

Consultation draft

Sydney Metro Corporate Plan 2024–2028

1 July 2024

sydnymetro.info



Acknowledgement of Country

Sydney Metro acknowledges the traditional custodians of the land on which we work and live.

We pay our respects to Elders past and present and celebrate the diversity of Aboriginal people and their ongoing cultures and connections to the lands and waters of NSW.

Many of the transport routes we use today – from rail lines, to roads, to water crossings – follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation’s First Peoples followed for tens of thousands of years.

Sydney Metro is committed to honouring Aboriginal peoples’ cultural and spiritual connections to the lands, skies and waters and their rich contribution to society.

Roscoe, whose image features at the station, is a local dancer with the Brolga Dance Company. The work is part of the Footprints on Gadigal Nura, artwork by Aboriginal Artist Nicole Monks, 2023, at Waterloo Station. Roscoe’s photo is by Wayne Quilliam.



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01 Foreword

From the Chairman and the Chief Executive



John Arthur
Chairman,
Sydney Metro Board



Peter Regan PSM
Chief Executive,
Sydney Metro

On behalf of Sydney Metro, we are delighted to present the Sydney Metro corporate plan for 2024–2028.

We are on the cusp of truly transforming the way people will move around Sydney with the start of passenger services from Chatswood to Sydenham in 2024 and then extending to Bankstown in 2025. Recent station open days have given Sydneysiders a taste of the world-class station precincts that passengers will experience when travelling on metro through the city. The positive feedback received is building our anticipation and excitement for the first passenger services. These new city stations are iconic architectural statements worthy of a global city like Sydney.

Sydney Metro Western Sydney Airport will also begin services during the life of this plan, becoming the transport spine for the growing Greater Western Sydney region. Over the next four years we are planning for passenger numbers to more than double across our services. Operational readiness is a key area of focus for this plan to ensure passengers have a reliable and seamless experience.

We also continue with a significant program of infrastructure delivery. In December 2023 the NSW Government committed to the delivery of Sydney Metro West – Australia’s biggest public transport project. In making this commitment it also firmly aligned Sydney Metro’s infrastructure projects with the construction of new homes. We are excited to be a part of the solution to the housing challenges facing Sydney.

To this end, we currently have more than 10,500 residential dwellings in the planning and construction pipeline as part of over station developments and divested land acquired for project delivery. In addition, our projects stimulate increased housing density in the catchment areas of our stations as people see the benefits of living close to rapid transport. Over the life of this plan, we expect to see further growth in housing capacity around key metro stations identified in the NSW Government’s Transport Orientated Development Program. We are actively partnering across government and with the property sector to realise this important government priority.

The challenges to deliver our strategy and commitments are real and significant. The biggest risk factors are continuing uncertain global economic conditions and fluctuating global supply chain pressures resulting in inflationary effects. Our current operating landscape means that like all government departments we need to find savings and cost efficiencies to help meet our budget commitments. We have presented our operating landscape and risks in this plan to provide greater transparency about our decision making.

We are confident that we can rise to the challenges and opportunities presented in this plan with our highly talented and motivated workforce. Our commitment to our people is to remain focused on creating an environment that is safe and where people can come together and thrive to deliver world-class transport services and the intergenerational benefits promised from our projects.

We look forward to reporting on our progress in the Sydney Metro Annual Report.



02



Sydney Metro at a glance



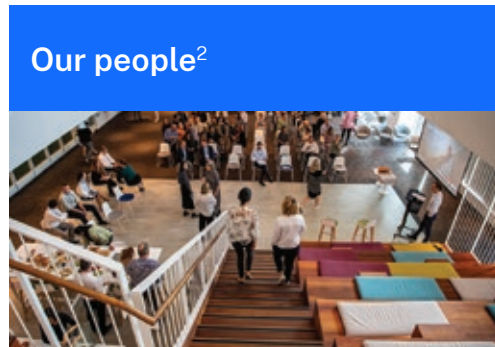
Metro train.

Our assets

During the life of this plan our asset base will grow as more lines open for passenger services.

Our operational assets June 2024	Our expected operational assets by June 2028	Our operational assets June 2024	Our expected operational assets by June 2028
 <p>36 kilometres of twin tracks between Chatswood and Tallawong</p>	 <p>66 kilometres of twin tracks between Bankstown and Tallawong 23 kilometres St Marys to Bradfield</p>	 <p>8 bike parking facilities</p>	 <p>19 bike parking facilities</p>
 <p>15 kilometres of tunnels</p>	 <p>40.3 kilometres of tunnels</p>	 <p>45 trains</p>	 <p>80 trains</p>
 <p>13 metro accessible stations</p>	 <p>37 metro accessible stations</p>	 <p>4,000 commuter parking spaces</p>	 <p>5,700 commuter parking spaces</p>
 <p>4 kilometres viaduct and bridges</p>	 <p>7.5 kilometres viaduct and bridges</p>	 <p>8 power substations</p>	 <p>10 power substations</p>
 <p>1 stabling and maintenance facility</p>	 <p>3 stabling and maintenance facility</p>	 <p>vertical transport 45 lifts 78 escalators</p>	 <p>vertical transport 127 lifts 184 escalators</p>

Progress made towards our goals



Customer satisfaction

99%

On time performance

99.25%

Delivered services

98.4%

Customer perception of safety and security

98.6%

Women in leadership

39.8%

People Matter Employee Survey engagement score

74%

Aboriginal and Torres Strait Islander employees

2.3%

Employees with disabilities

3.7%

Positive community sentiment towards Sydney Metro

74%

Carbon neutral commitment Western Sydney Airport project

on track

Clean spoil reuse

100%

Portland cement replacement across projects

48%

Carbon reduction across projects

on track to achieving 20% target

Since works started on constructing the metro, our projects have supported a combined workforce of more than 111,000 people. We are focused on leaving a lasting impact on the NSW construction sector by increasing workforce diversity and skilling the next generation of construction workers. To date our project delivery partners have supported:

25,834 workers participating in skills development training

2,181 apprentices

4,514 women in non-traditional trades or occupations

2,499 Aboriginal people

17,477 employees under 25

1 Data as at 30 June 2023

2 Data as at 30 June 2023

3 Data as at 30 June 2023

4 Data as at March 2024

03

Our business



Central Station.

OFFICIAL

3.1 Our purpose and strategy

Sydney Metro is Australia’s largest rail infrastructure program, delivering Australia’s most technologically advanced railways, and is Australia’s only fully accessible, driverless train service.

We are a NSW Government agency, established on 1 July 2018 under the *Transport Administration Act 1988* (the Act). We are responsible for stewarding a portfolio of projects and operations exceeding \$60 billion.

Transport priorities, strategies and plans set the vision, directions and principles for passenger mobility in NSW, guiding transport investment over the longer term. The metro network in Sydney delivers the necessary step change in rail infrastructure to deliver the NSW Government’s aim of 30-minute cities. By providing safe, fast and frequent, turn-up-and-go services, Sydney will be an easier and faster place to get around, and destinations across Greater Sydney will be more accessible.

This document outlines our strategy to deliver Australia’s largest rail infrastructure project as part of the NSW Government’s integrated public transport system. Our plan supports delivery of the NSW Government’s five immediate priorities for Transport:

1. **A safe, equitable and integrated transport system**
Travel across modes is integrated, with more options for people to travel where, when and how they want.
2. **Restoring reliability and increasing patronage**
Services are reliable, disruptions are managed well, and more people across NSW are choosing public transport more often.
3. **City shaping and precinct making**
Transport hubs are vibrant places for people, and communities are connected to jobs, education, health and housing.
4. **Local manufacturing and jobs**
New buses, trains and ferries are being built in Australia and NSW, to support a growing manufacturing sector and better jobs across NSW.
5. **Respecting and re-engaging our entire workforce**
Everyone who delivers transport services is valued and engaged and feels proud to be part of the transport system.

Transport Outcomes

In addition to the NSW Government’s five immediate priorities, Transport strategies and plans are informed by four Transport Outcomes. These describe the value we are seeking to achieve for customers, communities, the people of NSW and the people of Transport.



Customers

Connecting our customers’ whole lives



Communities

Successful places for communities



People of NSW

Transport systems and solutions enabling economic activity



People of Transport

Thriving people doing meaningful work



3.2 Our mission, vision and values

Our mission

To deliver Sydney an easy to use, integrated metro and vibrant, productive precincts that together improve liveability for our communities now and in the future.

Our vision

To transform Sydney with a world-class metro.

Our values

Our values are the compass that guide us as we work together to navigate the challenges and opportunities ahead of us.

Sydney Metro’s corporate values



Safety & Wellbeing

We think ‘safety’ and act safely. We strive for a healthy work–life balance and extend our caring approach to each other, the environment, and the community in which we work.



Innovation

We are leading edge, creative and forward thinking. We deliver sustainable and innovative solutions. We are committed to our continuous improvement to deliver effective outcomes.



Collaboration

We create positive relationships, proactively solve problems and achieve goals with our customers, stakeholders and partners and each other.



Excellence

We take pride in being customer-centric. We are efficient and adaptable and make timely, risk-informed decisions. Together, we aim for excellence in delivery and a sustainable future.



Integrity

We listen and act with integrity, respect decisions and opinions of others and promote mutual respect and trust.



Achievement

We support each other to meet priorities, delivering outcomes for our passengers and stakeholders. We are accountable, adaptable and always ready to take ownership.

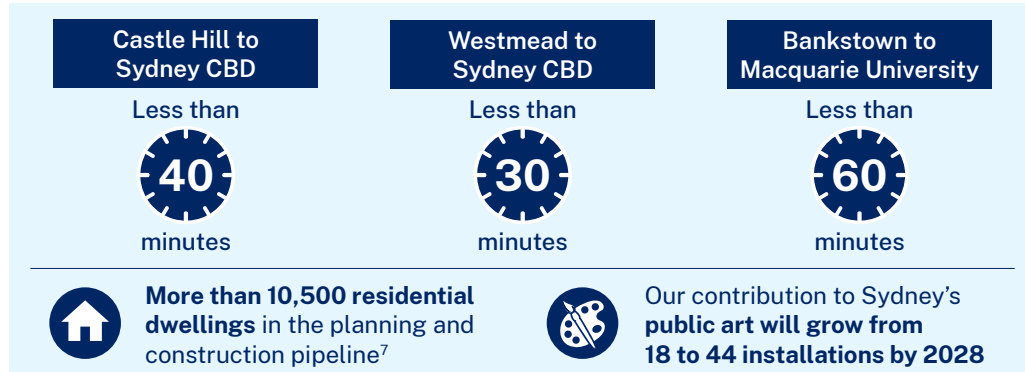
3.3 What we do

Sydney is a global city that will experience significant population and employment growth in the coming decades. Sydney generates more than one-fifth of Australia’s gross domestic product, competing with other international cities in the region as a home for global investment. The city is one of the most liveable cities in the world and is home to around 5.3 million residents⁵ and more than 591,000 small businesses.⁶

Investment in Sydney Metro as part of an integrated public transport system is playing an important role in supporting this growth, ensuring Sydney’s future liveability and global competitiveness. Sydney Metro is increasing the resilience and capacity of Sydney’s public transport network, improving accessibility and liveability in central Greater Sydney and laying the public transport foundations for Western Sydney.

Sydney Metro will deliver a step-change increase in public transport capacity right across Greater Sydney, allowing people to easily access a wide range of places and services within 30 minutes of home – including jobs, health and education facilities, and cultural and leisure destinations. New metro stations will be vibrant hubs for local communities, with new places to live, work and play and activated public spaces for people to enjoy as well as stimulating more housing in the surrounding area.

The outcomes we are working towards



⁵ Australian Bureau of Statistics: Estimated population June 2022

⁶ Australian Small Business and Family Enterprise Ombudsman: Location of Australia’s small business by state and territory

⁷ Further dwellings are in the pre-planning stages on both the Sydney Metro Western Sydney Airport and Sydney Metro West alignments.

Legislation guides our mandate

Our principal objectives are to deliver safe and reliable metro passenger services in an efficient, effective and financially responsible manner, and to facilitate and carry out the orderly and efficient development of land in the locality of metro infrastructure. Our other objectives are:

1. be a successful business and, to that end:
 - a. operate at least as efficiently as any comparable business, and
 - b. maximise the net worth of the State’s investment in the metro
2. exhibit a sense of social responsibility by having regard to the interests of the community in which we operate
3. where our activities affect the environment, conduct our operations in compliance with the principles of ecologically sustainable development contained in section 6(2) of the *Protection of the Environment Administration Act 1991*.

Our core activities to achieve our mandate are:

Future extensions – we develop business cases to provide government with proposals to invest in new integrated transit infrastructure that improves the liveability of communities and creates economic opportunity.

Project delivery – we procure, set standards, oversee and assure the planning, design, construction and commissioning of rail and precinct infrastructure.

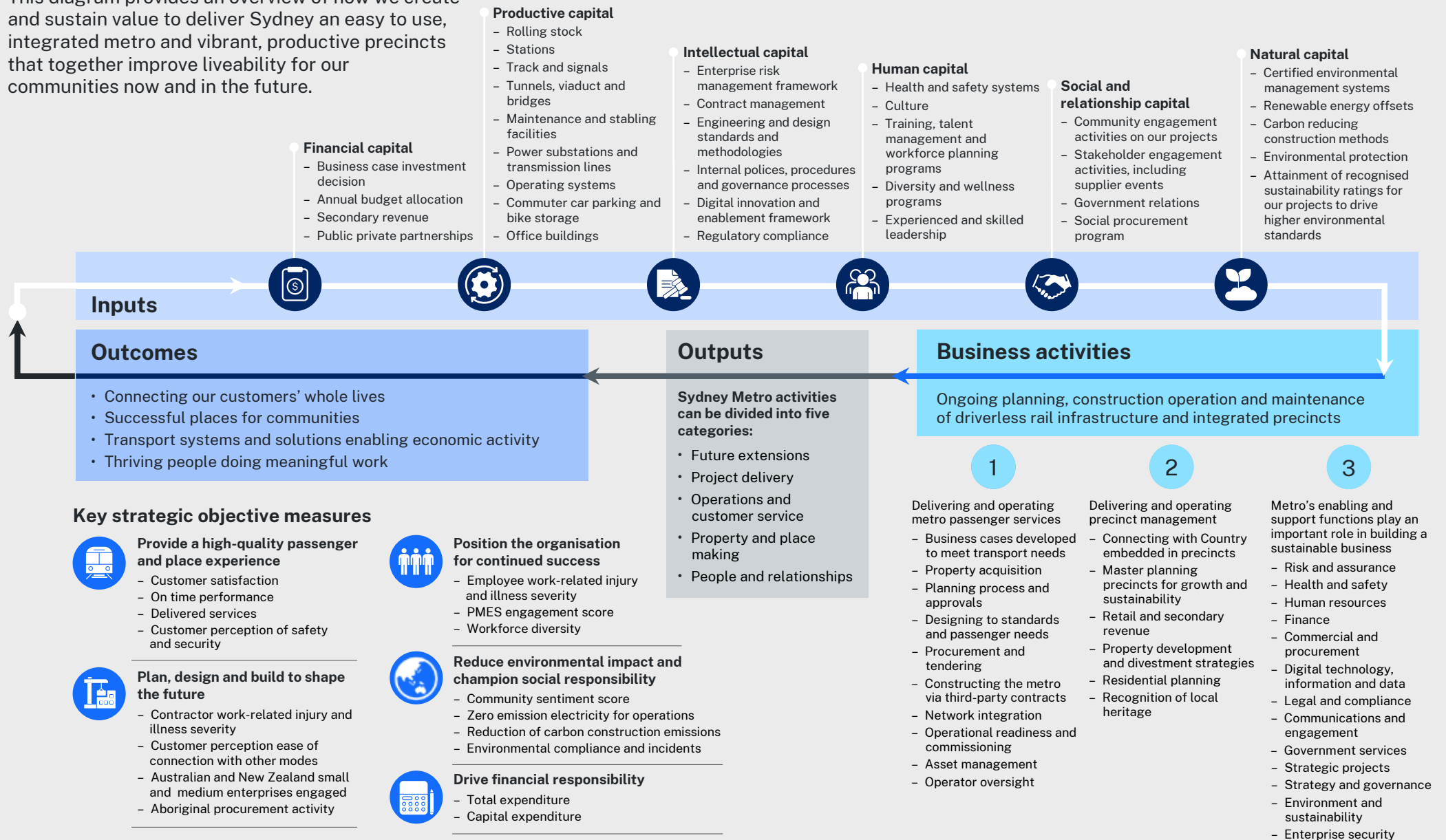
Operations – we procure and oversee contracted operators to deliver safe and reliable passenger services and maintain operational assets.

Property and placemaking – we collaborate to create, deliver and manage attractive, vibrant and connected places where people want to live, work, play and learn.

People and relationships – we grow capabilities and relationships to enable the efficient and effective delivery of our core products and services.

Our business model

This diagram provides an overview of how we create and sustain value to deliver Sydney an easy to use, integrated metro and vibrant, productive precincts that together improve liveability for our communities now and in the future.



Connecting with Country

The Aboriginal population is diverse. The Sydney Basin, where we construct and operate, is a complex space grappling with the added challenge of being the first site of colonisation and of the intensity of the place-taking process that has happened. We are proud to have used our Metro Western Sydney Airport and Metro West projects to pilot the Connecting with Country Framework prepared by the NSW Government Architect for the Metro Western Sydney Airport and Metro West projects. The framework encourages everyone involved in delivering government projects in NSW to take up the challenge of thinking differently, working differently, and making decisions that appropriately prioritise Country.

Our involvement has provided the opportunity to be guided by traditional owners and holders of knowledge in developing our understanding of the Country through which Metro Western Sydney Airport and Metro West will travel and embed this understanding more broadly across the organisation. We have taken an approach that seeks to respond to Country in our projects and operations through expression in a variety of ways including architecture, landscape, public art, sustainability, materials, colour, public events, heritage interpretation, engineering, our interactions with community and other activities.



Artwork – *Tracks*, Maddison Gibbs, 2023, Canterbury Station.

Our services

We are progressively delivering a new rapid transport system for Greater Sydney. Our Metro North West Line, Australia's first fully accessible and driverless train service, started operating in May 2019.

Metro North West Line

Location 36 kilometre line running from Chatswood to Tallawong

First passenger service 26 May 2019

Stations Tallawong, Rouse Hill, Kellyville, Bella Vista, Norwest, Hills Showground, Castle Hill, Cherrybrook, Epping, Macquarie University, Macquarie Park, North Ryde and Chatswood



Commuters at Chatswood Station.

Our current construction projects

We currently have three projects under construction.

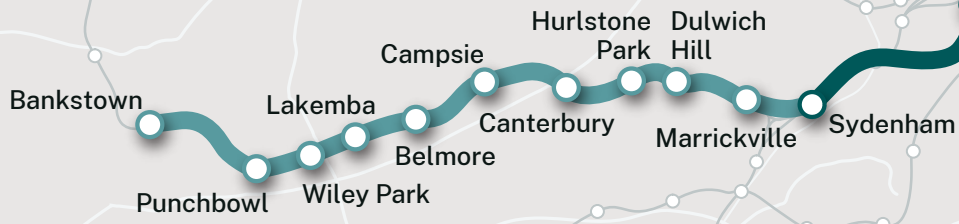
Sydney Metro City & Southwest	
Location	30-kilometre metro line extending from the end of the Metro North West Line at Chatswood, under Sydney Harbour, through the CBD and southwest to Bankstown
Stations	Crows Nest, Victoria Cross, Barangaroo, Martin Place, Gadigal, Central, Waterloo, Sydenham, Marrickville, Dulwich Hill, Hurlstone Park, Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl, Bankstown
Integrated transport benefits	<p>Increases capacity and improves transport network resilience by providing an alternative mass transit mode through the CBD.</p> <p>Reduces crowding at key stations, including Central, Town Hall, Wynyard and North Sydney.</p> <p>Alleviates congestion at Wynyard and Martin Place train stations and improves access to the northern part of the Sydney CBD, the Rocks and Barangaroo’s growing waterfront precinct.</p> <p>Stations along the T3 Bankstown Line currently have a train every six to 15 minutes in the morning peak. When Sydney Metro services start, there will be a train every four minutes in the peak in each direction. Capacity will increase with Sydney Metro being able to move 17,000 people an hour on the Bankstown Line in each direction compared to the suburban train system which can move around 12,000 passengers an hour.</p> <p>Replacing the T3 Bankstown Line with a new stand-alone metro line will also provide more reliable journeys for rail passengers across Sydney by removing the current bottleneck that occurs as the T3 merges with other railway lines close to the Sydney CBD.</p>
Precinct highlights	<p>Integrated station developments at Crows Nest, Victoria Cross, Martin Place and Gadigal will unlock the potential of Sydney as a growing global city. These developments will deliver new stations combined with commercial buildings, homes, community facilities, retail space and better pedestrian connections.</p> <p>The metro station at Waterloo is the catalyst for renewal of the surrounding precinct.</p>
Project announcement	2014
Construction commencement	2017
Budget	\$21.6 billion
Estimated opening	Stage 1 Chatswood to Sydenham –2024 Stage 2 Sydenham to Bankstown –2025
Key milestones 2024/25	<ul style="list-style-type: none"> • Passenger services start from Chatswood to Sydenham • City section operational performance monitoring • Temporary transport plan for T3 Bankstown line conversion finalised • Up to 12 month closure of T3 Bankstown line for final conversion works to metro standards • Southwest dynamic and high speed testing

City and Southwest Line – Developing outstanding locales and districts

Chatswood to Sydenham services commence 2024

Key

- Sydney Metro City & Southwest Chatswood to Sydenham (services commence 2024)
- Sydney Metro City & Southwest Sydenham to Bankstown (services commence 2025)
- Metro train
- Train
- Bus
- Light rail
- Ferry
- North Shore & Western Lines
- Inner West & Leppington Line
- Bankstown Line
- Eastern Suburbs & Illawarra Line
- Airport & South Line
- Northern Line
- Taxi/point-to-point transport
- Kiss and ride
- Park and ride
- Active transport (walk/cycle)
- Transport Oriented Development – accelerated precincts
- Sydney Trains suburban network



Crows Nest Station
 A new transport focus for Crows Nest supporting a revitalised residential and commercial precinct.

Martin Place Metro Station
 A landmark CBD development with commercial and retail space, new underground pedestrian connections and improvements to the public domain connected by underground pedestrian links to the new Metro West station at Hunter Street.

Sydenham Station
 A well connected industrial and residential precinct with new pedestrian plazas and aerial concourse.

Waterloo Station
 A revitalised precinct offering a mix of commercial, residential including affordable and social housing, and student accommodation and community amenities.

Victoria Cross Station
 Commercial and retail precinct adjoining improved public domain and pedestrian laneway lined with food and beverage options.

Barangaroo Station
 A well connected harbourside arts and culture precinct with easy access to nearby public, residential, commercial and entertainment areas.

Gadigal Station
 A vibrant new commercial and residential hub at the southern end of the Sydney CBD.

Central Metro Station
 A fully integrated interchange connecting metro with suburban, intercity and regional rail services, buses, coaches and light rail at Australia's largest and busiest railway station.

City and Southwest Line – Developing outstanding locales and districts

Sydenham to Bankstown services commence 2025



Lakemba Station
A community-centred precinct that contributes to the character and identity of Lakemba as a diverse local centre, well connected by new transport.



Campsie Station
Station serves as a bustling transportation hub in the vibrant suburb of Campsie, offering seamless connectivity to various parts of Sydney and beyond.



Hurlstone Park Station
A transport hub in the vibrant suburb of Hurlstone Park, offering seamless connectivity to various parts of Sydney and beyond.



Dulwich Hill Station
A modern and accessible station providing convenient access to nearby amenities, businesses, and cultural attractions.



Bankstown Station
A revitalised transport precinct in the heart of Bankstown supporting improved connections and development of the surrounding area.



Punchbowl Station
A community-centred precinct that contributes to the character and identity of Punchbowl as a diverse local centre, well connected by new transport.



Wiley Park Station
A revitalised transport hub, linking commuters to diverse destinations both within the city and beyond its borders.



Belmore Station
A vital link connecting commuters to various destinations within the city and beyond.



Canterbury Station
Enhanced accessibility and mobility for commuters while contributing to the overall development and connectivity of the region.

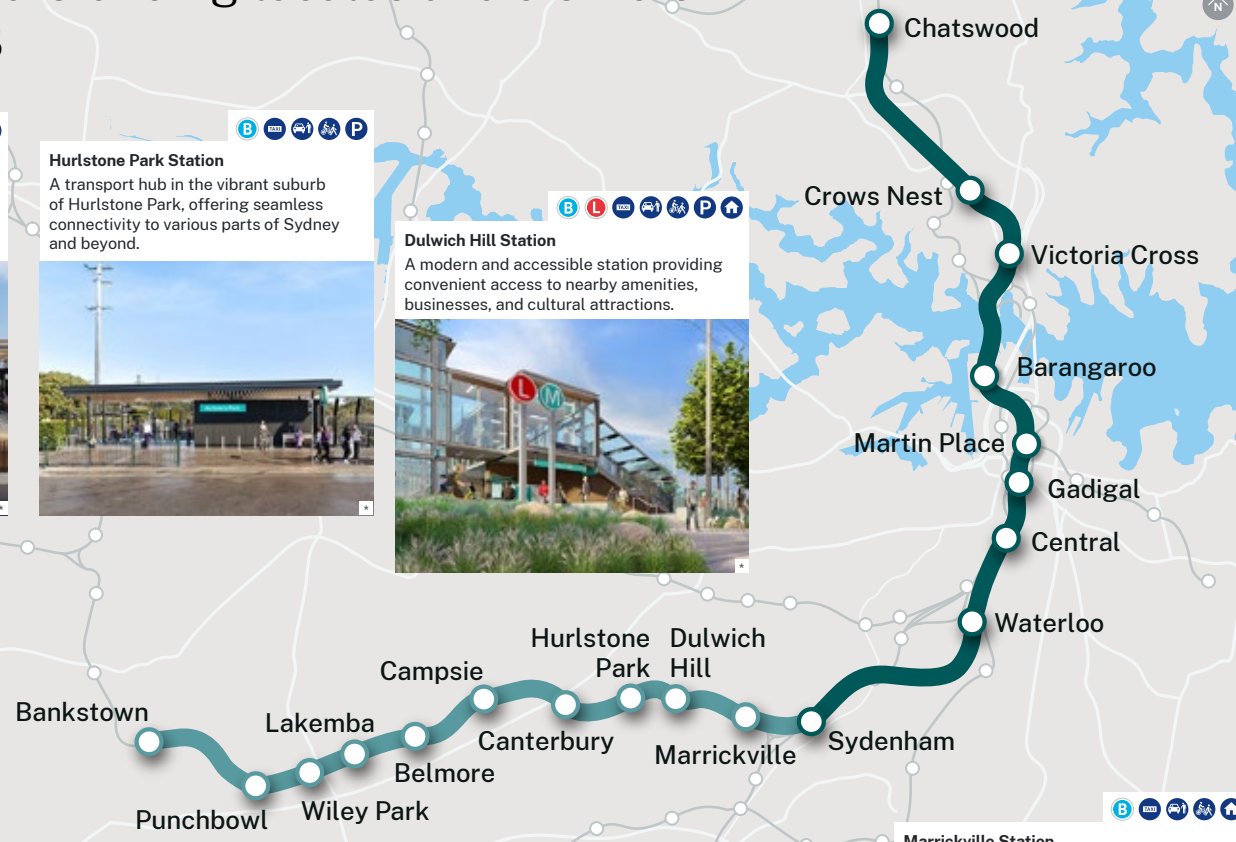


Marrickville Station
A residential precinct, well connected to Sydney's key employment and leisure destinations.



Key

- Sydney Metro City & Southwest Chatswood to Sydenham (services commence 2024)
- Sydney Metro City & Southwest Sydenham to Bankstown (services commence 2025)
- Train
- Bus
- Light rail
- Taxi/point-to-point transport
- Kiss and ride
- Park and ride
- Active transport (walk/cycle)
- Transport Orientated Development – accelerated precincts
- Transport Orientated Development SEPP
- Sydney Trains suburban network



*All images are artist's impressions, indicative only and subject to design development.

Sydney Metro – Western Sydney Airport



An artist's impression of Airport Terminal Station.

Location	23-kilometre new railway connecting Sydney's public transport system at St Marys to the new Western Sydney International (Nancy-Bird Walton) Airport and the Western Sydney Aerotropolis at Bradfield
Stations	St Marys, Orchard Hills, Luddenham, Airport Business Park, Airport Terminal, Aerotropolis
Integrated transport benefits	The new metro rail will become the transport spine for Greater Western Sydney, connecting communities and travellers with the new Western Sydney International (Nancy-Bird Walton) Airport and the growing region.
Precinct highlights	<p>The metro station at St Marys will be the catalyst for urban renewal.</p> <p>Vibrant new communities will be centred around Orchard Hills, Luddenham and Aerotropolis stations.</p>
Project announcement	March 2018
Construction commencement	2020
Budget	\$11 billion
Estimated opening	Targeting opening when Western Sydney International Airport opens for passenger services.
Key milestones 2024–25	<ul style="list-style-type: none"> • Completion of Northern and Southern tunnelling • Completion of the at grade, bridges and viaduct works

Western Sydney Airport Line – The transport spine for Greater Western Sydney



*All images are artist's impressions, indicative only and subject to design development.

Sydney Metro West



An artist's impression of Hunter Street Station.

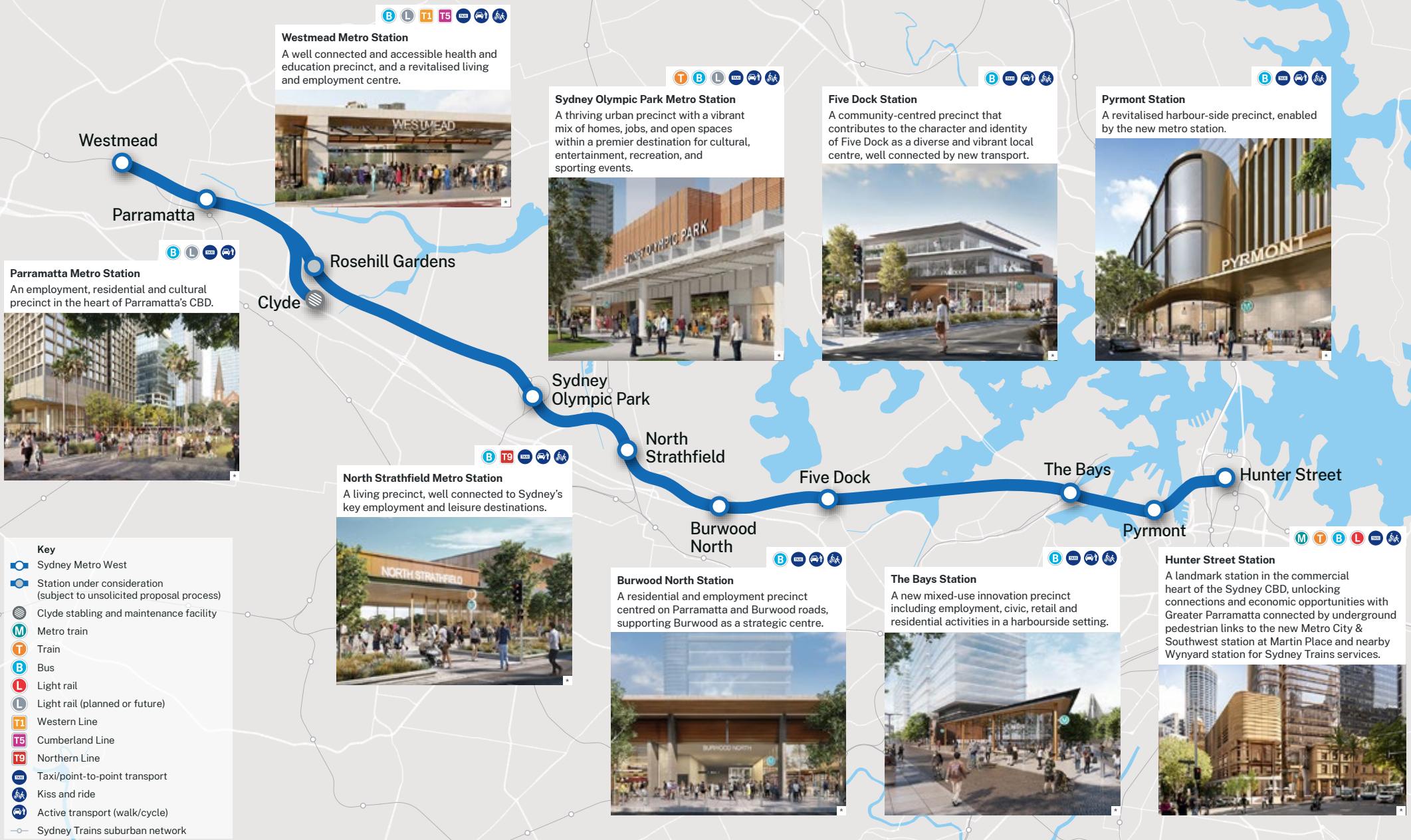
Location 24-kilometre underground line from Hunter Street in Sydney CBD to Parramatta and Westmead

Stations Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont and Hunter Street

Investment studies for the construction of up to two new stations along the existing route west of Sydney Olympic Park is underway.

Integrated transport benefits	Sydney Metro West will double rail capacity between Greater Parramatta and the Sydney CBD.
Precinct highlights	<p>A vibrant new community will be centred around The Bays Metro Station.</p> <p>Integrated station developments in the commercial heart of both Sydney (Hunter Street) and Parramatta CBDs.</p> <p>The metro station at Sydney Olympic Park will be a catalyst for renewal.</p>
Project announcement	November 2016
Construction commencement	2020
Budget	\$25.32 billion
Estimated opening	2032
Key milestones 2024–25	<ul style="list-style-type: none"> • Complete scoping study for up to two new stations west of Sydney Olympic Park for government consideration as part of an unsolicited proposal from the Australian Turf Club • Demolition completed at Sydney Hunter Street Station site • Tunnel boring machines will be retrieved at Sydney Olympic Park and relaunched to commence tunnelling from Rosehill to Westmead • Complete tunnelling from The Bays to Sydney Olympic Park • Complete tunnelling from The Bays to Hunter Street • Procurement will commence for of all remaining packages including trains, stations, operations and maintenance, linewide, stations and integrated station developments

Sydney Metro West stations – creating world-class places and precincts



*All images are artist's impressions, indicative only and subject to design development.

Future extensions

Sydney Metro projects are designed to be incrementally extended into longer lines and/or to increase the number of passengers carried per hour, per direction with the introduction of additional fleet. This allows flexibility for strategic decision making to expand the metro network when the time is right.

We work with Transport for NSW (TfNSW) to support the development of integrated network plans that outline the NSW Government’s long-term vision for transport. These plans support government investment decisions and prioritise funding for detailed business cases that provide for the design, economic assessment, land use planning and cost estimation to inform an investment decision for construction.



Western Sydney Airport – Northern extension



An artist's impression of St Marys Station.

Study area Connection between St Marys and Tallawong via Marsden Park and Schofields.

We are in the early planning stages. Final business cases will be used to inform the Government’s decisions on investment priorities in the coming years.

Western Sydney Airport – Southern extension



An artist's impression of Aerotropolis Station.

Study area The NSW Government is working with the Australian Government to evaluate an expanded southern corridor between Bradfield and Leppington/ Glenfield, and between Bradfield and Campbelltown/Macarthur.

We are in the early planning stages. Final business cases will be used to inform the Government’s decisions on investment priorities in the coming years.

Our current property and place priorities

We plan and deliver world-class precincts and connected places that transform Sydney. Sydney Metro and TfNSW work closely with the Department of Planning, Housing and Infrastructure (DPHI) to prepare place-based plans that catalyse the renewal of precincts to deliver connected communities with environmental, economic and social outcomes that improve the city's performance and deliver a return on the State's investment.

Housing is one of the NSW Government's top priorities. The Transport Oriented Development (TOD) Program will deliver much needed housing around key transport hubs through state-led rezonings within 1200 metres of eight priority transport hubs and a new State Environment Planning Policy (SEPP) to increase the capacity for more mid-rise housing and mixed-use development within 400 metres of 31 transport hubs and town centres.

Metro stations included in the state-led rezoning program are Bankstown, The Bays, Bella Vista, Crows Nest, Kellyville and Macquarie Park. The new SEPP will apply to metro stations at Canterbury, Dulwich Hill, Marrickville, North Strathfield, St Marys, and Wiley Park.

In addition to stimulating increased housing supply in the catchment areas of our stations, our projects also directly contribute to housing. Over-station developments and the divestment of surplus land acquired to support the construction of our projects deliver both residential and non-residential space. To date more than 10,500 residential dwellings and nearly one million square metres of non-residential space have been submitted for planning approval with further dwellings and commercial space in the pre-planning stages on both the Sydney Metro Western Sydney Airport and Sydney Metro West alignments.



Waterloo Station: View of the residential building and plaza looking west from Cope Street. Social housing (left rear), student accommodation (right rear) and southern station box buildings (front) at left of plaza. Station entrance at right of Cope Street plaza.

3.4 Our operating landscape

The major trends that are impacting our organisation and how we are responding to them through our strategy are outlined below.

Climate change mitigation and adaption



Since the pre-industrial period, NSW has warmed by

1.4–1.6°C

which is 1.4 times faster than the global average

NSW Climate Adaption Strategy⁸

What this means

NSW is already experiencing the impacts of a changing climate, through changes to our everyday weather and the weather extremes that drive disasters, such as heatwaves, droughts, bushfires, storms and floods. The 2021–22 NSW Intergenerational Report highlights that natural disasters could cost the State between \$15.8 billion and \$17.2 billion per year on average by 2060–61.⁹ Sydney Metro is aligned with the NSW Government's commitment to taking effective action on climate change and to making NSW more resilient to a changing climate.

Our response

The infrastructure we build needs to stand the test of time and be resilient to a changing climate. Climate change risk assessments are carried out for all Sydney Metro projects and findings are integrated into the design, construction and operation of all new assets.

The scale of our projects also mean that we impact the environment. To reduce our impact, we take proactive steps to reduce energy consumption and our overall carbon footprint by implementing energy-efficient design, minimising the use of energy and embodied carbon associated with materials, achieving onsite renewable energy generation, and using zero emission electricity. We use third-party rating tools such as the Green Building Council of Australia's Green Star and the Infrastructure Sustainability Council's ratings to verify the sustainability performance of our projects against recognised industry benchmarks.

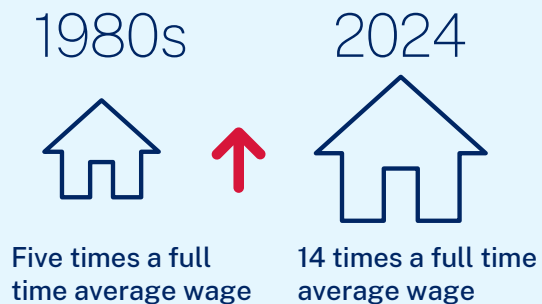
Our significant presence in the Australian construction sector ideally places us to help accelerate the construction industry's adaption to a zero carbon economy. By bringing together diverse stakeholders and supporting innovative solutions we are well positioned to act and set benchmarks for sustainable construction.

⁸ NSW Climate Adaption Strategy

⁹ 2021–22 NSW Intergenerational Report

Aligning housing and infrastructure delivery

The cost of an average Sydney house has increased relative to the average income.¹⁰



What this means

Housing affordability and availability is arguably the biggest single pressure facing the people of NSW. The resultant housing crisis in NSW, is driven by higher interest rates, escalating rental costs and an insufficient supply of social and affordable housing.

Infrastructure is a key enabler of increased housing supply, with timely provision critical to supporting housing delivery and creating communities that meet the needs of residents for years to come.

Our response

Sydney Metro is a catalyst for urban development and renewal. Our projects enable existing locations to be reimagined to support increased housing density by providing a rapid transit solution and seamlessly integrating with the broader public transport system. We are helping current and future residents of Greater Sydney to easily travel from where they live to work, play and learn.

We are responding to the NSW Government's commitment to increase housing supply by working closely with planning agencies to ensure our integrated station developments and surrounding precincts support the **NSW Government's Transport Orientated Development Program** by having the right mix of services, amenity, and housing for attractive and vibrant precincts.

¹⁰ The fading Australian dream of home ownership – McCrindle

Economic uncertainty

Fluctuating global supply chain pressures have been a feature since COVID-19.¹¹



Global Supply Chain Pressure Index
January 2016–December 2023

What this means

Uncertain economic conditions have been a feature of the global economy since the COVID pandemic. Domestic and global economic growth rebounded more strongly from the COVID pandemic than expected. By contrast, global supply chains took longer to recover. The strain that high demand put on supply chains, alongside the disruptions to energy and food markets exacerbated by Russia’s invasion of Ukraine, drove inflation to multi-decade highs in many countries. Central banks across most major advanced economies, including Australia, responded by raising interest rates sharply to return inflation to more acceptable levels.

A sustained high level of infrastructure investment across the country has also presented challenges to both project deliverability and affordability. Local and global supply constraints for key materials, including timber, metals and steel, alongside high freight costs and skilled trade shortages, has meant more competition for these scarce resources, driving cost escalation. In 2024, these pressures are easing with both state and federal governments rebalancing forward infrastructure programs by deferring lower priority projects and programs.

Governments, just like households, now need to find savings to offset rising costs and increased interest rate expenses on debt.

Our response

Sydney Metro, like all NSW government agencies needs to find savings and cost efficiencies. Delivering projects within budget is one of our highest priorities. We proactively work with NSW Treasury and Infrastructure NSW to monitor our performance underpinned by robust governance and financial controls. We will continue to pursue value engineering opportunities and innovations to reduce costs while looking to balance and prioritise the benefits we realise from our projects.

¹¹ EYP Global Economic Outlook Jan 2024

Rising demand for trust and equity

In Australia trust in government has declined from 61% in 2021 to 50% in 2024.¹²



What this means

Trust is important for public institutions; it drives behaviours such as advocacy, compliance, engagement and social cohesion.

Research indicates that the key drivers of trust in government include accountability, skilled public servants, transparency and making people feel safe.

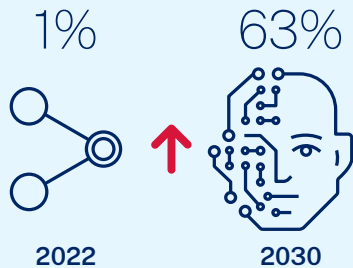
Our response

Sydney Metro is not just the projects we are delivering. We are also our culture and our values. As custodians of the investment for Australia’s biggest public transport project and network operator we have a responsibility to be financially efficient and ensure we have strong governance and transparency around how we spend public funds.

Our commitment to customer-centric design means that we take the time to understand and profile the needs of our passengers and reflect the learnings in our project designs and operational services. Our continued high passenger satisfaction scores reflect our commitment to customer service, including accessibility for all members of the community.

Rapid technological change

Growth by Australian businesses adopting artificial intelligence, machine learning and natural language processing is set to accelerate.¹³



What this means

Technology is changing our world at an astounding rate, but experts predict this is only the beginning with advances in artificial intelligence (AI) technologies and capabilities rapidly evolving across industry sectors to solve problems and perform complex tasks faster and more accurately than humans. Digital transformation is also changing the way people work with COVID-19 driving a rapid and widespread uptake of hybrid working and shifting traditional travel patterns. Australia’s increasing reliance on online services and growth in e-commerce in addition to broader geopolitical shifts has also seen an escalation in cybersecurity threats.

Our response

We are the first fully automated metro rail system in Australia. Our investment in automated driverless technology provides greater flexibility to adapt our services to changing commuter patterns. Rapid change in technology presents both opportunities and challenges for Sydney Metro. The complex and technically challenging projects we deliver mean we look to advances in technology and pilot these to improve decision making and worker safety, reduce environmental impact and increase construction efficiency and quality. We assess all our activities to remain focused on strengthening the security of our systems and infrastructure from cyber-attack or other malicious behaviours.






¹² 2024 Elderman Trust Barometer

¹³ Australian Computer Society Digital Pulse 2023

3.5 Our stakeholders

We are committed to providing an interconnected metro service for Sydney, offering passengers increased options and fostering opportunities for our communities both now and in the future.

By working together, we can be more effective. This is why Sydney Metro actively collaborates with a diverse range of stakeholders to accomplish shared objectives.

	Who they are	Why we engage	How we engage
<p>Our passengers</p> 	<p>At Sydney Metro we define our passengers as everyone who interacts with our precincts, stations, staff and services.</p>	<p>As a government entity we are responsible for delivering and operating a metro service for the public. We do this by understanding our passengers' needs and behaviours and incorporating this into everything we do.</p>	<p>Sydney Metro conducts surveys and monitors patronage to gather insights and feedback. To provide an easy passenger experience, we use a customer-centred design.</p>
<p>Our communities</p> 	<p>Our communities are diverse and include special interest and community groups, industry associations and peak bodies, First Nations peoples, culturally and linguistically diverse communities, businesses and local residents.</p>	<p>Our considerable construction and operational footprint in Sydney means that our community stakeholders are diverse with a range of interests and needs. We engage throughout the delivery of our projects from planning to operations.</p> <p>We build and foster relationships with community stakeholders to understand the issues that matter to them and how we can shape our approach to deliver better outcomes for everybody.</p>	<p>Sydney Metro is committed to building relationships through face-to-face and digital engagement. Our client teams actively manage relationships and maintain open dialogue with clients. We also conduct client satisfaction surveys and participate in industry and client forums to stay connected and responsive to their needs. Additionally, we organise various events and engage in market research to stay at the forefront of industry trends.</p>
<p>Our partners</p> 	<p>Delivery partners, contractors, suppliers, professional service providers, rail operators, academic institutions.</p>	<p>We are committed to being a good client to foster sustainable relationships to ensure public value. We collaborate with our partners, learning from and with them to enhance the quality of our outcomes and services.</p>	<p>Our tendering process and formal evaluation of suppliers are conducted in accordance with the NSW Government tender evaluation process. This includes carrying out surveys and engaging in conversations with individual suppliers to ensure their compliance.</p>
<p>Our people</p> 	<p>Our people who work for Sydney Metro – employees and contractors.</p>	<p>Our people are the most valuable resource and the key to delivering high quality outcomes and services.</p>	<p>We engage our people through various internal communications tools including the People Matter Employee Survey, pulse surveys, all staff meetings and joining together for significant days and events such as NAIDOC Week.</p>
<p>Government and regulators</p> 	<p>NSW Parliament, TfNSW, NSW Treasury, Infrastructure NSW, Department of Planning, Housing and Infrastructure, Department of Climate Change, Energy and Water, Office of the National Rail Safety Regulator, SafeWork and other Federal, State agencies and local councils.</p>	<p>Public policy, regulation and investment define the environment in which we operate. Working together enables us to work safely and efficiently to create greater value for the people of NSW.</p>	<p>Directly engaging with other government agencies and regulators by participating in consultations, contributing to parliamentary inquiries, and taking part in research.</p>

Understanding our passenger needs

Passenger personas are a key customer experience tool used by Sydney Metro throughout design and procurement. Personas are an efficient way to build empathy among designers, architects and operators creating common understanding between Sydney Metro and multiple suppliers. Over the longer term they create consistency of product between projects.

Meet our Sydney Metro passengers



Direct Davi

Corporate office worker

“I am task-driven, motivated and competitive. I’m always busy and can’t afford to disrupt my routine by being late.”



Friendly Fred

Retiree

“I am community-minded and observant. These days I’ve noticed that people can be unfriendly, rude or in a rush.”



Curious Cho

Uni student with mobility impairment

“I am inquisitive, logic-driven but tend to overthink things. I need mobility assistance, so before I travel anywhere, I must plan everything to know I’ve made the right choice.”



Protective Pat

Working parent

“I am organised, practical and caring. My loved ones rely on me to be there and keep them safe.”



Student Sal

Student learning independent travel

“I am relatively new to public transport and unsure what to do, so I make up my own rules or look at what my friends are doing.”

Accessible for all passengers

Metro is improving public transport accessibility for all passengers by making it easier for people with different mobility needs including wheelchairs, luggage and prams to access our precincts and services. New and improved interchanges like at Central Station are making it easier for passengers to transfer between different modes of transport. Prioritising safety and security in the design and operation of our trains, stations and precincts encourages more people to use our services, with consequential social and economic benefits.

92 per cent of women and 75 per cent of men reporting that a sense of safety impacted their chosen transport routes. When people feel safer they are more likely to walk, catch public transport and go out more during the day and at night.

NSW Government’s Safer Cities Survey February 2023

3.6 Health and safety at Sydney Metro

Safety and wellbeing is a core value at Sydney Metro.

Our highest priority is to protect the health, safety and wellbeing of our workforce, our delivery partners, our supply chain, passengers and the community.

To achieve this, Sydney Metro fosters a culture where health and safety is considered and applied across all levels of the organisation. This is underpinned by governance, systems, collaboration and evidence-based decision making. We are refining our health and safety approach to reflect our increasing operations and organisational maturity.



A safety walkway is installed inside the Sydney Metro tunnels.



Sydney Metro employees at the Waterloo Station community open day.

Our delivery partners

Sydney Metro's activities rely on contracting companies of various sizes to conduct a wide variety of works, the majority of which are carried out in and around high-risk work environments. We embed our Principal Contractor Health & Safety Standard in all major contracts to safeguard the health and safety of thousands of Sydney Metro workers.

We ensure the effectiveness of our standard by taking a strong leadership role and collaborating with our partners, operators and broader industry to create a strong health and safety culture that drive behaviours to positively influence health and safety.

Our collaborative approach ensures we draw on the knowledge of our supply chains as well as research institutions to find innovative solutions to address health and safety challenges.

Key safety initiatives

Protecting worker's health – silica control

Atmospheric contaminants of various types including silica dust are anticipated in our working environment. Silica is an industry term commonly used to refer to respiratory crystalline silica (RCS). We know that exposure to silica dust is a key risk in the construction industry and overexposure causes diseases including silicosis, lung cancer, chronic obstructive pulmonary disease and renal disease.

For many years we have taken a proactive approach to working with partners to better understand and positively influence the control of RCS. Our leading best practice uses a range of control measures and monitoring solutions including:

- substitution controls – replacing the use of handheld saws with larger self-supporting saws where practicable
- engineering controls – misting systems to wet down materials, dust extraction systems, screening areas and coverings to prevent the spread of dust
- administrative controls – awareness training, inspection of tools, incorporating exclusion zones
- personal protective equipment controls – minimum standards for respiratory protection and testing effectiveness
- prohibiting tasks – dry brush sweeping, and the use of compressed air for cleaning
- exposure monitoring – occupational hygienists performing personal exposure monitoring, real time monitoring and video exposure monitoring.



Segments are being installed in the Sydney Metro Airport Business Park tunnels.

Safety in design

We design metro projects with safety in mind from the intended purpose, the materials used, how we will build, maintain, operate, demolish, dismantle, or dispose and compliance with legislation. By planning and designing with health and safety in mind we can identify potential hazards early and incorporate higher order controls. Examples of how safety has been incorporated into design include:

- Platform screen doors at all stations create a barrier between the platforms and tracks, allowing customer to move along the platforms safely and efficiently.
- Mechanical gap filler technology is being installed at stations between Marrickville and Bankstown to convert existing platforms to metro standards so passengers can safely move from the platform to the train.
- Construction methods have been changed with safety in mind from using precast concrete sections to reduce the need for working at heights to scheduling works during periods of track shutdowns to avoid working in a live rail environment.

Impacts on workers', the community's and customers' health and safety were key considerations in the construction of the new Sydney International Speedway that was delivered as part of the Sydney Metro West works. The team at Sydney Metro worked with specialists in motorsport and speedway design to inform its health and safety guidelines and work processes to keep our people, workers and communities safe.

The Mule (material unit lift enhancer)

The Mule, developed by Corinal Wall systems and the first of its kind in Australia, has boosted workplace safety for Sydney Metro. The Mule uses artificial intelligence to help workers with the lifting and placement of heavy materials, particularly the laying of blocks and bricks. The use of the robotic technology at our Sydney Metro Waterloo construction site significantly alleviated physical strain on workers, ultimately reducing stresses on the body and minimising fatigue.



Click to play video: Robotic technology scoops the Sydney Metro safety award.

Autonomous asset inspection trial

We are working with TfNSW's Infrastructure Technology team to develop and trial an autonomous asset inspection robot. Using robotic technology in the inspection of tunnels is expected to reduce safety risks by minimising the need for people to be in high risk operational environments.



Trialling an autonomous asset inspection robot.

3.7 Industry and the economy

Our projects stimulate the economy during construction and are designed to have intergenerational economic and social benefit in operation.

Since the start of construction on the Metro North West Line a total workforce of more than 111,000 people has been involved in the delivery and construction of metro projects.

Government investment in metro goes beyond just passenger benefits of improved travel time, increased frequency of services and reliability. When the NSW Government makes the decision to invest in a new metro, it does so based on the broader benefits that will be delivered for passengers, communities and the economy. Each project has a unique package of benefits based on location and the integration solution it is providing with the broader transport network.



Victoria Cross Station.

Our projects have far reaching benefits, including:

- **Increasing the capacity of the whole transport network:** Station and train crowding is reduced as passengers shift from the rail network to metro services, freight movement is improved and road congestion is eased as some users switch to using metro.
- **City shaping:** Improved connectivity of strategic centres such as Parramatta and the Sydney CBD, expanding the 30-minute accessibility boundary for commuters in Western Sydney, placemaking and activated precincts with planned growth at key precincts, uplifting land value associated with density and zoning changes within the station precinct and more diverse housing types and increased housing supply from zoning changes.
- **Productivity:** Direct job creation during delivery, wider economic benefits arising from businesses locating around metro precincts enabling increased transfer of goods, people and ideas.

Industry participation

We deliver our construction projects and passenger services via public private partnerships and contracted service provision. Our internal workforce centres on requirements setting, standards, procurement, contract management and assurance activities.

A vast range of technical expertise, capability and capacity is needed to deliver a mega construction project and this means we engage with industry throughout the project to harness industry expertise and world best practice and understand the market to develop procurement packages that optimise investment value and minimise project risk. We do this by following the **NSW Government procurement policy framework** and working closely with NSW Treasury and Infrastructure NSW.

The delivery strategy of each project is determined based on the location and technical requirements of the project and informed by learnings from past projects.

Contract packages are the way we segment the delivery of a project. We work closely with our contracted partners to manage the complex interfaces between contracts to promote seamless project delivery. An overview of the contract packages being used to deliver our current projects is provided at Appendix 1.

Operational contracts

Sydney Metro manages the delivery of services and maintenance of the Metro North West Line through an operations, trains and systems (OTS) contract, which includes management of all operational and maintenance activities for the line. The 15-year public private partnership (PPP) is between Sydney Metro and the Northwest Rapid Transit consortium. Metro Trains Sydney (MTS) is Northwest Rapid Transit’s operations and maintenance contractor. MTS is a joint venture of MTR Corporation (60% shareholding), John Holland Group (20%) and UGL Rail (20%), a division of United Group Limited.

The soon to be completed Metro City & Southwest Line joins up with the Metro North West Line. In 2019, Sydney Metro extended the PPP contract to include the operation and maintenance of the combined lines for services between Tallawong and Bankstown.

The future operation of Metro Western Sydney Airport has been awarded to the Parklife Metro consortium, comprising Plenary Origination Pty Ltd, Webuild SpA, RATP Development SA, Siemens Mobility Pty Ltd, Siemens Mobility GmbH, Siemens Project Ventures GmbH and Siemens Mobility Austria GmbH. The contract to deliver the stations, systems, trains, and 15 years of operations and maintenance has the largest scope of any Sydney Metro contract awarded to date, and is the largest PPP awarded in NSW. The contract includes 12 new metro trains, construction of six new stations between St Marys and the new aerotropolis, core rail systems and the stabling and maintenance facility to be built at Orchard Hills.



Artwork installation – *All Alongside of Each Other*, Rose Nolan, 2022, Central Station.



Kellyville Station.

Lasting workforce legacy

Our projects provide a significant opportunity to support jobs and skills for a more diverse and inclusive workforce and supply chain. Sydney Metro continues to lead and drive the NSW Government's approach to growing skills and jobs through infrastructure investment. We commit to these outcomes as part of the project investment.

We have strong links to the Australian Department of Employment and Workplace Relations and the NSW Department of Education, which both support Sydney Metro in achieving workforce objectives. In all our delivery packages, we drive industry participation outcomes through contract requirements so that delivery partners engage with Australian and New Zealand (ANZ) small and medium enterprises (SME), Aboriginal businesses and people, and increase female participation in trades and non-traditional occupations and the employment of young people in their workforce.

Our Workforce Development and Industry Participation Plan and Aboriginal Participation Plan sets out how these priorities will be delivered by addressing key Federal and NSW Government policies and skills challenges.

Sydney Metro's activities include:

Industry and jobs participation

Delivery partner contracts have targets for both Australian and New Zealand (ANZ) small and medium enterprises (SME) including Aboriginal businesses to increase supply chain diversity and support local businesses throughout delivery.

Workforce skills development

The Sydney Metro Pre-Employment Program provides targeted and transferable skills development in areas with skill shortages. Our Pre-Employment Programs provide employment pathways for long-term unemployed and under-represented groups. The programs provide the skills, knowledge and tools to enable participants to transition to a role within the Sydney Metro supply chain.

Diversity and inclusion

We work with industry to increase the representation of women in trades and non-traditional occupations, Aboriginal Participation, local and young people through the delivery and operations of our projects.

Inspiring future talent

Sydney Metro works closely with delivery partners to support programs and initiatives including work experience, graduate placements, apprentice and traineeships pathways and other transition to work programs.

Collaboration

Sydney Metro has established a number of forums to increase collaboration and sharing of lessons learned across industry with the aim to drive increased employment, skills and diversity outcomes:

- Established in 2014, members of the Skills and Employment Advisory Group (SEAG) include Sydney Metro delivery partners, along with Australian and NSW government agencies. SEAG's purpose is to support and drive skills, diversity jobs and industry capacity through infrastructure projects.
- The Diversity and Employment Pathways Group focuses on the collaborative delivery of the Sydney Metro Pre-Employment Program and other initiatives which increase the representation of diversity groups on Sydney Metro projects.
- The Aboriginal Business Forum provides opportunities for Aboriginal businesses to engage with Sydney Metro delivery partners and their supply chain to hear about up-and-coming procurement opportunities.



3.8 Environment and sustainability

We are committed to delivering great services, places and integrated transport infrastructure for passengers and the community while protecting the environment, contributing to economic prosperity and delivering social benefits for the communities we serve.

We do this by balancing economic, environmental and social issues to ensure a sustainable metro system for Sydney that delivers accessible public spaces that are sustainable, maximise the use of natural light, feature native plants and public art, respect the land's traditional owners, and are digitally-enabled.

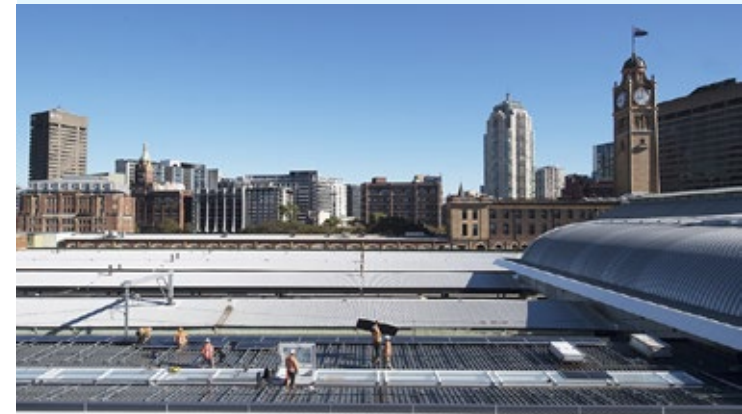
Sustainability forms an integral part of our values, and our vision to transform Sydney with a world class metro. We are proven world leaders in sustainable station design and construction with all seven underground stations on the Metro City and Southwest Line being awarded the highest six star Green Star Design Review rating. The rating recognises our commitment to the needs of both the passenger and the environment with sustainable design features including operational energy and water efficiency, supplemented by 100 per cent electricity carbon offsets, climate resilient design as well as a commitment to sustainable procurement,

environmentally responsible construction materials and waste management. Our commitment to the needs of passengers also contributed to the rating, recognising best practice wayfinding, public art and focus on customer comfort within the stations.

Sydney Metro North West was the first transport project in Australia that committed to operating using renewable energy. We continue to drive the renewable energy transition with the commitment to use zero emission electricity to operate lines currently under construction.

In another Australian first for rail infrastructure, the Sydney Metro – Western Sydney Airport project has committed to achieving carbon neutral service certification under the Climate Active Scheme, addressing both construction and operational carbon emissions.

1.9 megawatts of solar panels have been installed on stations and buildings.



Solar panels are being installed as part of Sydney Metro's major upgrade of Central Station.

To be effective in our sustainability ambitions we build collaborative relationships with government stakeholders, industry and our delivery partners to drive best practice sustainable outcomes.

Our sustainability performance is underpinned by our obligation to support NSW Government policy and the Sydney Metro **Environment & Sustainability Statement of Commitment** which outlines that we will strive to:

- minimise our impact and leave a positive environmental and social legacy
- deliver a resilient asset and service for our passengers
- collaborate with stakeholders to innovate and drive sustainable outcomes
- embed sustainability into our activities.

Our six guiding principles for sustainability in our Sustainability Framework (2020–2025) are the cornerstone for how we embed and deliver on our sustainability commitments to the community, our passengers, our key partners and government.

Sydney Metro sustainability principles:

 <p>Demonstrate leadership Deliver a world-class metro that is environmentally and socially conscious; share knowledge and demonstrate innovation in sustainability</p>	 <p>Tackle climate change Integrate a comprehensive climate change response, and drive excellence in low carbon solutions</p>	 <p>Manage resources efficiently Achieve whole-of-life value through efficient use and management of resources</p>
 <p>Drive supply chain best practice Collaborate with key stakeholders to drive a lasting legacy in workforce development, industry participation and sustainable procurement</p>	 <p>Value community and passengers Respond to community and passenger needs, promote heritage, liveable places and wellbeing for current and future generations</p>	 <p>Respect the environment Minimise impacts and take opportunities to provide environmental improvement</p>

We align ourselves to the United Nations Sustainable Development Goals and are making a positive contribution to the following nine.



Certification of our environmental management system to the International Standard for Environmental Management Systems ISO 14001:2015 ensures our systems and processes are capable of supporting our sustainability ambitions.

The Statement of Commitment and Sustainability Framework are supported by project-specific sustainability strategies and plans. For each project we develop a strategy or plan which details how we are optimising the environmental and social response specific to that project and its surroundings. The current strategies and plans are:

- Sydney Metro City & Southwest Sustainability Strategy
- Sydney Metro West Sustainability Plan
- Sydney Metro – Western Sydney Airport Sustainability Plan

3.9 Risk management and assurance

We are committed to implementing proactive risk management to improve our performance and help us meet our objectives safely and successfully. Risk management is a core capability and a key contributor to the success of Sydney Metro.

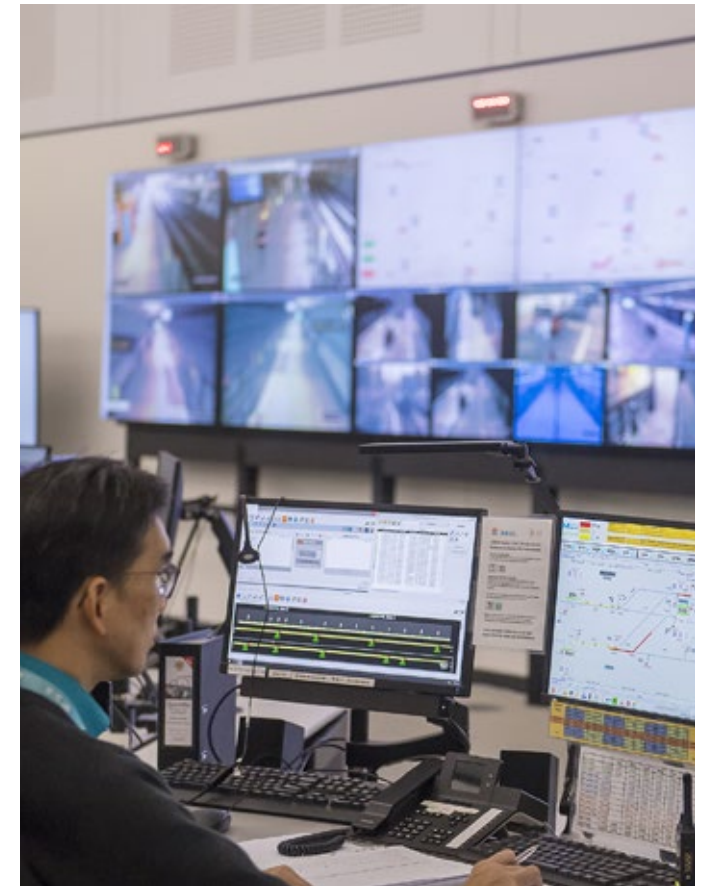
The Board is the ultimate owner of corporate risk and sets our risk appetite, where relevant within the guidance set by government. This risk appetite determines the level of risk the organisation should take in pursuit of its strategy. Risk management responsibilities cascade through the organisation so that well informed decisions can be taken within a clear framework of acceptable and unacceptable risk.

Our approach to risk is an integral part of our leadership culture, our governance framework and organisational processes. Sydney Metro uses a Three Lines model for enterprise assurance, which defines the committee structure, roles, responsibilities, accountabilities, and assurance arrangements.

We apply the risk management in accordance with the NSW Government's Audit and Risk Management Standard TPP-20-08 that is based on the ISO 31000:2018 Risk Management Standard as a way of achieving a structured approach to the management of risk.

We regularly monitor our environment to identify and effectively respond to emerging risk. Our culture supports our teams to identify and respond to new risks as they arise and we proactively undertake lessons learned activities on our projects and incorporate these insights into our new programs of work. Our holistic approach to workforce planning helps to mitigate risk by retaining learned knowledge by mobilising staff across projects.

Our ongoing internal audit program, adherence to the Infrastructure NSW Infrastructure Investment Assurance Framework and the NSW Government's Independent Review into Sydney Metro ensure rigorous assurance and oversight, facilitating risk mitigation where identified.



Northwest Operations Control Centre.

Key risks

The following sets out what we believe are our most significant risks to the delivery of our strategy and objectives. For each risk we have provided some context on why it matters and the mitigations in place. We have linked each risk to our strategic objectives. All risks and responses are considered with health and safety impacts in mind.

	Value creation	Health and safety	Policy and regulatory environment
Risk	There is a risk that we under perform in realising the social, environmental and economic benefits projected in our investment business cases due to external pressures impacting or changing priorities and scope, or incorrect internal assumptions.	Risks to the health and safety to our people, passengers, contractors and anyone interacting with our delivery projects, operations and assets, that adversely impacts our reputation, causes financial loss or results in liability. This risk arises from non-compliance, inadequate management, surveillance or audit processes.	The long term nature of our projects means that changes in the policy and regulatory environment may impact planned and costed delivery programs.
Why it matters	To support the level of investment required our projects are expected to realise multiple and varied benefits during delivery and into operation. Our projects are highly complex that are planned and delivered by multiple contractors over many years.	Our underlying objective is to send everyone – passengers, workers and members of the community – home safely every day.	Changes in the policy and regulatory environment can create impacts through additional requirements or delays to programmed schedules. Understanding and articulating the impacts support effective policy making outcomes.
Key mitigations	Strategic and business planning processes allocate resources to deliver with the right oversight mechanisms in place to guide implementation.	<p>Health and safety policies, plans, standards, management systems and assurance processes are in place and reviewed regularly.</p> <p>Delivery of training, skills and resources to embed a safety culture.</p> <p>Systematically review risk to ensure effective controls are in place.</p> <p>Evidence based decision making by collecting and interpreting data to ensure safety activities target highest risks.</p> <p>Engage, collaborate and consult to inform management responses to health and safety and share information with wider industry to support continuous improvement.</p>	<p>Proactive and integrated approach to monitoring and participating in evolving policy and regulatory agendas that could impact delivery programs and operations to identify risks and opportunities.</p> <p>We continue to build strong relationships with stakeholders across government at both state and federal levels to build awareness of and support for the organisation’s mandate.</p> <p>Regular engagement with our contract partners and external stakeholders ensures we understand market demands and views.</p>
Link to strategic objective	2	1 2 4	4

Key risks

	Financial sustainability	Major incident	Talent and performance
Risk	Our ability to realise our commitments resulting from change in economic conditions, events resulting in unsustainable cost pressures, inadequate cost or change control practices.	A major incident, series of events or a significant local, national or international crisis leading to service or business disruption, financial loss and / or reputational damage.	Inability to attract, retain and develop the specialist resources to meet current and future work needs. Our culture hampers our ability to drive effective performance.
Why it matters	We are mid-way through delivery of Australia’s largest public transport project cost over runs can adversely impact the government’s ability to deliver on its commitments.	The severity of the potential impact of this risk remains ever present.	We continue to recognise our people are our most valuable resource and the key to delivering high quality services and infrastructure to our passengers and community.
Key mitigations	<p>Comprehensive business case planning to underpin investment scenarios.</p> <p>Review and monitoring process of emerging risks</p> <p>Governance and oversight of schedules, costs and risks.</p>	<p>Regular testing of crisis management arrangements.</p> <p>Regular engagement with emergency services agencies.</p> <p>Environmental management systems in place and regularly reviewed.</p>	<p>Building resource and strategic workforce planning capability to support resource mobility across projects.</p> <p>Industry awards offer Sydney Metro the opportunity to celebrate and promote our people and achievements.</p> <p>Ongoing focus on learning and development programs aligned to strategic and operational needs.</p> <p>Continued focus on the development and delivery of an annual plan to respond to People Matter Employee Survey results.</p>
Link to strategic objective	3	1 2 4	4

Key risks

	Contractual relationships	Climate change	Technology resilience
Risk	Significant financial loss, project delays, disruption to services or reputational loss from failure to understand, manage and deliver contractual relationships and build supply chain resilience.	Failure to adequately understand and deal with the effects of a changing climate, extreme weather events and transition requirements such as net zero result in damage to our asset base, reputation or budget position.	Our ability to maintain critical systems, operate services or protect information either through internal failures or external cyber-attack resulting in diminished ability to operate, loss of data, damage to our reputation, loss of confidence with stakeholders and/or financial loss or penalties.
Why it matters	Sydney Metro relies on third parties to deliver, operate and maintain the metro. The complexity of our stakeholder interests and relationships remains an area of considerable management focus.	Sydney Metro is aligned with the NSW Government's commitment to taking effective action on climate change and to making NSW more resilient to a changing climate.	Public confidence in our driverless technology underpins realisation of the transport benefits from our projects.
Key mitigations	<p>Proactive communication and engagement strategies with industry and stakeholders to inform procurement strategies and manage contractual interface risks.</p> <p>Robust contract management systems and processes to support engagement with delivery partners and operators to monitor delivery of contract conditions and performance metrics.</p>	<p>Climate change risk assessments are carried out for all Sydney Metro projects, and findings integrated into the design and construction of all new assets.</p> <p>Monitoring compliance with planning approvals.</p> <p>Use of third-party rating tools such as Green Star and the Infrastructure Sustainability Council ratings to verify sustainability performance.</p>	<p>Develop and embed standards and processes that comply with the <i>Security of Critical Infrastructure Act, 2018 (Cth)</i>.</p> <p>Monitor contractor compliance with required security obligations.</p> <p>Workforce cyber awareness and information management training.</p>
Link to strategic objective	<p>1 2</p>	<p>1 2 5</p>	<p>4</p>

04

Our strategy



Metro train testing at Sydenham Station.

Sydney Metro’s strategic objectives and key areas of focus set out in this corporate plan are designed to deliver benefits for our passengers, communities and our State, in our current operating environment.

Our strategic objectives have been developed under the supervision of the Sydney Metro Board. They underpin our statutory objectives, describe the way we strive to fulfil our legislative mandate, and respond to risks and opportunities in the near-term.

The following strategic objectives provide focus for the day-to-day activities of Sydney Metro.

They provide a common framework for our people, our stakeholders and our delivery partners to understand the significance of Sydney Metro, the priorities of the NSW Government’s investments, and the services we deliver.



Community open day at Burwood North Station.

<p>1 </p>	<p>2 </p>	<p>3 </p>	<p>4 </p>	<p>5 </p>
<p>Provide a high-quality passenger and place experience</p>	<p>Plan, design and build to shape the future</p>	<p>Drive financial responsibility</p>	<p>Position the organisation for continued success</p>	<p>Reduce environmental impact and champion social outcomes</p>
<p>We work with our partners to provide accessible, reliable and safe metro services and vibrant places as part of an integrated public transport network.</p>	<p>We steward the planning, design and building of high quality and sustainable infrastructure and precincts with our partners, safely, on time and on budget.</p>	<p>We manage budgets, make prudent financial decisions and innovate to achieve value for money investments in the public interest.</p>	<p>We continue to attract and develop a diverse and talented workforce, coupled with highly capable and innovative delivery partners and enabled by fit-for-purpose systems, processes and strong governance.</p>	<p>We work with our partners and communities to embed sustainability to improve the social wellbeing, local environment and economy of the communities we serve.</p>

4.1 Provide a high-quality passenger and place experience

We work with our partners to provide accessible, reliable and safe metro services and vibrant places as part of an integrated public transport network.

Passenger safety is prioritised

Safety is our number one priority. Our design, construction and operation of our network and precincts is focused on safety.

Grow patronage

We use research insights and data to maintain high levels of passenger satisfaction to increase patronage.

Reliable and resilient assets

We use a whole of life approach to the management and operation of metro assets to provide a reliable service to passengers that recovers quickly from service disruption.

Operational readiness

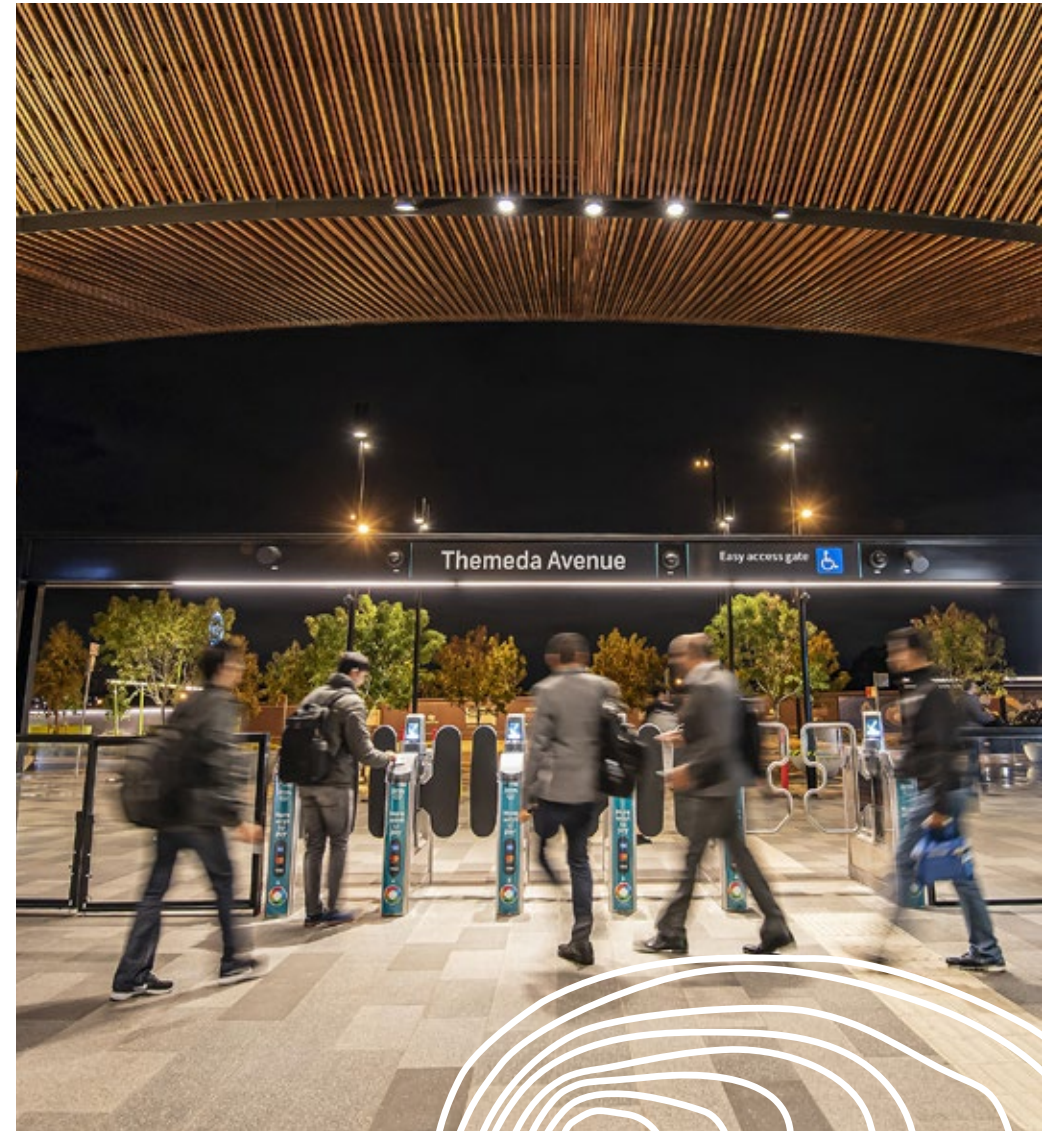
We thoroughly test our systems and infrastructure to prepare for day one passenger services and ensure the new services are seamlessly integrated into the broader transport network to deliver reliability for passengers.

Enhancing the security of systems and stations

We safeguard the physical and cyber security of our networks and precincts.

Vibrant local transport hubs

We curate our station precincts to be vibrant and inviting places where people stay longer, return to sooner, and promote to others.



Commuters at Tallawong Station.

Key initiatives – Provide a high-quality passenger and place experience

Focus area	Key initiatives	2024–2025	2025–2026	2026–2027	2027–2028
Passenger safety is prioritised	Operator contract management: Safeguard the safety and security of the network by collaborating with contracted operators to assure rail operator accreditation, work health and safety standards and performance of contractual obligations.	●	●	●	●
	Incident response scenario testing: Regular review and testing of emergency response plans with incident response agencies and operators.	●	●	●	●
	Safety design standards: Collaborate with incident response agencies to inform the design requirements of metro projects.	●	●	●	●
Grow patronage	Public transport first: Support TfNSW's Patronage Revitalisation Program and ensure our interchanges are designed to be highly efficient and easy to use so passengers feel safe to use public transport.	●	●	●	●
	Customer insights program: Monitoring of passenger feedback, researching passenger needs and conducting customer centred design to inform project delivery and operations.	●	●	●	●
Reliable and resilient	Asset management and assurance program: Delivery and continual improvement of Sydney Metro's asset management and assurance framework to meet NSW Treasury Asset Management Policy TTP 19-07.	●	●	●	●
Operational readiness	North West & City operational performance: Monitoring to ensure trains and systems operate as designed as an augmented line including performance reliability, timely identification, assessment, resolution and processing of operational issues affecting performance.	●	●		
	Temporary transport management plan: Support TfNSW in the delivery of an effective alternative public transport plan during the final conversion of the Sydenham to Bankstown line.	●	●		
	Southwest Metro operational readiness: Monitor and assure that parties are delivering activities to support first passenger service from Sydenham to Bankstown.	●	●		
	Southwest operational integration: Monitoring to ensure the augmentation of the Sydenham to Bankstown line operates as designed including the timely identification, assessment, resolution and processing of operational issues affecting performance.		●	●	
	Western Sydney Airport operational readiness: Plan, monitor and assure that parties are delivering activities to support first passenger service.		●	●	
	Western Sydney Airport operational integration: Monitoring to ensure trains and systems operate as designed including timely identification, assessment, resolution and processing of operational issues affecting performance.			●	●
Enhancing the security of systems and stations	Enterprise Security Governance and Assurance Framework: Develop and embed standards and processes that comply with the Security of <i>Critical Infrastructure Act, 2018 (Cth)</i> . Engage and monitor contractor compliance with required security obligations.	●	●	●	●
	Cyber Security Operation Centre: Continue to mature and operationalise cyber security capabilities, culture, systems, processes, and monitoring for critical assets.	●	●	●	●
	Cyber Security Uplift Program: Continue to uplift the operating technology system infrastructure of the North West and City and Southwest lines in accordance to IEC62443 standard.	●	●	●	●
Vibrant local transport hubs	Precinct leasing strategy: Develop and implement leasing strategies that support the ongoing vibrancy of our station precincts by attracting a diverse mix of tenants and activations.	●	●	●	●

● Planning ● Implementation ● Continuous improvement

4.2 Plan, design and build to shape the future

We steward the planning, design and building of high quality and sustainable infrastructure and precincts with our partners, safely, on time and on budget.

Workforce safety

Employees and contractors deliver the metro network and precincts with a positive safety culture to keep people safe from serious injuries and illness.

Integrated and accessible transport

Metro services are integrated with precincts and other transport modes to give all members of the community a reliable travel experience.

Buy local

Work with industry to increase the participation of Australian and New Zealand small to medium enterprises in our supply chain.

Future proof

Planning, design and construction of new networks and precincts that are adaptable to respond to future needs, advances in technology and climate change.

Maximise activation opportunities

We use best practice place based approaches to activate spaces that maximise and balance the social, environmental and economic opportunities for local communities.



An artist's impression of the Victoria Cross integrated station development showing the laneway at North Sydney.

Key initiatives – Plan, design and build to shape the future

Focus area	Key initiatives	2024–2025	2025–2026	2026–2027	2027–2028
Workforce safety	Health and safety model: Review and refresh our existing health and safety model so that it continues to meet the current and future needs of the organisation including expanding rail operations.				
	Health and safety risk management: Systems are implemented, evaluated and improved so that enterprise health and safety risks are systematically managed and harm is prevented to all persons.				
	Health and safety governance: Standardised governance systems are applied to facilitate our delivery partners achieving contract health and safety performance conditions.				
	Health and safety assurance: Health and safety assurance requirements are embedded across the life cycle of each project to facilitate the achievement of rail safety accreditation conditions.				
Integrated and accessible transport	Interchange access plans: Prepare plans for stations to inform the interchange design of transport and access facilities, including footpaths, cycle paths and bike parking, bus stops, and car parking, as well as amenities and shelters, to facilitate easy, accessible, safe and efficient passenger journeys.				
Buy local	Aboriginal business forums: Facilitate engagement between our delivery partners, supply chain representatives and Aboriginal businesses to promote awareness of upcoming work package opportunities.				
	Industry Capability Network (INC) NSW: Facilitate the ongoing participation of all delivery partners in posting procurement opportunities through the ICN Gateway.				
	Embed supply chain contract requirement: Continue to implement social procurement requirements in contracts to increase the representation of small to medium enterprises and Aboriginal businesses in the supply chain.				
Future proof	Metro West scoping study: Undertake investment studies for up to two new stations west of Sydney Olympic Park for government consideration.				
	Western Sydney Airport northern extension: Develop and deliver to government a business case for a future rail connection between St Marys and Tallawong via Marsden Park and Schofields.				
	Western Sydney Airport southern extension: Develop and deliver to government a business case for the southern extension of the line between Bradfield and Leppington/Campbelltown/Macarthur.				
	Network planning: Support TfNSW to develop integrated plans that support future network needs.				
Maximise activation opportunities	NSW Government Housing targets: Incorporate the NSW Government housing targets and Transport Oriented Development State Environmental Planning Policy changes in Sydney Metro’s property and place making approach.				
	Precinct development: Develop and implement industry engagement approaches that attract high quality proposals from the development sector to achieve vibrant station developments.				

Planning Implementation Continuous improvement

4.3 Drive financial responsibility

We manage budgets, make prudent financial decisions and innovate to achieve value for money investments in the public interest.

Innovate for purpose

Embrace innovative approaches and technology to improve productivity and value for money.

Ensuring financial control and compliance

Drive financial control and achieve compliance with laws, regulations and government requirements through effective governance, policies, systems and processes.

Financially responsible

Budgets are set and managed with a focus on value for money and downward pressure on costs.

Key initiatives – Drive financial responsibility

Focus area	Key initiatives	2024–2025	2025–2026	2026–2027	2027–2028
Innovate for purpose	Autonomous asset inspection: Continue to trial and deploy the use of autonomous asset inspection technology to support efficient and safer inspection of assets.	●	●		
	Digital engineering: Continue to implement an integrated digital approach to enable effective planning, design, construction, operation and maintenance of our assets.	●	●	●	●
	Secondary revenue: Contribute to the financial sustainability of Sydney Metro through the maximisation and growth of innovative secondary revenue opportunities.	●	●	●	●
Ensuring financial control and compliance	Budget management: Ensure robust budgeting and compliant reporting in accordance with government policy and timeframes.	●	●	●	
	Climate related financial disclosure: Develop and implement a plan to comply with Australian Sustainability Reporting Standards – Disclosure of Climate-related Financial Information.	●	●	●	
	Sydney Metro Commercial Management & Assurance Framework: Plan, deliver and manage all commercial procurement activities in accordance with the framework and evolve practices to improve standardisation and incorporate lessons learned.	●	●	●	●
Financially responsible	Project delivery budget control: Maintain robust contractor oversight, scheduling and budget monitoring activities.	●	●	●	●
	Value analysis: Actively seek and assess the viability of design and engineering proposals to maintain downward pressure on budgets.	●	●	●	●

● Planning ● Implementation ● Continuous improvement



4.4 Position the organisation for continued success

We continue to attract and develop a diverse and talented workforce, coupled with highly capable and innovative delivery partners and enabled by fit-for-purpose systems, and processes and strong governance.

Attract, retain and develop

We attract, retain and develop our people to meet Sydney Metro's evolving workforce needs by offering interesting, challenging and rewarding work in a respectful, flexible and safe work environment.

Workforce diversity

Sydney Metro and contract partners champion people of all backgrounds.

Continuous improvement

Our systems, processes, and technology are continuously improved to better understand data and trends to realise efficiencies, reduce complexity and enhance decision making.

Delivery and operating partners

We forge strong, lasting relationships with partners to improve information sharing, contract performance and align interest to deliver quality outcomes on time and within budget.

Public sector excellence

We are transparent in our dealings and champion collaboration across the public sector to build trust and achieve an integrated metro network and precincts.

Balanced appetite for risk and opportunity

We understand and balance our appetite for risk and opportunity to make sustainable value-for-money investments that deliver long-term public value.



Sydney Metro Pre-Employment Program participant.

Key initiatives – Position the organisation for continued success

Focus area	Key initiatives	2024–2025	2025–2026	2026–2027	2027–2028
Attract, retain and develop	Strategic Workforce Plan: Refresh our existing plan so that it remains fit for purpose and continues to meet current and future needs of our organisation.				
	Culture: Develop and implement a program of activities to enhance our workplace culture, underpinned by supportive leadership practices.				
	Leadership: Continue to embed the foundations of leadership and performance practices and uplift the capability of our leaders, to enable them to effectively lead high performing teams that can adapt to change and embed our values in all that we do.				
	Strengthen technical capability: Continue to implement a program of technical enhancement that maintains professional accreditations focusing on priority engineering disciplines.				
	Mental Health First Aid Network: Support workplace mental health and wellbeing via ongoing awareness, support and training opportunities.				
Workforce diversity	Inclusion and Diversity Plan: Refresh our existing plan so that it remains fit for purpose and continues to build an inclusive culture and diverse workforce culture.				
Continuous improvement	Enterprise performance framework: Develop and implement an enterprise performance reporting framework to improve oversight and collation of organisational performance information and data.				
	Ethical procurement: Develop and implement a plan to achieve compliance with modern slavery legislation.				
Delivery and operating partners	Industry engagement: Commitment to keeping construction industry informed of upcoming procurement activities and opportunities through forums and briefings to drive value to taxpayers.				
	Workforce development and industry participation: Continue to collaborate with industry to achieve greater participation of women in the construction sector, drive workforce diversity targets and skills development training.				
	Interface relationships: Develop and maintain respected relationships with utility providers and interface providers to support the timely and effective integration of our infrastructure.				
	West delivery model: Develop and implement a delivery, resource and contract model that effectively manages the interface risk between multiple construction and operational packages for the delivery of the Metro West project.				
Public sector excellence	Probity: Strengthen probity training and reporting of declarations of interests and associations.				
	Corruption prevention: Strengthen employee and contractor capabilities to identify and manage corruption risk to drive a culture that empowers employees and other stakeholders to openly communicate their concerns about potential corruption and wrongdoing in the workplace.				
	Government relationships: Foster ongoing engagement and information exchange with our key stakeholders across government.				
Balanced appetite for risk and opportunity	Risk management and assurance framework: Ongoing implementation of the risk and assurance framework and program.				
	Audit program: Ongoing delivery of an internal audit program.				

Planning Implementation Continuous improvement

4.5 Reduce environmental impact and champion social outcomes

We work with our partners and communities to embed sustainability to improve the social wellbeing, local environment and economy of the communities we serve.

Net zero carbon

The delivery, operation and maintenance of infrastructure is moving towards carbon neutral.

Minimise our environmental impact

Minimise unnecessary material use and maximise use of recycled materials to support a circular economy and maintain and enhance biodiversity.

Enriches communities

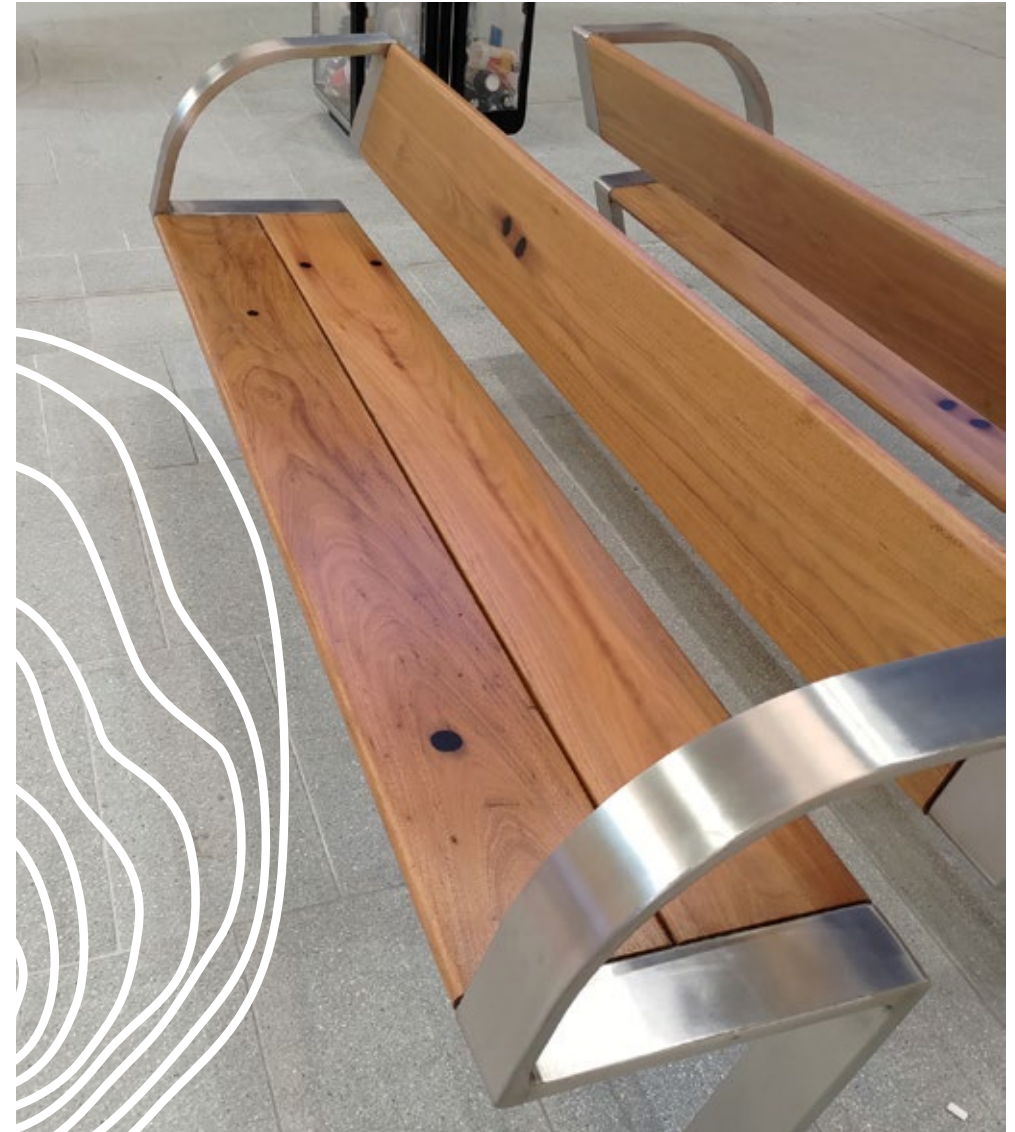
Investment in metro connects people to places for the social, health and economic enrichment of the community and the State through active lifestyles, social connection, economic participation and stimulating housing and commercial development.

Community focused

We proactively engage with communities throughout the planning, design and delivery of metro.

Recognition of heritage

Our precincts recognise and celebrate the history and broad cultural heritage of Australia, with particular attention paid to contributions from First Nation's people as the traditional custodians of the lands our networks traverse.



A reclaimed timber bench located at the newly opened North-South Concourse of Central Station.

Key initiatives – Reduce environmental impact and champion social outcomes

Focus area	Key initiatives	2024–2025	2025–2026	2026–2027	2027–2028
Net zero carbon	Renewable electricity targets program: Continue to deliver a program of onsite renewable development and purchase of zero emission electricity.	●	●	●	●
	Construction greenhouse gas emissions reduction program: Continue to set and monitor contractor performance in the achievement of agreed construction greenhouse gas emission reductions.	●	●	●	●
	Industry collaboration: Host and participate in industry forums to promote knowledge sharing and best practice such as the Sydney Metro Contractor Sustainability Forum, TfNSW Sustainable Procurement in Infrastructure program and Low Emissions Building Materials programs.	●	●	●	●
Minimise environmental impact	Sustainability ratings: Continue to deliver world leading sustainable performance in the design of metro infrastructure.	●	●	●	●
	Monitor compliance with regulatory approvals: Continue to maintain our low number of regulatory actions issued by environmental regulators through active monitoring and collaboration with delivery partners on the compliance of environmental and planning approvals.	●	●	●	●
Enriches communities	FastTracking the Future program: Delivery of curriculum-linked learning resources and initiatives focused on science, technology, engineering, arts and mathematics including hosting Metro Minds STEAM Challenge 2024.	●	●	●	●
	Metro Art Program: Continue to elevate passenger journeys with art and engagement.	●	●	●	●
	Workforce Development and Industry Participation Plan: Lead, monitor and report on the delivery of the plan in collaboration with project delivery partners. Initiatives include Infrastructure Skills Legacy Program, Pre-Employment Program and the Skills and Employment Advisory Group.	●	●	●	●
Community focused	Community open days and mobile information centre: A program of open days and pop up displays to inform and showcase progress on metro projects.	●	●	●	●
	Sydney Metro online: Maintain an engaging and informative digital presence to ensure organisational transparency and that impacted communities remain informed and engaged.	●	●	●	●
Recognition of heritage	Connecting with Country Framework: Embed the NSW Government Connecting with Country Framework in our delivery projects.	●	●	●	●
	Archaeology program: Undertake a program of heritage investigations at construction sites using best practice reuse and interpretation.	●	●	●	●

● Planning ● Implementation ● Continuous improvement

4.6 How we measure success

We are committed to improving the way we communicate our performance as an organisation. In this plan we are beginning our journey to mature the way we measure our organisational performance against our strategic objectives by identifying the metrics we think best show delivery against each strategic objective.

Our initial focus will be on reviewing how we measure performance and intend to develop and refine indicators to ensure they best show both success and challenges in the delivery of our vision and strategy. Our performance against these measures will be reported in our annual report.

Objectives	Key performance indicator	Metrics	Target 2024-25
Provide a high-quality passenger and place experience	Grow patronage	Customer Satisfaction Index –Overall customer satisfaction	85%
		Patronage	Target in development
	Reliable and resilient	On time performance	>95%
		Delivered services	>95%
Passenger safety prioritised	Customer Satisfaction Index –Customer safety and security	≥85%	
Plan, design and build to shape the future	Workforce safety	Severity of harm –Sydney Metro contractors	Zero permanent impairment injuries or illness
	Integrated and accessible transport	Customer Satisfaction Index –Ease of connection with other modes of transport	≥85%
	Buy local	Australian and New Zealand small and medium enterprises engaged	200
		Aboriginal procurement activity –Percentage of total commercial spend	3.1% of eligible project spend (NSW public sector target)
		Aboriginal procurement activity –Value	Minimum of 1.5% of eligible project spend occurs towards participation by Aboriginal people for contracts over \$7.5 million and target of 1% of eligible spend for Aboriginal businesses
Western Sydney workforce	20% contracted workforce from Greater Western Sydney		

Objectives	Key performance indicator	Metrics	Target 2024–25
Drive financial responsibility	Financial responsibility	Total Expenditure	Target in development
		Capital expenditure	Target in development
Position the organisation for continued success	Attract, retain and develop	Severity of harm – Sydney Metro staff	Zero permanent impairment injuries or illness
		Work related injury and illness severity – Sydney Metro staff	20% reduction of injury and illness severity (when compared to previous financial year)
		NSW public sector People Matter Employee Survey – Engagement score	At or above Transport score
		NSW public sector People Matter Employee Survey – Wellbeing	At or above Transport score
	Workforce diversity	Aboriginal employees	3% at each award grade by 2025
		Employees with a disability	3%
		Women in leadership roles	40%
		External project workforce – women in trades	2%
		External projects workforce under 25 years of age	10%
Reduce environmental impact and champion social responsibility	Net zero carbon	Construction carbon offset – electricity and/or fuel	25% (electricity only)
		Zero emission electricity for operations	100%
		Reduction of construction carbon emissions	20%
	Minimise our environmental impact	Environmental compliance and incidents	100% of corrective actions arising from environmental incidents closed out within committed timeframes
		Compliance with planning approvals	100% compliance with planning approvals
		Project sustainability targets	95% of set targets achieved
		Construction waste recycled	95% construction and demolition waste reused/recycled
		Spoil reuse	100% of useable spoil
		Portland cement replacement in concrete	25%
		Non-potable water usage	33% non-potable water in construction
	Enriches communities	Community benefit projects delivered by project partners	25
	Community focused	Community sentiment score	>70

4.7 Strategic alignment

We have aligned our strategy to support both the Transport priorities and outcomes. The table below shows how Sydney Metro’s strategic objectives facilitate the achievement of Transport priorities and outcomes.

Sydney Metro strategic objectives	Transport priorities four-year horizon					Transport outcomes			
	Restoring reliability and increasing patronage	Respecting and re-engaging our workforce	City shaping and precinct making	An safe, equitable and integrated public transport system	Local manufacturing and jobs	Connecting our customers whole lives	Successful places for communities	Transport systems and solutions enabling economic activity	Thriving people doing meaningful work
Provide a high-quality passenger and place experience	●		●	●		●	●		
Plan, design and build to shape the future			●	●	●	●	●		
Drive financial responsibility					●			●	
Position the organisation for continued success		●							●
Reduce environmental impact and champion social outcomes			●	●	●		●		

05

Our governance



Metro train testing at Martin Place Metro Station.

5.1 Governance structure

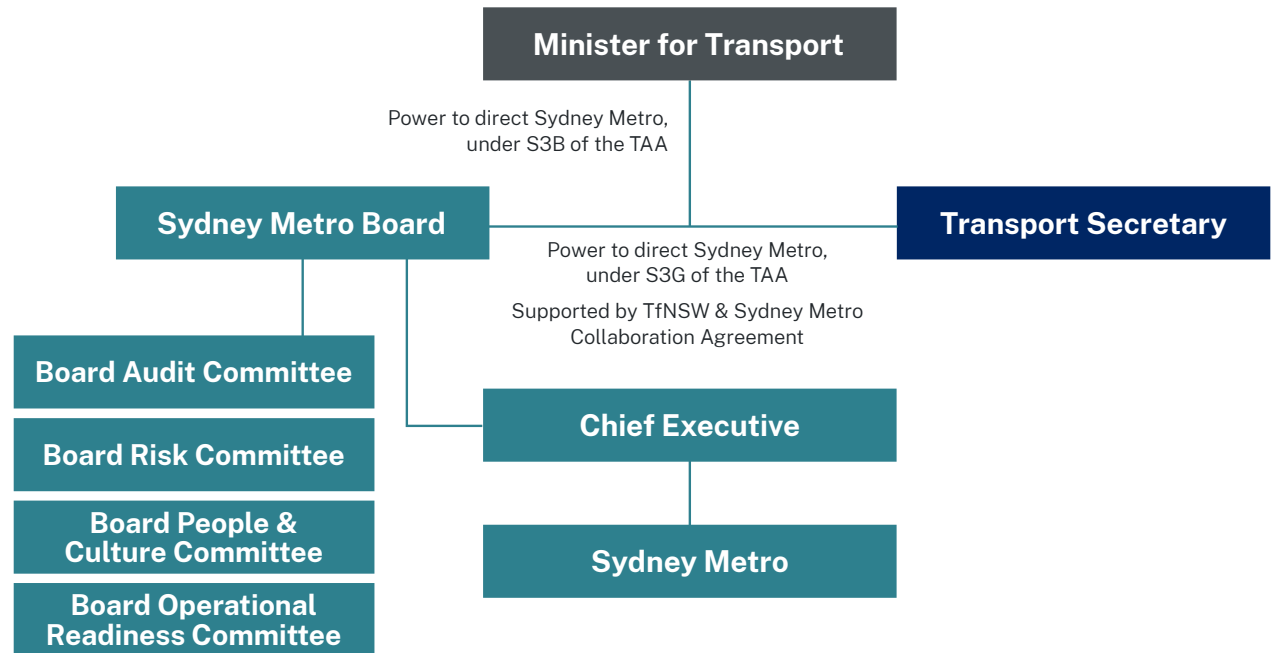
Sydney Metro is a government agency constituted under section 38 of the Transport Administration Act.

We are strategically guided and overseen by a Board which provides direction, advice and guidance to the Chief Executive, with our objectives and functions being directed by Part 3D of the Act.

Sydney Metro is, in the exercise of its functions, subject to the control and direction of the Minister for Transport. The Minister has the power to direct Sydney Metro in the exercise of its functions under section 3B of the Act.

Within Sydney Metro our governance arrangements, decision making systems and processes are designed to:

- enable informed and transparent decision making and provide an open environment to raise and resolve issues
- encourage decision making in line with delegations and clear accountabilities that is transparent and responsive but with an organisation-wide lens
- support consistent, simple and straight-forward decision making processes that limit duplication, burden, time and cost on the organisation.



TAA: Transport Administration Act 1988.

5.2 The Board

The Board governs Sydney Metro by setting the strategic direction, making key decisions, and appointing a Chief Executive for the day-to-day running of the organisation in accordance with a Board-approved delegation framework.

Consistent with this, decisions relating to the functions of Sydney Metro are made under the authority of the Sydney Metro Board.

The Sydney Metro Board is established in accordance with section 38F and Schedule 2B of the Act. The Board must have a minimum of three, and may have a maximum of eight directors, consisting of at least three and not more than seven directors appointed by the Minister. One additional director may be appointed by the Secretary of TfNSW. One of the Minister's appointees is to be specifically appointed by the Minister to chair the Board.

The Board may appoint advisory committees in accordance with section 38J of the TAA for the purposes of advising and assisting the Board and Sydney Metro.¹⁴ Board committees may be standing committees, or special purpose committees appointed on an ad hoc basis. The Board Chairman is an ex officio member of all committees. The Board has the following standing committees:

- Board Audit Committee – assists management and the Board by monitoring, reviewing and providing advice about Sydney Metro's governance procedures, the integrity of Sydney Metro's financial reporting, and its external accountability obligations. The committee consists of at least three members appointed by the Board for the tenure specified by the Board.
- Board Risk Committee – assists management and the Board by monitoring, reviewing and providing advice about Sydney Metro's risk management

and control frameworks, and their implementation. The committee consists of at least three members appointed by the Board for the tenure specified by the Board.

- Board People and Culture Committee – assists management and the Board in fulfilling its role in relation to Sydney Metro's workforce culture and remuneration, recruitment and retention practices, policies and procedures and assists the Chairman regarding the composition and performance of the Board. One of the members (who is not the Board Chairman) is appointed by the Board as the committee chairman.
- Board Operational Readiness Committee – aids management and the Board by monitoring, reviewing and providing advice about Sydney Metro's readiness to begin operating new railways.

Sydney Metro Board of Directors as at March 2024



John Arthur
Chairman



Bob McKinnon



Gail Pemberton



Howard Collins



John Barraclough



Thao Oakey

¹⁴ Sydney Metro may delegate functions that are currently required to be exercised by a quorum of the Board, to a smaller group of Board members that form a committee of the Board (a Board committee). All Board committees will be comprised of at least three Board members and the delegation exercised by those persons jointly. These members are 'authorised persons' under section 38M(3)(b) of the Act. This is necessary because Board members are not members of staff of Sydney Metro, so are not classified as 'authorised persons' under s38M(3)(a) of the Act.

Transport for NSW

TfNSW takes the lead role in the development of a safe, efficient, integrated transport system that keeps people and goods moving, connects communities and shapes the future of our cities, centres and regions. The Secretary is accountable for the functioning of TfNSW and leading the strategic direction and overseeing the operation and performance of TfNSW. TfNSW may, for the purposes of exercising its own functions, give directions to Sydney Metro in relation to the exercise of Sydney Metro's functions under section 3G of the TAA.

TfNSW and Sydney Metro Collaboration Agreement

The Sydney Metro and TfNSW Collaboration Agreement explains how both agencies will perform their statutory functions by proactively and constructively collaborating to achieve a world-class metro service outcome. The collaboration agreement sets out the objectives, roles and responsibilities of Sydney Metro and TfNSW with respect to the development and operation of metros and the development of land in the locality of metro stations and addresses best practice business management.



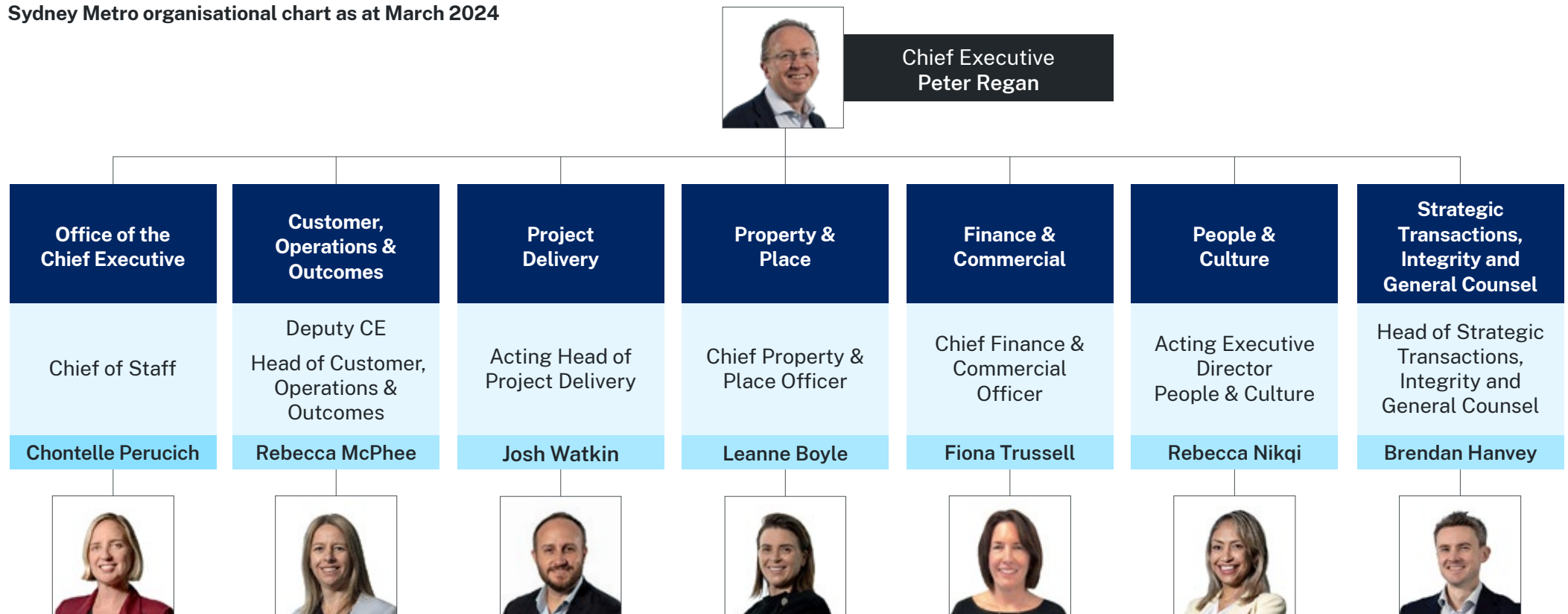
In preparation for Metro services at Central Station escalators have been installed to provide convenient access to suburban platforms.

5.3 Chief Executive and senior leadership

The Chief Executive is responsible for the day-to-day affairs of Sydney Metro in accordance with the specific policies, general directions and delegations of the Board. The Chief Executive may only exercise this responsibility to the extent that he or she is authorised by the Board. The Chief Executive may sub-delegate some functions delegated to him or her in accordance with the written authority of the Board. The Chief Executive is employed in the Transport Service. The Board exercises the employer functions of the NSW Government with respect to the Chief Executive.

Our Chief Executive is supported by a senior executive team which leads functional portfolios and collaboratively navigates the risks and opportunities, shares insights and monitors performance against the key focus areas of the business.

Sydney Metro organisational chart as at March 2024



5.4 Our people

Sydney Metro staff, other than the Chief Executive who is employed by the Board, are employed by the NSW Government in the Transport Service. The Transport Secretary exercises the employer functions on behalf of the NSW Government for staff in the Transport Service, unless otherwise specified in legislation. The Transport Secretary may delegate employer functions. These are set out in the TfNSW employment and industrial relations delegations instrument.

NSW Government's ethical framework

Staff of Sydney Metro must act in ways that are lawful, ethical and build trust in the public sector. The obligations for our conduct are guided by our Code of Conduct and the ethical framework for the government sector, set out in Part 2 of the *Government Sector Employment Act 2013*.



Sydney Metro all-team meeting.

5.5 Reporting and disclosure

All government agencies have statutory obligations to report and disclose their activities. Our annual report is the way we communicate our activities and financial position relating to the preceding year to the Parliament, Government and the public. This corporate plan sets the expectation for the performance measures we will hold ourselves accountable and report on annually.

Our projects are subject to assessment under the *Environmental Planning and Assessment Act 1979* (EP&A Act). The EP&A Act has multiple planning approval pathways which Sydney Metro uses to assess various projects, including the environmental impact assessment requirements and the approval process for critical state significant infrastructure. Further information on our planning activities is available at [sydneymetro.info](https://www.sydneymetro.info) and the Department of Planning, Housing and Infrastructure's **Major Projects website**.

We deliver our construction projects and passenger services via public private partnerships and contracted service provision. The **NSW eTending** website lists details of key commercial procurement documents, such as tenders and contract summaries of our projects.

As a NSW Government agency, we are subject to the *Government Information (Public Access) Act 2009* (GIPA Act) and the *Privacy and Personal Information Protection Act 1998* (PPIP Act).

Members of the public can call, connect via Facebook or complete the enquiry form on our website [sydneymetro.info](https://www.sydneymetro.info).

We also have a 24/7 Community Information Line for project enquiries:

Metro North West
1800 019 989

Sydney Metro City & Southwest
1800 171 386

Sydney Metro West
1800 612 173

Sydney Metro – Western Sydney Airport
1800 717 703



Translating and Interpreting Service

If you require the services of an interpreter, please contact the Translating and Interpreting Service on **131 450** and ask them to call **Sydney Metro** on one of the four telephone numbers above. The interpreter will then assist you with translation.

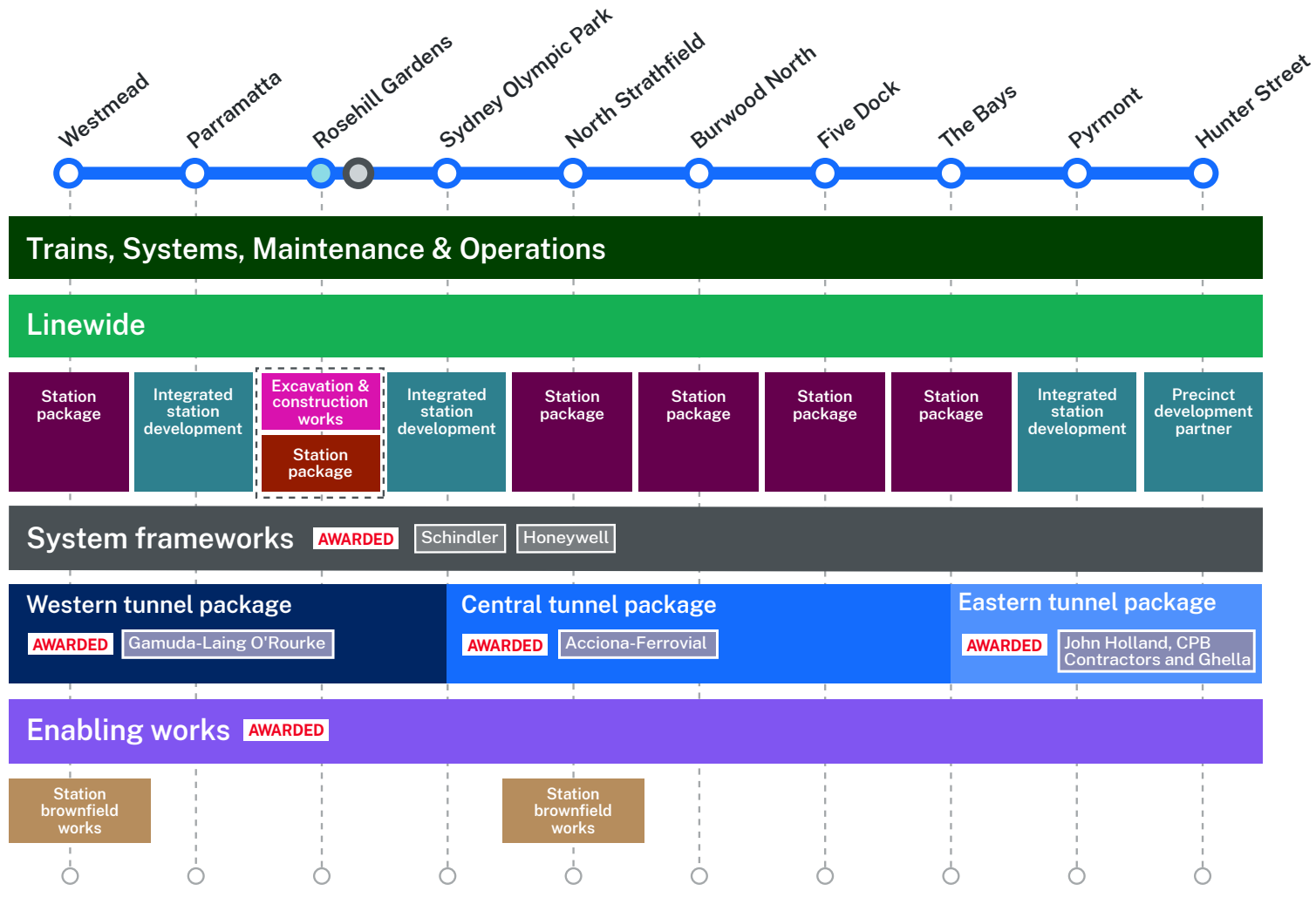
Appendix 1

Contract packages



Tunnel boring machine (TBM) has broken through at Claremont Meadows services facility on the new Sydney Metro–Western Sydney Airport line.

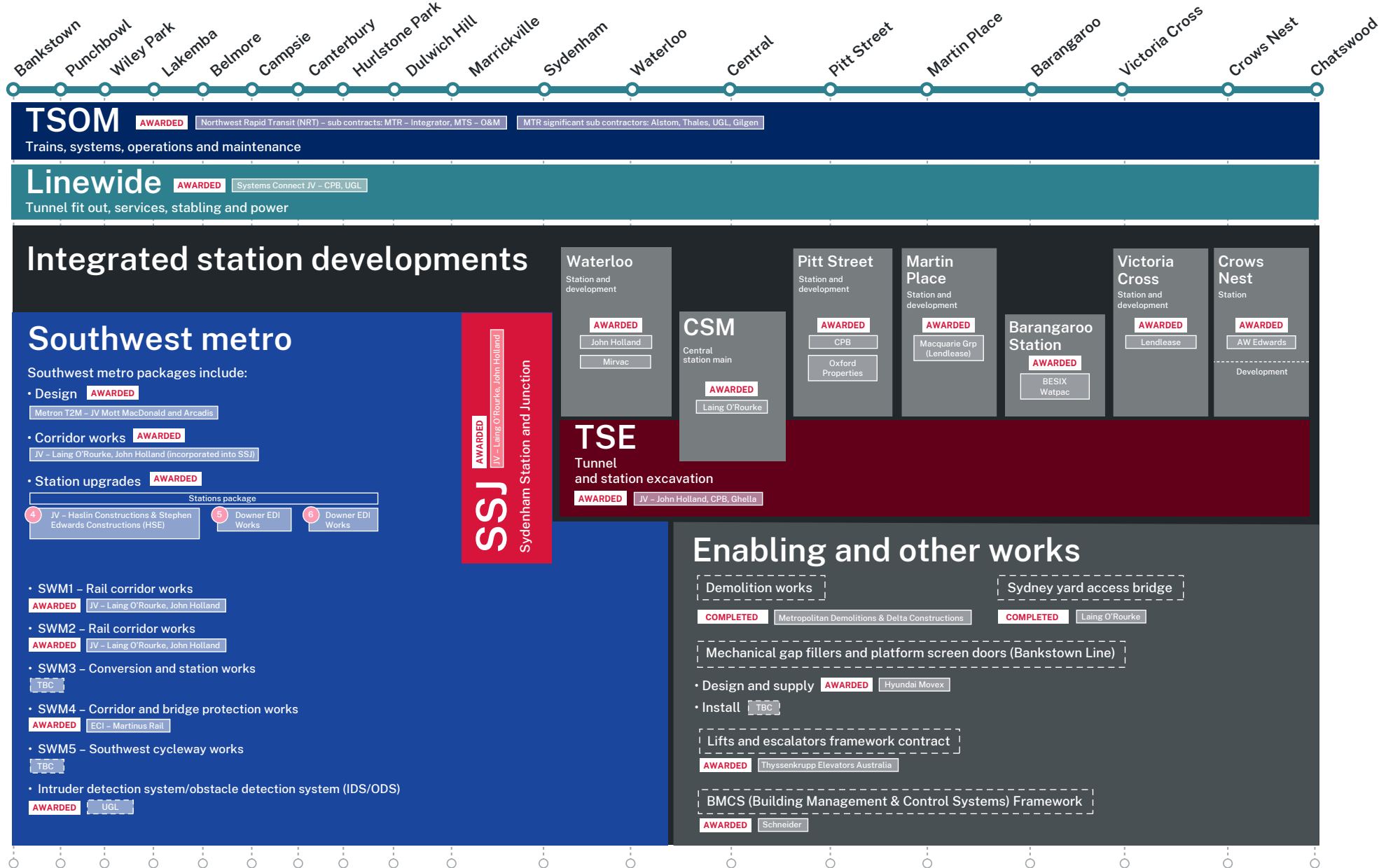
Sydney Metro West project – contract packages



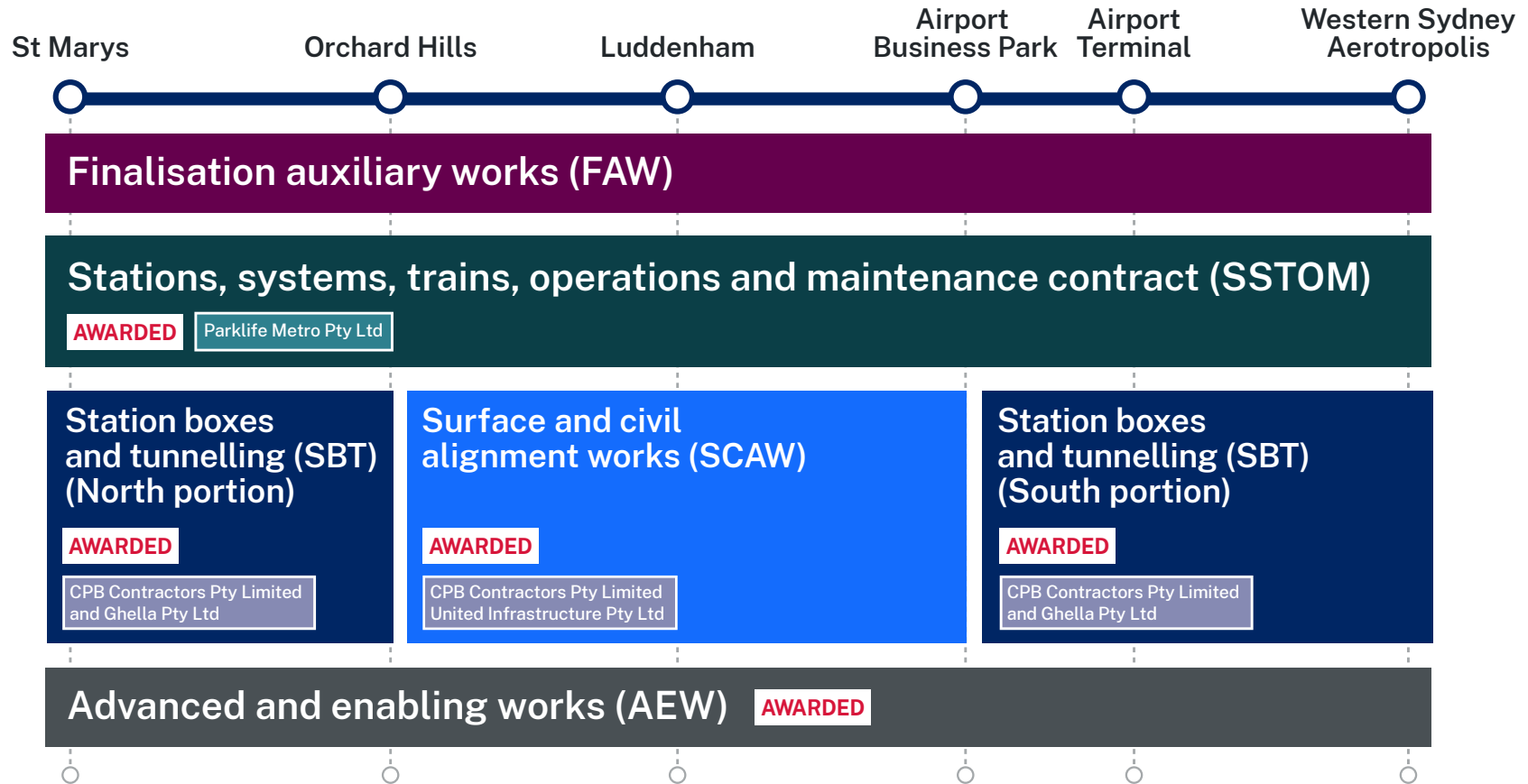
Key

- Station package West
- Station under investigation
- Clyde stabling and maintenance facility and Rosehill services facility
- Packaging strategy under consideration

Sydney Metro City & Southwest project – contract packages



Sydney Metro Western Sydney Airport project – contract packages



Sydney Metro Corporate Plan 2024–2028

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