

MUMBAI METRO ONE

SOP FOR RESUMPTION OF SERVICES

OBJECTIVE

This SOP has been prepared in the framework of the Coronavirus disease (COVID-19) outbreak with an objective to enlist the mitigation measures required post lock-down period for safe metro travel with Mumbai Metro One in coming times.

CONTEXT

Public transport systems are perceived as a high-risk environment for the ongoing Covid-19 Pandemic. This requires the mitigation for the associated risks/challenges, namely:

- Requirement to take additional cleaning and hygiene relate measures to prevent the spread of Covid-19.
- Requirement to run the public awareness campaigns to build the confidence of public.
- Staff awareness measures and provision of necessary PPEs to prevent spread of infection amongst its staff and preparation to deal with absenteeism due to various logistical or personal health related disruptions.

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1. COMMUTER EXPERIENCE: HEALTH & HYGIENE

The COVID-19 outbreak has been declared a pandemic by World Health Organization (WHO). Since March, governments around the world have begun implementing lockdown measures, introducing travel restrictions and encouraging people to stay at home, if they weren't employed in industries deemed to be essential services.

A few months on, countries are beginning to ease lockdown measures in an attempt to revitalise economies and help citizens get back to normal. However, this by no means has meant that COVID-19 has gone away, it still continues to be a risk in our daily lives and have far-reaching impacts that are likely to be felt for years to come.

Situation in Mumbai has also improved over the days. It is, thus, imperative at this stage that transmission of infection should be further curbed by adopting the right sanitization, containment and distancing measures.

Mumbai Metro One shall also aim to curb the spread of infection on its network by adopting the right operational procedures and cleaning & sanitization measures for safety of commuters and its own employees. This includes disallowing the travel to any commuter who is detected to be infected or is symptomatic and by implementing the containment, cleaning & disinfection measures so that contamination, if any, from any asymptomatic commuter should not cause further infections. Such measures are enumerated hereinafter.

1.1 Cleaning and disinfection measures

1.1.1 On train

a) Train Cleaning and Disinfection

Regular train cleaning shall be done as per nominated frequency of pre COVID-19 periods. In addition to above, the train interior shall be disinfected in the night and at the every round trip. For disinfection, Accelerated Hydrogen Peroxide (APH) based disinfectant shall be used with the desired dilution (as per the manufacturer's instructions). The frequently touched areas inside the saloon, such as grab rails, grab poles, grab handles, draught screens, draught screen poles, passenger seats, doors surface from inside shall be disinfected. The train driving cab shall be disinfected on every crew change.

b) Air-conditioning filters

We recommended and shall follow frequent cleaning of filter. Accordingly, VAC filters shall be cleaned every week. Also, increase the fresh air intake can be maximized irrespective of the load in the train.

1.1.2 At stations

a) Platform and concourse

The VAG corridor stations are of open design and natural ventilation is available. Thus these have less risk than indoor areas due to air currents and exposure to sunlight. Therefore, cleaning and disinfection efforts in these areas, apart from the regular cleaning measures been followed in pre COVID-19 times, shall be targeted to frequently touched/contaminated surfaces such as AFC gates, ticket counters, escalator hand rails, staircases railing, lift buttons, platform seats etc.

b) Indoor areas

All staff rooms like station control rooms, ticketing offices, lunch room, changing room, security control room and CCO etc. shall be mopped with a disinfectant with 1% sodium hypochlorite or phenolic disinfectants.

c) High contact areas

High contact areas such as Lift buttons, handrails of escalators, ticketing counter slabs, AFC gate reader and QR code scanner areas shall be cleaned every 3 hours by mopping with a linen/absorbable cloth soaked in 1% sodium hypochlorite. Other frequently touched areas for staff like table tops, chair handles, keyboards, mouse, mouse pad, tea/coffee dispensing machines etc. shall also be sanitized every 6 hours and before start of each shift. For metallic surfaces like door handles for SCRs and ticketing and ARR rooms etc. shall also be cleaned every 2 hours.

d) Public toilets

Housekeeping staff working in toilets shall always wear disposable protective gloves while cleaning a toilet. The toilet surfaces shall be disinfected as below:

| Areas | Agents / Toilet cleaner | Procedure |
|----------------------|---|---|
| Toilet pot / commode | Sodium hypochlorite 1%/ detergent Soap powder/ long handle angular brush | <ul style="list-style-type: none">• Inside toilet pot/commode: Scrub with the recommended agents and the long handle angular brush• Outside: clean with recommended agents; use a scrubber |
| Lid / commode | Nylon scrubber and soap powder/detergent | <ul style="list-style-type: none">• Wet and scrub with soap powder and the nylon scrubber inside and outside |

| | | |
|----------------------------------|--|---|
| | 1% Sodium Hypochlorite | • Wipe with 1% Sodium Hypochlorite |
| Toilet floor | Soap powder /detergent and scrubbing brush/ nylon broom 1% Sodium Hypochlorite | • Scrub floor with soap powder and the scrubbing brush • Wash with water • Use sodium hypochlorite 1% dilution |
| Sink | Soap powder / detergent and nylon scrubber 1% Sodium Hypochlorite | • Scrub with the nylon scrubber • Wipe with 1% sodium hypochlorite |
| Showers area / Taps and fittings | Warm water Detergent powder Nylon Scrubber 1% Sodium Hypochlorite / 70% alcohol | • Thoroughly scrub the floors/tiles with warm water and detergent • Wipe over taps and fittings with a damp cloth and detergent • Care should be taken to clean the underside of taps and fittings • Wipe with 1% sodium hypochlorite/ 70% alcohol |
| Soap Dispensers | Detergent and water | • Should be cleaned daily with detergent and water and dried |

1.2 Health & hygiene guidelines for commuters

Mumbai Metro One is committed to deliver a safe & hygienic commuter experience to our customers post lockdown. To instill trust & confidence within our commuters, we have planned to depute guidelines at various touch points as shown below:

- All commuters will be encouraged to have Aarogya Setu App.
- All commuters entering metro premises and while travelling to wear masks at all the times.
- All commuters to pass through Metro health desk for body temperature check & hand sanitization.
- Commuters identified with above normal temperature range and symptoms like cold, cough & flu will not be allowed to travel.
- Physical distancing to be followed by commuters at all queue-up points like ticket counters, security check points, AFC gates & train doors.
- Security frisking to be carried out in a contact-less manner.
- Advisory announcements and digital display across stations to maintain physical distancing and precautions while travelling.
- Physical distancing to be maintained while travelling in the train by not seating on marked seats.
- Report of any untoward incident at customer care counters.

1.3 Public education & awareness

It is also important that cleaning & sanitization and social distancing measures, being adopted by Mumbai Metro One are rightly conveyed to commuters for their awareness, as instructions for safe travel. Thus, Mumbai Metro One will conduct some campaigns and will provide communication at various touch-points as described below:

a) Campaigns

Disseminating pertinent information to public at large like contents in form of video and images provided by Ministry of Health & Family Welfare and that published by WHO. The dissemination shall be done through digital screens at stations posters and LCD screens inside the trains.

b) Communication at various touch points

Table below provides for the proposed communication regarding various efforts planned to be undertaken by MUMBAI METRO ONE for health of commuters.

| Sl. | Touch Points | Hygiene/ Prevention Task | Communication element & place | Tentative messaging |
|-----|------------------------|---|---|--|
| 1. | At Road Level | - | Pillar posters – approach route to our metro stations | Your Metro is Safe (to highlight 4 main pointers that will build confidence amongst commuters) This will create a pull for people to use metro services. |
| 2. | Entry Gate | - | A poster on the shutter gate | Your Metro is safe to travel. |
| 3. | Concourse entry | - | Static Banner | Be Safe. Travel Safe. What Metro is doing and what commuters should do to have a safe travel. |
| 4. | Ticket Counter | Sanitization of Ticket window & hand rest platform. | Poster at Ticket counter | 1. Buy online ticket. 2. Use travel pass. |
| 5. | Ticket Selling officer | To have Mask & Glove all the time. | Visible by appearance & will help in building | - |

| | | | | |
|-----|------------------------|---|--|---|
| | | | confidence amongst commuters. | |
| 6. | Currency notes & Coins | These needs to be sanitized. | A3 Poster on the Ticket Window | The Currency notes & Coins are sanitized. |
| 7. | DFMD | Temp Check | Banner near DFMD | Get your temp checked. Be Safe & Travel Safe. |
| 8. | DFMD (Security check) | Security personnel with gloves & mask. Not to touch commuters, just use the hand machine. | Visible by the appearance & action | - |
| 9. | Outside the AFC gate | - | Banner just next to AFC gate | Please visit the Health check-up kiosk with an arrow indicator |
| 10. | Health Check-up Kiosk | Our staff to have gloves & mask all the time. | Information banner near the kiosk. | Get your body temp checked & Use hand sanitizer |
| 11. | Inside the Train | Sanitization of seats, handles, doors, hand bars etc. | 1. Stickers on car panels. 2. Announcements on awareness. | 1. Use masks at all times. 2. Wash or sanitize your hands frequently. 3. Maintain safe distance |
| 12 | Toilets | Fumigation & Sanitization of Toilets | Placard at the entrance of Toilets | The toilets are sanitized & safe for use. |
| 13. | Exit AFC | - | Stande banner | Thank you for travelling with us. |
| 14. | Retail Outlets | Compliance to best hygiene practices while preparing & serving the food | Every retail shop to have a poster showing a compliance | This store & the staff are compliant to the best hygiene practices while cooking & serving the food. |

| | | | | |
|-----|---|---|--|---|
| | | items. Sanitizers at all stores. Staff to wear mask, gloves, clean outfit all the time. | message. | |
| 15. | All ground staff facing the customers directly & indirectly | In clean attire with mask & gloves all the time. | Visible by appearance & will help in building confidence amongst commuters | - |

2. STAFF HEALTH & HYGIENE

The other and equally important key objective for Mumbai Metro One is to maintain the continuity of operation. Consequently, Mumbai Metro One shall also focus on health & safety of its staff, trying to protect them and preparing to deal with absenteeism.

2.1 General measures

- a) Staff to wear required personal protective equipment (especially mask) and shall follow other hygiene measures stipulated in the document.
- b) Hand sanitizing stations shall be made available in office premises (especially at the entry) and near high contact surfaces.
- c) All double doors should be kept open to avoid touching doors or knobs.
- d) Staff shall be educated on saying Namaste or just bow down or nodding head gesture or just a verbal greeting to greet others rather than shaking hands.
- e) Meetings shall be replaced by telephone conferences should reduce contact between employees.
- f) Avoid external meetings as much as possible- do online meetings/smaller groups with appropriate seating spaces.
- g) Staff travels (outside the city) to be avoided as much as possible for the next few months.
- h) Large gatherings or meetings of 10 or more people are discouraged. Seating at least 6 feet away from others on job sites and in gatherings, meetings and training sessions shall be followed.
- i) Staff needs to declare to staff health committee through Emergency Helpline numbers provided below:
 - If he/she or any of his/her family members are unwell and having Covid-19 symptoms.
 - If her/his status in the Aarogya Setu App is not green.

2.2 Actions and facilities at entry gates

- a) Thermal guns check body temperature shall be available and temperature of all staff shall be checked by security personnel. Staff who is unwell shall not allowed to enter the workspace.
- c) Usage of lift shall be discouraged. However, for needy ones, maximum 3 people per lift shall be allowed.

d) Biometric systems shall remain off and only card based attendance shall be followed.

e) All shared vehicles entering the premise shall be disinfected by Accelerated Hydrogen Peroxide (APH) based disinfectant before they go for next pick-up/drop. To avoid excessive burden of frequent vehicle disinfection, the vehicle movement between DN Nagar and OCC will be stopped till next instructions and people shall be advised to walk down between DN Nagar and OCC. Items to be sanitized in vehicle will include seats and back rests, lock handles, dashboard, hand rests, hand holds, AC operating panel etc.

2.3 Staff health committee and helpline

2.3.1 Metro 1 Health Committee (M1HC)

M1HC will keep the status of Health of the staff and their family members as reported by the respective employees. The inputs from Staff from Aarogya Setu App shall be discussed and decided upon on case to case basis by the Committee.

a) Committee will undertake the dissemination of information and regular monitoring of the safety aspects stated in this document pertaining to the staff related to executing this plan to be described and implemented.

b) Circulate basics for the staff to follow when they come to work before itself (what will change “now”, what they have to follow and ensure it is done including washing hands, hygiene etiquettes, identification of symptoms, no spitting/ cigarette butts discard, lift usage guidelines, lunch hours, way of greeting, disinfection & cleaning of laptops/mobile phones/laptop bags etc).

c) Check the required stock of disinfectants, tissues, liquid soap, thermal scanner, masks, gloves, etc and follow a process to track and report available quantities of stocks like PPE, disinfectants, etc.

d) Housekeeping staff to be separately addressed for their training on activities required during this period. They will be motivated and ensured that they are well equipped to perform enhanced level of cleaning.

e) M1HC will facilitate the staff members in claiming the medical insurance whenever needed.

f) M1HC will generally keep itself updated about the hot spots / containment zones in the city and, to the extent feasible, avoid rostering the staff from those areas.

g) M1HC will keep track and take decision about resumption of duty by any staff who was quarantined, after passage of pre-decided quarantine period.

h) M1HC will elaborate its functioning and record keeping separately, following the guidelines listed in this document.

2.3.2 Emergency helpline

An emergency helpline is activated for prevention against COVID-19. This 24 Hrs helpline is meant for all employees of Mumbai Metro One. Emergency for the purpose of the helpline will be:

- a) Any medical emergency of staff or his immediate family.
- b) Any unfortunate bereavement within the immediate family.
- c) Any unfortunate accident met outside of home of any staff or his family member.
- d) Any other grave situation that prompts requirement of help from the organization. Emergency Helpline numbers are as below:

OCC Landline - 022-30091301

OCC Mobile - 8080545370

In case the caller is not able to connect to any of these numbers, he/she shall call Head OCC (Mr. Mukesh Tomar) at 8169084313.

The OCC Officer on duty will take all necessary details and will immediately contact M1HC.

2.3.3 Staff rotation and seating

- a) The number of employees will be reduced (social distancing) at the workplace as per latest government directives and the remaining work force will be asked to work from home. This will be done through rotation.
- b) Revised maintenance plan for various wings viz Rolling Stock, E&M, S&T, Civil etc. will have smaller FIXED work groups. Fixed teams are also important as the same person(s) will not get exposed to a larger population.
- c) Any on duty sick staff to report to controlling officer and to immediately take sick leave.

2.3.4 Work from Home (WFH)

- a) Promotion of work from home shall be done for the staff who can effectively deliver the desired services from home. Work from home will not be automatic but will be as decided by the management.
- b) Priority for work from home will be given to those employees who have existing underlying medical conditions, which put them at higher health risk if exposed to Covid-19 (Medical evidence may be required).
- c) Pregnant women shall be encouraged to work from home.

2.3.5 Control and Sanitization measures at offices

a) Office: Every desk space, corners, lifts, staircase handles, door knobs, chair handles, electrical switch points, wash rooms etc to be cleaned/ disinfected between two shifts.

b) Washrooms: Washrooms shall have liquid soap and hand dryers / tissue papers. Housekeeping staff working in toilets shall always wear disposable protective gloves while cleaning a toilet.

The toilet surfaces shall be disinfected as below:

| Areas | Agents / Toilet cleaner | Procedure |
|------------------------------------|---|--|
| Toilet pot / commode | Sodium hypochlorite 1%/ detergent Soap powder/ long handle angular brush | <ul style="list-style-type: none"> • Inside toilet pot/commode: Scrub with the recommended agents and the long handle angular brush • Outside: clean with recommended agents; use a scrubber |
| Lid / commode | Nylon scrubber and soap powder/detergent 1% Sodium Hypochlorite | <ul style="list-style-type: none"> • Wet and scrub with soap powder and the nylon scrubber inside and outside • Wipe with 1% Sodium Hypochlorite |
| Toilet floor | Soap powder /detergent and scrubbing brush/ nylon broom 1% Sodium Hypochlorite | <ul style="list-style-type: none"> • Scrub floor with soap powder and the scrubbing brush • Wash with water • Use sodium hypochlorite1% dilution |
| Sink | Soap powder / detergent and nylon scrubber 1% Sodium Hypochlorite | <ul style="list-style-type: none"> • Scrub with the nylon scrubber • Wipe with 1% sodium hypochlorite |
| Shower area / Taps and fittings | Warm water Detergent powder Nylon Scrubber 1% Sodium Hypochlorite / 70% alcohol | <ul style="list-style-type: none"> • Thoroughly scrub the floors/tiles with warm water and detergent • Wipe over taps and fittings with a damp cloth and detergent • Care should be taken to clean the underside of taps and fittings • Wipe with 1% sodium hypochlorite/70% |

| | | |
|-----------------|---------------------|--|
| | | alcohol |
| Soap dispensers | Detergent and water | • Should be cleaned daily with detergent and water and dried |

2.3.6 Canteen and cafeteria facilities

- a) Drinking water facilities shall have disposable cups. They should not have glasses that people use and wash.
- b) Staff should preferably carry their own water bottles and tea/coffee mugs. They should clean it themselves rather than sending it for someone to clean, else use disposable ones.
- c) Perfect cleanliness to be followed in kitchens, pantries etc.
- d) Lunch hours may be segregated to ensure seating arrangements are re-organized.
- e) Gymnasium will remain closed till further instructions.

2.3.7 Absenteeism

- a) In the unfortunate scenario of absenteeism of staff due to infection or wherever a person's house falls in the hotspot or containment zones where the inward and outward movements are prohibited by the government, the back-up staff would be needed. Therefore, a list of backup staff shall be maintained in order to identify employees, who could act as back up for critical positions.
- b) A leave policy for any mandatory quarantine period shall be framed.

2.3.8 Logistical support

a) Vehicles:

- Vehicles used for transporting operating staff will have hand sanitizers.
- It shall be ensured that these vehicles are not being used for any duty outside the Mumbai Metro One duties.
- Vehicle contractor shall ensure that keys, vehicle (steering wheels etc.) and resting surfaces are regularly disinfected.
- Vehicle log book shall have the details of all staffs using company vehicle (e g - name, time, date, vehicle no., driver name etc) to ease contact tracing back in case if required.

2.3.9 Rest rooms

a) Ghatkopar and PTR:

- Laundry shall be replaced after every use.
- Train Pilots shall wear mask and follow the complete hygiene in the rest rooms.
- The lockers shall be dedicated and will not be interchangeable.
- The outside clothes, if brought, shall be kept in the respective lockers well packed in bags.
- Tea/coffee dispensation shall be only in the disposable cups.
- Train Pilots will mandatorily wash their hands during each break and sanitize their hands before on-boarding the train for driving.

2.3.10 Actions related to affected area

a) Once it is established that a high risk person was person / probable or established COVID-19 positive case had visited a particular area in metro depot or station offices, that area shall be disinfected following a checklist made for this purpose;

b) The other staff that came in contact or has closely interacted with the aforementioned person shall be evaluated to be quarantined for a period 14 days. All such cases shall be decided by M1HC.

c) If feasible, such areas shall be closed for next usage for a period of 24 hours and shall also be disinfected before the next use.

3. OPERATION PLAN

Upon resumption of metro services after this ongoing lock-down period the VAG corridor operation shall, in-general, be following the directions, if any, and issued from time to time by Central Government or Government of Maharashtra.

3.1 Train Operation

The following interim operation plan has been planned. This shall be subject to change based on the loading of the trains and any related instructions from government.

- a) Train doors to remain open at terminal stations to let fresh air in.
- b) Adequate dwell times at stations.

3.1.1 Timings and frequency

Initial operation timings and frequency shall be as below, which may be subject to change after analyzing commuter footfall.

Operation Timings: 08:30 to 20:30

Frequency: 8 to 10 minutes

3.1.2 Occupancy inside the train

Passengers shall be instructed to occupy alternate seats and to stand at safe distance from each other. Regular announcements shall be made in this regard.

3.1.3 Hot standby train(s)

Hot stand-by train shall be parked at each of the terminal stations and may be inducted by OCC in case of increased commuter flow.

3.2 Station Operation

3.2.1 General control measures

- a) Mumbai Metro One may decide to operate with a few settled stations.
- b) Only public with face masks shall be allowed at the stations for purpose of traveling by train till the time wearing a mask is mandatory in Mumbai.
- c) If, owing to government mandate, only the passengers are to be allowed for essential services, the will be ensured through authorized document/ID check.

d) Passenger movement into the station area shall be controlled. For the benefit of frequent cleaning of usually touched surfaces like escalator hand-rails, lift buttons, AFC gate reader surface etc., and to expose lesser number of employees to the public, only one side of the station shall be opened for entry and exit of public. For Andheri and Ghatkopar Stations, due to more footfalls, all entries shall be opened for public.

e) The passengers will be asked to maintain social distancing while queuing at ticket window and at entry/exit of AFC gates.

g) Frontline operating staff including train operators, station controllers, TSOs, CCOs, security staff, etc. will wear masks.

h) Updated telephone/ mobile number of nearby COVID care centre/ hospital to be kept at all stations/ security control room.

i) Symptomatic passengers to be advised to go to nearby COVID care centre/ hospital.

3.2.2 Ticketing

a) Ticketing counters and customer care counter shall be opened only on the side opened for passenger entry.

b) Tokens shall not be dispensed as the tokens require re-circulation from AFC gates, TIMs etc. Instead, a disposable paper based QR code ticket shall be given to the passengers.

c) To maintain adequate distance between passengers in front of ticketing counters, TIM Machines and AFC gates. Markings will be made for queuing of the passengers at all above mentioned locations.

d) Sanitizer shall be available in the ticketing offices for staffs for regular use.

e) Contactless ticketing (mobile QR ticket), cashless and use of smart card will be encouraged.

3.2.3 Scanning and isolation measures

a) **Masks:** All passengers will necessarily wear masks and anyone without mask will not allowed through the security check at entry.

b) **Health desk:** A health desk shall set up at entry every station. A voluntary body temperature check and sanitizers for commuters shall be available at this health desk.

c) **Aarogya Setu App:** All commuters will be encouraged to use the App.

3.2.4 Disinfection/sanitization measures

- a) **Liquid soap:** Availability of liquid soap in toilets will be strictly ensured by the station controller.
- b) **Hand Sanitizer:** Hand sanitizer shall be available at Health Desk.
- c) **Water availability:** Although there is lesser ridership expected in 1 to 3 months of opening post lock down, there may an unlikely scenario of water scarcity due to heavier usage for hand wash etc.

4. MEASURES BY RETAILERS AT STATIONS

4.1 Personal hygiene of staff

All staff prior to resuming duty will report at station Health Desk for Aarogya Setu status and temperature check.

- a) All staff to follow normal hand-washing procedure and the same must be done every 60 minutes. Availability of liquid handwash / soap should be ensured.
- b) All staff to compulsorily wear Face Mask and Hand Gloves. Additionally, all F&B stores to ensure proper head-gear for its entire staff.
- c) If any staff develops symptoms of cold, cough and fever, the affected staff should be sent home and the same should be immediately informed to SC.

4.2 Store cleaning, sanitization and food safety

- a) Detailed cleaning & sanitization of the store to be done prior opening.
- b) All food contact surfaces to be cleaned & sanitized frequently during shifts.
- c) Sanitization of the counter, Printer, Billing Machine, Counter, guest tables to be done every one hour.
- d) Sanitizers and Tissue paper to be prominently placed on the counter for the guests.
- e) All finished food items to be properly covered/properly stocked in control environment.
- f) Provide covered dust-bin around store and ensure regular cleaning of store and area around it at frequent intervals.

4.3 Customer engagement

- a) Greeting every customer with a smile and a Namaste.
- b) Help anyone who may be unwell and take them to nearest designated official of Mumbai Metro One.
- c) In the event of crowding at the shop, staff to ensure adequate levels of social distance amongst customers while taking orders/billing.
- d) Encourage cashless payments.

4.4 Common communication at counters

Common Communication from Mumbai Metro One to be put up at all stores which shall highlight the steps taken by Mumbai Metro One and its retail partners for its commuters and all the people entering metro premises.

5. COST OPTIMIZATION AND CASH FLOW MANAGEMENT

The immediate measures required to be taken for next 3-6 months are listed.

5.1 Reducing the cost

a) Necessary measures to contain the O&M cost shall be through and implemented. This will include the strategies:

- Of postponing the activities which has no direct bearing on train running and safety for e.g. railing painting etc.
- Of reduction in on-roll and contractual man-hours, wherever feasible. A separate manpower plan shall be drawn for the same.

b) Only essential Capex plans to be implemented.

5.2 Contract management

a) All the contractors shall be communicated regarding the well being of their staff etc.

b) Users shall be assigned to manage their respective contractors.

c) Users should check that the respective contractors are paying the salaries to their staff on time.

5.3 Trip pass expired during lockdown

a) Many commuters holding Unlimited Trip Pass or 45-Trip Pass could not use the pass for the full period / trips due to suspension of services w.e.f. 22-March-2020.

b) After resuming services commuter's gets extension of days lost during the service suspension or equivalent travel value.

5.4 Realization of non fare revenue

a) Retailer retention would be of prime importance while focusing on maximizing non-fare revenue.

b) Understanding that business of retailers post reopening will not be the same, Mumbai Metro One will work-out a "Balanced License Fee Plan" minimize any possible attrition and ensure that the retailers continue their business with metro and Mumbai Metro One keeps earning rent from them. This will be a win-win situation for both the parties.

c) Expeditiously finalize the deals in pipeline for non fare revenue.

5.5 Overall AOP

Based on revised revenue and cost projections, a revised AOP with month wise cash flow projections shall be drawn with emphasis on sustainability.