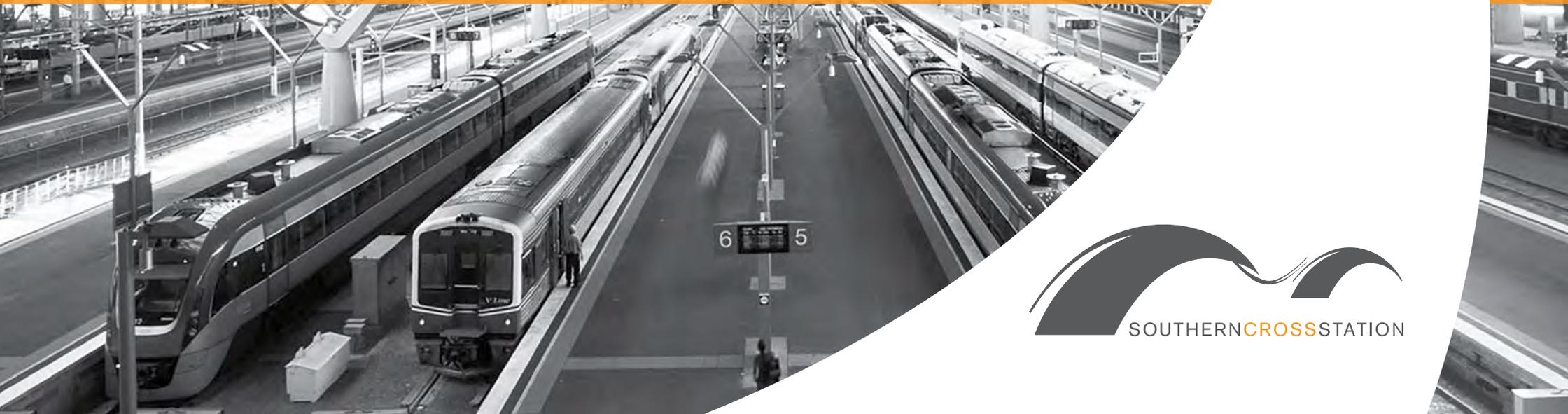


Southern Cross Station Pty Ltd

SOUTHERN CROSS STATION SUSTAINABILITY REPORT

Environment, Social and Governance Aspects for FY2020



SOUTHERNCROSSSTATION

ABOUT THIS REPORT

This Sustainability Report seeks to provide visibility to investors, interested members of the public, our employees and other stakeholders on the Environmental, Social and Governance (ESG) performance of the Southern Cross Station Public Private Partnership (PPP) facility in Melbourne, Australia. This report discloses Southern Cross Station Pty Ltd's (SCSPL) sustainability-related performance for the financial year ended 30 June 2020.





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OUR TEAM

SCSPL appreciates the on-going support and assistance with our service delivery, sustainability program and COVID-19 response, from these valued service partners:



Wilson Security officers preparing to respond



Travellers Aid staff member providing help



IKON cleaner staying positive during COVID-19



Honeywell facility leader Robert with building services manager Gino



KEY PERFORMANCE SNAPSHOT

Below is a snapshot of our ESG performance during the 2020 financial year.

ENVIRONMENT



11.9 GWh ELECTRICITY FROM THE GRID

Decrease 4% from FY2019 with LED lighting upgrades and review of lighting schedules.



13 ktCO₂e OF GREENHOUSE GAS EMISSIONS

Decrease of 7% from FY19 and 11% from FY18. Lower electricity consumption contributed to the decrease.



WATER USAGE DECREASE OF 6%

on FY19 – 59,799 kL (plus 1,500 kL recycled water used). The decrease reflects some COVID-19 impacts with less employee, retail and public patronage.



690 t OF WASTE

Decrease of 23% from FY19 and 13% of waste diverted from landfill.



9.2 TJ OF GAS USAGE

Increase of 14% within annual variation range and increased heating due to colder temperatures for 6 of the months.

SOCIAL VALUE



63 MILLION PATRONS

A 16% decrease on FY19 related to COVID-19.



96 FULL TIME EMPLOYEES

Over 85% full time.



85% OF WORKFORCE ON ENTERPRISE BARGAINING AGREEMENT or similar.



ZERO TOTAL RECORDABLE INJURY FREQUENCY RATE

– (per 1 million hrs/rolling 12mths).



6.55 LOST TIME INJURY FREQUENCY RATE

– (per 1 million hrs/rolling 12mths).



357 MEDICAL RESPONSES

by security to assist patrons.

GOVERNANCE



ACCREDITED MANAGEMENT SYSTEMS

(Rail safety, occupational health and safety, environment and quality assurance).



60% FEMALE BOARD MEMBERS

(SSSR).



60% INDEPENDENT BOARD MEMBERS

(SSSR).



ZERO CYBER SECURITY BREACHES



ZERO DATA PRIVACY BREACHES



ZERO ETHICS OR CORRUPTION BREACHES



FROM THE CEO

It is my privilege and pleasure to present Southern Cross Station Pty Ltd (SCSPL)'s sustainability report for the 2020 financial year.

In a world experiencing rapid change due to the COVID-19 pandemic, initiatives to drive improvements to the environmental, social and governance (ESG) aspects of business are more important than ever. This is especially true in the context of a pandemic response and recovery. ESG-related activities help to minimise impacts, ensure public safety and support employee wellbeing.

2020 has been a challenging year as we faced the COVID-19 pandemic. Victoria's communities, our economy, employees, service partners and the businesses and people who rely on our services, have been profoundly affected. Despite patronage at Southern Cross Station falling by up to 90% during the early months of the pandemic, a major public facility such as ours must provide a COVID-safe response, requiring a concentrated effort by the entire team.

All our employees, contracted service providers, retailers and their staff have shown remarkable resilience and met the challenge head on.

I would like to extend my heartfelt thanks to our broader team. Together with our key partner, the Department of Transport, Southern Cross Station has maintained full operational functionality and continued to provide all services throughout the pandemic, while maintaining the safety of our employees and patrons.

We are proud to continue to support the economic, cultural and social life of Melbourne and the wider state of Victoria as we work towards a COVID-normal future. This report offers another way for us to engage with our stakeholders and the community at large and share our ESG challenges and highlights with you.

Colin Chanter

Colin Chanter
Chief Executive Officer
Southern Cross Station Pty Ltd



FROM THE **GENERAL MANAGER**

As a provider of critical transport infrastructure to Victoria responsible for the movement of thousands of people every day, SCSPL is deeply committed to safety and excellence in all that we do.

Throughout 2020 we have focussed on service delivery, safety and wellbeing in our response to the COVID-19 pandemic. Despite the COVID-19 impacts on our time and resources, I am proud to say that we have continued to pursue our sustainability aspirations.

Our achievements and challenges for the 2020 financial year include:

- Supporting our commitment to our science-based greenhouse gas (GHG) emissions reduction pathway, we achieved a 4% reduction in electricity consumption and GHG emissions decreased by 7%. This reduction is due to our LED lighting replacement program, lighting reviews and lower electricity consumption rates due to reduced employee attendance, retailer operations and public patronage during COVID-19. It should be noted that most of our utilities consumption is driven by a fixed demand for base facility systems that is independent of patronage volumes.

- Updating the climate change risk assessment completed last year to include the risks associated with a transition to a low-carbon economy.
- Actively reviewing opportunities identified in a recent energy audit.
- Committing to our community engagement and social value opportunities as soon as COVID-19 pandemic restrictions allow.

This report summarises our ESG performance, which should be reviewed in the context of the COVID-19 pandemic and its many impacts and challenges.

As we move forward into a COVID-normal world, we are determined to meet the environmental, social and governance challenges that have arisen, as well as maintain our focus on the conservation of natural resources and reduction of GHG emissions.

Kylie Williams

Kylie Williams
General Manager (Acting)
Southern Cross Station Pty Ltd



*Quiet concourse during height of COVID-19
(Photo credit – Matthew Howe)*



Southern Cross Station (Then Spencer Street Station) in the late 1800's



ABOUT SOUTHERN CROSS STATION

Southern Cross Station (SCS) is a large, multi-modal transport precinct. Originally named Spencer Street station, it opened in 1859, was refurbished in the 1960s and was then subject to a major redevelopment completed in 2006. It operates as a Public Private Partnership (PPP) concession from the Department of Transport on behalf of the State of Victoria.

Our 67,000 m² site on the western end of Melbourne's CBD is Victoria's busiest public transport interchange. We link interstate, regional and suburban trains and coaches in Melbourne and offer connections to major airports, tram and taxi services. The facility features a train interchange, bus interchange, car park and over 50 retail tenancies. Prior to COVID-19, the facility welcomed 75 million patrons during the 2019 financial year.

SCS supports visual, hearing and movement impaired persons with escalators, wheelchair access, tactile paving, hearing loops and braille signage. Movement assistance on site is also available from Travellers Aid Australia. We have directional signage and over 120 passenger

information screens throughout the station, providing real time arrival and departure information.

Southern Cross Station Pty Ltd (SCSPL) is the operational arm of SSR Holdings Pty Ltd, a subsidiary of Civic Nexus Pty Ltd.

Civic Nexus holds the rights to operate SCS under a 30-year PPP agreement. Civic Nexus is 100% owned by IFM Investors Pty Ltd, one of the world's largest infrastructure managers and a leading investor-owned funds manager, with 27 world leading superannuation fund shareholders and over 20,000 people employed in portfolio companies.

SCSPL does not have any direct employees as it contracts Infranexus Management Pty Ltd (Infranexus) for management services. Infranexus Management Pty Ltd is also wholly owned by IFM Investors Pty Ltd.

Through Infranexus and our other contracted service providers, SCSPL performs the day to day management of SCS with a strong focus on occupational health and safety, security, environmental management and sustainability.

OUR ESG MISSION

Our environmental, social and governance (ESG) mission is to implement and maintain a sustainability program to monitor and report on key ESG aspects that are important to our patrons, employees, service providers, the broader community and other key stakeholders. Our ESG program assists us in monitoring, managing and reporting on the safety, functionality, efficiency and relevance of the facility in a continually changing environment.

As Melbourne's key transport interchange, patrons use our facility to access work, travel, shopping, entertainment or sporting events and we seek to make the experience as safe, efficient and convenient as possible.

Our current sustainability initiatives include energy monitoring, science-based GHG emissions reduction targets, a climate change risk assessment and a 'social value' framework encompassing public safety, employee wellbeing and community relations.

CHALLENGES AND OUTLOOK

Challenges for SCS include the long-term impacts of the COVID-19 pandemic, a growing population, changes to the Victorian transport network and the ever-expanding Melbourne/Docklands cityscape.

SCS was originally designed with a projected peak capacity of 30,000 users an hour, expected to be reached by 2050. That number was achieved in 2016, and in 2019, prior to the start of the COVID-19 pandemic, the station was servicing 1.4 million patrons per week with an annual patronage of over 75 million; double the expected patronage. While patronage numbers decreased during COVID-19 due to State Government imposed restrictions, a gradual and eventual return to pre-pandemic numbers is forecast and the challenges of platform congestion and crowd management are likely to return.

During the 2020 financial year, we had a particular focus on COVID-19 safety and continued operations, as we kept the facility fully functional for patrons while also ensuring employee welfare.

COVID safety will remain a critical priority for us moving into the next financial year and beyond and a key component of our ongoing ESG focus.



IMPLEMENT AND MAINTAIN A
**SUSTAINABILITY
PROGRAM**
TO MONITOR AND REPORT ON
KEY ESG ASPECTS THAT ARE
IMPORTANT TO OUR PATRONS
AND KEY STAKEHOLDERS

MATERIAL ESG ASPECTS

To identify and prioritise our material sustainability issues, SCS conducted a materiality assessment with the support of an external specialist sustainability consultancy.

In February 2020, SCS held a materiality assessment with key stakeholders where the importance and priority of identified aspects were assessed and ranked. Through this work we could prioritise key aspects in the development of our ESG strategy, monitoring and reporting.

The workshop was guided by the:

- World Federation of Exchanges (WFE) ESG Standards and Metrics.
- Global Reporting Initiative (GRI) standards.
- SCS’s Environmental Report for FY20.
- SCSP’s preliminary ESG materiality assessment.

We will use the workshop outcomes to better integrate sustainability aspects into our business strategy and decision-making.

Table 1 shows our most material issues in the near-term.



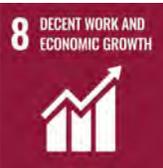
Materiality Assessment Workshop – collating and ranking the issues with key stakeholders including Peter, Wilson Security Site Manager

ESG ASPECT	MATERIAL ISSUE
Environment	Increased service and infrastructure demand from rising population and patronage (Sustainable Infrastructure aspect)
Environment	Emissions reduction targets and air quality
Environment	Waste management
Environment	Energy and water conservation
Social	Occupational, health and safety and employee wellbeing
Social	Diversity and Inclusion
Governance	Implementation of ESG company policies

Table 1. Material Issues

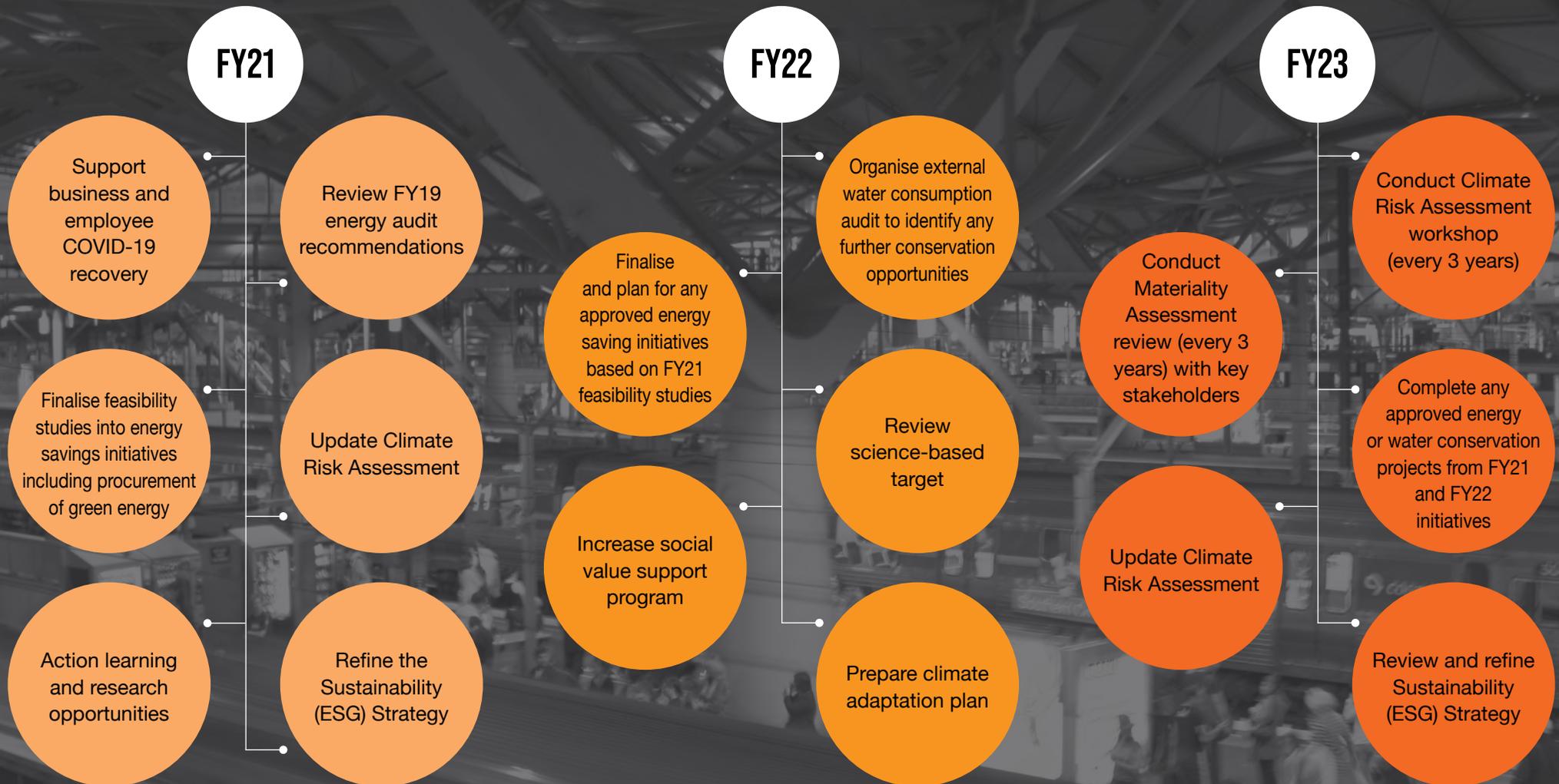
CONTRIBUTING TO THE SDGs

Wherever practical, Southern Cross Station seeks to contribute towards the United Nations Sustainable Development Goals (SDGs) as outlined below.

UNITED NATIONS SDG	OUR CONTRIBUTION	UNITED NATIONS SDG	OUR CONTRIBUTION
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Ensuring healthy lives and promoting wellbeing at all ages. The COVID-19 pandemic and its impacts on people, businesses and the economy at large is an important focus area for promoting good health and employee wellbeing.</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>Investments in infrastructure, including transport, are crucial to sustainable development. Growth in productivity, health and education require investment in infrastructure.</p> <p>The initial PPP investment in the 2006 Southern Cross Station redevelopment was over \$800 million. Further development and improvement opportunities are under discussion with the State Government, with a view to work on projected increases in the state population and use of public transport.</p>
 <p>5 GENDER EQUALITY</p>	<p>Equal access for women/girls to education, health care, decent work, and representation in decision-making processes.</p>	 <p>10 REDUCED INEQUALITIES</p>	<p>To reduce inequality, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.</p> <p>DDA initiatives include hearing loops and information beacons for vision-impaired persons. Travellers Aid provides assistance for vision and movement impaired persons through a mobility service.</p>
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>Integrating renewable energy into end-use applications in buildings, transport and industry.</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>With the number of people living within cities projected to rise to 5 billion by 2030, it is important that efficient urban planning and management practices be in place to deal with these challenges.</p> <p>Discussions continue with the State Government on opportunities to plan and implement appropriate strategies to respond to increasing patronage and congestion challenges.</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Allow people to have quality jobs that stimulate the economy while not harming the environment. Job opportunities and decent working conditions for all working ages.</p>	 <p>13 CLIMATE ACTION</p>	<p>Countries adopted the Paris Agreement, which went into force in 2016, and agreed to work to limit the global temperature rise to well below 2°C .</p> <p>SCS has adopted a GHG emissions reduction pathway. Strategies include the installation of LED lighting and investigation of solar and other green energy opportunities.</p>

OUR SUSTAINABILITY ROADMAP

Our continuous improvement roadmap for monitoring and reporting on our sustainability performance.



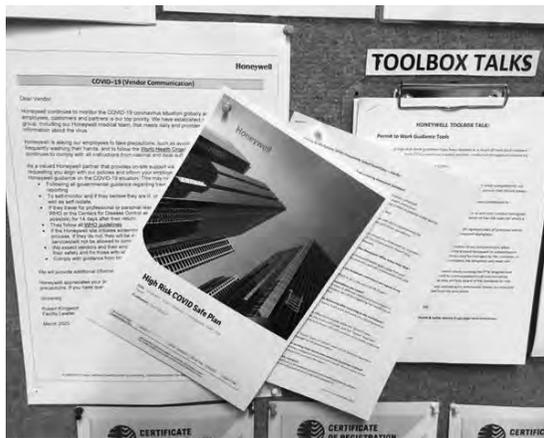
RESPONDING TO COVID-19

The COVID-19 pandemic presented major challenges to our operations requiring a coordinated management response.

Business impacts

From March 2020, restrictions on public travel and movement led to a decrease in patronage of up to 90% and temporarily affected many aspects of our business.

We are progressing with a commercial recovery strategy and have maintained a proactive and supportive approach with retailers who have experienced, or continue to experience, related difficulties.



Safety impacts

During the pandemic, we worked closely with our stakeholders to manage the safety of our employees and patrons. Our pandemic response included:

- COVID-safe plans which met the Department of Health and Human Services (DHHS) guidelines.
- Prioritising the health and wellbeing of employees with work from home arrangements.
- Maintaining our service delivery obligations.
- Additional pandemic cleaning resources implemented under arrangements with the Department of Transport.
- The establishment of a Pandemic Preparedness Group, including representatives from our service providers, transport operators and internal stakeholders.
- An effective communications and consultation process to keep key stakeholders informed.

To date our COVID-19 Incident Register has recorded only 5 positive COVID-19 cases as reported by stakeholders. Appropriate DHHS reporting, contact tracing and cleaning processes were initiated, with no further transmission reported.



Government COVID-19 restrictions impacted patronage from March 2020



11.9 GWh ELECTRICITY FROM THE GRID

Decrease 4% from FY2019 with LED lighting upgrades and review of lighting schedules.



13 ktCO₂e OF GREENHOUSE GAS EMISSIONS

Decrease of 7% from FY19 and 11% from FY18. Lower electricity consumption contributed to the decrease.



WATER USAGE DECREASE OF 6% on FY19 – 59,799 kL (plus 1,500 kL recycled water used). The decrease reflects some COVID-19 impacts with less employee, retail and public patronage.



690 t OF WASTE

Decrease of 23% from FY19 and 13% of waste diverted from landfill.



9.2 TJ OF GAS USAGE

Increase of 14% within annual variation range and increased heating due to colder temperatures for 6 of the months.

ENVIRONMENT

A DECREASE IN GHG EMISSIONS

Our 7% reduction in GHG emissions for FY20, as compared to FY19, is pleasing and reflects our reduced electricity consumption.

More importantly, this FY20 figure is a 11% reduction over our FY18 base year GHG emissions and ahead of a 5.6% reduction we had targeted in our science-based carbon reduction pathway modelling through to 2030.

Before the COVID-19 restrictions were introduced in March 2020, SCS was experiencing well above projected patronage numbers, resulting in higher utilities and waste consumption figures. With the onset of the restrictions, there was an up to 90% reduction in patronage, which led to a decrease in electricity and water consumption and the generation of less waste.

However, it must be noted that most of our electricity consumption is driven by a fixed demand for base facility systems, such as equipment and lighting, irrespective of patronage levels. The fall in electricity usage is a result of the introduction of LED lighting, a review of lighting schedules and some impact from COVID-19 restrictions such as a decline in retail consumption.

Gas consumption, however, increased, but was within the range of annual variation. Gas use was also affected by increased heating due to colder temperatures when compared to long-term averages for six of the months of the year.



During FY19, SCS applied a science-based approach to model GHG emissions reduction targets that align with the goal to limit the average global temperature increase to 2°C. From a FY18 base year, our target requires GHG reductions of:

- **5.6% by FY2020**
(actual result – 11% decrease)
- **26% by FY2025**
- **46% by FY2030**

In conjunction with our energy reduction and sustainability initiatives program, the decarbonisation of the Victorian electricity grid will support our efforts to achieve these targets.

GREENHOUSE GAS EMISSIONS

Our GHG emissions are below the National Greenhouse and Energy Reporting (NGER) Act reporting threshold. However, we use the NGER regulations to guide our emissions estimates.

Whilst SCSPL is committed to reducing its GHG emissions, we have set a challenging target for 2030 and will rely on sourcing viable options for renewable energy.

TOTAL GHG EMISSIONS





MONITORING OUR ENERGY CONSUMPTION

SCS uses electricity and natural gas across a range of applications. Gas is used mainly for heating and hot water. Electricity consumption includes all office and administration areas and includes HVAC, lighting, vertical transport, signage and supply to retail tenancies.

Gas

Gas consumption for FY20 was 9,231 GJ, compared to 8,084 GJ in FY19. While we have seen an upward trend in our gas use over recent years, the 14% increase in FY20 is within the range of annual variation. Gas use was also affected by increased heating due to colder temperatures when compared to long-term averages for six of the months.

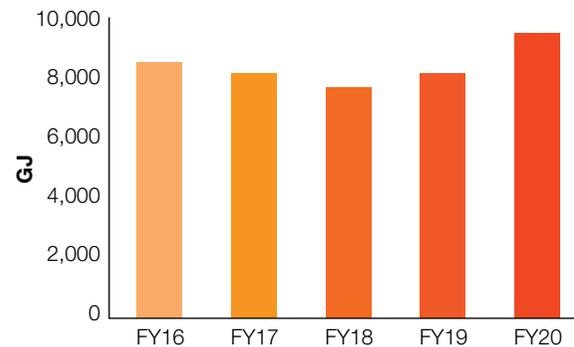
Gas use contributes 4% to our GHG emissions footprint.

Electricity

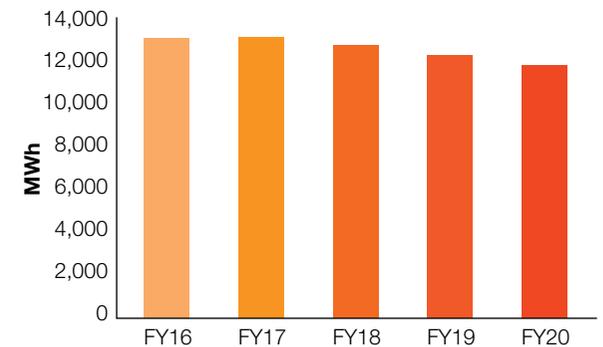
Our total electricity use (including retail) was 11,898 MWh for FY20. This is a 4% decrease from FY19 (12,355 MWh).

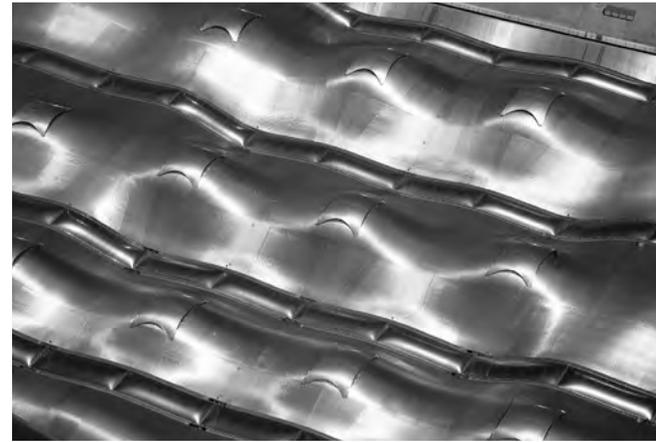
The decrease in electricity use reflects the installation of LED lighting, a review of lighting schedules and includes some COVID-19 impacts, including a drop in retail consumption. However, most electricity consumption is driven by fixed demand for base facility systems, such as equipment and lighting, irrespective of patronage levels.

TOTAL GAS USAGE



TOTAL ELECTRICITY USAGE





Symphonic water harvesting starts with rain water being captured in the large roof gutters visible here

Water

Potable water consumption was 59,799 kL in FY20, a 6% decrease from FY19 (63,400 kL).

The decrease reflects reduced water consumption due to the COVID-19 related drop in patronage from March 2020, as well as rectified water use figures after some meter and consumption anomalies identified in FY19 were addressed by the relevant water supply provider.

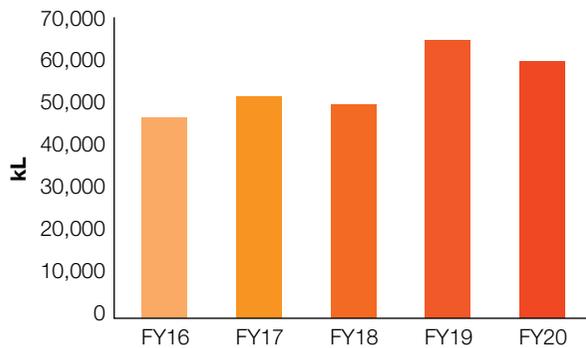
Water harvesting

Our unique SCS roof includes a syphonic water harvesting system, which can generate up to 10% of our water supply each year, depending on rainfall. This water is used for:

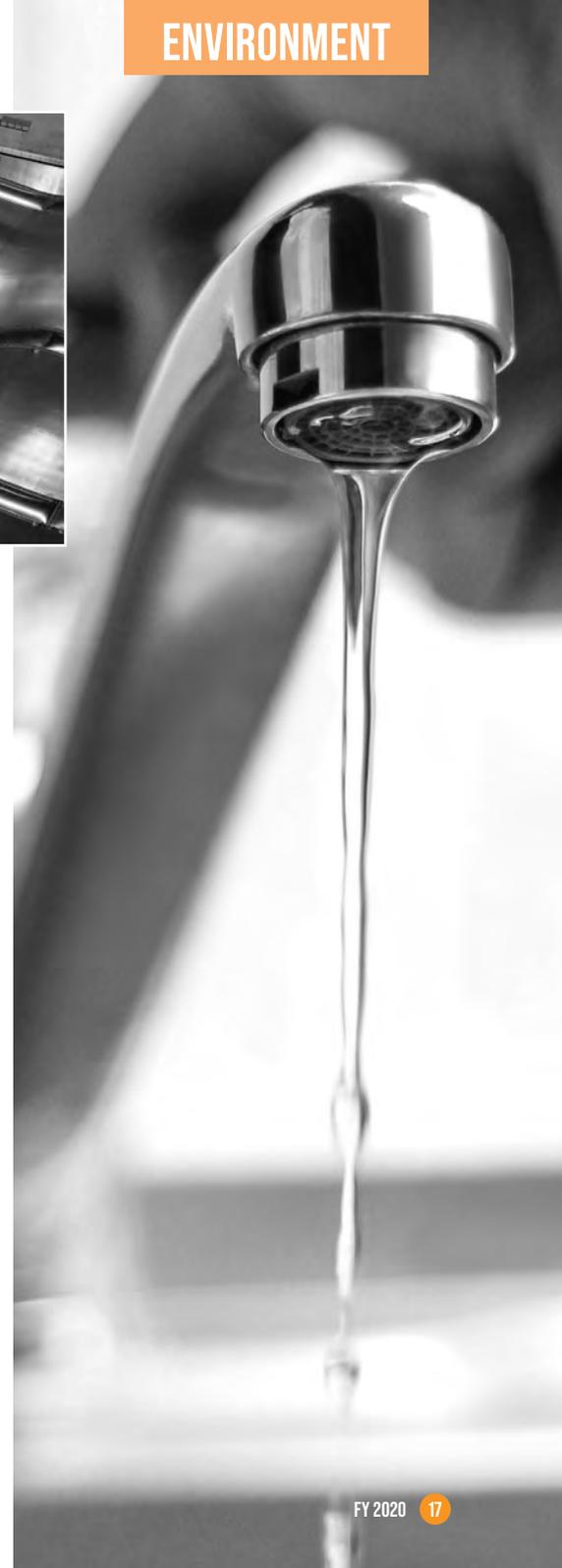
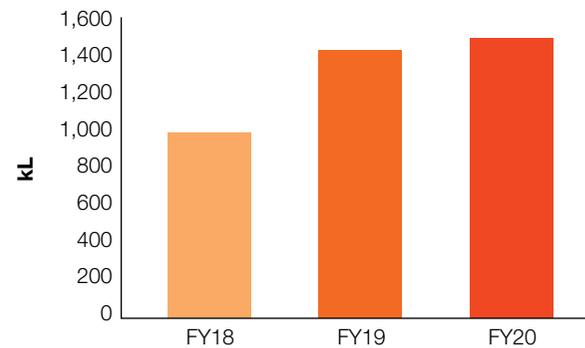
- Public toilets for flushing including urinals.
- General station cleaning which requires use of floor scrubbers, high-pressure portable washers and other high water use equipment wherever possible.
- Supply to the rental car wash facility.

Our water harvest system assists with our water conservation efforts.

TOTAL WATER USAGE



TOTAL WATER HARVESTED





Employee Melissa wants her children to grow up in a climate wise world

MONITORING AND MITIGATING PHYSICAL CLIMATE CHANGE RISKS

With climate change, current and future generations may increasingly experience more frequent or severe weather events like flooding, heat waves and storms. Such events pose physical risks to SCS infrastructure and the wellbeing of our patrons and employees. To better understand the potential consequences of a changing climate, we engaged external experts to assist us with a physical climate risk assessment for SCS using downscaled climate projections from now until 2050 collected from Victoria's Climate Projections 2019 developed by CSIRO and DEWLP¹. Such a risk assessment aligns with the recommendations of the Task Force on Climate Changed-Related Financial Disclosures (TCFD) and the 2017 Australian Council of Superannuation Investors (ACSI) guide.

The climate change risk assessment considered potential physical climate change risks to SCS, its patrons and stakeholders from now to 2050. The assessment identified the key risks outlined on the following page, for which we have in place mitigation measures and controls. SCS will continue to review all identified risks and plan to extend our assessment to include transitional risks in FY21.

¹ Clarke JM, Grose M, Thatcher M, Round V & Heady C. 2019. Greater Melbourne Climate Projections

POTENTIAL RISK	POTENTIAL CONSEQUENCES	PLANNING AND MITIGATION
Climate projections indicate increased frequency and periods of extreme heat	<ul style="list-style-type: none"> • Electricity blackouts • Plant and equipment breakdowns • Risk of heat stress for personnel and/or patrons • Temporary service interruptions which can also lead to additional congestion. 	<ul style="list-style-type: none"> • Climate Adaption Strategy • Contingency Plans • Back up electricity generators • Some built in redundancies/back-ups for plant and equipment • Inspection and maintenance regime • Work, Health and Safety Plans • Maintain close liaison with transport operators and Department of Transport
Climate projections indicate an increase in heavy rainfall days	<p>Such events can</p> <ul style="list-style-type: none"> • Damage our roofing and infrastructure • Cause train and bus disruptions which impact SCS and our patrons • Cause temporary service interruptions • Injure patrons and personnel. 	
Extreme rainfall events and rising sea levels	<ul style="list-style-type: none"> • Could cause flooding in some parts of Melbourne in the longer term future. While the SCS is not in a projected flood zone, any flooding of the connected transport networks could cause service disruptions and commuter stranding at SCS. 	

**112 EMPLOYEES
IN WORKFORCE - SCSP
AND SERVICE PROVIDERS**

**85% OF WORKFORCE ARE
FULL TIME EMPLOYEES**

**85% OF WORKFORCE
ON EBA OR SIMILAR**

**35% FEMALE
SENIOR MANAGERS OR SUPERVISORS**

**24% OF WORKFORCE
OVER 50 YEARS OLD**

**3% INDIGENOUS
EMPLOYEES**

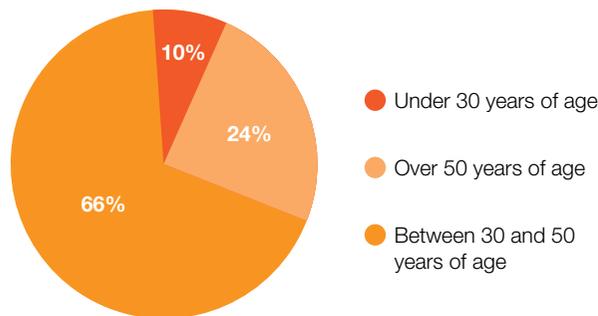
SOCIAL VALUE

Ensuring healthy lives and promoting wellbeing at all ages is essential to sustainable development. Our social value contribution in FY20 centred on diversity, safety and supporting the broader community. During the COVID-19 pandemic, employee wellbeing and patron safety were priorities for our SCS team.

OUR DIVERSE TEAM

Across Infranexus and contracted key service providers (Honeywell Ltd, IKON Cleaning Services, Wilson Security and Travellers Aid), around 112 employees are deployed in our SCS operation. We are proud of our diverse workforce. We also appreciate the support of SCS-based transport operators; Victoria Police and Protective Services Officers.

A MIXTURE OF YOUTH AND EXPERIENCE





KEY SAFETY CONSIDERATIONS FOR FY20

Management have continued to promote a safety culture throughout our SCS operations.

Our certified Occupational Health and Safety (OHS) system includes maintenance and inspection regimes, a risk management framework, rigorous contractor safe working management practices and regular site safety meetings with our key partners. We regularly report on key indicators and trends to our board.

It is pleasing that during the disruption caused by COVID-19, we continued to record a low number of occupational medical treatment injuries, lost time injuries (LTIs) and recordable injuries (injuries requiring a report to WorkSafe).

There was 1 LTI this year, relating to a service provider staff member who sustained a minor back strain back while assisting a patron with luggage and was unable to attend 1 shift. This resulted in a LTI Frequency Rate of 6.55 per 1 million hours worked during FY20. Prior to this occurrence, we only had recorded 1 LTI over the last 3 years.



**ZERO COVID-19
OUTBREAKS AT SCS**
(Employees, contracted
service providers and retailers)



**ZERO TOTAL RECORDABLE
INJURY FREQUENCY RATE**
- (per 1 million hrs/rolling 12mths)

In FY20, there was a strong focus on managing service delivery and safety risks during COVID-19, in combination with our on-going focus on employee wellbeing, patron safety, contractor safe working conditions and passenger congestion.



IKON cleaners on the front-line during COVID-19

A BIG THANK YOU TO OUR CLEANING AND OPERATIONS TEAMS

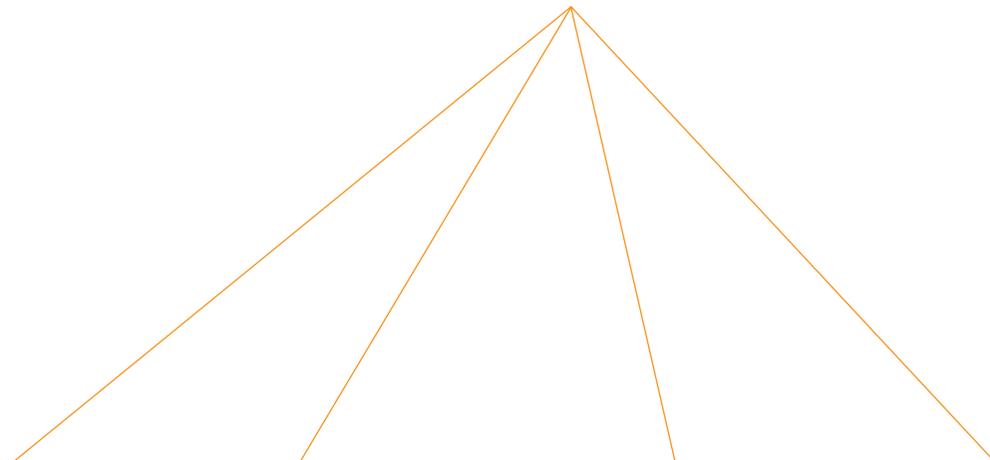
At the time of this report, there had been only 5 COVID-19 positive cases across our service provider and retail teams as reported to SCSPL. No major outbreaks occurred at our facility. Given the fact that we are a large public facility, this is an outstanding result and a testament to the great work of our people.

MANAGING SERVICE DELIVERY AND SAFETY DURING COVID-19

SCSPL initiated a successful COVID-19 planning and recovery response, which maximised our safety provisions for employees and patrons and enabled us to maintain all our key service offerings throughout the pandemic. Elements included:

- Activating a pandemic plan
- Additional cleaning
- Weekly pandemic management group meetings
- Continual engagement with the Department of Transport
- Strict safety and infection control protocols for workers
- Strong focus on employee welfare and wellbeing.

SCSPL and our key partners including the Department of Transport, service providers and transport operator teams were pleased to play our part in maintaining transport access for the public and in particular for essential workers throughout the COVID-19 crisis.



“In a study of acute mental health responses during the COVID-19 pandemic in Australia, 78% of respondents reported that their mental health had worsened since the outbreak.”

SOURCE: VICTORIAN CHAMBER OF COMMERCE AND INDUSTRY; 2020

EMPLOYEE WELFARE AND WELLBEING

Over recent years, we have seen that supporting individual wellbeing, including physical and mental health, can reduce absenteeism, increase employee engagement and improve productivity.

“The healthiest Australian employees are almost 3 times more productive than their unhealthy colleagues.”

SOURCE: SICK AT WORK REPORT. MEDIBANK PRIVATE; 2011

We seek to continually improve employee welfare. Key initiatives include:

- Promoting a culture of equal opportunity
- Employee assistance schemes
- Performance reviews
- Employee satisfaction surveys and engagement practices.

COVID-19 presented an additional challenge to employees. Aided by a supportive and understanding CEO and Board, we implemented a range of measures including:

- Working from home flexibility from March 2020
- Establishing an employee forum and intranet site
- DoT and DHHS updates
- Regular virtual team meetings
- An employee engagement survey
- Competitions and activities
- Briefings and updates on our COVID-19 response and recovery strategy including return to workplace planning
- Consultation and flexibility with return to workplace phasing for employees.



*Working from home was common during COVID-19
(Photo credit: Kylie Williams)*

PATRON SAFETY

In FY20, our Wilson Security team assisted 357 patrons with medical or first aid incidents. This figure is lower than FY19 (519) due to the drop in patronage numbers as a result of COVID-19.

Incidents included heart attacks, strokes, first aid and slip, trip and fall incidents. For serious incidents, the speed and efficiency of our response can often result in a life being saved.

Security officers are first aid trained to Level 2 and have access to personal protective gear, first aid kits and 6 onsite defibrillators.



Security Officers ready to respond to an incident

CONTRACTOR SAFE WORKING

SCSPL and Honeywell continue to reinforce a culture of safety with a focus on contractor management.

Honeywell manages the contractor and sub-contractor works approval, supervision and monitoring process on site for most facility related work activities. In FY20, Honeywell registered and processed 9,687 contractor sign-ins on its site works register process.

Contractors are required to meet a range of safe working requirements, which include COVID-19 safety requirements and must provide Safe Work Method Statements and other safety related documentation. Close liaison and coordination are maintained between SCSPL and Honeywell on larger works activities.



Honeywell Facility Leader Robert temperature checking a contractor during sign-in

9,687
CONTRACTOR
SIGN-INS
FOR FY20

PASSENGER CONGESTION

SCSPL has previously undertaken high level strategic planning and conducted dialogue with key stakeholders, (including the State Government through the Department of Transport) on increasing patronage and congestion issues experienced prior to COVID-19.

With projected population growth and further impacts of various rail infrastructure projects, we have considered how SCS may adapt to maintain and improve the customer experience.

Adapting involves a consideration of customer movements and travel paths, connectivity of various rail and station services, accessibility for special needs patrons and maximising the social value and efficiency of the facility. Consideration of pandemic related safety and design issues will be required in restoring commuters' confidence in public transport.

While passenger congestion risks have temporarily abated due to COVID-19, we will continue to maintain appropriate crowd management strategies including close liaison with key stakeholders.

We will also explore opportunities and strategies with the State Government to address projected future patronage trends and challenges.



SUPPORTING THE BROADER COMMUNITY

As a proud member of the Victorian and wider Australian community, SCS continues to engage with and contribute to the community in various ways. Our approach is to ensure that these interactions are always proactive and positive. Following are just a few examples of our social value programs.

Vision Australia

We supported a Vision Australia Seeing Eye Dog initiative in February 2020. As well as raising donations, the activity offered patrons the chance to sign up as carers for guide dogs.

Situated in a high traffic area at SCS, Vision Australia had 30 carers, puppy trainers and staff, and 15 pups in attendance. Over 300 people visited the promotion and more importantly, 50 people registered their expression of interest to become puppy carers. This resulted in 12 puppy carer applications being received within a week or two of the promotion and more are expected to follow. The puppies also received valuable exposure to the busy station environment.

Vision Australia advised that the day was hugely successful and expressed their appreciation: *“We would like to take this opportunity to thank the whole team at Southern Cross. Without you, this would not have been such an amazing event. Overall we consider this to be a very successful event for us.”*



Thank you, emergency workers

We assisted our advertising partner, JCDcaux, with an initiative in April 2020 where messages of appreciation for medical workers, police, farmers and mums were broadcast on digital advertising screens throughout the station. We were pleased to be a part of such an important initiative to say “thank you” to those on the frontline during Australia’s bushfire and pandemic crises.



Supporting our retailers

After the impacts of COVID-19 sent shockwaves through the retail landscape in the Melbourne CBD, management worked quickly to deliver support to our retail partners.

In April we welcomed National Cabinet’s Commercial Code of Conduct and Leasing Principles for application during COVID-19 and have continued to work within the guidelines of this code to assist our retailers.

“Southern Cross Station Management continues to take a proactive approach with our retailer partners who have been impacted by COVID-19 as they manage their businesses, supporting them in the long-term to recover and rebuild stronger than ever.”

SCOTT JENSEN – COMMERCIAL OPERATIONS MANAGER (SOUTHERN CROSS STATION)



Honourable Minister Thawra Chand Gelot (fifth from left) and tour group with Southern Cross Station team members Ashley (6th from left), Renee (3rd from right) and Scott (right)

Contributing to the transport, infrastructure and economic community

SCS often hosts visiting local, national and international tour groups, Governments and delegations at our facility to provide valuable insights, learnings and information to these groups. We have hosted groups from all over the world including recent visits from the USA, Canada, Vietnam, Japan, Thailand and India.

In early 2020, a ministerial delegation looking at accessible public transport visited Melbourne from India, and requested a tour of SCS as a best practice example. We were pleased to assist the Victorian Government Transport Accessibility and Inclusion Division, the Department of Transport, City of Melbourne, Metro Trains and our SCS based Travellers Aid organisation in facilitating the visit.

Representatives from the Indian Government visit to SCS in 2020 included:

- The Honourable Minister Thawar Chand Gehlot (Minister of Social Justice and Empowerment)
- Ms Tarika Roy (Joint secretary, DEPWD – Department of Empowerment of People with Disability)
- Shri Sanjay Singh (Undersecretary, DEPWD – Department of Empowerment of People with Disability)
- Mr Raj Kumar (Consul General of India in Melbourne)

Community support

Community partnerships are a key focus of SCS's ESG program as we continue to adapt and engage with the community on how best to contribute towards positive relationships.

We maintain supportive relationships with a number of community and charitable groups or programs including:

- Travellers Aid
- Mission Engage
- Vision Australia
- The Big Issue
- Guide Dogs Victoria
- Salvation Army
- Starlight Foundation

Initiatives are often undertaken in conjunction with key partners and stakeholders including IFM, the Department of Transport, train and bus operators and our contracted cleaning, maintenance and security service providers.

While COVID-19 curtailed our community support initiatives in the latter half of FY20, we have already commenced seeking additional social value contribution opportunities for our FY22 program.

Assisting travellers in need

Travellers Aid Australia (TAA) provides a range of services at SCS to support travellers and those in need. This includes a mobility service to transport people with mobility challenges around the station and a medical companion service where patrons are escorted from the station to CBD medical appointments.

In a COVID-19 impacted FY20, Travellers Aid provided 18,858 mobility assistance trips compared to 25,519 in FY19 – a 35% decrease. Despite the pandemic impacts, we estimate that over 60,000 people utilised one or more of the support services offered during the year.

Travellers Aid provided valuable and essential services during both the bushfires and COVID-19, with the support lounge and services remaining open and providing a place of support for vulnerable people. In January to June 2020 alone, Travellers Aid provided over 13,000 instances of service to people in need including transport services, emergency travel assistance, lounge access, showers and public internet.

We support Travellers Aid in a number of ways, including through payment for service agreements and with driver training for other SCS service providers and transport operators.



Travellers Aid is a registered charity and relies on support from the public. Donate via: travellersaid.org.au

18,858
MOBILITY ASSISTANCE
TRIPS IN FY20

BUSHFIRE
AND COVID-19
RELATED SUPPORT
TO OVER 13,000 PEOPLE
IN EARLY 2020

Supporting Mission Engage

Southern Cross Station actively supports the Father James Grant Foundation - Mission Engage Youth Program. This program consists of a 12-day course aimed at giving a diverse range of participating youths key tools, experience, information and motivation to assist them with employment and life opportunities. The program includes one day where the group visits SCS. SCSPL management team members, supported by key partners such as Honeywell, Wilson Security, Travellers Aid and Metro Trains provide insights into the variety of employment opportunities at the facility and into some key strategies in the employment search. We also discuss positive personal skills and work traits that have helped our team succeed in their careers. Afterwards, visitors are taken on a guided station tour. Our support does not end after the visit – we happily accept requests for further advice and mentoring.



Southern Cross Station Management team members Renee (second from left) and Ashley (second from right) hosting a 2019 Mission Engage program visit



60% FEMALE BOARD MEMBERS (SSSR).



60% INDEPENDENT BOARD MEMBERS (SSSR).



ZERO CYBER SECURITY BREACHES



ZERO ETHICS OR CORRUPTION BREACHES



ESG POLICY UPDATED



CODE OF CONDUCT IN PLACE



ESG PROGRAM VALIDATED BY EXTERNAL AUDIT



GOVERNANCE DUE DILIGENCE PROGRAM IN PLACE

GOVERNANCE

Southern Cross Station and its board considers good corporate governance a cornerstone of its custodianship of Southern Cross Station. Management provides full visibility and interacts with the board across a number of initiatives including:

- Board reporting and meetings
- Finance Audit and Risk Committee meetings
- People and Remuneration Committee
- Projects Committee
- Annual Rail Safety and OHS report
- Internal/external audit programs including the annual financial audit
- Annual strategy and planning session
- Board due diligence program

We continue to increase our governance data monitoring and analysis as part of our ESG program. The FY20 key indicators included here relate to SSSR Holdings Pty, its board and related Infranexus/SCSPL employees.

COVID-19

Through regular reports, briefings and meetings, the board worked closely with the CEO and management team to mitigate OHS, operational and financial impacts.

Both IFM and the board were supportive of the SCSPL pandemic response and of employee wellbeing strategies such as work from home and work/life balance considerations.

PERFORMANCE AND PLANNING

ESG PERFORMANCE

While we experienced challenges and a revised focus due to the COVID-19 pandemic in FY20, we did progress many of the major environmental, social and governance initiatives detailed in our FY19 sustainability report. We summarise the material outcomes below.

PLANNED INITIATIVE	PROGRESS	COMMENTS
ENVIRONMENT PERFORMANCE		
Complete materiality assessment	✓	• Completed and referenced in this report
Complete energy audit	✓	• Audit completed in FY20 and recommendations under review
Review GHGE targets for validity, currency and practicality	✓	• Review completed and current targets will remain in place, subject to a post COVID-19 review
Create ESG data collection sheet	✓	• ESG data collection sheet completed and utilised to collate data to inform this report
External audit of ESG program	✓	• External audit by ShineWing Auditors provided positive feedback on our ESG program
Improve stakeholder awareness	✓	• Work will continue in this area
Feasibility studies – renewable energy	○	• Commenced but not yet completed (See planning section following)
SOCIAL PERFORMANCE		
Increased focus on securing new community partnerships	○	• Supportive arrangement with The Big Issue achieved during FY20. COVID-19 re-directed our focus but we are planning additional initiatives
Investigate further opportunities to support the Mission Engage program	○	• Preliminary discussions held on increasing our support from the current arrangements
Introduce at least one initiative supporting employee wellbeing	✓	• Initiatives in this area related to employee support during the COVID-19 pandemic as noted in the employee welfare and wellbeing section of this report
GOVERNANCE PERFORMANCE		
Complete physical climate risk assessment	✓	• Completed in FY20. Now undergoing a review of transitional risks
Further improvements in sustainability reporting	✓	• ESG program and reporting validated by external (ShineWing Australia) audit • ESG Policy reviewed, updated and ratified by the Board
Conduct privacy and cyber security training for employees	✓	• Conducted and on-going program in place

KEY: ✓ Completed ○ In progress

ESG PLANNING

Following is a summary of our planned FY21 targets and initiatives for material ESG aspects of our SCS operations.

ELEMENT	ITEM	TARGET OR INITIATIVE	STRATEGY
ENVIRONMENT TARGETS AND INITIATIVES			
Energy	Electricity consumption	Initiative 1: Monitor electricity consumption during COVID-19 recovery period to assist with determination of new electricity consumption target for FY22 Initiative 2: Assess feasibility of energy reduction opportunities	<ul style="list-style-type: none"> Consider and where feasible, action, initiatives identified in the FY20 Energetics' energy audit and SCSPL / Honeywell energy usage initiatives program Budget as required for FY22 for any agreed energy reduction projects
Energy	Solar	Initiative: Feasibility study on solar trial opportunity	<ul style="list-style-type: none"> Source preliminary proposals and indicative pricing to facilitate feasibility study for trial
Sustainability	GHG	Initiative: Review GHGE targets approach post COVID-19 impacts on utilities consumption etc	<ul style="list-style-type: none"> Review and update science-based emission reduction targets
Sustainability	Sustainable Infrastructure	Initiative: Monitor increased service and infrastructure demands	<ul style="list-style-type: none"> Continue dialogue with State Government on potential solutions to increased service and infrastructure demands from growing population and expanding rail transport infrastructure
Water	Water consumption	Initiative: Review water conservation opportunities	<ul style="list-style-type: none"> Obtain external review to identify any further water conservation opportunities Review potential to reduce water consumption in cooling tower and washrooms
Waste Management	Waste diversion	Target: >15% of waste on site diverted from landfill	<ul style="list-style-type: none"> Review SCS waste management program and recycling opportunities Confirm feasibility of opportunity for food waste recycling
SOCIAL VALUE TARGETS AND INITIATIVES			
Occupational Health and Safety	Employee turnover rate	Target: < 10% staff turnover for Infranexus/SCSPL and service provider teams on site	<ul style="list-style-type: none"> Support employee satisfaction / wellbeing – especially during transition into a new COVID-19 normal through EAP, other support options and consideration of work from home options and a work/life balance
Occupational Health and Safety	Employee wellbeing	Target: Introduce at least 1 initiative during FY21 that support Infranexus/SCSPL employee welfare and wellbeing	<ul style="list-style-type: none"> Introduce at least 1 initiative during FY21 that support employee wellbeing. These may relate to equal opportunity, diversity, work/life balance, health and fitness or mental health aspects
Occupational Health and Safety	Total Reportable Injury frequency	Target: a TRIFR of < 3	<ul style="list-style-type: none"> Continue to reinforce a culture of safety with a focus on key risk areas of COVID-19, employee welfare and wellbeing, contractor management and congestion management Review current benchmark of 3 and conduct research to identify if there are more relevant benchmarks for the varied SCSPL work groups (Maintenance, Security, Cleaning etc)
Community	Community engagement	Initiative: Seek additional ways to contribute to the broader community in a social value context	<ul style="list-style-type: none"> Engage with community groups to seek further social value contribution opportunities Review and enhance current social value partnerships including Mission Engage
GOVERNANCE TARGETS AND INITIATIVES			
Climate change	Climate change risk	Initiative: Conduct climate risk assessment review	<ul style="list-style-type: none"> Review assessment and prepare a climate risk adaption strategy aligned with the TCFD recommendations including consideration of any budget aspects
Code of Conduct	Code of Conduct	Initiative: Review Infranexus Code of Conduct	<ul style="list-style-type: none"> Review and update with consideration of current best practice
Ethics	Ethics and corruption	Target: 0 ethics or corruption breaches	<ul style="list-style-type: none"> Review employee handbook, Code of Conduct and any other relevant policies Organise training and information session
Data security	Data privacy and cyber security	Target: 0 material data privacy or cyber security breaches	<ul style="list-style-type: none"> Maintain cyber security program including liaison with IT/cloud service provider, multi-layer defences, quarterly phishing tests, cyber security training and regular risk review Participate in quarterly IFM worldwide cyber security forums

COVID – ADAPTING TO **NEW CHALLENGES**

For our employees, COVID-19 meant new challenges – including working from home, video conferencing and trying to fit in some time for family, exercise and recreation.



DEFINITIONS

Civic Nexus Pty Ltd

The entity contracted to the State via the Department of Transport under a 30-Year Services and Development Agreement (SDA).

Contracted key service providers

Southern Cross Station Pty Ltd (SCSPL) employs staff through Infranexus Management Pty Ltd. Other services contracted are maintenance (Honeywell), security (Wilson Security), car parking (Wilson Car Parking), cleaning (IKON Cleaning Services) and traveler assistance (Travellers Aid).

ESG

Environmental, social and governance (ESG) criteria are used to measure the sustainability and ethical impact of a company's operations.

GRI

The Global Reporting Initiative (GRI) is an international independent standards organisation that helps companies identify, gather and report sustainability related information in a clear and comparable manner and is now widely used by multinational organisations, governments, small and medium enterprises, non-governmental organisations and industry groups in more than 90 countries.

IFM Investors

IFM investors is owned by 27 not for profit superannuation funds and is one of the world's leading investment fund managers.

Infranexus Management Pty Ltd

Provides management service to Southern Cross Station Pty Ltd, with support from 13 employees including dedicated General Manager, Operations Manager and Commercial Operations Manager roles. Infranexus is 100% owned by IFM Investors.

Materiality assessment

A key sustainability process for identifying areas of importance to both the company and key stakeholders. A materiality assessment is a vital step in identifying sustainability risks and opportunities to be further addressed by the company.

Southern Cross Station

A transport interchange located in Docklands Victoria featuring a railway station with metropolitan Melbourne, regional Victoria and interstate links, a bus interchange with links to Melbourne and Avalon airports, a car park and retail precincts.

Southern Cross Station Pty Ltd (SCSPL)

The operating arm of SSSR Holdings Pty Ltd, Civic Nexus Pty Ltd (see above) and the managing entity for the Southern Cross Station.

SSSR Holdings Pty Ltd

A subsidiary of Civic Nexus Pty Ltd and the legal entity operating Southern Cross Station.

Sustainability

For the purpose of this report and in accordance with the United Nations Sustainable Development Goals (SDGs) and current best practice, sustainability encompasses environmental sustainability, social values and governance aspects (ESG).

United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are 17 global goals aimed at achieving a sustainable future by 2030. The goals cover social and environmental themes like poverty and inequality, climate and environmental degradation and peace and justice. SCSPL references the UN Sustainable Development Goals in its sustainability planning.

WFE

World Federation of Exchanges (WFE) provides guidance and metrics on ESG elements and largely follows the GRI approach.

A three year old F319 diesel locomotive shunts in the (then) Spencer Street Station rail yards in June 1954

Southern Cross Station Pty Ltd

SOUTHERN CROSS STATION SUSTAINABILITY REPORT

Environment, Social and Governance Aspects for FY2020

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