fastest growing city, reportedly attracting more than 1,400 new residents every week. Originally opened in 1854, Melbourne's railway network is one of the world's oldest systems, but it is now also the busiest railway in Australia with around 2,200 services operated each weekday across 15 train lines.

Facing up to The Challenge

Together with our consortium partners, we are facing up to the challenge of transforming a traditional suburban railway into a high-frequency, high capacity metro system for a modern and growing city. In 2014, MTM accommodated a record 222.3 million customer journeys — the highest in Melbourne's history. In future the rate of growth in patronage is expected to increase, with forecasts indicating that patronage will double within the next decade.

In recognition of consistent improvements in operational performance over the past few years, MTM received the Operator & Service Provider Excellence Award at the National Infrastructure Awards in March 2014. In light of our achievements, we are actively investigating opportunities to work together with the Government of Victoria to contribute to further improvement of the public transportation system in the State of Victoria.

Did you know?

The Melbourne rail network contains 30 sites listed on the Victorian Heritage Register, a status that has statutory significance under the Heritage Act 1995, and many places of Aboriginal cultural heritage significance that are also protected. There are also many local council listed protected places or objects, including trees, vehicles, gardens and parts of buildings. All of these require care and consideration during upgrades to the rail network in order to ensure that we preserve our historic railway for future generations.

Key Facts and Figures about MTM in 2014

15
rail lines

218
stations

Total route length
390 km

Number of Passenger Trips (Million)

2013	2014
227	222

The Metro Notify app helps passengers plan their journey with frequent updates.

The Stop Here app prompts visually impaired passengers to disembark at the correct station.

Composition of our Workforce

	Age (Years)			Total
	Below 30	30-49	50 and above	
Female	147	455	232	834
Male	348	1,745	1,594	3,687
Total	495	2,200	1,826	4,521

18.4%
is female

10.9%
is aged below 30 years

40.4%
is aged 50 and above

Total Electricity Consumption (MWh)

2013	2014
439,903	437,821

Year-on-year decrease of less than **1%**

Incidence of Legal Non-compliance

NO
health & safety case

NO
corruption case

NO
environmental fine

Charitable Contributions

Equivalent to approx.

HK\$526,415

Under our Station Air programme, we support local community groups to improve the environment in and around our stations by, for example, cultivating native plant species and painting

attractive murals.

Management Highlights

Investment for the Future

Supported by the Government of Victoria, MTM is embarking on the largest reconfiguration of Melbourne's railway infrastructure in recent decades. Under the current franchise, 53 new trains have been introduced to the network and more than 1,500 extra weekly services provided. In 2015, 38 new six-carriage trains will be delivered as part of MTM's commitment to fundamentally improving the way the metro system operates for the benefit of its customers.

Safety Performance

During 2014, there were eight fatalities involving passengers on Melbourne's metro network. Seven of the fatalities involved trespassers, with four of those fatal incidents taking place at pedestrian crossings. The remaining case involved a passenger who fell into the track while attempting to board a departing train. Compared with the safety record of our other subsidiaries, the incidence of passenger, staff and contractor injuries in Melbourne is relatively high, which reflects the greater age of the network system and its infrastructure. There has been an increase in slip, trip, and fall incidents leading to injury, particularly at Inner Melbourne stations, such as Flinders Street Station and Parliament Station. A plan is being implemented to address safety concerns at these stations.

Safety Performance for MTM

Passenger and Public - Fatality

2013	2014
1	8

Staff - Fatality

2013	2014
0	0

Contractor - Fatality

2013	2014
0	0

Passenger and public - No. of injuries per million passenger journeys

2013	2014
2.04	2.32

Staff - Lost time injuries per 100,000 man-hour

2013	2014
1.04	0.61

Contractor - Lost time injuries per 100,000 man-hour

2013	2014
0.16	0.38

Modernisation of our Stations

To address concerns about safety and accessibility, MTM is implementing a modernisation programme to retrofit stations across the metro network. We have already adopted high standards for safety and accessibility in all new stations, including wheelchair ramps for getting on and off our trains. However, we face significant challenges to adapt the network's legacy stations to meet the demands of the modern era while still protecting and preserving their unique character.

Safety Initiatives

MTM works with a national not-for-profit organisation called Track Safe to engage with the public on railway safety, including reducing rail-related suicide and minimising level-crossing risks. As part of our suicide prevention initiative, we work with The Salvation Army, providing volunteers on our platforms to identify and support people suffering from depression.

Modernisation and Preservation of our Cultural Heritage

MTM was part of a consortium that undertook a major project at Footscray in the inner west of Melbourne. The project involved refurbishment and improvement of a historic station building, an important footbridge named after a prominent local Aboriginal elder, William Cooper, and the HV Mackay memorial garden, one of only two remaining industrial gardens in Australia.

To preserve as much as possible of the unique aesthetic and architectural attributes of this site, original materials from the existing building and footbridge were incorporated into the design of the new station. A pop-up museum and information boards throughout the complex also celebrate the cultural and historical importance of the area for Aboriginal and European communities.

The new Footscray railway station complex opened on 15 November 2014, with a guided heritage tour run in 19th century costume forming part of the celebrations.

Service Delivery

MTM's customers are primarily concerned to see continued improvement in the quality and reliability of train services. We evaluate our performance against monthly benchmarks for service delivery — at least 98 per cent of scheduled services to depart; and at least 88 per cent of operated services should arrive on time. In any month that MTM does not achieve these benchmarks, eligible customers receive compensation.

During 2014, MTM's performance for delivery and punctuality exceeded its benchmarks in 11 out of 12 months, with the exception of January 2014 when Melbourne was impacted by a severe heatwave. Overall, MTM's operational performance continued to show improvement compared with 2013.

Operational Performance for MTM

	2014
Passenger journeys on time	91.4%
Train punctuality	92.8%
Train reliability	63,372 revenue car-km/incident
Train service delivery	98.8%

Staff

In 2014, MTM launched a global recruitment programme inviting experienced railway professionals from around the world to consider moving to Melbourne and joining the company. During the same period, we continued to maintain a low rate of voluntary staff turnover, indicating that overall job satisfaction among our staff remains high.

MTM is exploring new ways to provide staff with more support and better training in customer service. MTM has joined the Customer Service Industry Association (CSIA) of Australia and completed a gap analysis to identify new measures to improve its performance according to CSIA's accreditation grading system.

Total Employees

2013	2014
4,297	4,521

Voluntary Staff Turnover (%)

2013	2014
4.0	4.1

Training Days per Employee

2013	2014
11.7	13.0

Social Performance for MTM

Environment

As a major consumer of electricity, which in the State of Victoria

is largely generated by coal-fired power, the metro system generates sizeable greenhouse gas emissions. Under the terms of our Operations & Maintenance (O&M) Agreement, our role is to identify and propose initiatives to save energy. For example, we have reduced energy consumption by turning off escalators during non-peak hours, and we are currently investigating other energy-efficiency measures such as LED lighting retrofit on trains and self-illuminating emergency lighting.

MTM has a comprehensive environmental management system in place with strategies to mitigate significant environmental impacts, such as recycling material waste from offices and depots, introducing water tanks to collect water at stations and depots, and using recycled water to wash trains. During 2013 and 2014, MTM rolled out several new training modules for various levels of staff to raise awareness about environmental issues in day-to-day operations.

Environmental Impacts from MTM

Greenhouse Gas Emissions (Tonnes CO₂e)

	2013	2014
Scope 1	670	661
Scope 2	461,437	449,895

Total Water Consumption (m³)

2013	2014
123,943	143,890

Responding to Climate Change

Australia is experiencing impacts from climate change. The Victorian Climate Change Adaptation Plan 2013, for example, highlights immediate risks from more days with temperatures exceeding 35°C and increased frequency and severity of bushfires. In response to these challenges, MTM has implemented new planning and procedural measures for extremely hot weather, such as strictly enforced speed restrictions for our trains.

Serving our Customers under Extraordinary Circumstances

In January 2014, MTM's hot weather operations procedures were put to the test during a heatwave that saw maximum temperatures exceed 40°C for five days in a row. Despite the extraordinary strain that these conditions put on our system, service cancellations due to heat related faults were maintained below 10 per cent. Although still problematic for many customers who were affected by delays, this experience demonstrates considerable improvement from 2009 when, under the management of the previous network operator, a heatwave resulted in cancellation of up to one third of train services.

