

Volume 1  
2023-24

# Sydney Metro Annual Report



## 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, waters and seas and their rich contribution to society.

Front cover: Passengers on Sydney Metro train.



# Letter to the Minister

The Hon. Jo Haylen MP  
Minister for Transport  
Parliament House  
Macquarie Street  
Sydney NSW 2000

Dear Minister

I am pleased to submit for presentation to Parliament the Annual Report for Sydney Metro for the financial year ended 30 June 2024.

The annual report has been prepared in accordance with the *Government Sector Finance Act 2018* and the regulation under the Act.

The Financial Statements for 2023–24, which form part of the report, have been submitted to and certified by the Auditor-General of NSW.

Yours sincerely,

**John Arthur**  
Chairman, Sydney Metro Board



# Contents



From the Chairman and Chief Executive	6
Our year at a glance	8

<b>Section 01</b>	
<b>Overview</b>	<b>14</b>
About us	16
Our values	17
Our mission	17
Our services	18
Our stakeholders	24
Our charter	26
Management and structure	30

<b>Section 02</b>	
<b>Strategy</b>	<b>38</b>
Strategic direction	40
Transport outcomes	40
Our strategic priorities	41
Sydney Metro Independent Review	41
NSW Government priorities	42
Sydney Metro Corporate Plan refresh	42
Strengthening financial decision making	43

<b>Section 03</b>	
<b>Operations and performance</b>	<b>44</b>
Summary review of operations	46
Construction progress highlights 2023–24	48
Land and property disposal	56
Research and development projects 2023–24	57
Implementation of price determination	58
Delivering our outcomes	58
Successful places for communities	61
Transport systems and solutions enabling economic activity	71
Thriving people doing meaningful work	78

<b>Section 04</b>	
<b>Management and accountability</b>	<b>80</b>
Number and remuneration of senior executives	82
Human resources	84
Payments to consultants	86
Overseas travel	86
Legal change	87
Economic or other factors	90
Insurance activities	91
Audit and risk management	92
Compliance with the <i>Privacy and Personal Information Protection Act 1998</i>	95
Access to government information	96
Exemptions	99

<b>Section 05</b>	
<b>Sustainability</b>	<b>100</b>
Our approach to sustainability	102
Demonstrate leadership	104
Tackle climate change	109
Manage resources efficiently	112
Drive supply chain best practice	115
Value community and customers	116
Respect the environment	120
Work health and safety performance	122
Workforce diversity	124
Ensuring sustainable procurement practices– <i>Modern Slavery Act 2018</i>	126
Appendix 1: Sydney Metro public art installations	132
Appendix 2: Sustainability data	138
Appendix 3: Performance against sustainability targets	140



# From the Chairman and Chief Executive



**John Arthur**  
Chairman  
Sydney Metro Board



**Peter Regan PSM**  
Chief Executive  
Sydney Metro

Sydney Metro's purpose is to build and operate a connected metro service for Sydney, providing fast, frequent and reliable public transport to make our city more connected. The delivery of three mega projects, on every measure, is the biggest public transport program in the country.

Throughout 2023–24 we remained focused on our program of delivery as well as providing passengers with a safe and reliable metro service on the Metro North West Line. We are pleased to report on our activities and achievements for the year and the benefits for our passengers, communities, and the people of NSW.

During 2023–24 we have:

- completed 11,000 hours of testing in readiness for passenger services from Chatswood to Sydenham in August 2024
- completed more than 40 kilometres of tunnelling across Sydney Metro – Western Sydney Airport and Sydney Metro West projects
- undertaken detailed planning in preparation for the final conversion of the T3 Bankstown Line to Metro and worked with Transport for NSW to develop the temporary transport plan for replacement bus services
- progressed work on the procurement strategy and tender documentation for the final contract packages for the Sydney Metro West project
- maintained outstanding service reliability and customer satisfaction with on time performance exceeding 99 per cent for the Metro North West Line

During the first half of the financial year, Sydney Metro worked with independent reviewers appointed by the NSW Government to facilitate expert analysis of our organisation, to assess what had been working appropriately, and where we could do things differently.

The work done by the reviewers helped the NSW Government make its decision to continue with the delivery of Sydney Metro West. We are excited by the opportunities to drive even more value from our projects and support the NSW Government's aspiration to link the construction of significant new transport infrastructure in Sydney to major new housing uplift. This is a significant vote of confidence in the city-shaping work being delivered by our staff and contract partners.

Global economic conditions have continued to place pressure on our budgets. We are responding by working harder to find efficiencies within the context of prudent financial planning and decision making. At the end of the financial year we also began work to review our operating model and organisational structure to ensure our future sustainability and respond to our evolving operational needs as the Sydney Metro City & Southwest project nears completion.

Yours sincerely,

**John Arthur**  
Chairman

**Peter Regan PSM**  
Chief Executive



Image: Sydney Metro trains.



# Our year at a glance



Image: Community open day at Barangaroo Station.

## New stations on show at community open days

Around 21,000 members of the public experienced six of our new city stations ahead of first passenger services in August 2024.



Image: Sydney Metro's train sets undergo on-track dynamic train testing on the City & Southwest Line.

## Reliability and safety assured

Over 11,000 hours of testing was completed in preparation for the opening of the Metro City Line.



Image: Entrance to the new Barangaroo Station.

## Final construction works for city stations

Teams of construction professionals worked during the year to fit out eight stations ready for metro services through the city.



Image: Community open day at Waterloo Station.





Image: TBM Marlene's final breakthrough at St Marys Station.

## Western Sydney Airport metro tunnels complete

In June 2024, tunnel boring machine (TBM) Marlene made the final breakthrough on the Sydney Metro – Western Sydney Airport project at St Marys Metro station. The four TBMs — Marlene, Catherine, Eileen and Peggy — excavated a combined total of 1,863,460 tonnes of material, enough to fill 300 Olympic-sized swimming pools, and lined the tunnels with 69,966 concrete segments.



Image: Chair and Deputy Chair of the Sydney Metro Independent Review into Sydney Metro, Mike Mrdak AO and Amanda Yeates, are shown through Central Station.

## Sydney Metro Independent Review

Independent reviewers appointed by the NSW Government examined value for money, delivery models, project governance and passenger impacts. The review allowed us to take stock of all our achievements to date and get expert analysis on what has been working and where we could do things differently.



Image: Excavation work at Parramatta.

## Site works underway on Sydney Metro West station sites

Site establishment and excavation works are underway at Sydney Metro West project sites.



Image: Gadigal Station entrance on Pitt Street.

## Gadigal Railway Station

The original custodians of the land around Sydney's CBD were acknowledged with the official naming of Gadigal Railway Station for the metro station on Pitt Street.



Image: Artist impression of Pyrmont over station precinct.

## Concept state significant development application lodged for the Pyrmont over station precinct

The proposed development over Pyrmont Station includes a 31-storey building above the eastern site, located on Union Street. The building proposes a mixed-use podium, with commercial and retail uses, and a residential tower to complement the station below.



Image: Artist impression of Hunter Street precinct.

## Plans approved for Hunter Street precinct

Hunter Street precinct received planning approval in April 2024, being the first over station development approved on the Sydney Metro West project.





Image: Participants at the Aboriginal business forum held at the Penrith Panthers Stadium.

### Aboriginal business forum

In October 2023, over 100 Aboriginal businesses showcased their products and services to Sydney Metro's delivery partners, operators and supply chain representatives at a unique business matching event at Penrith.



Image: Displays at the Parramatta Heritage Day of the artefacts found on site.

### Parramatta Heritage Day

Sydney Metro and delivery partners Gamuda Australia and Laing O'Rourke Consortium hosted a heritage day in July 2023 at the Sydney Metro West station site at Parramatta. Around 300 people attended to see some of the tens of thousands of artefacts found on the site to date.



Image: A concrete pour inside the tunnel between Chatswood and Crows Nest.

### Significant carbon reduction realised in the Sydney Metro City & Southwest projects

Our delivery partners have poured 958,101m<sup>3</sup> of concrete with an average supplementary cementitious material replacement of 38 per cent which has far exceeded our 25 per cent target, equating to a 120,000 tonnes of CO<sub>2</sub> equivalent emissions reduction against our baseline.



Image: Displays at the Parramatta Heritage Day of the artefacts found on site.



# 01

## Overview



Image: Waterloo Community Open Day. 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.



# About us

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.

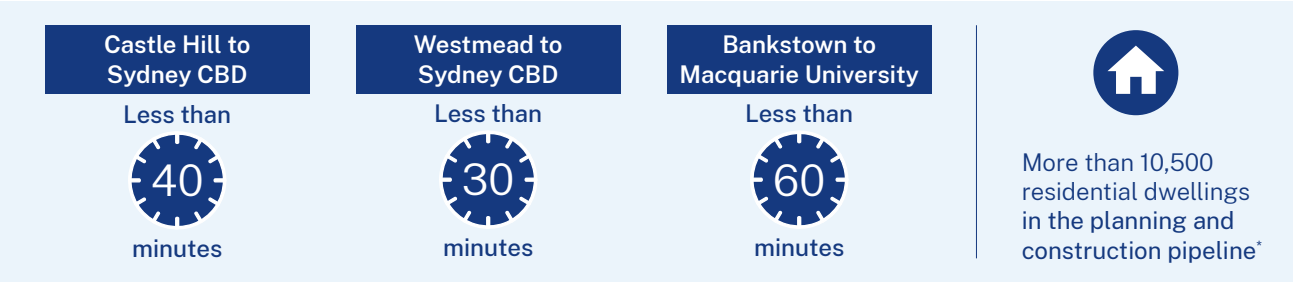
We are a NSW Government agency, established on 1 July 2018 under the *Transport Administration Act 1988*. We operate within the general government sector and are administratively arranged in the Transport portfolio. We are responsible for stewarding a portfolio of projects and operations exceeding \$60 billion.

Transport priorities, strategies and plans set the vision, directions and principles for passenger mobility in NSW, guiding transport investment over the longer term. Investment in Sydney Metro as part of an integrated public transport system is playing an important role in supporting Sydney’s growth, ensuring future livability

and global competitiveness. Sydney Metro is increasing the resilience and capacity of Sydney’s public transport network, improving accessibility in central Greater Sydney and laying the public transport foundations for Western Sydney.

Over the coming years, Sydney Metro will continue to 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 are supporting the NSW Government’s focus to encourage the development of more housing within walking distance of transport and close to shops and services. Metro stations are being designed to be hubs for local communities, with new places to live, work and play and activated public spaces for people to enjoy.

## The outcomes we are working towards



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



Image: Community open day at Waterloo Station.

# Our values

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



## Safety and 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 continual improvement delivering effective outcomes.



## Collaboration

We create positive relationships –proactively solving problems and achieving with each other, our passengers, stakeholders and partners.



## Excellence

We take pride in being passenger-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.



## Achievements

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

# Our mission

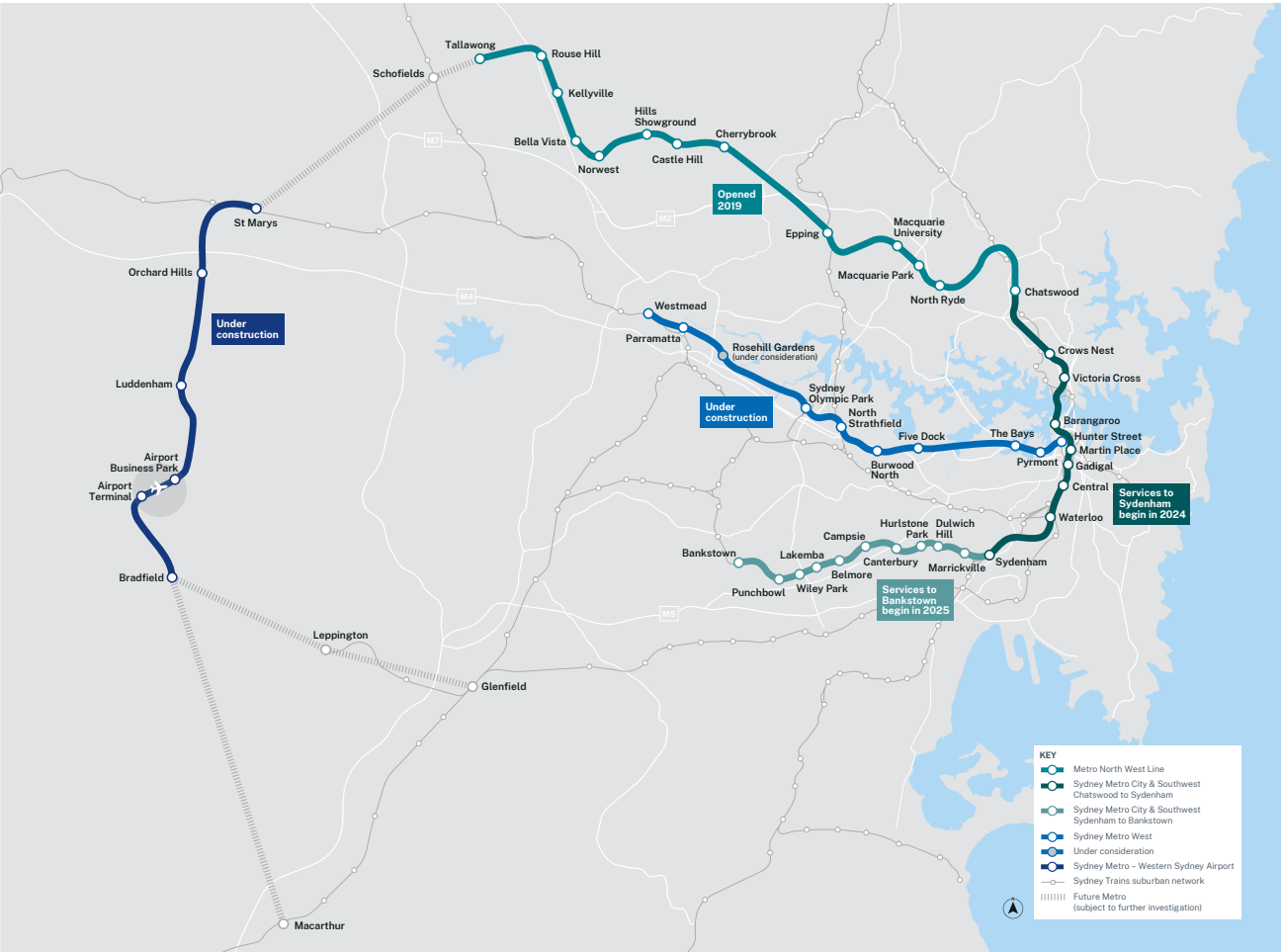
To deliver Sydney an easy to use, integrated metro and vibrant, productive precincts that together improve liveability for our communities now and in the future.

# Our vision

To transform Sydney with a world-class metro.



# Our services



## Operational lines

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

## Construction projects

Three projects were under construction during 2023–24.

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 and Bankstown
Integrated transport benefits	<ul style="list-style-type: none"><li>Increases system capacity and improves transport network resilience by providing an alternative mass transit mode through the CBD.</li><li>Reduces crowding at key stations, including Central, Town Hall, Wynyard and North Sydney.</li><li>Improves access to the northern part of the Sydney CBD, the Rocks and Barangaroo’s growing waterfront precinct.</li><li>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.</li><li>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.</li></ul>
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, public and 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 2023–24	<ul style="list-style-type: none"><li>Station construction works completed on the City section with services set to start in 2024.</li><li>11,000 hours of testing completed between Tallawong and Sydenham as part of operational readiness activities.</li><li>11,360 of the 16,576 metres of security fencing on the southwest section between Sydenham and Bankstown has been installed.</li><li>4,199 of the 4,741 metres of segregation fencing on the southwest section between Sydenham and Bankstown was completed.</li><li>All stations from Sydenham to Bankstown were made fully accessible.</li></ul>



## Sydney Metro – Western Sydney Airport

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 and Bradfield
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	The metro station at St Marys will be the catalyst for urban renewal. Vibrant new communities will be centred around Orchard Hills and Luddenham. Bradfield Station will become the public transport heart of the future city centre.
Project announcement	March 2018
Construction commencement	2020
Budget	\$11.4 billion (jointly funded by the NSW and Australian Governments)
Estimated opening	Targeting opening when Western Sydney International Airport opens for passenger services
Key milestones 2023–24	<ul style="list-style-type: none"> <li>• Surface and Civil Alignment Works and Tunnelling completed.</li> <li>• Construction of the viaduct at Luddenham was more than halfway completed.</li> <li>• All station box excavations were completed during the year and handed over to commence station construction.</li> </ul>

## Sydney Metro West

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
Integrated Transport benefits	Sydney Metro West will double rail capacity between Greater Parramatta and the Sydney CBD.
Precinct highlights	Integrated station developments are proposed in the commercial heart of both Sydney (Hunter Street) and Parramatta CBDs. The metro stations at Sydney Olympic Park and The Bays will be a catalyst for renewal.
Project announcement	November 2016
Construction commencement	2020
Budget	\$25.32 billion
Estimated opening	2032
Key milestones 2023–24	<ul style="list-style-type: none"> <li>• Two tunnel boring machines broke through at Five Dock in a southern hemisphere double breakthrough record.</li> <li>• Work started on a scoping study for the construction of up to two new stations along the existing route west of Sydney Olympic Park.</li> </ul>



Image: An artist's impression of St Marys Metro Station.



Image: An artist's impression of Parramatta Metro Station.



# Future extension

Sydney Metro projects are designed to allow for incremental extension into longer lines and/or to increase the number of passengers carried per hour in each 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 help to prioritise funding for detailed business cases that provide the design, economic assessment, land use planning and cost estimation to inform an investment decision for construction.

## Sydney Metro – Western Sydney Airport – Northern extension



Image: An artist’s impression of St Marys Station.

### Study area

A connection from the future St Marys metro station towards Tallawong via Marsden Park and Schofields.

During the year early planning activities towards a final business case for this corridor were undertaken. The final business case will be used to inform the NSW Government’s investment priorities in the coming years.

## Sydney Metro – Western Sydney Airport – Southern extension



Image: An artist’s impression of Bradfield Station.

### Study area

A connection from the future Bradfield metro station towards Leppington/Glenfield, and between Bradfield and Campbelltown/ Macarthur. The NSW Government is working with the Australian Government to evaluate an expanded southern corridor.

During the year early planning activities towards a final business case for this corridor were undertaken. The final business case will consider rail options which will inform both the NSW and Australian governments’ 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 for 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 Program will deliver much needed housing around key transport hubs through state-led rezonings within 1,200 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 37 transport hubs and town centres.

Metro stations included in the state-led rezoning program are Bankstown, The Bays, Bella Vista, Kellyville, Macquarie Park and Crows Nest. 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 spaces. To date more than 10,500 residential dwellings and nearly one million square metres of non-residential spaces have been submitted for planning approval with further dwellings and commercial spaces in the pre-planning stages on both the Sydney Metro–Western Sydney Airport and Sydney Metro West alignments.



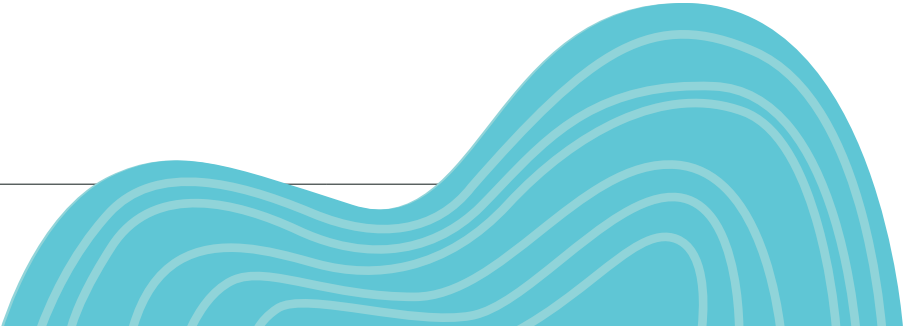
Image: An artist’s impression of The Bays Station.



# 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.

	Our passengers	Our communities	Our partners	Our people	Government and regulators
					
Who they are	At Sydney Metro we define our passengers as everyone who interacts with our precincts, stations, staff and services.	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.	Our partners include delivery partners, contractors, suppliers, professional service providers, rail operators, and academic institutions.	Our people who work for Sydney Metro – employees and contractors.	We work across government including NSW Parliament, TfNSW, NSW Treasury, Infrastructure NSW, DPHI, Department of Climate Change, Energy and Water, Office of the National Rail Safety Regulator, SafeWork and other Federal, State agencies and local councils.
Why we engage	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.	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.  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.	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.	Our people are the most valuable resource and the key to delivering high quality outcomes and services.	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.
How we engage	Sydney Metro conducts surveys and monitors patronage to gather insights and feedback. To provide an easy passenger experience, we use a customer-centred design.	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.	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.	We engage our people through various internal communications tools including the People Matter Employee Survey, all staff meetings and joining together for significant days and events such as NAIDOC Week.	Directly engaging with other government agencies and regulators by participating in consultations, contributing to parliamentary inquiries, and taking part in research.





# Our charter

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 to:

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 objectives are:

**Future extensions** – we develop business cases to provide government with proposals to invest in new integrated transit infrastructure that makes the transport network more resilient to improve the liveability of communities and create 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.

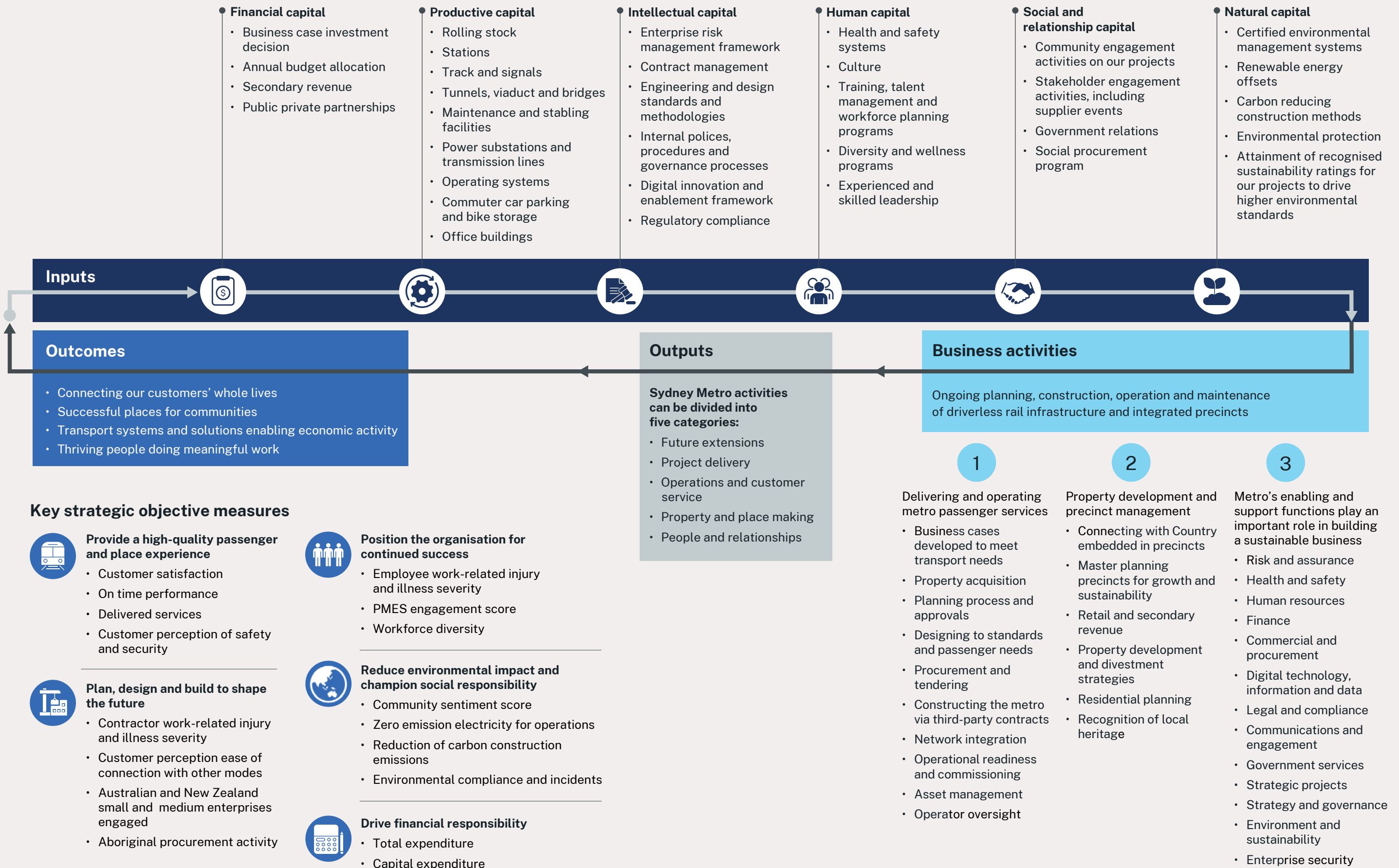
Image: Martin Place atrium.





## 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.





# Management and structure

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 *Transport Administration Act 1988*.

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 *Transport Administration Act 1988*.

TfNSW has the power to direct Sydney Metro under section 3G of the *Transport Administration Act 1988*, for the purpose of TfNSW exercising its functions. To support a shared responsibility and commitment to the delivery and operation of metro infrastructure and services, key roles and responsibilities of each organisation are outlined in the TfNSW & Sydney Metro Collaboration Agreement.

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.

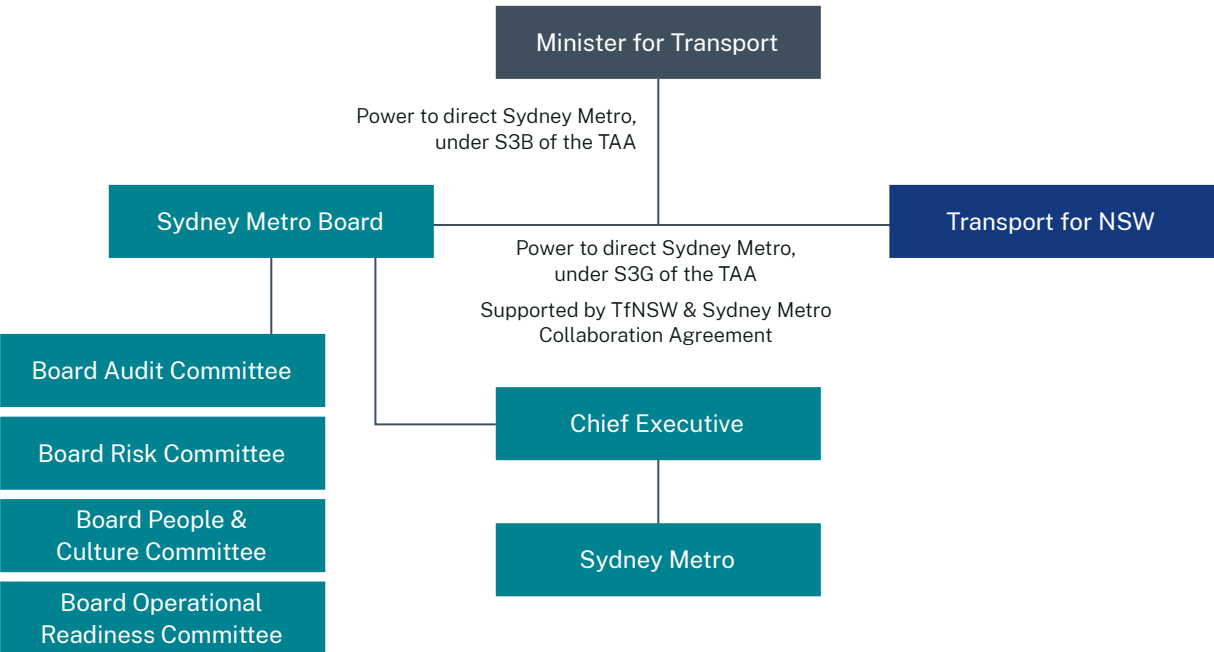


Figure: Sydney Metro governance arrangements as at 30 June 2024.

TAA: *Transport Administration Act 1988*.

## Sydney Metro 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 and operates in accordance with section 38F and Schedule 2B of the *Transport Administration Act 1988*. 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 Transport Secretary. 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 *Transport Administration Act 1988* for the purposes of advising and assisting the Board and Sydney Metro. 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 the committees.

- The Board had the following standing committees for 2023–24:
- Board Audit Committee – provides assistance to 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 – provides assistance to 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.
  - 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 makes recommendation regarding the composition and performance of the Board.
  - Board Operational Readiness Committee – assists management and the Board by monitoring, reviewing and providing advice about Sydney Metro’s readiness to begin operating new railways. The committee consists of at least three members appointed by the Board for the tenure specified by the Board.

Image: Sydney Metro all team meeting.





## Sydney Metro Board members, 2023–24

### John Arthur, Chairman

John Arthur is a highly experienced executive, director and advisor across a broad range of industries, including experience as Chairman and later Chief Executive Officer Investa Property Group, Chief Operating Officer of Westpac, General Counsel of listed entities in two industries, Chairman of legal firm Gilbert + Tobin, service on listed and unlisted company boards, advisor on governance and probity issues, and legal and commercial advisor to CEOs, chairmen, executive teams and boards.



John is currently chairman of Sydney Metro effective 1 July 2019, and a non-executive director of Singapore Telecommunications Limited effective 1 January 2022.

### John Barraclough, Director

John Barraclough has decades of public and private sector experience at a senior executive level in major infrastructure delivery, including transport infrastructure. He was previously a member of the Major Transport Infrastructure Board Victoria, the Sydney Metro Assurance Board, the NSW Health Infrastructure Board and the Olympic Coordination Authority Board for the 2000 Sydney Olympics.



### Howard Collins OBE, Director

Howard Collins OBE is a highly experienced transport executive who has spent more than 46 years working in the British and Australian transport industries.



He was previously the Chief Operating Officer of the London Underground, had a 35-year career with London Transport and his achievements included the development of an integrated transport system with Transport for London. In 2013, he was made an Officer of the Order of the British Empire (OBE) in recognition of his success as the Lead Director for the London Underground and London Rail for the 2012 Olympic Games and for services to public transport. Howard was also responsible for the restoration and recovery of the London Underground following the 2005 London bombings. He was a member of the British Transport Police Authority.

Having previously held the positions of Chief Executive Sydney Trains and Chief Operations Officer for TfNSW, in August 2023 Howard Collins was appointed to the position of Coordinator-General TfNSW. As Coordinator-General, Howard is responsible for overseeing operations for public transport, roads and maritime services. During his long and distinguished career, Howard has been involved in operations management, disaster recovery, operational planning, employee relations, business transformation and project portfolio management including commissioning and opening new railways. In addition to his TfNSW roles, Howard is on the boards of the Australasian Railway Association (ARA), TrackSAFE Foundation and Transport Heritage New South Wales.

Howard is the Chairman of the Board Operational Readiness Committee.

### Bob McKinnon, Director

Bob McKinnon has over 40 years' experience as a senior executive and as a director in the financial services, property and technology sectors. He is currently a director of Mirin Digital, a boutique technology advisory firm, and is also a non-executive director of several other companies in the financial services and engineering sectors, including Cherrie Civil Engineering and Cloudfloat Holdings Pty Ltd.

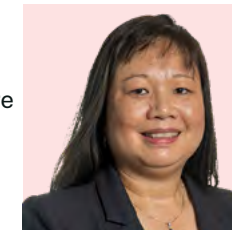


Bob's multi-faceted and unique career allows him to bring a range of specialist expertise to the Board. His previous senior executive roles included Group Executive, Technology and Chief Information Officer of Westpac Group (2008–2011) and Commonwealth Bank of Australia (2000–2006), Joint Managing Director and Chief Financial Officer of Brookfield Multiplex Group, Chief Executive of State Street Australia, Chief General Manager and Chief Financial Officer of MLC Group and Chief Financial Officer of Lend Lease Corporation. Previous board roles included Non-Executive Director and Audit Committee Chair of Alesco Corporation, Chair of New Payments Platform Australia and Non-Executive Director of AMP Capital Funds Management & AMP Investment Services.

Bob was the Chairman of the Board Audit Committee during the reporting period.

### Thao Oakey, Director

Thao Oakey has over 25 years of experience in major infrastructure financing, development, and operations, including over 10 years in investment banking prior to undertaking senior executive roles at Leighton Contractors (as General Manager, Infrastructure Investments and Sydney Motorway Corporation as Chief Investment Officer.



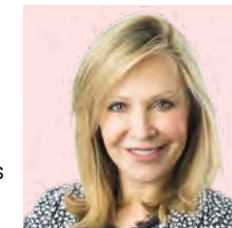
Thao has an in-depth understanding of project finance and development, mergers and acquisitions, project risk allocation and risk management.

Thao is currently Non-Executive Director of Utilities of Australia Pty Limited, and trustee of Utilities of Australia Trust and the Worsley multi-fuel co-generation facility (WA). Her prior board experience includes Westlink M7, SA Health Partnership, WestConnex M4 and Wellington Gateway Partnership.

Thao was the Chairman for the Board Risk Committee from 5 March 2024 to the end of the reporting period.

### Gail Pemberton AO, Director

Gail Pemberton's extensive career has had a central focus on technology, technology-intensive businesses, and financial services in a variety of C-level roles. These included Chief Operating Officer UK at BNP Paribas Securities and CEO and Managing Director, BNP Paribas Securities Services, Australia and New Zealand. Prior to PNB Paribas, Gail worked at Macquarie Bank for 20 years, holding the role of the inaugural Group Chief Information Officer for 12 years and subsequently as Chief Operating Officer of the Financial Services Group.



Gail's current board roles include Chair of Fleet Partners (ASX: FPR) (formerly known as Eclipx), and Chair of Propsa (ASX: PGL), Non-Executive Director of HSBC Australia, Land Services (WA) and Land Services (SA).

She has previously served on a variety of boards over the past decade, both ASX-listed and unlisted, and in the private, public and non-for-profit sectors, variously as board chair, remuneration and nomination committee chairs, including Onevue (ASX: OVH), PayPal Australia, QIC, and the Sydney Opera House Trust.

Gail is the Chairman of the Board People and Culture Committee.

### Louise Thurgood, Director

Louise Thurgood has over 25 years of experience in the banking, finance, and infrastructure sectors, with extensive risk-management experience extending across a wide range of industries including infrastructure, agriculture, construction, renewable energy, mining and consumables.



Louise is currently Non-Executive Director, Silk Logistics Holdings Ltd and Belvoir Street Theatre, and Deputy Chair of Inland Rail.

Louise is also a member of Global Access Partners National Standing Committee on the Environment and Energy, and co-founder and Executive Chair of Orion Mechanical Services. Past roles have included Non-Executive Director of Moorebank Intermodal Company, membership of the Heritage Council of NSW, and chair of several non-for-profit boards.

Louise was Chairman of the Board Risk Committee until she resigned from the Sydney Metro Board on 4 March 2024.





Table 1: Sydney Metro Board members during the year ended 30 June 2024

Member	Position	Qualification
John Arthur	Chairman	Bachelor of Laws Hons
	Ex-officio member of Board committees	
John Barraclough	Director	Bachelor of Engineering (Civil) Hons
	Member, Board Risk Committee	
	Member, Board Operational Readiness Committee	
Howard Collins OBE	Director	Master of Business Administration
	Member, Board People & Culture Committee	Diploma in Management Studies
	Chairman, Board Operational Readiness Committee	Fellow of the Institution of Civil Engineers
		Fellow of Institute of Directors (UK)
Bob McKinnon	Director	Bachelor of Commerce (Accounting, Finance and Systems)
	Chairman, Board Audit Committee	Member, Chartered Accountants Australia and New Zealand
	Member, Board Risk Committee	Member, Australian Institute of Company Directors
	Member, Board Operational Readiness Committee	
Thao Oakey	Director	Bachelor of Economics (Actuarial) Graduate, Australian Institute of Company Directors
	Member, Board People & Culture Committee	
	Member, Board Risk Committee (1 July 2023 to 4 March 2024)	
	Chairman, Board Risk Committee (5 March 2024 to 30 June 2024)*	
Gail Pemberton AO	Member, Board People & Culture Committee	Master of Arts
		Graduate Certificate in Finance
Louise Thurgood	Director	Master of Business Administration
	Chairman, Board Risk Committee*	Bachelor of Arts (Economics) Hons
	Member, Board Audit Committee	Graduate Diploma in Finance

\* Louise Thurgood resigned on 4 March 2024 and Thao Oakey was appointed Chairman, Board Risk Committee.

Table 2: Terms of appointment of Sydney Metro Directors

Member	Term of appointment
John Arthur	1 January 2019 – 31 December 2023
	1 January 2024 – 30 December 2025
John Barraclough	1 July 2018 – 30 June 2019
	1 July 2019 – 30 June 2020
	1 July 2020 – 30 June 2021
	1 July 2021 – 30 June 2023
	1 July 2023 – 30 June 2025
Howard Collins OBE	5 July 2021 – 30 June 2024
	1 July 2024 – 30 June 2028
Bob McKinnon	5 July 2021 – 30 June 2024
	1 July 2024 – 30 June 2025
Thao Oakey	1 January 2019 – 31 December 2023
	1 January 2024 – 30 June 2028
Gail Pemberton AO	1 July 2019 – 30 June 2020
	1 July 2020 – 30 June 2023
	1 July 2023 – 30 June 2025
Louise Thurgood	1 January 2019 – 31 December 2022
	1 January 2023 – 4 March 2024

Image: Sundial, Indigo Hanlee and Michael Thomas Hill, Lightwell, Victoria Cross Station.





Table 3: Board committee meeting attendance for the year ended 30 June 2024

Director	Scheduled Board meeting		Ad-hoc Board meeting		Total Board meetings	
	Meetings eligible to attend	Meetings attended	Meetings eligible to attend	Meetings attended	Meetings eligible to attend	Meetings attended
John Arthur	12	12	3	3	15	15
John Barracrough	12	12	3	3	15	15
Howard Collins OBE	12	10	3	3	15	13
Bob McKinnon	12	11	3	3	15	14
Thao Oakey	12	12	3	3	15	15
Gail Pemberton AO	12	12	3	2	15	14
Louise Thurgood	8	8	2	2	10	10

Table 4: Board meeting attendance for the year ended 30 June 2024

Director	Board Audit Committee		Board People and Culture Committee		Board Operational Readiness Committee		Board Risk Committee		* Board special committees*	
	Meetings eligible to attend	Meetings attended	Meetings eligible to attend	Meetings attended	Meetings eligible to attend	Meetings attended	Meetings eligible to attend	Meetings attended	Meetings eligible to attend	Meetings attended
John Arthur	4	4	4	4	8	7	4	2	4	4
John Barracrough	0	0	0	0	5	5	4	3	1	1
Howard Collins OBE	0	0	4	2	8	8	0	0	0	0
Bob McKinnon	4	4	0	0	8	6	4	4	3	3
Thao Oakey	0	0	4	4	8	6	4	4	2	2
Gail Pemberton AO	4	4	4	4	0	0	0	0	2	2
Louise Thurgood	3	3	0	0	0	0	3	3	1	1

\*Board special committees are Cyber Committee and Sydney Metro West Committee.

## Chief Executive and senior leadership

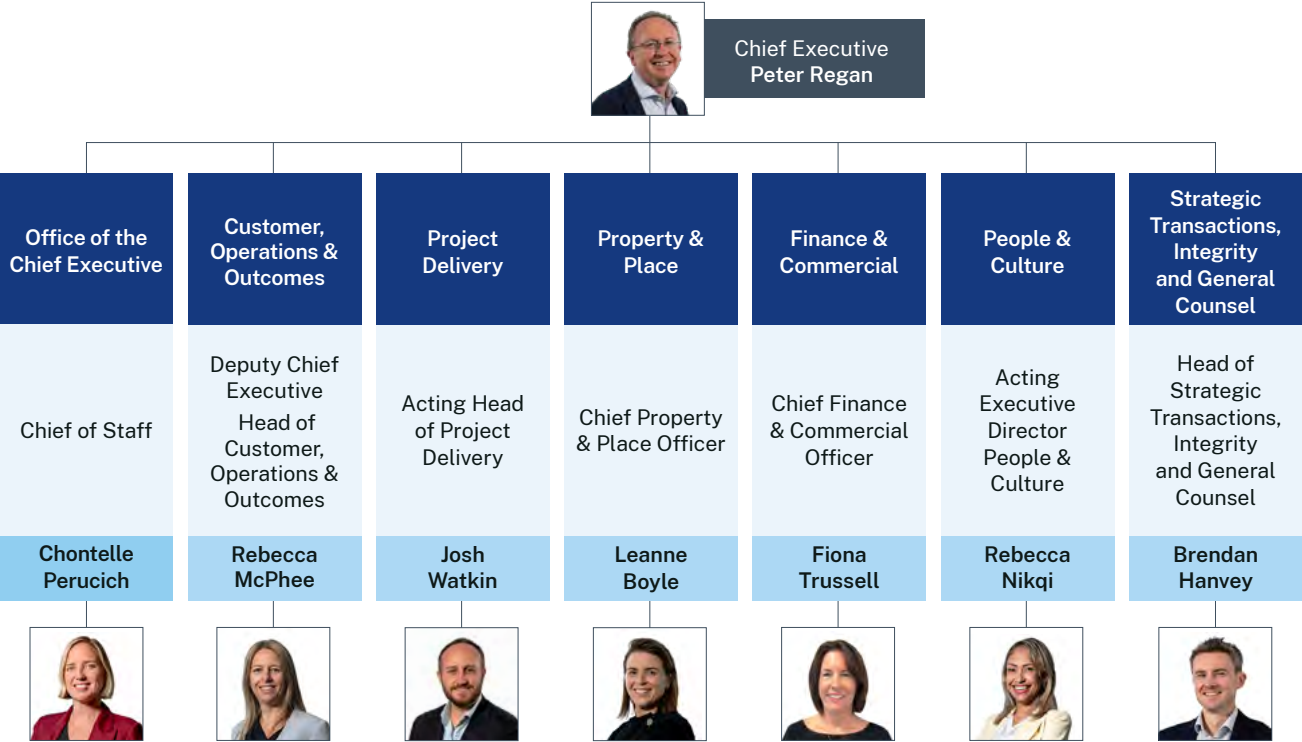
The Chief Executive is responsible for the day-to-day affairs of Sydney Metro in accordance with the specific policies, general directions and delegations of the Board. The Chief Executive may only exercise this responsibility to the extent that he or she is authorised by the Board. The Chief Executive 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 risks and opportunities, shares insights and monitors performance against the key focus areas of the business.

## Sydney Metro organisational structure as at 30 June 2024



## Our people

Sydney Metro staff 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 Transport Service human resource and industrial relations delegations instrument.



Image: Sydney Metro office.



# 02

## Strategy



Image: Barangaroo Station.



# Strategic direction


Sydney Metro’s strategic direction is guided by external and internal strategies and plans, including Sydney Metro’s legislative mandate, the NSW Government’s priorities and vision, Commonwealth drivers and Transport priorities. These guide Sydney Metro’s priorities and efforts towards achieving the right outcomes for customers, communities and the people of NSW.

We have a statutory obligation, under section 38L of the *Transport Administration Act 1988*, to publish a corporate plan that sets out our strategic objectives and activities for the coming financial year. Our corporate plan is available on our **website**.

## Transport outcomes


Sydney Metro strategies and plans are informed by four enduring Transport Outcomes. These describe the value we are seeking to achieve for customers, communities, the people of NSW and the people of Transport.

Our achievements and performance against the Transport Outcomes are presented in this annual report.




### Connecting our customers’ whole lives

Sydney Metro plays a vital role in customers’ lives, delivering and enabling safe, reliable and sustainable transport solutions for the movement of Sydneysiders. We work to provide customers with effortless, accessible services, safe journeys through our world class metro services.




### Successful places for communities

At the heart of communities are places where people come together to interact, transact and connect. Successful places support communities to achieve their desired social, cultural, health, environmental, economic and wellbeing outcomes, now and in the future. Partnership with communities ensures that the places created and impacted by the infrastructure, services and experiences provided by Sydney Metro and its partners support their desired outcomes, reflect their people and culture, and protect and enhance communities and their environments.



### Transport systems and solutions enabling economic activity

The transport system powers and connects a globally competitive, inclusive and sustainable NSW. Transport plays a critical role in driving economic growth and improving quality of life, keeping freight moving productively and sustainably for the people of NSW and Australia, and supporting the transformation of communities into hubs for investment, employment, tourism and essential services. Transport ensures it delivers value for money through sound financial management and effective custodianship of the state’s transport assets.








### Thriving people doing meaningful work

We want Transport including Sydney Metro to be a great place to work and one of the safest workplaces in Australia. We aim to build capability and harness the diversity of our people and their perspectives. We enable the way we work through modern workplaces and choice in where and when we get the job done. We want our people to see how their role contributes to our vision and culture – putting the customer at the centre, people at the heart, and for the greater good.

# Our strategic priorities

Sydney Metro’s focus for the year in review has been guided by the **Sydney Metro Corporate Plan 2023–2024**.

The strategic objectives and key areas of focus set out in our corporate plan for the 2023–24 financial year were:

 Delivery commitments	 Successful engagement	 Operational excellence	 Financial responsibility	 Organisational capability
We will deliver high quality metro infrastructure and places – safely, on time and on budget.	We will collaborate with our communities and our partners to drive sustainable, city-shaping transformation.	We will work with partners, keeping customers at the centre of everything we do, to deliver a world-class, integrated metro.	Our financial and commercial focus will drive value-for-money outcomes, and overall business success.	We will attract, nurture and develop a talented, diverse and innovative workforce who are enabled by fit-for-purpose systems and processes, and highly capable delivery partners.

## Sydney Metro Independent Review

During the 2023–24 period, the NSW Government completed a comprehensive review into Sydney Metro. The Sydney Metro Independent Review evaluated the delivery of Sydney Metro to date, the current state of progress against delivery targets and made recommendations for getting the maximum value out of the project, including looking at better land use, urban renewal and better integration with the wider transport network.

The review’s interim report was released on 1 August 2023 to support the 2023–24 NSW State Budget.

The final report was released on 7 December 2023 with the NSW Government confirming that the Sydney Metro West project would proceed with a stronger focus on supporting the uplift of new housing. The NSW Government also directed Sydney Metro to complete scoping studies for up to two new stations to be constructed west of Sydney Olympic Park, along the existing planned route. Planned project completion was also reset to a more sustainable timeline, with the project expected to be completed by 2032, allowing for the necessary time to explore additional station and housing options.






40 Sydney Metro | Strategy

Annual Report | Volume 1 | 2023–24 41



# NSW Government priorities

During the 2023–24 reporting period the Minister for Transport outlined the NSW Government’s five immediate priorities for Transport. These are focus areas for change and improvement over the next four years:

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

# Sydney Metro Corporate Plan refresh

During the 2023–24 reporting period we undertook a comprehensive review of our strategic objectives, our operating environment and performance measures to ensure our strategy remains aligned to government priorities and policy, incorporates the recommendations of the independent review and is responsive to external trends.

The refreshed **corporate plan** has a four-year planning horizon set to run from 1 July 2024 to 30 June 2028 and will be reviewed and updated annually to remain responsive to any changes in our operating environment.

The draft plan was placed on public exhibition in May 2024 and was finalised in June 2024 to commence from 1 July 2024.

The corporate plan establishes a new performance framework and will be the foundation for how we will report on our achievements in coming years.



# Strengthening financial decision making

During the reporting period, Sydney Metro, like all NSW Government agencies, has been operating in a constrained financial environment. In response to global and domestic inflationary pressures, the Government has set a range of savings targets across the NSW public sector to close the gap between spending and revenue and reduce the reliance on consultants and labour hire.

In September 2023, to strengthen our fiscal responsibility, the Contractor Review Committee was established to ensure all decisions relating to the engagement or extension of contractors meet the threshold criteria set by the Sydney Metro Chief Executive in accordance with government policy. The committee is responsible for considering all matters relating to resourcing requests for contractors, either new or existing, to ensure the requests balance the need for a fit-for-purpose workforce to deliver high quality metro infrastructure with fiscal responsibility.

In February 2024, Sydney Metro established the Future Sustainability Group to further strengthen existing controls to provide executive oversight and strategic guidance to drive and monitor a program of work aimed at ensuring a sustainable future for Sydney Metro. The Future Sustainability Group considers matters from an enterprise-wide perspective to ensure the demonstration of value for money and fiscal responsibility.

Both the Contractor Review Committee and Future Sustainability Group were established as sub-committees of the Sydney Metro Senior Management Committee as part of a refresh of the organisation’s governance framework.



Image: Commuters at Tallawong Station.



03

# Operations and performance



Image: Train arriving at Sydenham Station.



# Summary review of operations

## North West Line operations

Sydney Metro delivered its fifth year of operations on the Metro North West Line during 2023–24.











Our operational line is a fully accessible railway line with 45 lifts and 78 escalators across 13 stations. In 2023–24, Sydney Metro passengers took over 23 million journeys on the North West Line, with a customer satisfaction rating of 98 per cent. During the year our fleet travelled 3.74 million kilometres and maintained service reliability of 99.6 per cent.

Sydney Metro manages the delivery of services and maintenance of the Metro North West Line through an operations, trains and systems 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 per cent shareholding), John Holland Group (20 per cent) and UGL Rail (20 per cent), a division of United Group Limited.

The management of these assets includes rolling stock, depot equipment, signalling, track and civil structures, high-voltage electrical infrastructure, communication systems, buildings and tunnels.

## Our assets

Assets in operation as at 30 June 2024

 <b>36 kilometres</b> of twin tracks between Chatswood and Tallawong	 <b>1</b> stabling and maintenance facility
 <b>45</b> trains	 <b>4 kilometres</b> of viaduct and bridges
 <b>15 kilometres</b> of tunnels	 <b>8</b> power substations
 <b>13</b> accessible metro stations	 <b>8</b> bike parking facilities
 <b>4000</b> commuter parking spaces	 Vertical transport <b>45 lifts</b> <b>78 escalators</b>

## Sydney Metro City Line operational readiness – testing and commissioning

The 2023–24 reporting period was marked by exciting new milestones in the Sydney Metro City testing and commissioning program. High-speed dynamic testing on the City section of the line started in August 2023. Throughout the year testing milestones progressively simulated operational speeds, running to timetable and multiple trains on the network. By the end of the reporting period, the planned 11,000 hours of testing and commissioning from Tallawong to Sydenham was completed.

During the commissioning program extensive acoustic testing inside the trains and new tunnels took place. Monitoring from microphones and vibration sensors, sensitive enough to detect a pin drop, confirmed that the noise emitted across the network was within predicted noise and vibration comfort levels.

End-to-end passenger information systems, energy consumption and journey time tests were also completed during the reporting period. During some testing periods, the Metro North West Line was closed for several weekends in March 2024, with buses replacing metro services between Tallawong and Chatswood. All 45 trains in the fleet completed return journeys between Tallawong and Sydenham at operational speed. Each train stopped at every station to check that the train and platform screen doors operated correctly. Passenger help points and information displays on the trains were also tested.

The final version of the signalling software used to control the movement of trains to ensure the safety of passengers was deployed and tested in preparation for project handover to MTS.

The end of the reporting period saw the first tranche of completed stations – Sydenham, Waterloo and Central Station and the rail corridor officially handed over to MTS to complete the final preparations and regulatory approvals for first passenger services.



Image: Train testing to ensure passenger safety.



Image: MTS CEO Daniel Williams accepting the keys to Waterloo Station from Sydney Metro CEO Peter Regan.



# Construction progress highlights 2023–24

## Sydney Metro City & Southwest project Chatswood to Sydenham alignment

6

community open days were held to allow the community to see the brand new stations



180

lifts and escalators installed in all 8 stations on the Metro City Line to ensure stations are accessible to all passengers



228

platform screen doors installed across all stations



Victoria Cross Station



- More than 5000 construction workers built the Victoria Cross Station.

Barangaroo Station



- Construction of Hickson Road (North of the Dalgety Bonds) completed.

Crows Nest

Victoria Cross

Barangaroo

Martin Place

Gadigal

Central

Waterloo

Sydenham

Sydenham Station



- 6500 strong workforce worked to build the Sydenham Station.

Waterloo Station



- Central, Waterloo and Sydenham stations were completed and handed over to the operator MTS.
- It took 5000 people and five million work hours to complete Waterloo Station.
- Bike parking room for more than 300 bicycles at Waterloo Station.

Crows Nest Station



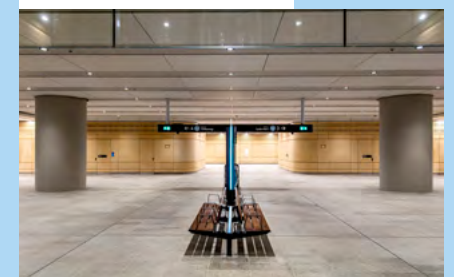
- More than 6100 workers built the Crows Nest Station.

Gadigal Station



- Completed installation of about 11,000 aluminium tube panels to minimise echo in the tunnels.

Martin Place Station



- Martin Place Station has a pedestrian tunnel link between the northern and southern sides. The pedestrian link allows commuters direct access to the T4 Eastern Suburbs Line.
- Martin Place Station was built by 10,000 workers.
- Martin Place over station development completed.

Central Station



- Chalmers Street entrance at Central Station was opened after six months of rectification work following damage from neighbouring building fire.



# Sydney Metro City & Southwest project

## Sydenham to Bankstown alignment

M4

11,360 of  
16,576

metres of security fencing  
completed



4,199 of  
4,741

metres of segregation fencing  
completed



Installation

of electric access control  
systems



25.3 of 27.2

kilometres of track resurfacing  
completed



18.6 of 27.4

kilometres of overhead wiring and 28 of 34 overhead wire structures for  
the project have been installed



Bankstown Station



- Conversion works started at Bankstown Station during the April 2024 school holiday possession.
- Two new track crossovers at Bankstown installed.

Campsie Station

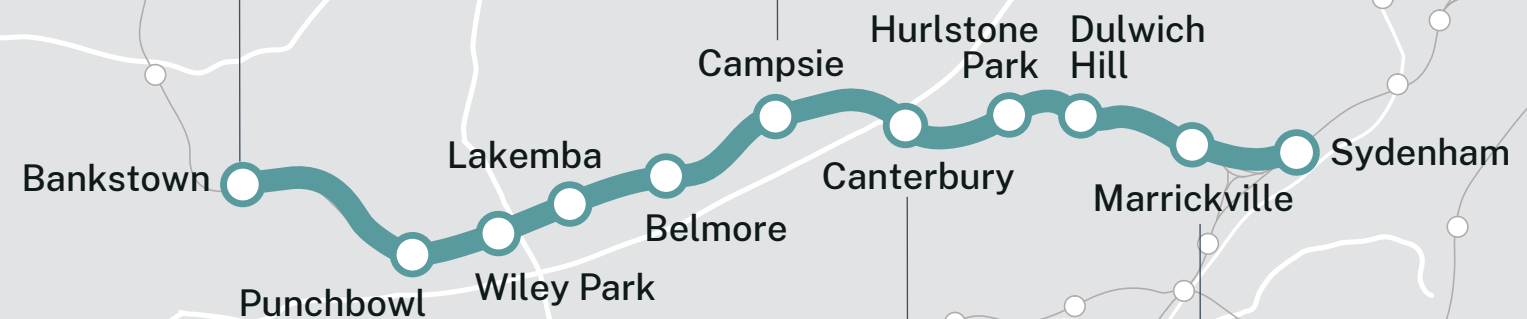


- Started works at Campsie Station to install equipment, cables, cable tray and cabinets in station rooms and buildings.

Marrickville, Dulwich Hill, Canterbury, Campsie stations



- Installation of mechanical gap fillers completed at Hurlstone Park, Marrickville, Dulwich Hill, Canterbury, Campsie stations.
- Building work on the Platform 2 building in progress at Hurlstone Park Station.



Punchbowl Station



- Installation and modification of cables, cable service route and trackside equipment underway at Punchbowl Station.

Canterbury Station



- Geotechnical investigations at Canterbury Road rail overbridge, to collect information on underground utilities in preparation for final conversion.

Marrickville to Bankstown



- Commenced signalling related work from Marrickville to Bankstown.



# Sydney Metro – Western Sydney Airport project

Orchard Hills Station



- Piling works for Orchard Hills are underway. Initial works include the drilling of 128 piles, placement of pile cages and concreting.

Luddenham Station



- Construction of the station deck for the only above ground station along the alignment underway. Constructed from 32 concrete segments across four spans, the 9.5m-high structure will underpin the elevated Luddenham Station.

Airport Terminal Station



- Above ground, piling work, essential for the foundation of the five-level metro station, is underway. This includes drilling 96 piles using approximately 600 tonnes of reinforcement steel for the pile cages and about 1600 tonnes of concrete.

Claremont Meadows Services Facility

St Marys

Claremont Meadows Services Facility



- TBMs Catherine and Marlene both achieved their first breakthroughs at the Claremont Meadows services facility shaft, as they build the twin 4.3-kilometre tunnels between Orchard Hills and St Marys.

St Marys Station



- Major tunnelling completed on project with final breakthrough by TBM Marlene at St Marys Metro Station site.
- Sydney Metro–Western Sydney Airport project office construction completed and operational.

Airport Business Park Station



- Above ground major earthworks are underway to excavate around 30,000 tonnes of existing material off site and compact the ground in two layers to form the piling rig platforms. There will be 178 piles, using 260 tonnes of reinforcement steel for pile cages and 1738 tonnes of concrete.
- Below ground, tunnelling support infrastructure is being removed from the site, including the spoil conveyor which carried the excavated rock from the tunnels to the surface.

Bradfield Station



- TBM Peggy completed tunnelling work with break through at Bradfield station.
- Drainage works inside the station box nearing completion.
- Piling and concreting work to build the metro station base underway.

Airport Business Park

Airport Terminal

Bradfield



# Sydney Metro West project



Westmead Station



- Westmead Station box (East) excavation completed.

Parramatta Station



- Archaeological works at station precinct in progress.

Sydney Olympic Park Station



- Sydney Olympic Park station box excavation completed.
- TBM reaches Sydney Olympic Park.

Five Dock Station



- Five Dock shafts and cavern excavation completed.
- In December 2023, TBM Daphne and Beatrice achieved breakthrough at Five Dock Station site making them the first TBMs in the southern hemisphere to complete a double breakthrough.

The Bays Station



- TBM Jessie arrived at The Bays to commence tunnelling.
- Tunnelling precast segment fabrication completed.

Clyde Stabling Maintenance Facility



- Treatment of site contamination underway at Clyde Stabling Maintenance Facility site.
- Arrival cavern preparation for permanent lining at Clyde Spur Tunnels underway.
- Clyde connecting tunnel (west down) excavation completed.

North Strathfield Station



- North Strathfield Station box excavation completed.
- TBM reaches North Strathfield.

Burwood North Station



- Burwood Station box excavation completed.
- TBM Daphne breakthrough at Burwood Station site.

Pymont Station



- Commenced excavation of Pymont Station site.

Hunter Street Station



- Hunter Street Station excavation is over 30 per cent complete.
- Hunter Street received first precinct planning approval on Sydney Metro West alignment.

Westmead

Parramatta

Clyde

Sydney Olympic Park

North Strathfield

Burwood North

Five Dock

The Bays

Pymont

Hunter Street



# Land and property disposal

Sydney Metro acquires and holds properties to construct major projects in accordance with our functions under the *Transport Administration Act 1988*. Land and property assets not required for ongoing operational purposes are either transferred to other government agencies for approved functions or divested in accordance with government guidelines.

## Sydney Metro exchanged contracts for sale on the following properties in 2023–24:

Land	Deposited plan	Purchaser
3 Andalusian Way, Castle Hill 2154	Lot 56 DP1253217	Deicorp
25–31 Brookhollow Avenue, Norwest 2153	Lot 71 DP1252765	Mulpha

No properties were sold to people with a family or business connection to a person responsible for approving the disposal.

Members of the public can request access to information regarding property disposal under the *Government Information (Public Access) Act 2009*.



Image: Castle Hill Station.

# Research and development projects 2023–24

Table 5: Research and development

Activity	Status	Partners and collaborators
<p><b>Metro North West Benefits Realisation – Wider Economic Benefits</b></p> <p>In 2020 Sydney Metro engaged Western Sydney University to conduct a three-year study to measure changes relating to place-making, land use and wider economic benefits due to the operations of the Metro North West Line.</p> <p>The research has demonstrated:</p> <ul style="list-style-type: none"><li>• place-making and land-use benefits were realised after the opening of the North West Line and there was a strong evidence base to support the inclusion of wider economic benefits, placemaking and land-use benefits in the cost benefit analysis for future transport projects</li><li>• evidence of wider economic benefits being realised because of improved connectivity and land use change.</li></ul>	Completed	Western Sydney University
<p><b>Acoustic Classifier Feasibility Project</b></p> <p>In 2023, Sydney Metro initiated a project to redefine and increase the efficiency of the management of noise impacts from construction. The project explored more efficient and effective methods for managing construction noise using artificial intelligence. The testing undertaken during the study demonstrated strong predictive capability and rapid learning, with potential for further application in the field of acoustics.</p>	Completed	University of Technology, Sydney
<p><b>Inquiry Based Learning Professional Development Education Program</b></p> <p>University of Western Sydney has been engaged since 2018 to design and deliver a series of three NSW Education Standards Authority accredited professional development courses per annum focused on upskilling teachers working in schools around the metro alignments to use inquiry based learning strategies based on issues relevant to Sydney Metro in their communities.</p>	Ongoing	Western Sydney University





# Implementation of price determination

Sydney Metro’s fares are determined by order made by TfNSW.

IPART is responsible for determining maximum fares for trips made across all Opal services, excluding Gold Opal, Child Opal, Concession Opal and travel on

the School Student Travel Scheme. From 16 October 2023, the annual Opal fare adjustments were as determined by IPART having regard to the TfNSW Pricing Proposal for 2023.

## Delivering our outcomes

### Connecting our customers’ whole lives

#### North West Line operational performance

In the 2023–24 reporting year, the Metro North West Line continued to deliver strong operational performance and customer satisfaction outcomes. Customer satisfaction and on time performance remained high at 98 per cent and 99.6 per cent respectively. Passenger growth was strong, increasing around 18 per cent compared with the previous year despite a reduction in the number of services because of weekend track closures for operational readiness testing for the City Line.

Table 6: Metro North West Line performance 2023–24

Measure	2021–22	2022–23	2023–24
Customer satisfaction*	98%	99%	97%
Services delivered	99.80%	99.59%	99.90%
On time performance (headway)	99.49%	99.25%	99.55%
Journey time within 37 minutes	97.93%	98.84%	99.10%
Patronage**	10.7 million	19.7 million	23.3 million
Services	90,398	111,170	105,561**
Services in kilometres	3.19 million	3.88 million	3.74 million***

\* TfNSW Customer Satisfaction Index

\*\*This does not take into account adjustments for fare evasion, school students and fare free concessions.

\*\*\*Lower number of services due to track closure for City Line testing and commissioning.

### Customer satisfaction drivers and feedback

The reliability provided with the turn-up and go service offered on the Metro North West Line is highly valued by passengers. Independent customer surveys are conducted every quarter and provide valuable insights so we can focus on the areas that our passengers value the most.

The November 2023 and May 2024 customer satisfaction index for Sydney Metro measured at 98 per cent and 97 per cent respectively. Sydney Metro customers were most satisfied with timeliness, ticketing, accessibility and cleanliness.

The best features of our service according to our passengers include:

99%	99%	99%	98%	98%	98%
Service turning up on time	Ease of paying for the trip	Cleanliness of the service	Ease of getting on and off	Next stop information	Cleanliness of the station

### Preparing for Chatswood to Sydenham passenger service

In this reporting period final preparations took place for the start of passenger services from Chatswood to Sydenham in the second half of 2024. Planning for first passenger services has been supported from across the Transport portfolio to ensure an integrated travel experience for passengers. Some of the activities that took place during the year included:

- operational readiness exercises
- planning for changes to bus routes in Sydney’s north and north west to direct more services to metro stations
- improving active transport links around stations
- familiarisation activities with Sydney Trains staff at metro interchange stations
- planning timetable adjustments for the gradual increase of metro services
- incorporating network changes into transport trip planning applications
- onboarding and training of new metro operational staff
- developing public awareness campaigns about the new services
- planning for opening day and street teams to support passenger wayfinding in the early days of operation
- working with multiple security and emergency service agencies to ensure seamless response planning.

Our network operator expanded the Operations Control Centre (OCC) ahead of services commencing beyond Chatswood, below the Sydney CBD and out to Sydenham through the city. The OCC is the nerve centre of the fully automated metro network where MTS staff can:

- monitor more than 3500 CCTV cameras at stations, on trains and in tunnels to ensure the safety and reliable journeys of our passengers
- connect directly to the Transport Management Centre (TMC), NSW Police and Emergency Services
- coordinate operational responses and network performance
- provide real-time customer information, including public announcements and updates to passenger information displays inside trains and stations.







Across the Transport portfolio extensive planning also took place to prepare the temporary transport plan that will be in place while the T3 Bankstown Line from Sydenham to Bankstown is closed later in 2024 for the final conversion to metro. The Sydenham to Bankstown service is expected to begin in 2025, offering more frequent services.



Image: Commuters at metro station.



The estimated journey times for Sydney Metro City Line include:

35 minutes  Castle Hill to Martin Place		3 minutes  North Sydney's Victoria Cross under Sydney Harbour to Barangaroo	
26 minutes  Macquarie University to Central		7 minutes  Central to Martin Place	
13 minutes  Chatswood to Gadigal		22 minutes  Sydenham to Chatswood	

Mobile Community Information  
Centre: Bringing Metro to you

In late 2023, we introduced our new Mobile Community Information Centre to provide more opportunities across our large construction footprint to engage, connect and help diverse local communities learn more about Australia’s biggest public transport project. The purpose-built van is equipped with interactive tools and project displays, videos, iPads, heritage artefacts and more, bringing information directly to the local community.

The van is used to attend markets, events, open days, pop ups, schools, libraries and streets along the alignments for the Sydney Metro City & Southwest, Sydney Metro West and Sydney Metro –Western Sydney Airport projects.



Image: Sydney Metro community engagement van.

Engaging the younger community

For younger members of the community or those young at heart, Sydney Metro the Game provides a unique and fun opportunity for stakeholders and communities to explore a future Sydney Metro station and precinct. The Game gives users a firsthand experience of the Sydney Metro end-product, collecting knowledge tokens along the way as they learn more about Australia’s biggest public transport project.



Image: Children playing Sydney Metro the Game.

Successful places  
for communities

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 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 Oriented Development Program by having the right mix of services, amenity and housing.

Through excellence in design and delivery, Sydney Metro aims to deliver places which:

- respond to the community’s needs and the character and context of each station
- are architecturally unique and easy to navigate
- are intuitive and safe, and promote people’s health and wellbeing
- are active and vibrant, with a mix of uses and activities.

North West precinct  
development

Sydney Metro, together with development partner Landcom, have completed rezonings and concept Development Approvals for land owned by Sydney Metro within walking distance of the Metro North West Line stations to enable up to 10,000 dwellings and up to 350,000 square metres of non-residential (retail/ commercial/community) floor space.

These city-shaping transit-oriented developments will create well-connected and vibrant places through integrated strategic planning and good urban design, in line with global best practice. Our approach to placemaking focuses on creating thriving, welcoming hubs for local communities to enjoy, with new public spaces designed to encourage walking, cycling and social interaction with a mix of land uses including diverse and affordable housing types.

During the year, contracts for sale were exchanged with developers for sites at Hills Showground and Norwest. The sale of the site at Hills Showground to Deicorp is for the delivery of a new residential development with a public park, located next to a mixed-use local centre which is currently under construction. The sale of a site at Norwest to Mulpha is for a commercial development with an activated public plaza.

Sydney Metro  
City & Southwest

The integrated station developments for Sydney Metro’s new stations made significant progress during the reporting period. The integrated station development at Martin Place was completed in June 2024, with both the 39-storey north tower and 28-storey south tower ready for the Sydney Metro City Line opening. The integrated station development at Victoria Cross station, which includes a 40-storey premium office tower over the south entrance, and at Gadigal station, which includes a 39-storey premium office tower over the north entrance and 234 premium built to rent apartments over the south entrance, are progressing towards completion in 2024–25.

Development of the 1.91-hectare mixed-use Waterloo Metro Quarter at Waterloo station has also progressed over 2023–24. The southern precinct of Waterloo Metro Quarter is progressing for completion in 2025 and will include 70 social housing units, 474 student beds, a community makerspace and Cope Street Plaza.

Sydney Metro also progressed the construction of its over station development at Crows Nest, a seven-storey commercial building that is due for completion and sale in late 2024.





Image: An artist's impression of Sydney Metro Hunter Street Station precinct.

## Sydney Metro West

In April 2024, the over station developments at Hunter Street in the Sydney CBD received planning approval from the Department of Planning, Housing and Infrastructure. The approval is for two new buildings, a 58-storey building above the eastern side of Hunter Street Station, between O'Connell Street and Bligh Street, and a 51-storey building above the western side of Hunter Street Station, on the corner of George Street and Hunter Street. The new Hunter Street Station will revitalise Sydney's central business district and become a transport precinct with connections to George Street light rail, train services at Wynyard and the new metro station at Martin Place.

The planning process for the Hunter Street over station development has been run concurrently with the procurement of a development partner to deliver the project. The tender process to award the development partner contract is continuing with the two shortlisted consortia was announced in November 2022.

Sydney Metro continues to engage with local councils and planning agencies to align and realise the visions for the precincts along the Metro West corridor, including approval of the state significant development planning assessment for Parramatta, Pyrmont and Sydney Olympic Park Station sites.

## Sydney Metro – Western Sydney Airport

Sydney Metro continues to work closely with the Department of Planning, Housing and Infrastructure and local councils and communities to plan vibrant places and landmarks that will support the success of the Western Parkland City.

Sydney Metro has been involved in numerous activities to create new and enhanced places, including working with:

- Penrith City Council to progress the strategic planning of St Marys
- the Department of Planning, Housing and Infrastructure to progress the planning process for Orchard Hills.



Image: An artist's impression of Orchard Hills Station precinct.

## Project planning approvals

To support the delivery of our city shaping projects the following State Significant projects were approved under the *Environmental Planning and Assessment Act 1979* in 2023–24:

- State Significant Development (Stage 1) – Sydney Metro West: Hunter Street over station and development (East site)
- State Significant Development (Stage 1) – Sydney Metro West: Hunter Street over station and development (West site)
- State Significant Infrastructure – Sydney Metro West Stage 1 Modification 5 – Additional impacts to mangroves at Clyde stabling and maintenance facility
- State Significant Infrastructure – Sydney Metro West Stage 2 Modification 2 – Permitting tunnelling activities by means other than tunnel boring machines outside approved construction hours.
- State Significant Development (Stage 1) – Sydney Metro West: Parramatta over station and adjacent station development
- State Significant Development (Stage 1) – Sydney Metro West: Sydney Olympic Park over station and adjacent station development
- State Significant Development (Stage 1) – Sydney Metro West: Pyrmont over station development
- State Significant Infrastructure – Sydney Metro West Stage 1 Modification 6 – Administrative Modification
- State Significant Infrastructure – Sydney Metro West Stage 2 Modification 3 – Administrative Modification
- State Significant Infrastructure – Sydney Metro West Stage 3 Modification 2 – Administrative Modification.



# Sydney Metro City Line – first look community open days

In October 2023, more than 1500 community members visited the first open day at Waterloo Station to see the almost-complete concourse and platforms, view the public art installation and hear stories about the construction process from the team members working on the project.

Between October 2023 and May 2024, almost 21,000 people attended the six community days held at Waterloo, Barangaroo, Sydenham, Victoria Cross, Martin Place and Crows Nest stations.

We collaborated with all our station contractors to create these one-of-a-kind self-guided station tour events. Volunteers from Sydney Metro and its contractors were on site to answer questions and showcase the stations.



6 total number of first look station community open days

almost 21,000 visitors who attended a first look station community open day – City Line

almost 190 volunteers (cumulative) over the 6 events



Image: Sydenham Station.



Image: At Sydenham, the community were excited to see some of the most significant upgrades to the station since opening in 1884.



Image: Victoria Cross Station.



Image: Victoria Cross Station.



Image: Waterloo Station.



Image: Waterloo Station.



Image: Sonic Luminescence, Tina Havelock Stevens 2024, Martin Place Station, Sydney.



Image: Martin Place Station.



Image: Barangaroo Station.



Image: Barangaroo Station.



Image: Crows Nest Station.



Image: Crows Nest Station.



## Connecting with Country

We have continued to inform the planning, design and delivery of our projects using the NSW Government's Connecting with Country framework. The framework is a guide for good practice to respond to Country when planning, designing and delivering built environment projects to meet legislative requirements of the *Environmental Planning and Assessment Act 1979*.

During the year we continued our work with contractors and knowledge holders through the Sydney Metro West and Sydney Metro – Western Sydney Airport Connecting

with Country Working Groups which involved walks on Country that supported meaningful discussions about Country and the design of our projects.

We express Country in our projects and operations in a variety of ways including architecture, landscape, public art, sustainability, materials, colour, public events, heritage interpretation, engineering and our interactions with community.

Highlights of our approach in 2023–24 are outlined below.



Image: The Underneath, Callum Morton, 2024, Gadigal Station.

## Honouring First Nations – Sydney Metro Gadigal Station

In October 2023, the NSW Government announced Gadigal Railway Station as the name for the future metro station deep below Pitt, Park and Bathurst streets at the southern end of the Sydney CBD.

The station name acknowledges the Gadigal people, the original custodians of the land around Sydney's CBD.

The name was selected based on overwhelming support following an extensive process, particularly engaging with language specialists and several Aboriginal groups in Sydney such as the Metropolitan Local Aboriginal Land Council.



Image: Gadigal Station platform.

## Dharug language knowledge sharing

Dharug language was spoken throughout much of what is modern day Sydney. During the year we engaged with people from Aboriginal communities to create a list of English words for translation into Dharug language. Around 170 words were translated into Dharug language to ensure we are being culturally sensitive in the use of language in our station projects.

## Sydney Metro – Western Sydney Airport train seats upholstery design

We have selected the upholstery designs for the train seats on the Sydney Metro – Western Sydney Airport project. The upholstery connects passengers, including first-time visitors to Australia, Sydney, or Western Sydney, with Aboriginal artists and local culture.

The designs are based on the original artwork by Nga Dharug artist Leanne Watson Redpath, with Tina Barahanos and Alexandra Byrne. The designs include references to Badu (water) running through Country, following pathways, Connectedness, and Meeting Places.

The general seating design depicts Big Sky before sunrise with frosty mists and constellations. The priority seating design represents carved earth, symbolizing new growth and hopefulness, with Wadanguli (wattle) and Badu who tell us when to move through Country. Lead artist Leanne said:

*“As we cross through Dharug Ngurra (Country) we follow our ancient pathways, Mariyung is my mother and I am guided by her, following her footprints and her image in the sky through the many seasons, Badu (water) changes with every season and as the Ngurra dries up on the plains we move to our Dhurabang (river). Along the way we stop and light our fires and we sit around them sharing our knowledge, resources and we hold ceremony.”*

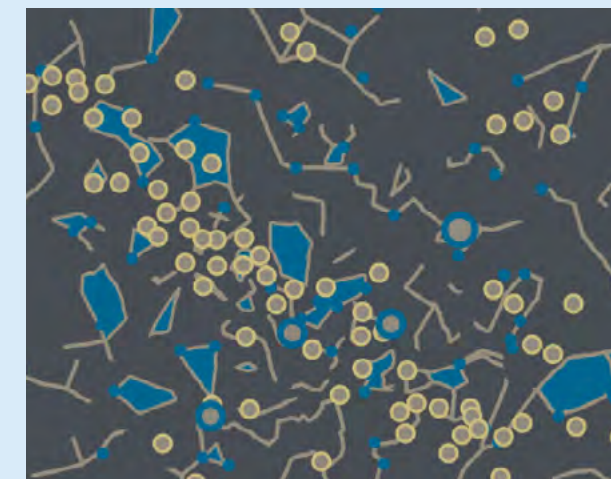


Image: General carriage seating design on the future Western Sydney Airport Line by Leanne Watson Redpath, with Tina Barahanos and Alexandra Byrne.

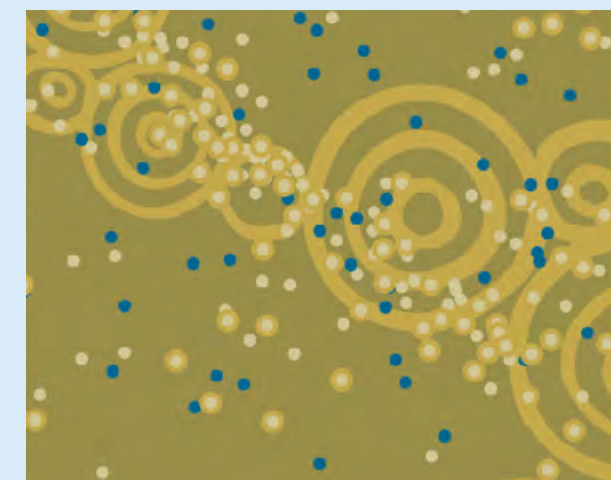


Image: Priority carriage seating design on the future Western Sydney Airport Line by Leanne Watson Redpath, with Tina Barahanos and Alexandra Byrne.

At Martin Place Station, art by Debra Beale celebrates the Gadigal women's stories connected to the saltwater harbour, coves, bays and coastlines. It also explores the importance of the Tank Stream, a freshwater stream directly below Martin Place. The artist's work is featured throughout the station including an acknowledgement of Country flooring design, wayfinding totems and seating design.



Image: Ngalga Dyi, Duba, Nura & Garrigarrang (meaning Look Here, Ground, Country & Sea), Debra Beale, 2024, Martin Place Station.



# Celebrating heritage

Every Sydney Metro City & Southwest station tells the stories of the past through heritage interpretation. Deep Time stories are explored at Waterloo, with a backed blade represented as a repeating pattern in the station concourse and at the platform level. The backed blade was found during archaeological excavations in 2018 prior to the construction of the station. It was an

important tool used by the local First Nations people – sharp on one edge for piercing or cutting, and blunt on the other for handling of the blade. The archaeological excavations at Waterloo also uncovered 30 houses dating from the mid-1800s, with over 18,000 artefacts recovered. Selected artefacts are on display on the station concourse and tell the stories of the people who lived on Botany Road in the 19th century.



Image: Heritage interpretation signage at Waterloo Station.



Image: Archaeological artefacts on display at Waterloo Station.



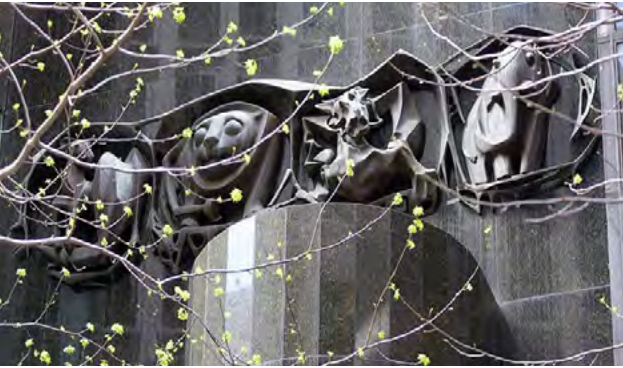
Image: Location of excavated remains of the Barangaroo Boat at Barangaroo Station precinct.

At Barangaroo, the Barangaroo Boat found during archaeological excavations in 2018 is outlined in the walkway near the station entry. The boat was abandoned on the west side of boat builder William Langford's wharf around the late 1830s or early 1840s and is the oldest colonial-built boat found in Australia.

## Tom Bass and Douglas Annand sculpture reinstatement at Martin Place

As part of the heritage interpretation at Martin Place Station, three important salvaged sculptures have been reinstated in the public lobby of the north tower. These sculptures were originally located in the 1963 P&O head office building at 55 Hunter Street close to the new Sydney Metro Martin Place Station. All three of the art works were carefully documented prior to being dismantled and have been restored before being reinstalled in the lobby.

The P&O Wall Fountain by renowned Australian sculptor Tom Bass has been a part of Sydney's artistic landscape since its original installation on the Hunter Street building. Installed as a working copper water feature, it ran along the front retaining wall of the building on Hunter Street. Its reinstatement has retained its working order and recreated its original prominence in the public life of Sydney.

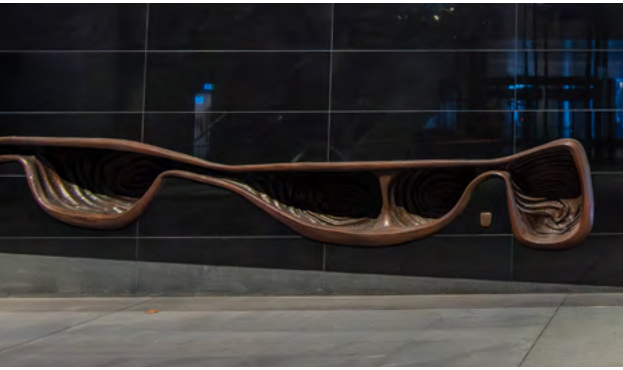


Images: Tom Bass P&O fountain (top), Douglas Annand bronze relief (middle) and Douglas Annand wall mural (below), in their original locations.

Douglas Annand's Four Continents was originally located above the entrance to the P&O building. The large bronze relief shows four creatures representing the four continents that P&O cruises served – Kangaroo (Australia), Lion (United Kingdom), Dragon (Asia) and Elephant (Africa).

A large ceramic wall mural by Douglas Annand was also salvaged from the P&O building and has been reinstated with a contemporary twist by artist Stevie Fieldsend who has reimagined six of the original figures.

The salvage, conservation and reconstruction of these works was undertaken by Sydney Metro in partnership with Macquarie Group and in consultation with the descendants of the artists.



Images: Tom Bass' fountain, reinstated at Martin Place Station (top), Douglas Annand bronze relief (middle) and Douglas Annand's wall mural (below) reinstated at Martin Place Station.



## History unearthed at Parramatta

Sydney Metro hosted an open day at our Parramatta metro site in July 2023, attracting nearly 300 visitors, including families and history enthusiasts. Attendees were captivated by the stories revealed through artefacts unearthed in Parramatta.

Sydney Metro's heritage investigations at the site, started in 2021, are now 60 per cent complete. A 23,000 square metre area, destined to become the future metro station precinct, has been meticulously examined by a team of about 50 archaeologists, uncovering tens of thousands of artefacts to date.

Archaeological work at Parramatta metro station site has uncovered five 'convict hut allotments' — four on George Street and one on Church Street. These huts were two-room timber structures, each measuring 3.65 metres wide and 7.31 metres long, with a thatched roof and a brick chimney. Designed to accommodate 10 people, they often housed up to 14.

The finds to date illustrate the site's evolution over time — from a wetland used by Aboriginal communities to an agricultural and convict settlement, then a free-market town, and eventually an urban centre in the 19th century, culminating in its modern-day cityscape.

By 1823, Parramatta had become a free-market town, with the site hosting a mix of residential, retail, and manufacturing uses, including cottages, boarding houses and various shops.

In the 1870s, part of the site became home to Robert Adam Ritchie's Iron Works, where goods carriages and rolling stock were manufactured for the three railway lines operating in NSW at the time. The new Friendly Society's Hall on George Street, next to the Roxy Theatre, opened on 24 May 1883 with a grand gala day. Known as the Victoria Theatre, remnants of the building, including evidence of a devastating fire in 1939, have been uncovered at the site.

By the 20th century, the site was a bustling urban centre, predominantly used for commercial and retail purposes, with the local shopping centre situated along George Street. This site is now set to have a metro station.



Image: Archaeological finds on display at the Parramatta heritage day.

## Integrating public art in place making

Public art is a key part of Sydney Metro's placemaking approach, promoting inviting and welcoming stations that are connected to communities. Each Sydney Metro art project is commissioned to reflect the urban context and communities it serves. Public art enriches our cultural and natural heritage, enhances the built environment and creates more meaningful public spaces. It fosters a sense of belonging, connecting stations with the community.

Aboriginal art is a prominent feature in Sydney Metro station and precinct design. We aim to provide a Connection to Country by integrating Aboriginal sense of place, wisdom, creativity, and storytelling into our designs. The rich cultural narratives within the NSW Aboriginal community offer a generational opportunity to create meaningful transport "places" that passengers wish to interact with, rather than just pass through.

During the year the community open days provided the opportunity for the community to view the public art that has been integrated into the city stations to reflect their unique location, history and context.

Appendix 1 provides an overview of the public art installations that can be seen within our station precincts.

Image: Public interacting with our contracted archaeologists during the Parramatta heritage day.

# Transport systems and solutions enabling economic activity

## Sydney Metro contracts

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

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.

During 2023–24, we progressed procurement planning for the remaining Metro West project packages including trains, systems, maintenance and operations, linework, stations and integrated station developments.

## Building a legacy workforce

Sydney Metro continues to contribute to government priorities by harnessing the opportunities our projects provide and driving creation of jobs, skills development and diversity with our delivery partners and supply chain. Our Workforce Development and Industry Participation Plan and our Aboriginal Participation Strategy set out how these priorities will be delivered by addressing key Commonwealth and NSW Government policies and skills challenges. Sydney Metro's priorities include:

- industry participation
- workforce skills development
- diversity and inclusion
- inspiring future talent
- collaboration.

Sydney Metro works closely with industry to deliver programs and initiatives to achieve these priority areas.

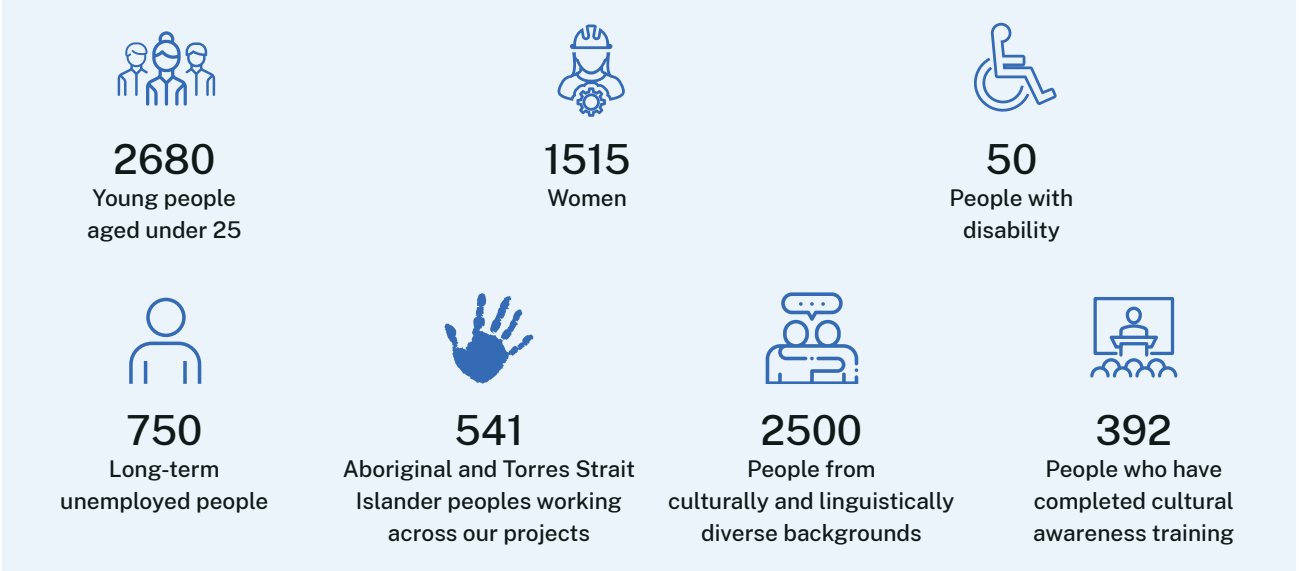
Image: Some of the 50,000-plus workers who worked on the City project in the Barangaroo Crossover, July 2022.



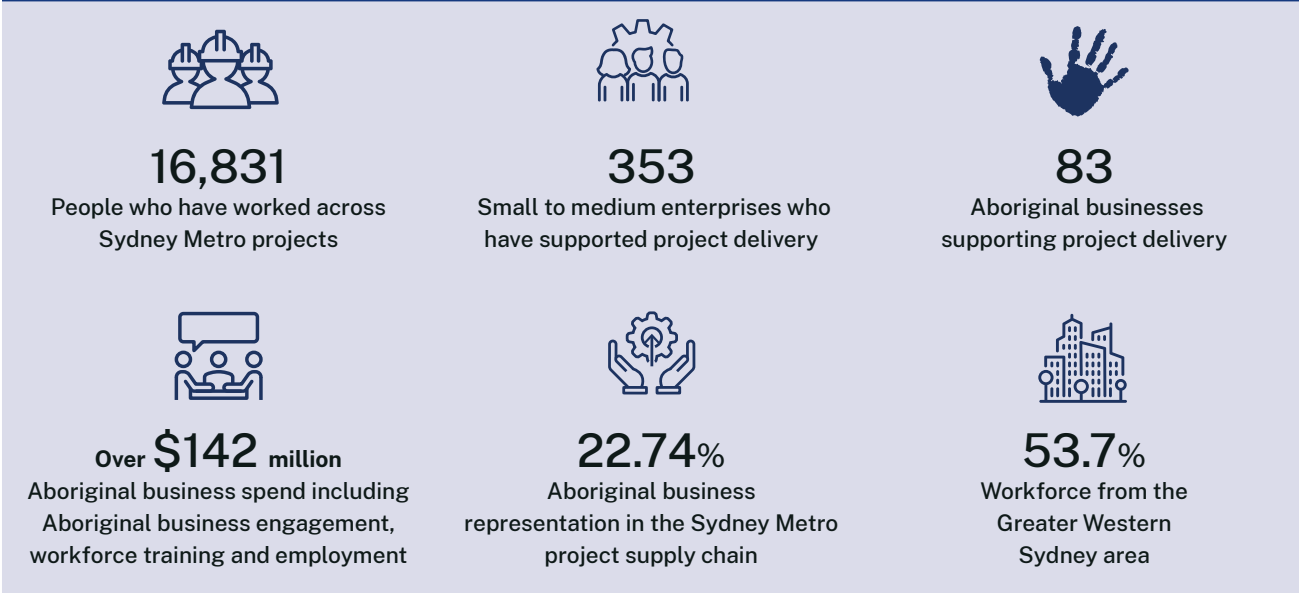


Sydney Metro construction and operations outcomes of workforce initiatives in 2023–24

Diversity and inclusion



Industry and jobs participation



Workforce skills development



Promoting Aboriginal business representation

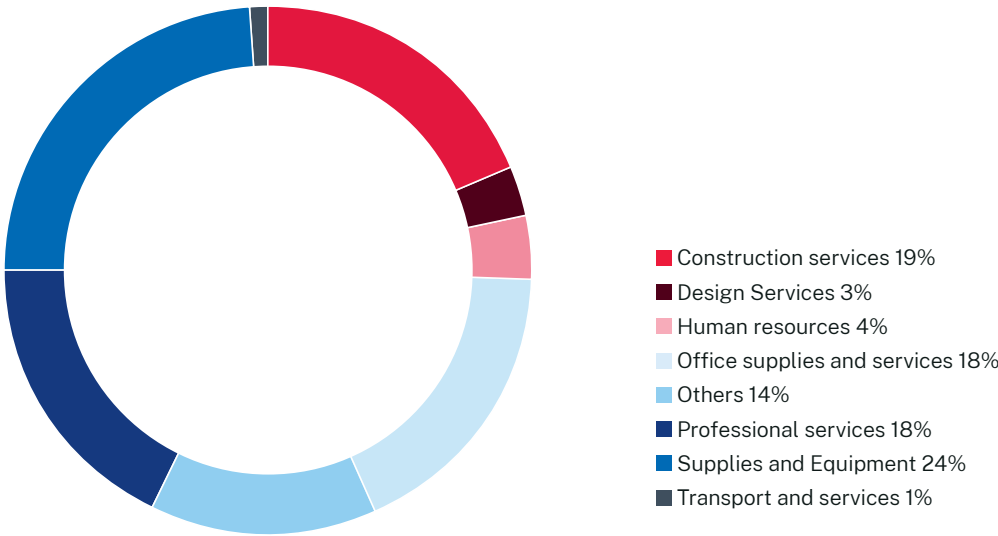
Sydney Metro is committed to broadening opportunities for Aboriginal and Torres Strait Islander peoples on Sydney Metro projects. We create a positive impact by setting minimum requirements in our contracts, bid-back mechanisms, facilitating collaborative forums and client-led programs.

In October 2023, Sydney Metro hosted its first face-to-face Aboriginal Business Forum at Penrith Panthers Stadium. The event facilitated engagement between our delivery partners, operators, supply chain

representatives, business intermediaries and local Aboriginal businesses through a unique business matching session involving over 100 recognised Aboriginal businesses. These businesses had the opportunity to pitch their services to procurement decision-makers from our delivery partners' commercial teams to increase Indigenous spending across our projects.

As at 30 June 2024, Recognised Aboriginal businesses made up 22.7 per cent of all reported businesses in our project supply chain.

% of Aboriginal businesses in the Sydney Metro project supply chain by sector



Passenger safety – Mechanical gap fillers

During the 2023–24 period, Sydney Metro installed 89 of the 170 mechanical gap fillers across Marrickville, Dulwich Hill, Hurlstone Park, Canterbury and Campsie stations as part of the Bankstown Line conversion works.

These devices are being used on conversion works on the Sydenham to Bankstown Line that have curved platforms to ensure safe and easy access, particularly for people with accessibility needs. The solution has avoided the need to carry out platform straightening and maintains the existing heritage character of the stations.

The gap fillers have an extendable step that sits inside the edge of the platform at each of the door locations. When the train arrives and the train doors are lined up with the platform screen doors, the step will automatically extend at the same time the doors open, allowing for seamless access to the train.

For areas on the station where the platform is straight or the curve is only very minor, a non-mechanical gap filler is used. These are a durable rubber strip that permanently extends from the platform. Similar technology can be seen at other locations on the Sydney Trains network.



Image: Installation of mechanical gap filler at Hurlstone Park Station platform.



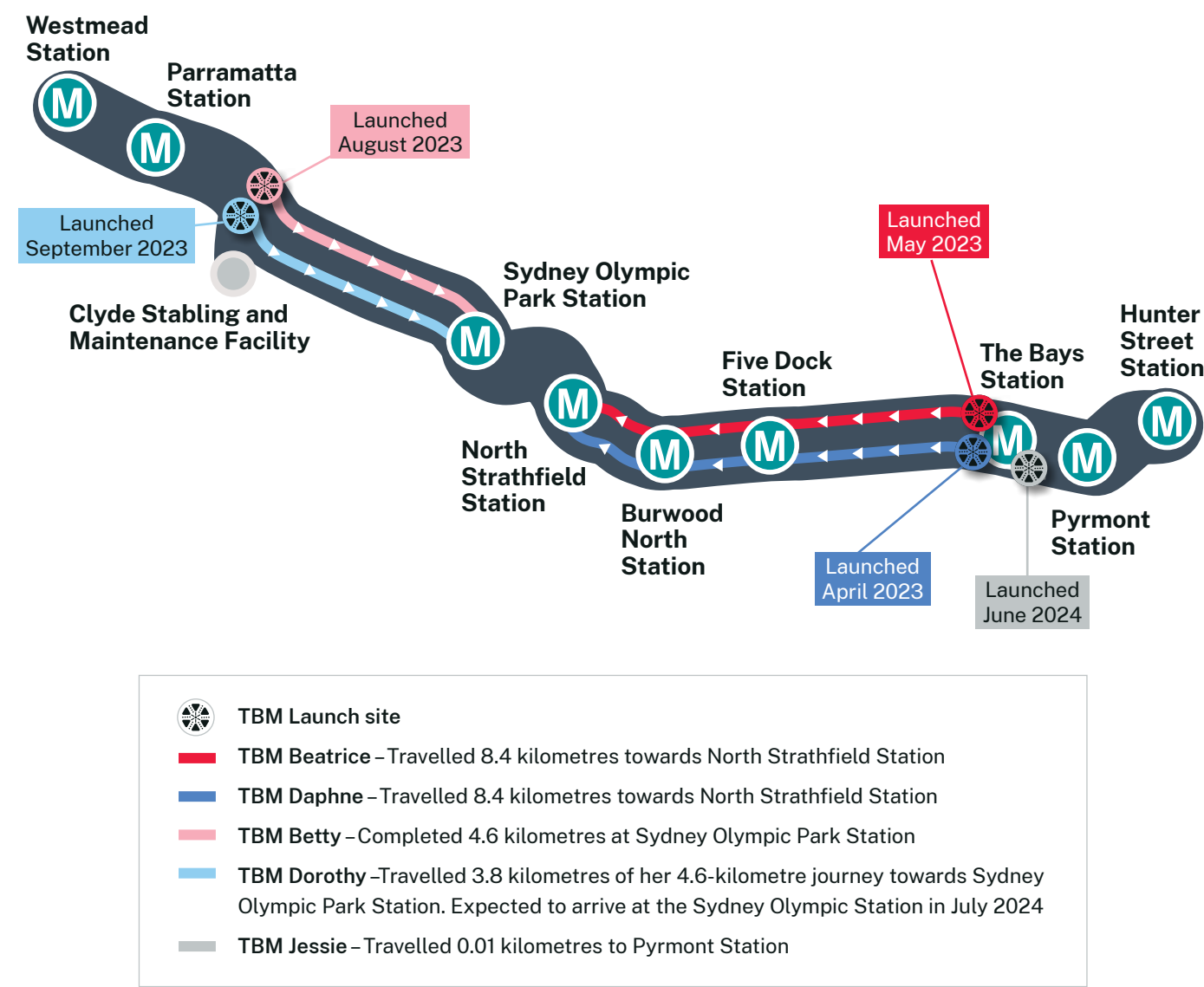
Our tunnel boring machines

Major tunnelling continued on the Sydney Metro West project during 2023–24.

TBMs Daphne and Beatrice were joined by TBM Betty in August 2023, TBM Dorothy in September 2023 and TBM Jessie in June 2024 to carve out the 24-kilometre twin metro tunnels from Westmead to the Sydney CBD. The final TBM will tunnel alongside TBM Jessie to carve out a 2.3-kilometre section of tunnel from The Bays, under Darling Harbour, to Hunter Street in Sydney’s CBD.

All tunnelling on the Sydney Metro–Western Sydney Airport is now complete. TBMs Eileen and Peggy completed the 5.5-kilometre section of metro tunnels from the future Airport Business Park Station to Bradfield Station in June 2024. TBMs Catherine and Marlene finished the 4.3-kilometre tunnels from Orchard Hills to the St Marys Station site in May and June 2024 respectively.

Sydney Metro West project TBMs



TBM Beatrice



Image: TBM Beatrice launched at The Bays.

TBM Daphne



Image: TBM Daphne breakthrough at Burwood North.

TBM Betty



Image: TBM Betty launched at Clyde.

TBM Dorothy



Image: TBM Dorothy launched at Clyde.

TBM Jessie

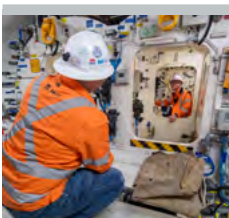
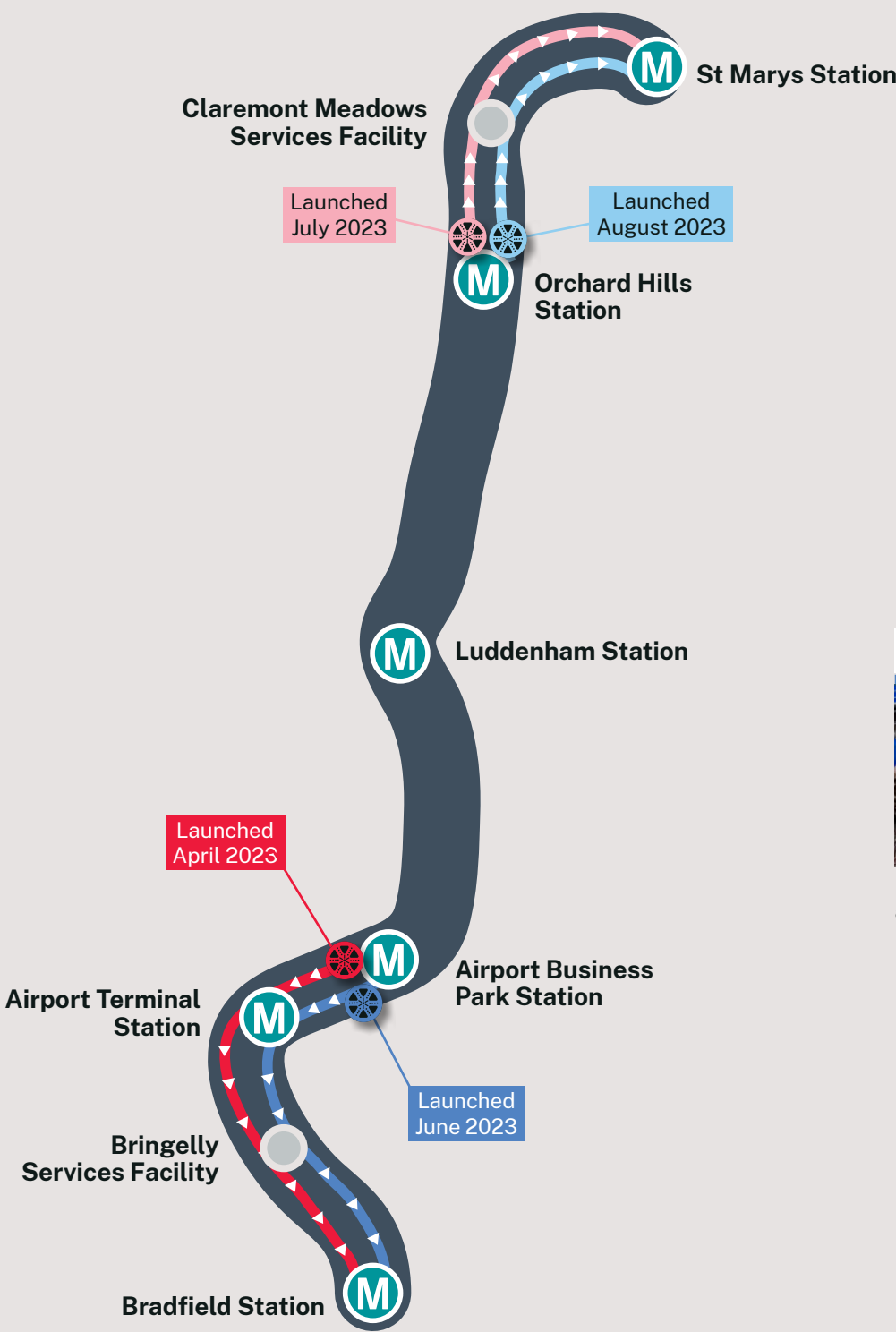


Image: TBM Jessie preparing to be launched at The Bays.

Sydney Metro – Western Sydney Airport project TBMs



- TBM Launch site
- TBM Eileen – Completed 5.5 kilometres at Bradfield Station
- TBM Peggy – Completed 5.5 kilometres at Bradfield Station
- TBM Catherine – Completed 4.3 kilometres at St Marys Station
- TBM Marlene – Completed 4.3 kilometres at St Marys Station

TBM Eileen



Image: TBM Eileen breakthrough at the Bringelly Service Facility.

TBM Peggy



Image: TBM Peggy at Bringelly Service Facility.

TBM Catherine



Image: TBM Catherine breakthrough at St Marys Station.

TBM Marlene



Image: TBM Marlene breakthrough at St Marys Station.



## What's in a name?

As is tunnelling tradition across the world, the Sydney Metro TBMs are named after women to bring luck to the workers who look to Saint Barbara for protection. In 2023–24, our newest TBMs were named after four inspirational women.

**TBM Catherine** is named after Catherine White, Blacktown local who has spent 35 years working in the community and dedicating her life to vigorously promoting social justice and gender equality and supporting women and children. She is well known in the community and won the Blacktown Woman of the Year Award in 2012 for her ongoing work, strongly advocating against violence towards women.



Image: Catherine White at TBM launch at Orchard Hills.

**TBM Marlene** was named after Dr Marlene Kanga AO. Dr Kanga is a chemical engineer who leads initiatives for women in Science, Technology, Engineering and Mathematics (STEM) at the United Nations Educational, Scientific and Cultural Organisation (UNESCO) and the United Nations. Dr Kanga is Co-Chair of the Elevate program to support the careers of women in STEM in Australia. She is the former President of the World Federation of Engineering Organisations (WFEO) representing 30 million engineers. TBM Marlene was named by students from Claremont Meadows Public School as part of a TBM naming competition.



Image: Dr. Marlene Kanga at TBM launch.

**TBM Betty** is named in honour of one of Australia's most loved Olympians, Betty Cuthbert (1938-2017) who won four gold medals, including three gold in athletics at the 1956 Melbourne Olympics, earning her the title of Australia's Golden Girl. Between 1956 and 1964, she set or equalled 18 world records in individual races and team relays. Betty grew up in Parramatta and its surrounding areas, attending high school at Parramatta Home Science School (now Macarthur Girls High School).



Image: Australian Olympian Betty Cuthbert.



Image: TBM Betty has begun its journey from Rosehill to Sydney Olympic Park, the first part of twin nine-kilometre tunnels from Sydney Olympic Park to Westmead.

**TBM Jessie** is named after Jessie Street (1889–1970), an Australian activist, feminist, and lifelong campaigner for women's rights and the peace movement. Jessie worked in Australia and overseas to improve the status of women, primarily advocating for equal pay and equal opportunity for women at work. She also fought to improve the rights of Aboriginal people in Australia and played a pivotal role in campaigning for the 1967 referendum which amended the Australian constitution to enable Aboriginal people to be counted in the census.

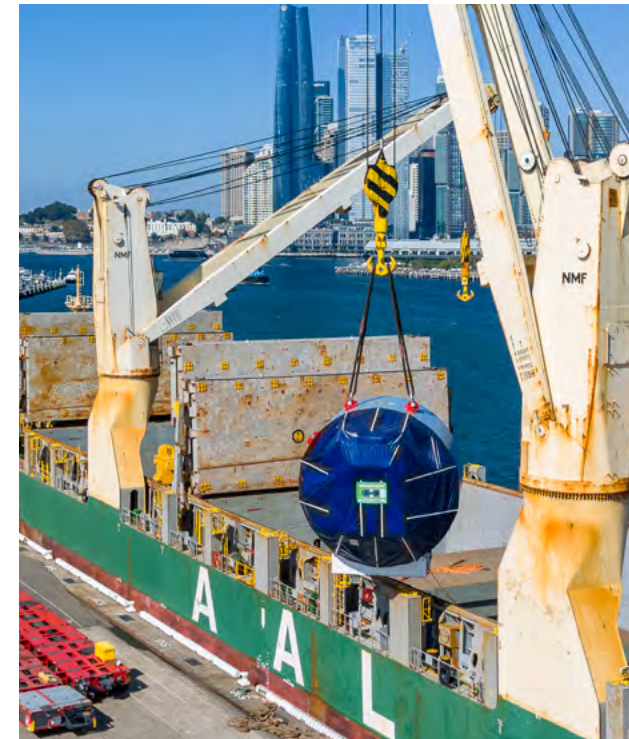


Image: Final TBMs for Metro West tunnelling arriving at White Bay in March 2024.



Images above: Australian activist and feminist Jessie Street.

## Tunnelling Academy

In July 2023, the Tunnelling and Infrastructure Academy (TIA) began, providing expert training for the country's largest infrastructure projects. The Tunnelling Academy, located in Clyde, is educating the next generation of tunnelling workers.

This state-of-the-art training facility has significantly boosted the construction industry by training the skilled workforce required for Australia's infrastructure projects. The TIA also offers opportunities for new workers starting their careers in the construction industry by placing them in entry-level roles with construction partners on the Metro West project.

Since its opening in 2023, students have successfully completed nearly 3000 training courses across 192 accredited and non-accredited programs. Currently, 260 people are participating in 19 programs, and it is expected that up to 10,000 people will benefit from the training programs being offered.

The facility is managed by Sydney Metro West's Western Tunnelling Package delivery partners, Gamuda and Laing O'Rourke Consortium. Since the TIA opened, it has been upskilling existing workers on the Western Tunnelling Package, covering areas from Sydney Olympic Park to Westmead.



Image: Training session at the Tunnelling and Infrastructure Academy.



# Thriving people doing meaningful work

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. We continue to support Transport's primary outcome of 'thriving people doing meaningful work', by driving engagement, continuing to attract and retain talent, building capability, harnessing the diversity of our people and implementing flexible work practices.

## People Matter Employee Survey

Each year the Public Service Commission conducts the People Matter Employee Survey (PMES) across the NSW public sector. The survey enables us to check in with our people, measure employee engagement and understand their experience of working at Sydney Metro. In 2023, we had a 92 per cent response rate to the survey and our PMES engagement score was 70 per cent, above the NSW public sector score of 64 per cent.

Our people say they feel proud to work for Sydney Metro (83 per cent) and we scored highly on our culture for inclusion and diversity (75 per cent), our commitments to ethical behaviours and supporting organisational values (96 per cent), flexible working arrangements (91 per cent) and consideration of customer needs when planning work (84 per cent). Our results continue to reflect challenges encountered since the COVID-19 pandemic and a highly paced project delivery environment. Our leadership team has continued to focus on internal communication, internal change management, role clarity and purpose, learning and development and wellbeing initiatives.

We are also continuing to focus on proactive sourcing and talent pipelining, in-house recruitment practices and capability development, and on-going improvements to various recruitment processes to reduce overall recruitment timeframes.

Additionally, we introduced success profiles to attract talent from non-typical talent pools and educate hiring managers to look for people with more diverse backgrounds and experiences.

We also mobilised staff and used talent and succession planning to support opportunities either at grade or higher, including stretch assignments, which allows our people to build their experience and maximises retention.

## Employee safety and wellbeing

This year we continued to prioritise employee safety and wellbeing through ongoing risk management activities to prevent exposure to psychosocial hazards and promote resources and support that is available to our workers. Key initiatives included:

- partnering with BlackDog Institute to build capability of our leaders in how to identify, assess and control psychosocial hazards, these sessions will be run throughout 2024–25
- increasing awareness of the importance of psychological safety to develop healthy environments and a speak up culture
- using PMES results to risk assess exposure to psychosocial hazards and addressed these areas in the PMES action plan
- conducting a panel discussion for R U OK Day on the importance of checking in with each other and creating a mentally safe work environment
- acquiring mental health first aid trainer accreditation to deliver training in-house
- increasing our mental health first aid network to 45+ members and continually providing in-house training
- initiating a wellbeing program focussing on mental health and resilience.

## Sydney Metro achievement and awards

Awards won by Sydney Metro, our people and our contractors during 2023–24 are outlined below.



### Awards won

- 2023 Australia Outstanding Security Performance Awards – Outstanding In-House Security Manager/Director category
- 2023 Planning Institute of Australia, NSW Awards for Planning Excellence – Planning with Country category – Sydney Metro – Western Sydney Airport
- 2023 Australian Institute of Project Management, Project Management Achievement Awards – Project Management Office category – Sydney Metro – Western Sydney Airport Project Management Office
- 2023 Concrete Institute of Australia, NSW Awards for Excellence in Concrete – Infrastructure project category – Central Station Metro project
- 2023 Concrete Institute of Australia, National Awards for Excellence in Concrete – Infrastructure project category – Central Station Metro project
- 2023 Engineers Australia Excellence PEOPLE Awards – Professional Engineer of the Year category
- 2023 Engineers Australia Excellence PROJECTS Awards – NSW Project of the Year – Central Metro Station project
- 2023 National Electrical and Communications Association Excellence Awards – Industrial Large category – Central Station Main Works
- 2023 NSW Excellence in Surveying and Spatial Information Awards – Infrastructure and Construction category – Central Station Main Works
- 2024 Australian Cyber Security Awards – Female Cyber Security Leader of the Year category
- 2024 Australian Institute of Landscape Architecture Awards – NSW Award of Excellence for Infrastructure category – Corridor Landscaping Strategy, Sydney Metro – Western Sydney Airport

### Awards highly commended

- 2023 Australian Defence Force, Reserves and Employer Support Awards – NSW Employer Support category – Sydney Metro
- 2024 Australasian Society for Historical Archaeology – Martin Davies Award for best Public Archaeology initiative category – Sydney Metro West Parramatta Open Day
- 2023 Interpretation Australia National Awards for Excellence – Temporary Interpretation Event or Display category – Sydney Metro West Heritage Open Day
- 2023 NSW Indigenous Chamber of Commerce Infrastructure and Construction Awards – Project of the Year category – Sydney Metro West – Western Tunnelling Package

### Awards shortlisted/finalists

- 2023 Australasian Rail Industry Awards – Sustainability and Environmental Excellence Award category – Sydney Metro – Western Sydney Airport
- 2023 Australasian Rail Industry Awards – Supplier Excellence Award category – Sydney Metro Engineering Design and Assurance Partnership
- 2023 Australasian Rail Industry Awards – Sustainability and Environmental Excellence Award category – Central Station Metro project
- 2023 Australian Woman in Security Awards – The One to Watch in Protective Security category
- 2023 CX Awards – Best Use of Technology to Revolutionise Customer Experience category – Sydney Metro Virtual Reality Customer Centred Design Program
- 2023 National Association of Women in Construction Awards for Excellence – Contribution to Sustainability category
- 2023 NSW Indigenous Chamber of Commerce Infrastructure and Construction Awards – Project of the Year category – Sydney Metro
- 2023 NSW Indigenous Chamber of Commerce Infrastructure and Construction Awards – Project of the Year category – Sydney Metro – Western Sydney Airport draft Connecting with Country Framework
- 2024 Australian Cyber Security Awards – Cyber Security Professional of the Year, Government & Defence category
- 2024 Infrastructure Partnerships Australia, National Infrastructure Awards – Industry Choice category – Central Walk
- 2024 National Trust Heritage Awards – Adaptive Reuse/Architectural category – Central Station



Image: Associate Director Design Project Delivery, accepting the Award of Excellence in Infrastructure at the Australian Institute of Landscape Architects NSW State Awards.



04

## Management and accountability



Image: Sydney Metro office.



# Number and remuneration of senior executives

Table 8: Sydney Metro executives during 2023–24

Name	Position	Periods position held	Qualifications
Peter Regan	Chief Executive	12.04.2021 – 30.06.2024	Bachelor of Commerce (Accounting and Finance) Member of Chartered Accountants Australia and New Zealand
Chontelle Perucich	Chief of Staff	14.02.2022 – 30.06.2024	Bachelor of Environmental Science (Geography) (Hons) Graduate Member Australian Institute of Company Directors
Tim Parker	Head of Project Delivery	01.02.2020 – 12.01.2024	Master of Business Administration Chartered Mechanical Engineer Bachelor of Science (Hons), Environmental Engineering
Leanne Boyle	Chief Property & Place Officer	08.08.2022 – 30.06.2024	Master of Business Administration Graduate Member Australian Institute of Company Directors Bachelor Science (Land Economics)
Josh Watkin	Acting Head of Project Delivery	10.01.2024 – 30.06.2024	Executive Masters of Public Administration Master of Arts (Peace and Conflict Studies) Bachelor of Arts (Politics and Indonesian Studies) Graduate Diploma (Theology and Ethics) Graduate Member Australian Institute of Company Directors
Rebecca McPhee	Deputy Chief Executive & Head of Customer Operations & Outcomes	24.04.2021 – 30.06.2024	Master of Arts (Hons), Economics and Social and Political Sciences
Fiona Trussell	Chief Finance & Commercial Officer	14.12.2022 – 30.06.2024	Bachelor of Economics (Accounting) Graduate Member Australian Institute of Company Directors Member of Institute of Chartered Accountants Australia and New Zealand
Catrina Cresswell	Head of Legal, Probity, Internal Audit & General Counsel	04.04.2019 – 04.08 2023	Bachelor of Arts Bachelor of Laws (LLB)

Table 8: Sydney Metro executives during 2023–24

Name	Position	Periods position held	Qualifications
Brendan Hanvey	Head of Strategic Transaction Integrity and General Counsel	23.08.2023 – 30.06.2024	Postgraduate Certificate of Professional Legal Studies Bachelor of Laws (LLB) Hons Common & Civil Law with Hispanic Studies
Fatima Abbas	Executive Director People and Culture	20.05. 2023 – 30.12. 2023	Master of Psychology Master of Public Administration Bachelor of Science/Psychology Diploma, Human Resource Management
Rebecca Nikqi	Acting Executive Director People and Culture	15.01.2024– 02.06.2024	Master of Business Administration Bachelor of Business Project Management Foundation (Prince 2)

Table 9: Number and remuneration of senior executives (2023–24)

Transport Senior Service Level	Female	Male	Total	Average total remuneration package \$
TSSE Band 3				
2023–24	2	1	3	603,048.33
2022–23	2	1	3	603,048.33
2021–22	0	1	1	666,250.00
2020–21	0	1	1	650,000.00
2019–20	0	1	1	538,125.00
TSSE Band 2				
2023–24	23	34	57	350,524.95
2022–23	23	36	59	357,820.61
2021–22	18	29	47	351,591.13
2020–21	13	27	40	343,635.10
2019–20	11	22	33	350,851.52
TSSE Band 1				
2023–24	71	144	215	251,962.76
2022–23	83	145	228	254,049.21
2021–22	66	116	182	252,052.30
2020–21	45	83	128	247,870.58
2019–20	31	55	86	254,762.29
Total 2023–24	96	179	275	276,222.03

Data source: SAP – Corporate Analytics Portal as of 30 June 2024.



# Human resources

Employees at Sydney Metro are employed in the Transport Service. Personnel services are provided by Transport Shared Services in TfNSW, including salaries, wages, leave entitlements, superannuation, workers' compensation insurance premiums, payroll tax, fringe benefits tax and redundancies.

Table 10: Sydney Metro government workforce

	Salaried employees (Grades 1–9)		Transport Senior Service Managers		Senior Executive		Total
	Female	Male	Female	Male	Female	Male	
Full Time Equivalent							
As of 30 June 2024	383.2	327.9	118.7	153.6	94.9	179.0	1257.3
As of 30 June 2023	401.01	345	113.43	159.60	106.49	181.57	1307.10
Headcount							
As of 30 June 2024	389	328	122	154	96	179	1268
As of 30 June 2023	406	345	118	160	108	182	1319
As of 30 June 2022	330	293	99	130	84	146	1082
As of 30 June 2021	226	199	69	91	58	111	754
As of 30 June 2020	133	106	43	74	42	78	476

## Exceptional movements in wages, salaries or allowances

Salaries, wages and allowances for Sydney Metro employees moved in accordance with the NSW Government Fair Pay and Bargaining Policy 2023 throughout the 2023–24 period. The TfNSW Salaries and Sydney Metro Salaries and Conditions of Employment Award 2022 applies to non-executive employees who were transferred to the Sydney Metro Group on 1 July 2018 or employed thereafter.

The Award reached its nominal expiry date on 30 June 2023. The Award was varied to provide for an increase to wages and related allowances of 4.5 per cent (inclusive of superannuation) from the first full pay period commencing on or after 1 July 2023. Negotiations toward a replacement Award are underway.

Amendments to legislation in 2023 has prevented the Statutory and Other Offices Remuneration Tribunal (SOORT) from determining annual wage increases for Transport Service Senior Executives (bands 1–3) until July 2025.

The Secretary approved a review of the Transport Service Senior Manager (TSSM) range resulting in individual increases of up to three per cent and not exceeding the maximum remuneration range for the TSSM classification. This was paid effective from the first full pay period commencing on or after 1 July 2023.



## Building our capability

We are committed to developing our workforce through technical training, leadership development and informal learning opportunities.

This year we continued with our internal mentoring program, maintained an increased focus on entry-level roles and enabled opportunities for career development by partnering with TfNSW.

A total of 136 staff participated in our mentoring program and four graduates and cadets were successful in attaining engineering roles which is a critical skill shortage role at Sydney Metro.

## Flexible work practices – making hybrid sustainable

Our PMES results have shown us that flexible ways of working are a key driver of our peoples' engagement levels and productivity.

The Hybrid working policy and associated practices have continued relatively unchanged at Sydney Metro/ TfNSW throughout the 2023–24 financial year. Support material and tools continue to be communicated to leaders to assist them in managing their respective teams in the hybrid working environment.

## Attracting and retaining the best talent

Due to macro-economic factors including large volumes of infrastructure projects across NSW and residual impacts of the COVID-19 pandemic, we continue to face on-going challenges associated with the attraction of skills and talent in critical areas of project delivery, engineering and commercial management. In addition, the NSW Government implemented TSSE reduction targets across government agencies resulting in the introduction of recruitment controls within Transport from June 2023. This has resulted in controls around duration of appointments and additional approvals to recruit both internally and externally at all levels.

Despite these constraints we continue to find innovative ways to offer exciting and new opportunities for people with the right skills to work on our city shaping projects. We increased our focus on career pathways through organisational design and partnering with TfNSW and Infrastructure NSW to support filling of entry level roles.



Image: Sydney Metro office.



# Payments to consultants

Table 11: Engagements of \$50,000 and over

Consultant	Category	Project	2023–24 expenditure	Total actual cost
E3 Advisory Pty Ltd	Consultancy	Strategic Business Advisory Services, Western Sydney Airport (WSA)	\$450,450	\$491,010
Nation Partners Pty Ltd	Consultancy	Contaminated Land Advisory Services	\$343,089	\$343,089
LEK Consulting	Consultancy	Independent Review of Sydney Metro	\$240,000	\$240,000
O'Connor Marsden & Associates Pty Limited	Consultancy	Probity Advisory Services for Sydney Metro City & Southwest Project	\$163,986	\$163,986
Nous Group Pty Ltd	Consultancy	Specialist Advisory Services, People and Culture	\$128,920	\$303,900
Procure Group Pty Ltd	Consultancy	Probity Advisory Services for City & Southwest (CSW) Works Package	\$65,981	\$65,981
EY	Consultancy	Financial Reporting Advisory Services	\$60,170	\$60,170
Total			\$1,452,595	\$1,668,135

Table 12: Engagements/contracts less than \$50,000

Total number of engagements	2023–24 expenditure	Total actual cost
12	\$171,380	\$441,839

# Overseas travel

No paid or partially paid overseas travel was taken by Sydney Metro employees or officers during 2023–24 financial year.

# Legal change

## Acts and regulations administered by the Minister for Transport

Legislation administered by the Minister for Transport is included in the annual report of TfNSW.

## Changes in Acts and subordination legislation

Amendments (during the last Parliament) to legislation administered by the Minister for Transport, Minister for Roads, and Minister for Regional Transport and Roads are included in the annual report of TfNSW.

## Significant Judicial Decisions affecting the agency or users of its services

### Sydney Metro V G & J Drivas Pty Ltd [2024] NSWCA 5

This case concerned an appeal to the Court of Appeal from a judgment of Duggan J in the Land and Environment Court. The appeal primarily concerned:

- a. the proper application of the statutory disregard in section 56(1) of the *Land Acquisition (Just Terms Compensation) Act 1991* (Just Terms Act); and
- b. a claim for stamp duty and other costs of a replacement property under section 59(1) of the Just Terms Act.

In relation to (a), the decision has potentially narrowed the scope of what effects of the public purpose are to be disregarded in the assessment of market value under the Just Terms Act, and delineated between effects of the public purpose and effects of the acquisition on value.

In relation to (b), the decision has curtailed the ability of property developers to recover the cost of purchasing a replacement property (including stamp duty).

The proceedings related to Sydney Metro's compulsory acquisition of land in the Parramatta CBD comprising 220 and 222-230 Church Street and 48 Macquarie Street (Acquired Land) for the Sydney Metro West project, which, at the date of acquisition was improved by a two-storey mixed-use office/retail complex which was occupied by various tenants. A development

consent had been granted for the construction of a 25-storey tower (Development). The Applicants had also taken steps to prepare a further development application which, if approved, would have resulted in an increase in the building height and gross floor area of the Development (Combined Development).

The Applicants claimed that they had discontinued preparing detailed drawings for the Combined Development in March 2019 due to suspicions the Acquired Land would be acquired (Discontinue Decision) and decided in October 2019 to cease all work on the Development and Combined Development application when notified by Sydney Metro of the intended acquisition (Stop Work Decision). They contended that but for the proposed acquisition, they would have continued work such that by the date of acquisition, they would have obtained vacant possession, entered construction contracts, demolished the existing improvements and be well advanced on basement construction.

Section 56(1)(a) of the Just Terms Act provides that in assessing the market value of land which is acquired for a public purpose, any increase or decrease in the value of the land caused by "the carrying out of, or the proposal to carry out, the public purpose" is to be disregarded. The Applicants contended that the Acquired Land should be valued on its assumed development state rather than its actual physical state because s 56(1) (a) required their Discontinue Decision and Stop Work Decision to be disregarded.

The Applicants also claimed as compensation the cost of purchasing a replacement property (including stamp duty) under s59(1)(f) relying on the decision in *Blacktown City Council v Fitzpatrick [2001] NSWCA 259* on the basis that they were in the business of acquiring and developing property.

At first instance, Justice Duggan accepted that the Discontinue Decision and the Stop Work Decision caused a decrease in the value of the Acquired Land which was required to be disregarded for the purposes of determining market value. Consequently, compensation was awarded for the market value of the Acquired Land in a notional physical state as if the Combined Development had progressed. Duggan J also accepted that the Applicants had an actual use of the Acquired Land and were therefore entitled to stamp duty and other replacement costs under s 59(1)(f) consistent with the decision in *Fitzpatrick*.



Kirk JA (Payne JA and Griffiths AJA agreeing) held that Duggan J had erred in her construction of s 56(1)(a). Kirk JA held that s 56(1)(a) involves a causation inquiry whereby the court is to disregard any increase or decrease in the value of the land caused by the carrying out of, or the proposal to carry out, the public purpose. The causal question needs to be directed to the effects on the value of the land of the public purpose, rather than to the effects of the proposed acquisition of the particular land. This disregard does not include the free choices of an owner, responding to a proposed acquisition as opposed to the public purpose itself, such as the Stop Work Decision and the Discontinue Decision, even if they are reasonable choices made because of the possibility or certainty of the land being acquired. Kirk JA therefore upheld Sydney Metro's appeal relating to assessment of market value.

In relation to stamp duty and other property replacement costs, the Court also upheld Sydney Metro's appeal because:

- a. paragraph (f) of s 59(1) must be taken to add something to what is covered by paragraphs (a)-(e), otherwise it would be superfluous;
- b. as s 59(1)(d) provides for reimbursement of stamp duty costs based on the market value of the acquired land, this creates a negative implication that stamp duty could only be claimed in the circumstances set out in that paragraph; and
- c. adopting the construction put by Sydney Metro would not overrule the decision in *Fitzpatrick*.

This decision continues the narrowing of the scope of s 59(1)(f) and effectively limits landowners ability to claim stamp duty and replacement costs under section 59(1) (f), which frequently occurred where they were not in actual occupation of the acquired land.

#### **Goldmate Property Luddenham No. 1 Pty Ltd v Transport for NSW [2024] NSWLEC 39**

This case primarily concerned with the proper characterisation of the public purpose for which land is acquired. This is relevant for the assessment of compensation under the Just Terms Act as, in determining compensation for the market value of the acquired land, the effect of the public purpose on the value of the land is to be disregarded (s56(1)(a)), whereas when determining the effect on the value of any retained land of the same person, regard is to be had to the effect of the public purpose on that value (s55(f)).

The Applicant owned 31.79 hectares of land at 777–819 Luddenham Road, Luddenham that it had purchased in November 2020 for \$33,056,500. On 30 June 2021, TfNSW acquired 14.66 hectares "for the purposes of the Roads Act 1993 in connection with the construction, operation and maintenance of the M12 Motorway". The Applicant landowner retained 17.13 hectares of land.

As at the date of acquisition, the land was primarily zoned Enterprise (ENT) under the State Environmental Planning Policy (Western Sydney Aerotropolis) 2020, prior to which it had been zoned RU2 Rural Landscape. The primary issue in dispute was whether the public purpose had caused the change in zoning from RU2 to ENT and the consequent increase in market value. The Applicant contended that the public purpose was limited to the M12 Motorway Project which did not result any change in the zoning of the land, and claimed compensation in the amount of \$55,636,728. That is, the land was to be valued on the basis of its ENT zoning in both the pre-acquisition and post-acquisition scenarios. TfNSW contended that the M12 Motorway was part of a broader public purpose to provide the infrastructure necessary to service the Western Sydney Airport (WSA) and the Western Sydney Aerotropolis, and without that infrastructure, the land would not have been rezoned to the higher value ENT zone. Consequently, TfNSW contended that, applying the statutory disregard in s56(1)(a), the land should be valued based on an RU2 zoning, and any retained land valued based on the ENT zoning to give effect to s55(f), resulting in compensation in the amount of \$4,138,180, significantly less than that claimed by the Applicant.

Justice Duggan found that the public purpose was part of a coordinated NSW Government-wide project in delivering the WSA. Her Honour found that "the actions of TfNSW in acquiring the land for the purposes of the M12 was in the furtherance of that purpose. The goal for the acquisition of the M12 was not merely to provide vehicular movements to and from the WSA but also to make provision for transport related to the intended land use changes which would facilitate commercial, employment and industrial uses around the WSA to leverage the economic opportunities provided by the WSA. Each element had to work in concert, or the goal (the purpose of such works) would not be achieved..." Consequently, Justice Duggan found that the rezoning was a direct consequence of the public purpose, it needed to be disregarded when determining market value under s 56(1)(a). Adopting a "before and after" approach, Justice Duggan determined that the compensation for market value of the acquired land, offset by the increase in value of the retained land as a result of the ENT zoning, was \$9,523,500.

The judgment reinforces that there are no "clear rules" for characterising the relevant public purpose. While it is the public purpose of the acquiring authority that is relevant, that purpose may be associated with a coordinated cross-Government strategy. It is not necessary to confine the characterisation of the public purpose by reference to the legislation that gives the authority the power to acquire land.

The Goldmate decision is the first judgment in a series of proceedings concerning land acquisition near the WSA and is likely to set a useful precedent for those other cases, including cases involving acquisitions for the Sydney Metro–Western Sydney Airport. While each case must be determined on its facts, the finding of a coordinated public purpose in furtherance of the delivery of infrastructure required for the WSA and Aerotropolis is likely to be favourable to Sydney Metro and other acquiring authorities.

#### **Sydney Metro v Expandamesh Pty Ltd [2023] NSWCA 2000**

Sydney Metro compulsorily acquires substratum land for the construction of tunnels and caverns for the metro projects.

Clause 2(1) of schedule 6B of the *Transport Administration Act 1988* provides that:

#### **No compensation for acquisition of land for underground rail facilities**

- (1) If land under the surface is compulsorily acquired under the *Land Acquisition (Just Terms Compensation) Act 1991* for the purpose of underground rail facilities, compensation is not payable under that Act unless —
  - a. the surface of the overlying soil is disturbed, or
  - b. the support of that surface is destroyed or injuriously affected by the construction of those facilities, or
  - c. any mines or underground working in or adjacent to the land are thereby rendered unworkable or are injuriously affected.

The construction of tunnels can result in minor settlement (millimetres) at the surface of the land. In *Expandamesh*, Sydney Metro had compulsorily acquired land at Alexandria for the metro tunnel for City & Southwest. During construction the settlement at the surface was alleged to be in the order of 1–3mm. There was no observable damage or impact to the use of the land above the tunnel.

The owner of the land argued that the 1-3mm settlement amounted to the surface being "disturbed" and that paragraph (a) applied which would entitle the owner to compensation under the Just Terms Act for the acquisition of the substratum.

The Court of Appeal held that the minor settlement did not amount to "disturbance" of the surface and the paragraph (a) did not apply. Specifically, the Court of Appeal clarified that:

- (1) the notion of a "disturbance" was to be given its ordinary meaning. That meaning required a non-trivial interruption of order. The concept of "disturbed" for the purpose of paragraph (a) does not extend to an impact or effect which is objectively is "objectively trivial" and "of no practical significance"; and
- (2) whether or not a particular effect is non-trivial for the purposes of paragraph (a) will depend on the particular factual context. A settlement of 1.5mm might appropriately be described as trivial if a tunnel is constructed under land which has sheep grazing on it. This could be contrasted with the situation where settlement of that degree is caused by tunnelling under land on which is located a semiconductor factory or a chemical laboratory with sensitive equipment which is very susceptible to any form of settlement.

The judgment clarified that a few millimetres of settlement caused by tunnelling will not amount to "disturbance" and trigger the compensation requirement for substratum acquisition where the settlement is of no practical significance or is trivial.



# Economic or other factors

Sydney Metro has a significant pipeline of capital works to achieve its strategic objectives across various major projects. The global economy has faced uncertain economic conditions since the COVID pandemic, with economic growth rebounding more strongly than expected. However, global supply chains have been slower to recover. High demand, coupled with disruptions in energy and food markets due to Russia's invasion of Ukraine, has driven inflation to multi-decade highs in many countries. Central banks, including Australia's, have responded by sharply raising interest rates to manage inflation but anticipate inflation and interest rates to gradually stabilise.

A sustained high level of infrastructure investment nationwide has posed challenges for project deliverability and affordability. Local and global supply constraints for key materials like timber, metals, and steel, along with high freight costs and skilled trade shortages, have increased competition for resources, driving cost escalation. In 2024, these pressures are easing as state and federal governments rebalance forward infrastructure programs by deferring lower priority projects.



Image: Sydney Metro's precast segment manufacturing plant at Eastern Creek.

Short-term mitigations have been developed collaboratively with delivery partners, including new risk-sharing mechanisms and early engagement with the industry to address risk allocation. Some of the short-term and package-level mitigations include:

- early engagement with the market to inform the procurement process
- detailed assessment of escalation risk driven by the economic environment for each package before contract award, with inputs from contractors during procurement
- assessing foreign currency exposure and hedging where appropriate
- seeking longer-term price validity from bidders during procurement
- reviewing contract models and updating contractual provisions as necessary
- developing and negotiating package-specific risk allocation regimes with contractors collaboratively before contract award
- implementing Infrastructure NSW supply chain escalation principles (including a Rise and Fall mechanism with a Cap and Collar approach, where appropriate)
- robust contract management during delivery to assess and substantiate additional risk and cost impacts.

Long-term initiatives are underway to support supply chain performance and offset rising costs, including:

- pursuing value engineering opportunities and innovations to reduce costs while balancing and prioritising the benefits of our projects
- standardisation of engineering and design standards
- standardisation of procurement and contract management processes
- development of collaborative performance management with industry partners
- engagement with industry to develop innovative approaches
- regular review of market volatility to assess price escalation risk and related impacts.

Sydney Metro has also seen more price hedging, longer tender validity periods on subcontract pricing, and ordering larger quantities of key materials to preserve pricing in the market.

# Insurance activities

Sydney Metro is a member agency/authority of the NSW Treasury Managed Fund (TMF) for its direct insurance requirements (non-project related insurances) including workers' compensation, public liability, property, motor vehicle and miscellaneous items, including professional indemnity. In 2023-24, there were no material claims made against any of these insurance categories under the TMF.

Project specific insurances are procured in respect of the delivery of the Sydney Metro program of works. These insurances are procured from the commercial insurance market and/or Insurance and Care New South Wales (icare).

Delivery phase insurances procured by Sydney Metro, typically include:

- contract works: physical loss or damage to permanent or temporary works
- public and products liability: legal liability to third parties for personal injury or property damage arising out of the works and delivery phase activities
- project specific professional indemnity (on a case by case basis): civil liability of the contractor(s) arising out of the performance of professional activities and duties
- delay in start-up (on a case by case basis): loss of revenue following a delay to completion arising from damage insured under the contract works insurance. Purchased solely for contracts delivered through a PPP contract, over station developments.

Other project insurances such as plant and equipment, asbestos liability, workers' compensation, motor vehicle insurance, are typically procured by the appointed contractors or their subcontractors. These insurances cover the insurable interests of Sydney Metro as required by contract.

Operations phase insurances for the Metro Northwest Line are procured by, or on behalf of, the operator in accordance with the operations, trains and systems project deed and are consistent with projects of a similar size and nature, delivered through a PPP. These insurances include property damage, business interruption (loss of revenue), public and products liability, and professional indemnity insurance. Consistent with delivery phase insurances, Sydney Metro's insurable interests are maintained as required by contract.

Operations phase insurances for the Metro City Line will be procured by, or on behalf of, the operator effective from date of first passenger service in accordance with the relevant project deed and are consistent with Metro Northwest operations phase insurances and other PPP-delivered projects of a similar size and nature.

Contractors and operators are required to notify Sydney Metro of any circumstances which may lead to an insurance claim, particularly where Sydney Metro is included as an insured party under the relevant policy of insurance. In addition to this, insurers accept notifications of claims by contractors and operators as a notification by Sydney Metro, which ensures Sydney Metro is not in breach of the relevant insurance policy. In the event of an insurance claim under the project insurances, contractors and operators deal directly with insurers and loss adjusters and are required to keep Sydney Metro informed of all developments.

Image: Masks are a must when working below ground. Central team in the metro box, February 2021.





# Audit and risk management

Risk management at Sydney Metro is a significant part of organisational governance. It drives business performance and delivery of project objectives safely and successfully. Sydney Metro is committed to continual improvement in our risk management practices, and to building a strong risk culture to support our projects and operational success.

Our risk management framework complies with the requirements set out in the NSW Treasury Internal Audit and Risk Management Policy for the General Government Sector (TPP 20–08) and conforms to the Australian Standard for Risk Management (AS ISO 31000:2018).

Risk management is embedded in planning, project development, and management.

Sydney Metro makes decisions and takes actions that are in accordance with the risk appetite set by the Board, and applies an enterprise wide structured and accountable approach to proactively identify and appropriately mitigate risk exposure.

Sydney Metro adopts the Institute of Internal Auditors Three Lines model to risk governance and oversight.

Sydney Metro's risk management is subject to oversight by the Board Risk Committee chaired by an independent non-executive member of the Board.

## Internal audit and risk management attestation statement for the 2023–24 financial year for Sydney Metro

I, John Arthur am of the opinion that Sydney Metro has internal audit and risk management processes in operation that are, excluding the exemptions described below, compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

### Core Requirements

#### Risk Management Framework

Component No.	Requirements	Enterprise Risk Response
1.1	The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
1.2	The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant

#### Internal Audit Function

Component No.	Requirements	Internal Audit Response
2.1	The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2	The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.	Compliant
2.3	The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant

### Audit and Risk Committee

Component No.	Requirements	Management Response
3.1	The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Non-Compliant
3.2	The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Non-Compliant

During the period September 2022 to 30 June 2024, Sydney Metro, with approval of the then Minister pursuant to the attached Ministerial Determination which expired on 30 June 2024 and was not renewed by the current Minister, did not operate an Audit and Risk Committee, but instead followed accepted best practice in these matters by operating separate Audit and Risk Committees which together, at a minimum, covered the scope contemplated for an Audit and Risk Committee under the Model Charter.

#### Membership

The independent chair and members of the Board Audit Committee were<sup>1</sup>:

- Chairman, Bob McKinnon
- Member, John Arthur
- Member, Gail Pemberton.

The independent chair and members of the Board Risk Committee were:

- Chairman, Louise Thurgood from 1 July 2023 – 24 March 2024, Thao Oakey (interim) from 4 March 2024 – 30 June 2024
- Member, John Arthur
- Member, Bob McKinnon
- Member, John Barraclough
- Member, Thao Oakey from 1 July 2023 – 4 March 2024.



**John Arthur**  
Chairman,  
Sydney Metro Board in accordance with a resolution of the Sydney Metro Board.

25 September 2024

### Departures from Core Requirements

I, John Arthur advise that, in the opinion of NSW Treasury, the internal audit and risk management processes for Sydney Metro departed from the following Core Requirements set out in the Internal Audit and Risk Management Policy for the General Government Sector.

The identified non-compliance includes:

- Sydney Metro not having a single Audit and Risk Committee and thus did not have an Audit and Risk Committee Charter that is consistent with the 'model charter'
- not all Sydney Metro Board Audit Committee and Board Risk Committee Members were registered with the Prequalification Scheme: Audit and Risk Committee Independent Chairs and Members, although all were Ministerially approved members of the Sydney Metro Board.

In order to adhere to the Core Requirements, the Sydney Metro Board dissolved the Board Audit Committee and Board Risk Committee on 4 July 2024, and the Committees have been replaced by a single Audit and Risk Committee.

Notwithstanding the non-compliance described above, the Board of Sydney Metro is satisfied that at all relevant times Sydney Metro has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within Sydney Metro.

<sup>1</sup> The Sydney Metro Board dissolved the Board Audit Committee and Board Risk Committee on 4 July 2024. The committees have been replaced by a single Audit and Risk Committee.



# Sydney Metro compliance with the Internal Audit and Risk Management Policy for the General Government Sector

I, David Elliott, Minister for Transport, am of the opinion that Sydney Metro has internal audit and risk management processes in operation that are, excluding the exemptions described below, compliant with the Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*.

I, David Elliott, Minister for Transport, understand that the following Core Requirements of Internal Audit and Risk Management Policy (TPP20-08) have not been met:

Core Requirement	Reason for non-compliance with the Core Requirement
Core Requirement 3.1 – The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency’s governance processes, risk management and control frameworks, and its external accountability obligations.	The requirement for a single Audit and Risk Committee places substantial structural constraints on the Sydney Metro Board, impacting its ability to ensure that the activities of Sydney Metro are carried out properly and efficiently.
Core Requirement 3.2 – The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the ‘model charter’.	As above.

I note that the following alternative arrangements have been implemented to achieve outcomes equivalent to the requirement(s):

Summary of alternative arrangements	How the alternative arrangements will achieve equivalent outcomes
Sydney Metro will establish two committees, an Audit Committee and a Risk Committee. Each Committee will have its own Charter.	In aggregate the roles and responsibilities of an Audit and Risk Committee, as set out in the model charter, will be transferred to the two new committees and reflected in their charters, consistent with the model charter.

I, David Elliott, Minister for Transport, am of the opinion that the practicable alternative measures implemented demonstrate that the Sydney Metro has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the Sydney Metro.

This exemption to the Core Requirements of the Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08) is valid for the financial year(s) (2022-2024).<sup>1</sup>

  
**David Elliott**  
Minister for Transport

19 September 2022

<sup>1</sup> Exemptions may be sought for a maximum of two financial years.

# Compliance with the *Privacy and Personal Information Protection Act 1998*

Sydney Metro has a Privacy Management Plan (PMP) in compliance with section 33 of the *Privacy and Personal Information Protection Act 1998* (PPIP Act), which includes information about:

- the devising of policies and practices to ensure compliance with the requirements of the PPIP Act and the *Health Records and Information Privacy Act 2002* (NSW)
- the dissemination of those policies and practices to persons within Sydney Metro
- the procedures that Sydney Metro applies in relation to internal review under Part 5 of the PPIP Act.

The PMP is available on our website at [transport.nsw.gov.au/about-us/transport-privacy#Privacy\\_Management\\_Plans](https://transport.nsw.gov.au/about-us/transport-privacy#Privacy_Management_Plans)

Sydney Metro did not receive any application for access to personal information under section 14 of the PPIP Act during 2023–24. Sydney Metro received one application for internal review under Part 5 of the PPIP Act during 2023–24.

Questions, compliments or complaints about the management of personal and health information should be directed to the Privacy Officer at Sydney Metro.

**E** [sydneymetro.privacy@transport.nsw.gov.au](mailto:sydneymetro.privacy@transport.nsw.gov.au)  
**Post** The Privacy Officer  
Legal – Corporate  
Sydney Metro  
PO Box K659  
Haymarket NSW 1240



Image: Community open day at Parramatta Station.



# Access to government information

## Government Information (Public Access) Act 2009

### Review of the proactive release program

The Government Information (Public Access) Act 2009 (GIPA Act) provides an open and transparent process for giving the public access to information from NSW public sector agencies, and to encourage the proactive public release of government information.

Sydney Metro proactively releases information about current and planned projects and initiatives on our website. This ranges from media releases to detailed information about contracts and projects.

Sydney Metro works with TfNSW as it actively considers how to be more proactive and ensure greater access to information. Regular meetings with key stakeholders across the transport agencies discuss and consider opportunities for further proactive release of information, including consideration of recent access applications and trends in the types of requests received elsewhere in the agencies.

Further information about Sydney Metro’s GIPA processes and the types of information held by the agency is available on the Sydney Metro website [sydneymetro.info/access-information](https://sydneymetro.info/access-information)

### Number of access applications received

Sydney Metro received 27 access applications (including withdrawn applications but not invalid applications) during 2023–24.

### Number of refused applications for Schedule 1 information

Sydney Metro refused access to information in five access applications in 2023–24 because the requested information was information referred to in Schedule 1 of the GIPA Act.

Table A: Number of applications by type of applicant and outcome, 2023–24

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Information not held
Media	0	1	3	0
Members of Parliament	0	0	0	0
Private sector business	4	0	0	0
Not-for-profit organisations or community groups	2	0	0	1
Members of the public (by legal representative)	0	1	0	1
Members of the public (other)	4	3	0	4

Type of applicant	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application on withdraw
Media	0	1	0	0
Members of Parliament	0	0	0	0
Private sector business	0	1	0	0
Not-for-profit organisations or community groups	0	0	0	0
Members of the public (by legal representative)	0	0	0	0
Members of the public (other)	1	1	0	0

Note: More than one decision can be made in respect to a particular access application. If so, a recording must be made in relation to each decision.

Table B: Number of applications by type of applicant and outcome, 2023–24

Type of information requested	Access granted in full	Access granted in part	Access refused in full	Information not held
Personal information applications	0	0	0	0
Access application (other than personal information applications)	8	4	3	5
Access application that are partly personal information application and partly other	2	1	0	1

Type of applicant	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application on withdraw
Personal information applications	0	0	0	0
Access application (other than personal information applications)	1	3	0	0
Access application that are partly personal information application and partly other	0	0	0	0

Note: More than one decision can be made in a particular access application. If this occurs, each decision must be recorded.

A ‘personal information application’ is a GIPA Act access application for personal information (as defined in clause 4 Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications 2023–24

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	4
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	4
Invalid applications that subsequently became valid applications	0



Table D: Conclusive presumptions of overriding public interest against disclosures: matters listed in Schedule 1 of the Act.

Consideration category/type	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	3
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environment heritage	0
Privilege generally – Sch 1(5A)	0
Information provided to the High Risk Offenders Assessment Committee	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recorded (but only once per application).

Table E: Conclusive presumptions of overriding public interest against disclosures: matters listed in Schedule 1 of the Act.

Consideration category/type	Number of occasions when application was not successful
Responsible and effective government	3
Law enforcement and security	0
Individual rights, judicial processes and natural justice	3
Business interests of agencies and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recorded (but only once per application).

Table F: Timeliness 2023–24

Timeliness of decision	Number of applications
Decided within the statutory timeframes (20 days plus any extensions)	22
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	1
Total	23

More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recorded (but only once per application).

Table G: Number of applications reviewed under Part 5 of the Act (by type or review and outcome), 2023–24

Type of review	Decisions varied	Decisions upheld	Total
Internal review	0	1	1
Review by Information Commissioner	0	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	0	2	2

The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

Type of applicant	Number of applications for review
Applications by access applicants	3
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	0

More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recorded (but only once per application).

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

Type of transport	Number of applications transferred
Agency-initiated transfer	1
Applicant-initiated transfer	0

# Exemptions

Sydney Metro has no exemption from including certain information in the 2023–24 Sydney Metro Annual Report.





# 05

## Sustainability



Image: Grazing goats at Sydney Metro's precast facility at Eastern Creek.



# Our approach to sustainability

Sydney Metro is committed to supporting NSW Government policy and the United Nations Sustainable Development Goals by working with our stakeholders to deliver environmental, social and economic benefits.

Sydney Metro’s approach to sustainability is in accordance with the Transport Environment and Sustainability Policy, that commits to delivering transport that contributes to economic prosperity and social inclusion in an environmentally responsible and sustainable manner, consistent with the Future Transport Strategy.

The Sydney Metro Environment and Sustainability Statement of Commitment sets out our intent to:

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



Figure 5.2: United Nations Sustainable Development Goals that Sydney Metro is making a positive contribution to.

The Sydney Metro Sustainability Framework (2020–25) outlines our approach to delivering sustainable outcomes across the business and articulates six sustainability principles (refer to Figure 5.3) which align to the key areas of sustainability, risk and opportunity. The Statement of Commitment and Sustainability Framework are supported by project-specific sustainability strategies and plans.



Figure 5.3: Sydney Metro Sustainability Principles.

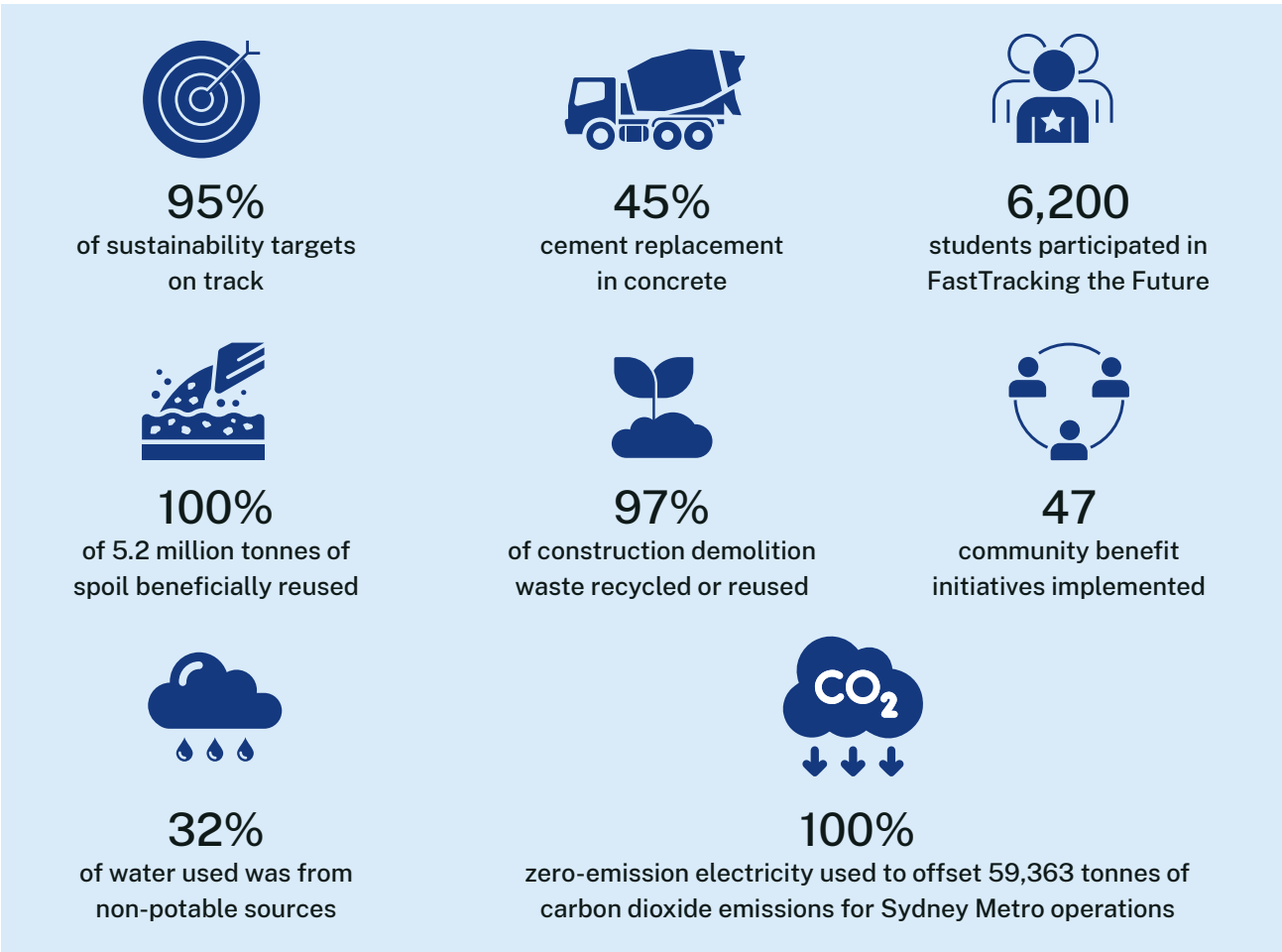


Figure 5.4: Key sustainability outcomes 2023-24.



# Demonstrate leadership

## Sustainability targets

Each Sydney Metro project has a sustainability plan or strategy which outlines our targets for both construction and operation. Our targets and initiatives are embedded into contractual documents to drive sustainable environmental and socio-economic outcomes, with performance reported publicly.

Examples of at-risk targets include those relating to recycling of construction office waste, and achievement of sustainability ratings, which are being addressed through collaboration with delivery partners. More detail is provided on the sustainability performance of our projects for 2023–24 at Appendix 2 and our progress against our sustainability targets at Appendix 3.

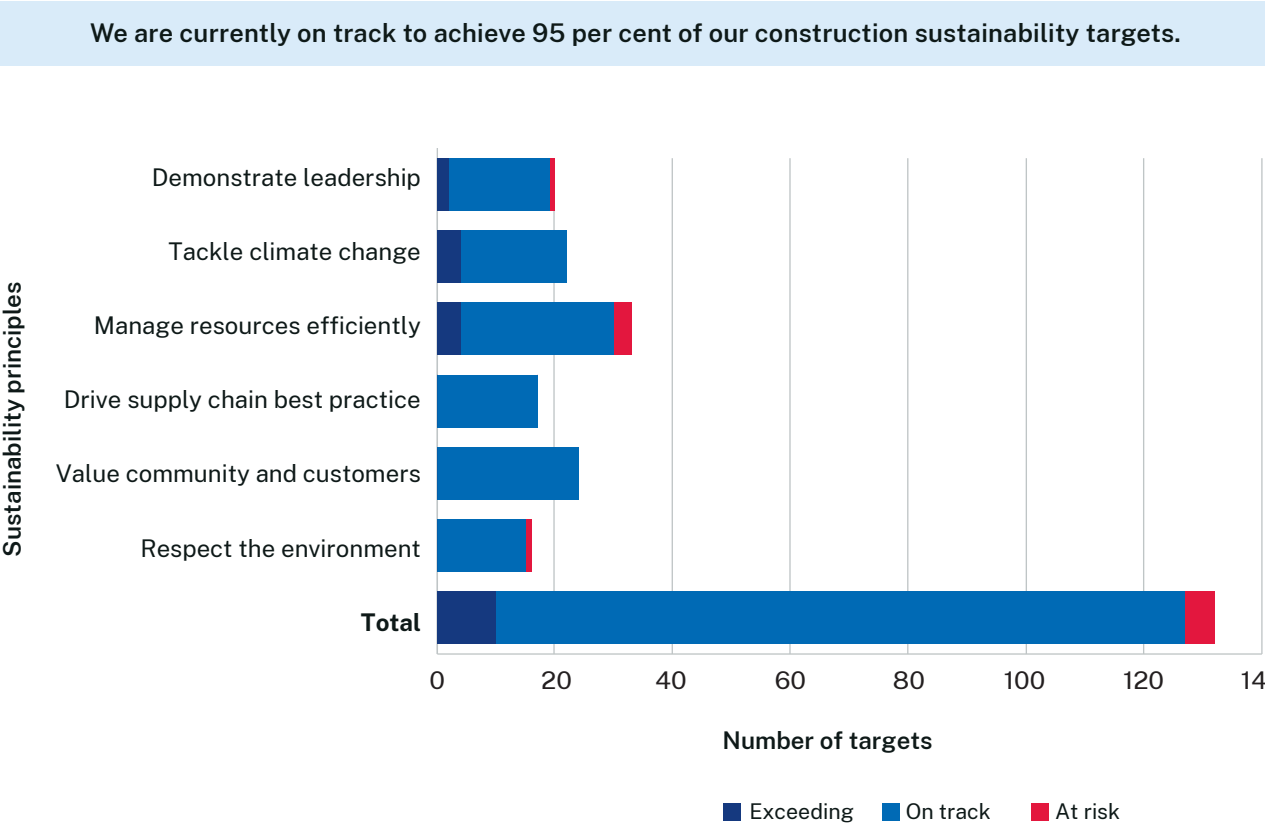


Figure 5.5: 2023–24 performance against our sustainability targets.

## Measuring our achievements

Using nationally recognised accreditation tools, we measure and verify the sustainability performance of our projects against best-practice industry standards for both construction and operations stages.



Image: Concrete at Barangaroo averaged 52 per cent cement replacement.



# Ratings achieved in the 2023–24 financial year

## Sydney Metro City & Southwest project

- Central Station achieved a ‘Leading’ Infrastructure Sustainability As-Built rating (84 points), and a 6-star Green Star (Custom) As Built rating.
- The Linewide Package achieved a ‘Leading’ Infrastructure Sustainability Design rating (86 points).
- Southwest Metro Packages 4, 5 and 6 achieved a ‘Platinum’ rating under TfNSW’s Sustainable Design Guidelines.

## Sydney Metro – Western Sydney Airport

- The Station Boxes & Tunnelling package achieved an ‘Excellent’ Infrastructure Sustainability Design Rating (73 points). A ‘Leading’ rating of minimum 75 points is being targeted for achievement at the As Built stage.

## Sydney Metro West

- The Central Tunnelling Package achieved a ‘Leading’ Infrastructure Sustainability Council Design rating (80 points).



Image: The renewable energy generated from the 664 solar panels at Central Station will power lights across three platforms and will lower the electricity demand at the station by 10 per cent.

# Sydney Metro Central Station: World leadership in sustainable building design

Sydney Metro Central Station achieved a 6-star Green Star (Custom) As-Built rating from the Green Building Council of Australia, representing world leadership in sustainable building design. The project also achieved the highest possible level Infrastructure Sustainability Rating (v1.2) for the Sydney Trains Central Station asset areas, reaching a leading rating level of 85 points. All project assets now have achieved the highest possible sustainability rating levels for their respective rating, reflecting the project’s commitment to industry excellence, innovation and environmentally responsible practices.

The project demonstrated exceptional leadership in the achievement of both ratings, delivering a number of innovations, including the contribution to the delivery partner’s reconciliation action plan, local workforce targets and certifying its waste provider to the new Good Environmental Choice Australia (GECA) standard. The project focused on reduction of carbon throughout both assessments, reducing cement content in ready-mix concrete by 50 per cent, installing 664 solar photovoltaic (PV) panels, maximising environmental product declarations (EPD) of major materials and reducing the overall predicted carbon footprint during construction by 21 per cent.

The ratings also recognise the project’s commitment to social sustainability, with a total of 1100 hours volunteered in the local community, 86.6 per cent of the workforce employed in local jobs and 113 Australian and New Zealand small to medium enterprises in the supply chain. The project’s deep level of understanding of the sensitive heritage status of Central Station and the surrounding buildings and archaeology was recognised, specifically in the Infrastructure Sustainability Council assessment. In particular, the level of heritage interpretation provided to enhance the values of the site, further adding to the positive community experience at the station.

# Collaboration for industry improvement

We seek to encourage collaboration and knowledge-sharing internally, as well as between our delivery partners, industry and the wider community. During 2023–24, Sydney Metro hosted:

- sustainability forums: Four forums were held that provided an opportunity for our delivery partners to collaborate, share lessons learned and discuss challenges to support best practice
- the Aboriginal Business Forum: The annual forum provides opportunities for Aboriginal businesses to gain insights from Sydney Metro delivery partners and their supply chain on upcoming procurement opportunities and key contacts within the projects
- The Skills and Employment Advisory Group (SEAG): Established in 2014, members of 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: The 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.

# Industry innovation

At Sydney Metro we value innovation to drive sustainability and improve outcomes. In addition to others highlighted throughout this report, key initiatives this year included:

- the application of an accelerated program through the continuous advance mode on the tunnel boring machines used by the station box and tunnelling contractor on Sydney Metro – Western Sydney Airport. This Australian first technology has resulted in tunnelling being completed approximately 20 per cent faster resulting in a three per cent reduction in fuel, five per cent reduction in electricity and 15 per cent reduction in water.
- A NSW first by the station box and tunnelling contractor on Sydney Metro – Western Sydney Airport was establishing a permeable reactive barrier to retard contaminated groundwater migration towards St Marys Station. This will reduce the spread of hydrocarbons contamination from a former dry cleaning site into uncontaminated areas.
- Purchase and use of a 100 per cent battery operated 250t crawler crane by the Station box and tunnelling contractor on Sydney Metro – Western Sydney Airport. This produces no Scope 1 carbon emissions due to the absence of a diesel engine. Other benefits include reduced noise impacts on nearby sensitive receivers and reduced maintenance and operating costs.
- Use of B5 biodiesel across all diesel operated plant and vehicles on the Sydney Metro – Western Sydney Airport surface civil and alignment works, resulting in emission reductions equivalent to taking approximately 450 Australian cars off the road for one year.
- Achievement of a world leading production rate of precast concrete tunnel segments (1750 segments over a 120 hour period) at the Sydney Metro West, Central Tunnel Package facility. An efficient running plant provides the sustainability benefit of using less resources per segment unit produced.





## Project office built for disassembly

December 2023 marked the completion of the St Marys project office (SPO), established to provide a connected space for all parties working on the Sydney Metro – Western Sydney Airport project. Part of the delivery of this office by our contractor was the development of a disassembly plan. The disassembly plan outlines opportunities for building component reuse at the end of the building's initial life at St Marys, promoting circular economy principles by identifying materials in the building that can be disassembled. The plan also helped inform the development of the **How to write a Building Disassembly Plan guide and templates**.

Additional key sustainability initiatives implemented across the delivery of the SPO included:

- 39.5 kilowatts of on site solar PV installed
- Over 240m<sup>3</sup> of Cross laminated timber used as structural floor panels and stairs (reducing the carbon footprint of the building and saving 49 per cent of structural material cost)
- a 39.5 per cent reduction in annual energy consumption (including on site PV) compared to the National Construction Code
- 91.4 per cent of construction and demolition waste diverted from landfill
- 10kL rainwater tank and flow restrictors on taps and showerheads to improve water efficiency
- a multipurpose wellness room that functions as a first aid room, prayer room and parent room.



Image: Cross laminated timber used in floor panels to reduce structural steel at the St Marys Project Office.

## Treated ground water used in tunnel boring

During the year, 77,000kL of Sydney's drinking water was saved through the treatment and use of groundwater to operate the TBMs on the Sydney Metro West Western Tunnelling Package. The delivery partner worked with other industry leaders to design and install a treatment plant at Rosehill. The plant delivers treated groundwater at the quality needed to operate a TBM as well as returning water back to the environment to the standards set by the NSW Environment Protection Authority. All TBMs operated within the contract package are now being supplied with treated ground water rather than the typical approach in Australia to draw from the drinking water supply.



Image: The purpose-built water treatment plant at Rosehill that supplies all Tunnel Boring Machine operations with treated groundwater.

# Tackle climate change

## Embedding climate change resilience

Sydney Metro is aligned with the NSW Government's commitment to taking effective action on climate change and making NSW more resilient to a changing climate. Climate related risk assessments are carried out for all Sydney Metro projects, and findings are integrated into the design and construction of all new assets.

These assessments include:

- requirements to adopt, develop and address risks in pre-developed climate change risk registers
- integration of future climate tolerances into design specifications
- requirements to mitigate our contribution to climate change through efficient design, construction and operation.

Climate-related risks are proactively managed during operations through ongoing risk assessment reviews and the implementation of a severe weather response plan, which sets out clear procedures for before, during and after a severe weather event.

To deliver assets that are resilient to the increased shocks and stresses associated with climate change, we have adopted a high-carbon trajectory (representative concentration pathway 8.5) for climate change model projections. This means that the design will consider the impacts of climate change in a high-emissions scenario, helping to futureproof these assets.

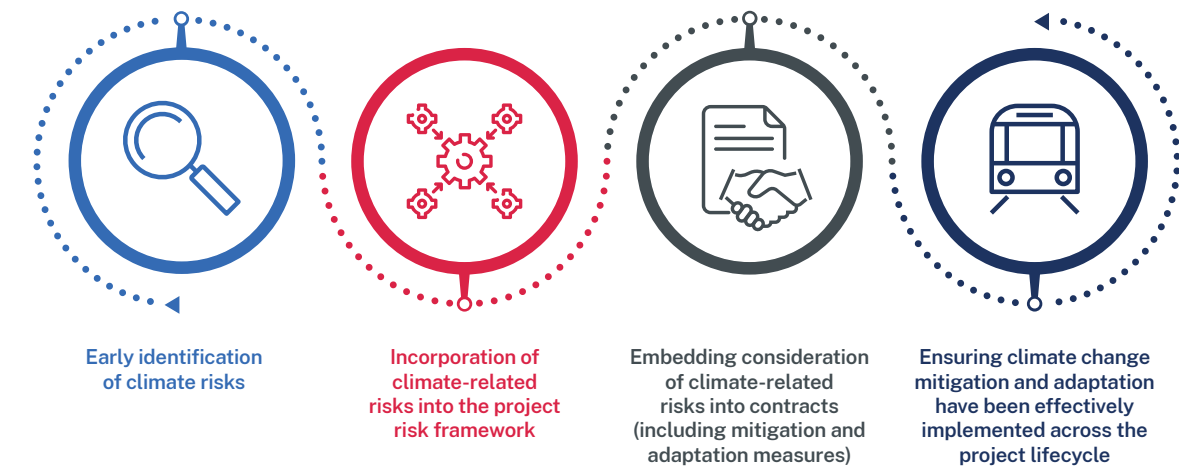


Figure 5.6: Sydney Metro's approach to addressing climate change.

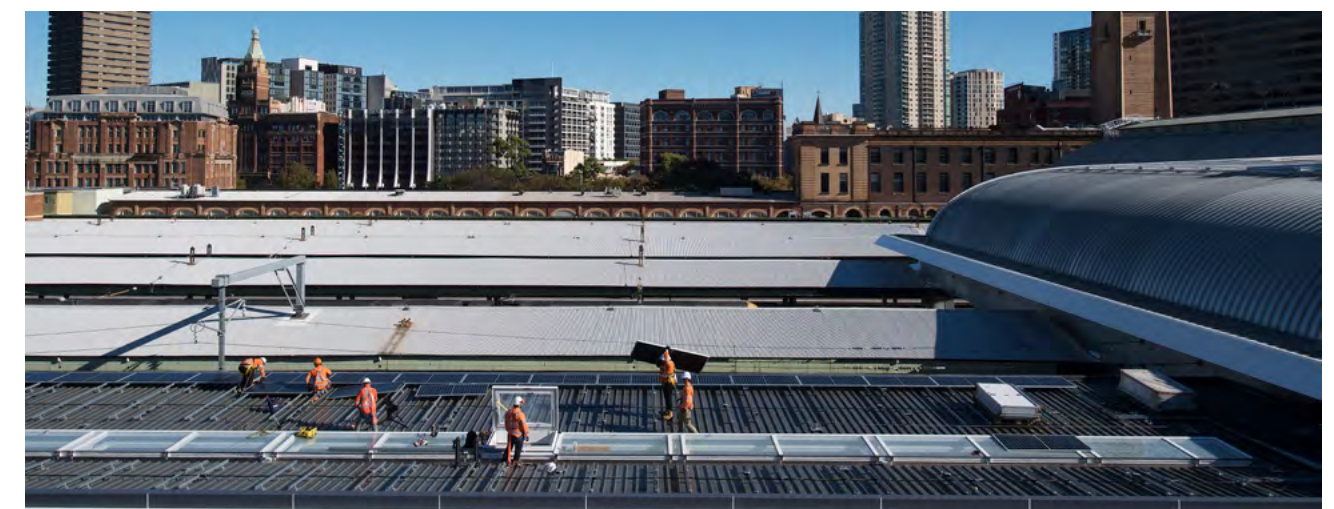


Image: Solar panels are being installed as part of Sydney Metro's major upgrade of Central Station.



## Reducing carbon emissions

Sydney Metro has committed to reducing its carbon emissions during construction by using energy-efficient designs and low-carbon materials where possible, as well as using zero-emission electricity for operations.

To effectively monitor and reduce our embodied and construction carbon, emissions are tracked against carbon targets and are recorded monthly during project delivery. These include:

- Scope 1 (direct) emissions – for example, fuel use on site
- Scope 2 (indirect) emissions from the generation of purchased electricity
- Scope 3 (indirect) emissions, including embodied carbon in the extraction manufacture and transport of materials, and the transport and disposal of waste.

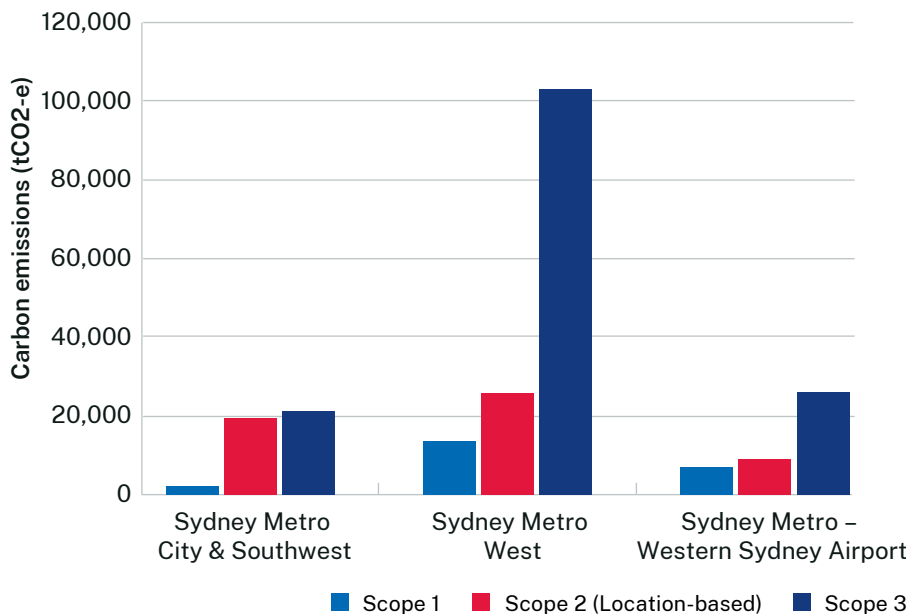


Figure 5.7: Total carbon emissions by each construction project in 2023–24.

## Energy use in operations

Sydney Metro uses zero-emission electricity for 100 per cent of operational activities including operation of trains, the powering of stations and maintenance facility through the purchase and retirement of large-scale generation certificates (LGCs) on a calendar-year basis.

In the reporting period, Sydney Metro procured LGCs under a long-term green products purchase Agreement with the Beryl Solar Farm in regional NSW and retired 84,001 LGCs equivalent to 100 per cent of 2023 operational electricity consumption. This covered the North West Line operations as well as testing and commissioning on the city section of the Sydney Metro City & Southwest project.

## Significant carbon reductions realised in the Sydney Metro City & Southwest project

During the construction period of the Sydney Metro City stations and line-wide packages our contractors have achieved well beyond the Sydney Metro carbon reduction targets, achieving a total 294,894 tonnes of carbon dioxide equivalent emissions against our baseline.\* This equates to a 29.5 per cent reduction, which is a significant reduction compared to the 20 per cent goal set in the Sydney Metro City & Southwest Sustainability Strategy. This has been achieved by targeting scope 1, 2 and 3 emissions during construction, focusing on reducing embodied carbon in material choice, sourcing zero carbon electricity, diverting waste from landfill and procuring locally sourced materials.

Our delivery partners have poured 958,101m<sup>3</sup> of concrete with an average supplementary cementitious material replacement of 38 per cent which has far exceeded our 25 per cent target, equating to a reduction of 120,000 tonnes of carbon dioxide equivalent emissions against our baseline. Steel represented our second largest scope 3 contribution, accounting for 142,950 tonnes of carbon dioxide equivalent emissions with 86 per cent of this steel sourced in Australia, most of which was from New South Wales. The project has also far exceeded the 25 per cent construction electricity offset target, achieving 45 per cent at construction completion, which includes testing and commissioning of the City Line. This was achieved through a combination of onsite renewables, green power purchase agreements and offsetting through certified Australian Carbon Credit Units or Large-Scale Generation Certificates, with some of our delivery partners now committing to 100 per cent offset on all future projects.

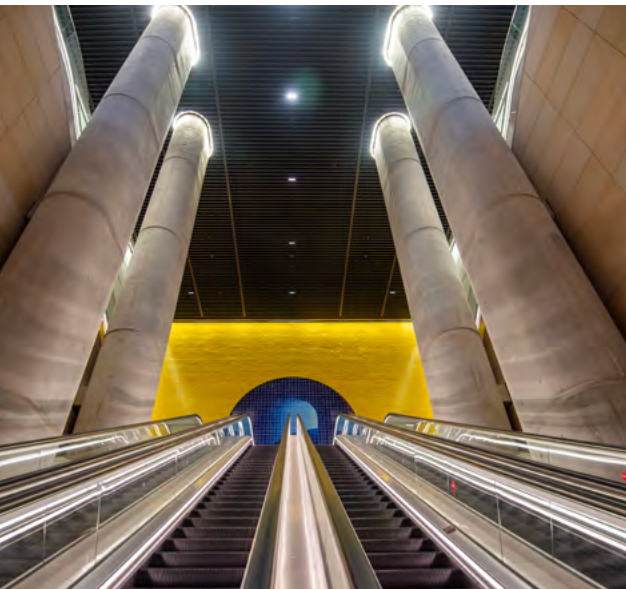


Image: Concrete used in the stations from Chatswood to Sydenham have an average supplementary cementitious material replacement component of 38 per cent.

## Solar power in construction

In a groundbreaking move towards sustainable construction practices, our delivery partner on the Sydney Metro West Western Tunnelling Package installed one of the largest, rapidly deployable solar hybrid systems in Australia on a construction project. This industry-first advanced mobile solar farm is installed at Rosehill where the system powers the project's Tunnelling Infrastructure Academy, a state-of-the-art training facility. The portable solar farm offers a versatile and efficient solution that can be reused across sites and on future projects. The solar farm features Australian-manufactured Black Stump Solarator technology. The system consists of 240 kilowatts (kW) rapidly deployable solar arrays and has supplied 32,200 kilowatt hours (kWh) of clean, green electricity to the Tunnelling Infrastructure Academy since it went online in July 2023. This mobile system includes solar panels, an energy management system, battery banks, and backup diesel generators, offering a fail-safe power solution independent of grid connections.

On the Sydney Metro – Western Sydney Airport project, 191kW of solar PV were installed by our delivery partners during the reporting period, adding to the 92kW which were transferred between delivery partners upon site handovers. The power generated by the solar PV systems is used for onsite electricity consumption during the construction period and, like the rapidly deployable solar farm at Rosehill, reduces Scope 2 emissions that would otherwise be generated.



Image: A rapidly deployed mobile solar farm powers the Tunnelling Infrastructure Academy at Rosehill.



# Manage resources efficiently

## Efficient use of water

As part of the Sydney Metro – Western Sydney Airport Sustainability Plan, we committed to exploring the goal of net zero water, with the initial objectives to preserve the quantity and quality of natural water resources with minimal deterioration, depletion and rerouting by using potential alternative water sources and water efficiency measures to minimise the use of supplied fresh water.

This year, we engaged civil and structural designers to explore net zero water, to ensure the Sydney Metro – Western Sydney Airport project supports an efficient and resilient water cycle. This will manage the flow and benefits of water within the landscape and support upstream and downstream ecosystems with healthy waterways and groundwater. It will drive co-benefits including enabling tree canopy cover and vegetation to manage urban heat, biodiversity and green community spaces.

This work has gone on to validate targets and inform the design of stations and precincts, including:

- minimum 80kL rainwater tanks at all stations and the Stabling & Maintenance Facility, which will be used for toilet flushing, cooling water top up and irrigation, supporting 33 per cent non-potable water reuse across the construction and operational lifecycle
- reuse at least 80 per cent of train wash water
- enabling infrastructure for a future recycled water connection when available
- minimum 40 per cent surface area around stations and corridor (excluding track) to be permeable
- best practice water quality treatment requirements
- design of roads and public areas to ensure adequate natural funnelling of water to tree pits and swales, whilst balancing the unique geological conditions of the area including shrink/swell characteristics of the soil.

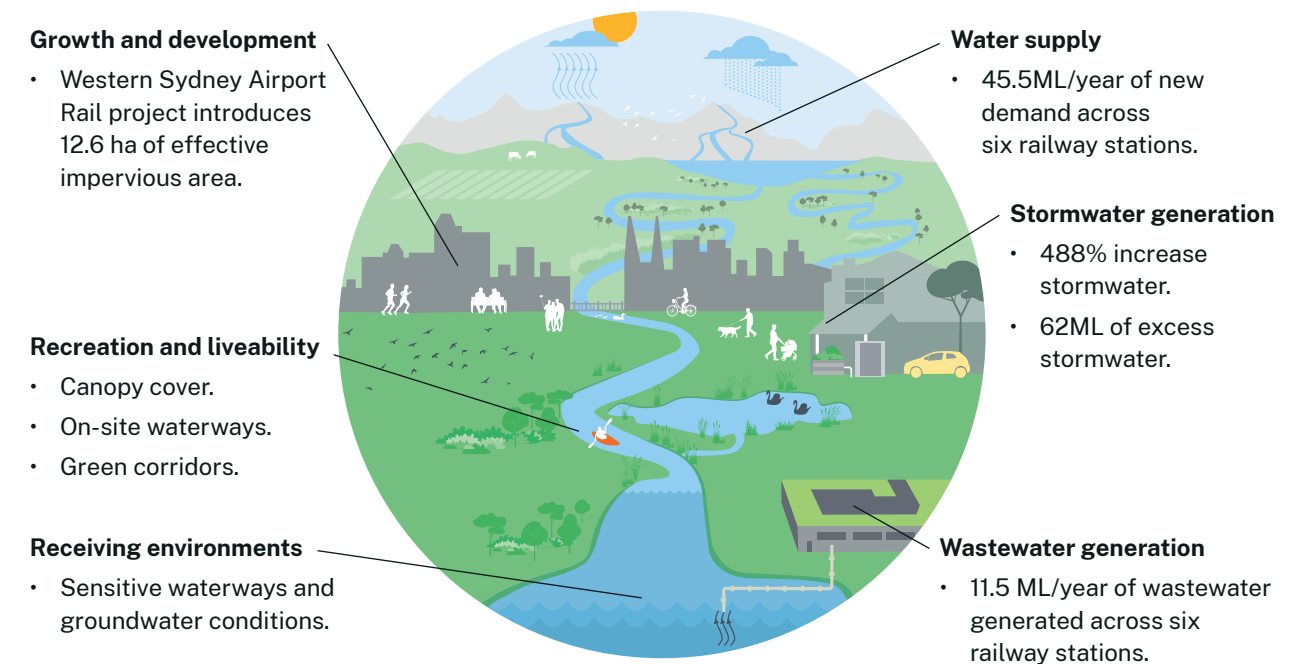


Figure 5.8: Key drivers for integrated water management in Western Sydney.  
Image source: Based on image from Melbourne Water.

## Efficient use of materials

We continually work with our delivery partners to identify opportunities to reduce material quantities through lean design and to specify environmental performance of products. This is reflected in our sustainability targets, including for the use of steel and concrete, which are significant contributors to our construction carbon emissions.

Table 13: Australian steel used in construction to 30 June 2024

Australian steel	% total steel used in projects
Sydney Metro City & Southwest	86%
Sydney Metro West	85%
Sydney Metro Western Sydney Airport	89%
All projects in construction phase	86%



Figure 5.9: Steel and concrete usage, 2023–24 financial year.

## Innovative material use

In December 2023, we hosted an event to showcase recycled content products and materials to our designers, engineers and delivery partners. While many of the products were new to Sydney Metro they have been trialled, tested and used elsewhere in similar applications to reduce upfront carbon emissions. More than 50 contractors, Sydney Metro staff and suppliers attended to hear about and handle the products.

Across our projects we continue to use innovative recycled products. An example during the year was the use of 73,724 recycled plastic segment guidance rods to correct the positioning of tunnel precast segments on the Sydney Metro – Western Sydney Airport project.



Image: Attendees at the Sydney Metro Recycled Content Supplier Showcase.



## Salvaged and reused materials

Sydney Metro continued to explore opportunities to reuse material from building sites. In 2023–24 this included reuse of original sandstone from a seawall of the former Cuthbert's Wharf at Barangaroo Station.



Image: Original sandstone from Cuthbert's Wharf has been reinstated where it was found next to the Barangaroo boat.

Where we cannot find a use on our projects, useful materials are offered to local councils and charities for reuse. In this reporting period, two hundred linear metres (almost 18 tonnes) of sandstone salvaged from stations on the Sydney Metro City & Southwest project

found a new home in Brooklyn's Salt Pan Reserve, in Sydney's north. Hornsby Shire Council has used the sandstone to create an amphitheatre, stepping stones and seating as part of a landscaping and community works program to revegetate part of the reserve.



Image: Transformation of station curbing into a bushland amphitheatre in Brooklyn.

# Drive supply chain best practice

## Integration of sustainability during procurement

The Sydney Metro City & Southwest project incorporated a range of sustainability initiatives within its contracts, aiming to reduce greenhouse gas emissions and promote low-carbon construction practices and technologies.

### Incentives within contracts

To encourage contractors to meet or exceed the 20 per cent greenhouse gas reduction target compared to a business as usual approach, Sydney Metro implemented incentives within its contracts through tender criteria and key performance criteria for sustainability and innovation.

### Carbon reporting requirements within contracts

In addition to the incentives, Sydney Metro required contractors to report on their emissions reduction progress, promoting transparency and accountability. This approach allowed for the monitoring of contractors' performance against the targets and helped ensure the adoption of low-carbon practices throughout the project.

### Minimum specifications within contracts

Sydney Metro also established minimum specifications within its contracts to guide contractors towards sustainable practices. These specifications set clear expectations regarding the use of energy efficient equipment, low carbon materials and innovative construction methodologies. By incorporating these requirements into contracts, the project emphasised the importance of reducing greenhouse gas emissions while fostering a culture of innovation and sustainability.

### Tender alternatives and bid-backs

The tendering process invited contractors to bid back on key targets in the contract related to carbon emissions, such as minimum supplementary cementitious replacement in concrete, and commitments to offset construction electricity. This mechanism allowed contractors to clearly demonstrate how their offers can provide additional value to Sydney Metro's sustainability targets and objectives. The contracts also allowed for contractors to propose value add alternatives during the tendering process, whereby the benefits of the alternatives proposed were to be clearly communicated alongside any impact on other criteria for example program, cost, risk, environmental and social outcomes.



Image: The internal acoustic insulation at Victoria Cross station is made from up to 80 per cent recycled PET plastic packaging such as drinking water bottles.



# Value community and customers

## Promoting walking and cycling

Sydney Metro is committed to deliver an integrated and robust walking and cycling network in its station precincts. During 2023–24 the Sydney Metro – Western Sydney Airport Stations Systems Trains Operations and Maintenance (SSTOM) Package developed precinct designs for footpaths, and bicycle infrastructure around metro stations.

### Frank Channon Walk extension, Chatswood

In March 2024, Sydney Metro opened a connecting extension to the Frank Channon Walk next to the metro maintenance facility in Chatswood. The shared path supports active transport connectivity between Chatswood and Artarmon and provides a key link for active transport journeys on the north shore.



Image: Frank Channon Walk extension next to the Sydney Metro Chatswood maintenance facility.



Image: Students from year 5 and 6 at Newington Public School present their final projects from Sydney Metro's inquiry based learning program.

## FastTracking the Future

FastTracking the Future is Sydney Metro's innovative education program, which connects school communities, teachers and students with Sydney Metro projects through its curriculum-aligned activities from Kindergarten to Year 10. In 2023–24, we delivered 40 school visits and connected with more than 6200 students through the Metro Minds STEAM Challenge, inquiry-based teacher development, Fun with Robots incursions and school holiday programs.

### Metro Minds STEAM Challenge

The Metro Minds STEAM Challenge invites students from years 7 to 10 to come up with an innovative solution to an authentic Sydney Metro challenge or opportunity. A unique part of the challenge is the opportunity for students to connect with people working on the Sydney Metro project – Metro Minds ambassadors – which allows students to share their ideas using the design thinking process. Students also receive additional support through virtual classroom webinars. In 2023, more than 360 students across 17 schools participated in the competition.

On 25 August 2023, five finalist teams from Catherine McAuley Westmead, North Sydney Boys High School, Riverside Girls High School, Sydney Secondary College Leichhardt Campus and Xavier College were invited to pitch their innovations to a judging panel and live audience. The winning team from Riverside Girls High School presented an innovative idea called User Personalised Integrated Carriages (UPIC), which includes customisable seating configurations based on short, medium and long commutes. UPIC also includes panels on carriages showing carriage capacity in real time to address the accessibility and convenience associated with riding the metro.

### Inquiry-based learning

Sydney Metro delivered Phase 3 of its professional learning program for teachers on inquiry-based learning in 2023. The program, in partnership with Western Sydney University, continues to receive positive feedback from teachers, students and school leaders, indicating high levels of student engagement, motivation and interest in learning about real-life projects. In 2023, 24 teachers from 13 schools and more than 850 students took part in the program.



Fun with Robots incursion program

Sydney Metro designed a classroom-ready, syllabus-aligned workshop for stage 2 and 3 students. Students work in small groups to explore a series of challenges relating to Sydney Metro. This self-paced program provides students with a hands-on experience to use programming and test the functionality of

“automated trains” using Dash robots and the Blockly application. Students identify, organise and perform strategic roles within a group to solve a program with resources provided by Sydney Metro. In 2023, more than 200 stage 3 students at Tempe Public School took part in the incursion program as part of Science Week.



Image: Students at Tempe Public School take part in a Sydney Metro robotics pilot program.

Delivery partner social outcomes and community benefits

In 2023–24 our delivery partners supported local communities by implementing and maintaining 47 community initiatives as part of their work with Sydney Metro:

- A Christmas Toy Drive for The Haven (Nepean Women’s Refuge)
- An ongoing partnership with Assistance Dogs Australia who are setting up new operational facilities in Western Sydney
- Sponsorship of the Penrith Valley Chamber of Commerce 2024 Visitor Economy Forum, which was aimed at attracting investment and collaboration for sustainable economic growth and was attended by more than 220 participants
- A furniture upgrade, fundraising and awareness raising of the services and support provided by WASH House, a community-based resource centre for women. Catherine White, a community advocate and former longstanding employee of the WASH House, was also recognised through the naming of a tunnel boring machine in her honour
- Community snake awareness training to educate the community and school children of Mulgoa and Bringelly about snake safety
- Native bush regeneration undertaken in partnership with IndigiGrow in La Perouse to contribute to the restoration of the Eastern Suburbs Banksia Scrub, a critically endangered ecosystem
- Donation of non-perishable food items and winter clothing, blankets and sleeping bags to more than 350 local residents in partnership with "One Meal – It makes a difference", and volunteering to assist at its weekly community meal services
- Provision of complementary labour and materials to upgrade the facilities at ‘The Station Ltd’, a drop-in centre for men and women experiencing homelessness in the Sydney CBD
- Eben Coffee Cart, a partnership with Ebenezer Mission, which provided seven barista training and working experience opportunities to support young people with disabilities to develop work skills
- A partnership with Our Lady of the Assumption to enable a low-fee school to upgrade their kindergarten sandpit deck and provide a safe area, promoting their physical and mental health through exercise and social interaction with other children of same age
- A partnership with The Station Ltd to help improve its laundry service through the purchase of an industrial washing machine. This initiative is expected to deliver benefit to people who are having difficulty attaining and sustaining adequate and secure accommodation, health status, personal autonomy and dignity.

Helping to clean up Werrington Creek

In mid-August 2023, volunteers from Sydney Metro and our delivery partners on Sydney Metro – Western Sydney Airport Station Boxes and Tunnelling rolled up their sleeves in the woodland and reserve next to Werrington Creek as part of the Penrith City Council’s Bushcare program.



Image: Volunteers lending a hand to help clean up the local bushland and waterway at Werrington Creek.

Concord Community Garden's new shed

The Sydney Metro West Central Tunnelling Package delivery partner partnered with the Concord Community Garden to build a new weatherproof and secured garden shed for tools and equipment and a surrounding paved area. This volunteer organisation provides an enjoyable learning environment that encourages fitness, sharing of healthy food, increased social interaction and a sense of community belonging.



Image: The new garden shed at the Concord Community Garden.



# Respect the environment

## Our approach to environmental management

Environmental performance across the Sydney Metro program of works is monitored using environmental compliance monitoring software. Sydney Metro records, tracks and reports on environmental performance, including environmental incidents, compliance with planning approvals, site inspections and associated corrective and preventative actions. Sydney Metro can identify performance trends and identify where surveillance activities and training are best directed to enable continual improvement across our sites.

## Environmental Management System (EMS) certification

Sydney Metro has an EMS that is externally certified to international standard ISO 14001:2015 – Environmental Management Systems through Intertek SAI Global. Sydney Metro is committed to regularly reviewing its EMS and ensuring actions are taken to continually improve processes and performance. Throughout 2023–24 various actions were taken to improve the EMS, including commencing the development of:

- new documents to better articulate the structure and framework of the EMS
- templates to improve the consistency of EMS documents
- updates to various documents to ensure they reflect Sydney Metro’s current operational context.



## Our project environmental performance 2023–24

2281

Planning approval requirements

2281 planning approval conditions and mitigation measures were managed across Sydney Metro projects.

>96%

Compliance with planning approvals

81 non-compliances were reported resulting in > 96 per cent compliance with planning approvals.

177

Environmental incidents

98 per cent of environmental incidents were categorised as Class 3 incidents as they caused no material harm to the environment.

494

Environmental site inspections

494 site inspections were undertaken across Sydney Metro’s program of works, an increase from the 446 inspections completed in 2022–23. An average 2.2 issues were raised per inspection.

## Grazing goats weed control

The Sydney Metro West Eastern Tunnelling Package welcomed 20 goats for three weeks to provide weed control at the Eastern Creek Precast Facility for Sydney Metro West. The goats helped minimise the environmental impacts of using pesticides, prevent weeds from flowering and eliminate noise and emissions from having to use machinery to manage the grass.



Image: Grazing goats for natural weed control at Eastern Creek Precast Facility.



# Work health and safety performance

## Health and safety performance

Our highest priority is to protect the health, safety and wellbeing of our workforce, our delivery partners, our supply chain, and the community. Safety and wellbeing is one of our six values that guide the way we work and we continually strive to create a culture that embraces health, safety and wellbeing as the foundation to achieving our outcomes.

Table 14: Summary of health and safety performance for Sydney Metro, 2023–24

Measure	2021–22	2022–23	2023–24
Number of incidents reported (Sydney Metro Head Office)	3	5	9
Number of events reported to Office of the National Rail Safety Regulator (Sydney Metro as Rail Infrastructure Manager) *	87	15	7
Number of Lost Time Injuries due to workplace-related injury or illness	3	3	13
Prosecutions reported	0	0	0

\*Only Category A & B events included (excludes Cat C), noting as of 1 July 2022 the Office of the National Rail Safety Regulator (ONRSR) revised the reporting criteria for Category A and B events across all Occurrence Types.

Table 15: Summary of health and safety performance for Sydney Metro’s principal contractors, 2023–24 update table with 23/24 data

Measure	2021–22	2022–23	2023–24
Number of Significant Incidents reported**	118	226	235
Number of Lost Time Injuries due to workplace-related injury or illness	22	24	25
Prosecutions reported	0	0	0

\*\*Note: Number includes events resulting in actual significant consequence as well as incidents with potential for significant consequence.

## Health and safety strategy

### Our commitment

We maintain our commitment to eliminate fatalities and reduce the likelihood of permanent impairment, injuries and illness. Our key focus areas include:

- leading authentically and embracing a culture of care and trust, to make it feel safe for everyone to speak up
- reinforcing through our actions that health, safety and wellbeing comes before delivery
- continued focus on preventing repeat control failures.
- verifying the adequacy of control implementation and effectiveness
- sharing and learning from events, especially those with the potential for fatal outcomes
- quality leadership engagements via meaningful conversations
- quality investigations so that we optimise our ability to learn and improve
- management of our highest health, safety, and wellbeing risks.

### Our approach

The health, safety and wellbeing of our people, our delivery partners, our supply chain and the community must always come first and is fundamental to the way we conduct our business. Inherently, our working environments potentially expose people to risks. Therefore, our objective is to identify those risks and implement controls to prevent or mitigate the potential impacts.

We continue to engage with our workforce and key stakeholders to learn and improve as we believe they are instrumental in helping us to achieve better health, safety and wellbeing outcomes and overall performance.

## Our priorities

We have a sustained focus on managing our health, safety, and wellbeing risks through new and existing programs of work, including:

**Health and safety risk management** – We implement, evaluate, and improve systems that ensure enterprise health, safety and wellbeing risks are systematically managed and prevent harm to all persons.

**Health and safety risk assurance** – We embed assurance requirements across the life cycle of each project to ensure the achievement of rail safety accreditation conditions.

**Health and safety risk governance** – We apply standardised governance systems to ensure our delivery partners achieve contractual health and safety performance conditions.



Image: A safety walkway is installed inside the Sydney Metro tunnels. The safety walkway will allow passengers and metro staff safe access to the cross passages and exits from the tunnel.





# Workforce diversity

We value and remain committed to having a workforce that represents the customers and community we serve.

The table below shows our trends in the representation of equal employment opportunity groups, as a portion of our workforce.

Table 16: Summary of health and safety performance for Sydney Metro, 2023–24

Workforce diversity group	Benchmark (by 2025)	2020–21	2021–22	2022–23	2023–24
Women	50%	29%	47%	47.9%	47.9%
Women in leadership	40%	38.6%	39.8%	39.8%	39.6%
Aboriginal and Torres Strait Islander peoples	3.0	2.6%	2.2%	2.3%	2.5%
People with a disability	5.6%	1.3%	2.3%	3.7%	3.9%
People with a disability requiring work-related adjustment	N/A	4.7%	0.0%	0.0%	4.1%

## Empowering women in leadership

At Sydney Metro, diversity is a strength of our organisation and we are committed to gender equity and its benefits. We are committed to our contribution to increase gender balance across Transport, including in specialist roles, with targeted initiatives to promote Sydney Metro as an attractive career option for women.

Aligned with Sydney Metro’s commitment to achieving 40 per cent women in leadership positions by 2025, we are proud to report that 39.6 per cent of our leadership positions are held by women. During 2023–24 we continued to provide an environment that fosters growth and development by:

- **NAWIC (National Association for Women in Construction):** sponsoring corporate membership for Sydney Metro employees, enabling access to NAWIC activities, programs and initiatives.

- **International Women’s Day:** introducing a Q&A panel with future female leaders in science, technology, engineering, mathematics and computer science where inspiring women spoke about why Sydney Metro should continue supporting women and investing in them.
- **International Women in Engineering Day:** a female senior project manager spoke about the value of diversity in engineering and the future of the industry.
- **Parents and Carers Network:** in May 2024, Sydney Metro’s Chief Executive became an executive sponsor of the Transport wide network for all parents, carers and their allies and advocates.

## Championing Aboriginal employment

We aspire to achieve an overall representation target of three per cent Aboriginal employees at each Award grade by 2025, in line with the target set out in the TfNSW Stretch Reconciliation Action Plan. At 30 June 2024, 2.5 per cent of award grade staff are Aboriginal and Torres Strait Islander employees.

We are committed to working towards achieving TfNSW’s goal to increase the number of Aboriginal people in leadership roles and achieve or exceed a minimum of three per cent representation of Transport’s overall workforce by 2025. Although we have made great progress in representation and have achieved a small increase on the previous year, we acknowledge that we have a lot of work to do and remain committed to increasing representation of Aboriginal and Torres Strait Islander employees within our workforce.

As part of National NAIDOC Week in 2023, Metro’s Reconciliation Action Plan Implementation Group and reconciliation advocates across the business attended Acknowledge This! training to learn how to give an authentic Acknowledgement of Country. Sydney Metro also marked the celebration by holding an agency-wide event with a special violin performance by Ngiyampaa, Yuin, Bundjalung and Gumbayngii artists which referenced Aboriginal custodial songs.

## Advocating for employees with disabilities

This reporting year Sydney Metro saw the highest levels of representation recorded to date for employees with disabilities, with representation being 3.9 per cent of our workforce.

Our success continues to result from targeted initiatives, such as identifying roles that may be suitable for disability employment, using ‘tailored talent’ programs including for people with autism, increasing Public Service Commission Disability Awareness training and employee diversity data completion rates.

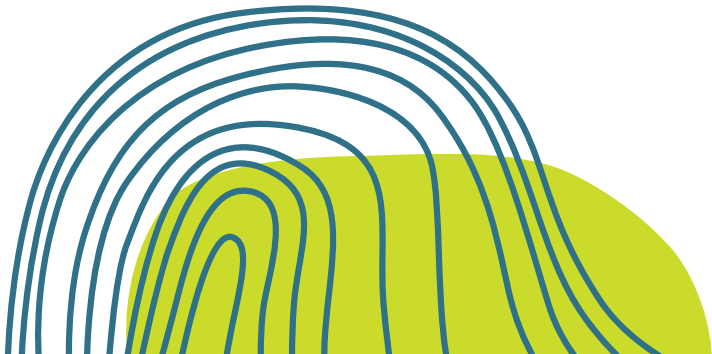
In December 2023, Sydney Metro launched Transport’s Hidden Disabilities Sunflower program on the Metro Northwest Line. Customers can now wear a sunflower lanyard as a visual cue that they may need extra help, understanding or more time when travelling.

Our aim is to continue to create an environment that not only embraces diversity but also empowers everyone to thrive and contribute their unique perspectives. Outside of our three prioritised focus areas, Sydney Metro continues to champion diversity through the celebration of significant events and dates throughout the year, including Mardi Gras, International Day for the Elimination of Racial Discrimination, International Women’s Day, Autism Awareness Month, National Reconciliation Week, International Women in Engineering Day, NAIDOC Week, Wear it Purple Day and International Day for People with Disability.

Celebration of these events is supported by the ongoing commitment of the Empower network, a group of Sydney Metro employees drawn from across the organisation who are passionate champions and advocates of inclusion and diversity.



Image: Uncle Allen Madden delivering Welcome to Country at Sydney Metro’s NAIDOC week event.





# Ensuring sustainable procurement practices–*Modern Slavery Act 2018*

In accordance with the *Modern Slavery Act 2018*, the following provides an outline of steps taken in the last 12 months to ensure that goods and services procured by and for Sydney Metro were not the product of modern slavery. No instances of unethical procurement were identified in the reporting period.

## Annual Modern Slavery Reporting

### Significant operational issues (section 31(1)(a) of the *Modern Slavery Act 2018*)

None identified.

### Reasonable steps

Reasonable steps taken	
1 Commit	
1.1 Stakeholder Engagement	
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	<p><b>Internal stakeholders:</b></p> <p>Internal Sydney Metro stakeholders were engaged via:</p> <ul style="list-style-type: none"><li>• the internal Modern Slavery Prevention Working Group.</li><li>• Update of the Procurement and Contract Management Standard and related documents.</li><li>• Review and endorsement of our Modern Slavery Action Plan FY 2024/ 2025.</li></ul> <p><b>Office of the Anti-Slavery Commissioner (OASC):</b></p> <p>Regular attendance at briefing sessions related to the development and finalisation of the OASCs Guidance on Reasonable Steps (GRS), and provision of feedback.</p> <p><b>TfNSW stakeholders:</b></p> <p>Regular attendance at working groups and information sharing sessions, to develop joint approaches to the prevention of modern slavery.</p> <p><b>Major construction contractors:</b></p> <p>Regular discussion of sustainable procurement practices, including modern slavery prevention practices where relevant, at progress meetings.</p>
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Yes, as noted above

Reasonable steps taken	
1.2 Identify salient risks at the organisational level	
What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	<p>Modern Slavery Statements (prepared by major construction and operations contractors in accordance with the Commonwealth Modern Slavery Act) were reviewed to identify potential new risks associated with their activities.</p> <p>Reviewed procurement mapping to ensure it still reflects our activities and the types of goods and services we procure.</p> <p>Conducted an initial review using the Inherent Risk Identification Tool to identify the inherent modern slavery risk level associated with typical procurements.</p>
Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	No.
1.3 Modern Slavery Policy	
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	Engagement with TfNSW in the development of a portfolio-wide Modern Slavery Policy and consideration of its potential application for Sydney Metro.
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head/Secretary), in place?	As above. Our Chief Executive-approved <b>Environment &amp; Sustainability Statement of Commitment</b> includes a commitment to the prevention of instances of modern slavery in our operations and supply chain.
1.4 Modern Slavery Risk Management Plan	
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	Our Modern Slavery Action Plan FY 2024/2025 has been developed to identify appropriate actions to manage modern slavery risks. The plan documents responsibilities and accountabilities within the organisation, along with timing. The Action Plan has been endorsed by our Senior Management Committee. It will form the basis of a Modern Slavery Risk Management Plan, which will be developed in the next reporting period.
Do you have a modern slavery risk management plan, approved by your senior management, in place?	No.
2. Plan	
2.1 Identify and map your supply chain risks for each procurement	
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	<p>Reviewed procurement mapping to ensure it still reflects our activities and the types of goods and services we procure.</p> <p>Conducted an initial review using the Inherent Risk Identification Tool to identify the inherent modern slavery risk level associated with typical procurements.</p>
2.2 Develop a risk-reducing sourcing strategy	
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	<p><b>For procurement of professional services:</b></p> <ul style="list-style-type: none"><li>• Updates to the Procurement Plan/Strategy and Services Brief Templates, to include modern slavery prevention considerations, have commenced.</li><li>• Modern Slavery is included as a factor assessed in the Procurement Complexity Assessment Tool.</li><li>• Modern Slavery clauses are included in the Professional Services Contract L1, L2 and L3 templates.</li></ul>



Reasonable steps taken	
3. Source	
3.1 Select appropriate suppliers	
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	<b>Requests for tender (RFT):</b> <ul style="list-style-type: none"> <li>• Work has commenced to update the RFT template for procurement of professional services.</li> <li>• Work has commenced to update documents in Sydney Metro's Commercial Management Framework for major construction procurements greater than \$20 million (or greater than \$10 million for High Profile High Risk (HPRH) procurements), including the tender evaluation procedure, tender templates and Baseline General Specification.</li> <li>• RFTs for major construction contracts include a modern slavery questionnaire and a requirement for tenderers to submit a Modern Slavery Compliance Declaration with their tenders. The Declaration confirms that tenderers will take reasonable steps to prevent modern slavery, comply with legislation, keep appropriate records and provide reporting, and do not have a record of modern slavery issues. The RFT clauses are generally consistent with the GRS Model Tender Clauses.</li> </ul>
3.2 Adopt a shared responsibility approach to contracting	
What steps did your entity take to adopt a shared responsibility approach to modern slavery risks, in contracting during this reporting period?	<ul style="list-style-type: none"> <li>• For major construction contracts yet to be awarded, contract clauses partially adopt a shared responsibility approach.</li> <li>• Since the publication of the GRS, the model contract and tender clauses have been reviewed and adopted, as appropriate, where the existing major construction contract clauses did not already address the intent of the model contract or tender clauses. Any departures from the model clauses are supported by reasons and advice as to how the alternative achieves equal or better outcomes.</li> </ul>
4. Manage	
4.1 Monitor and evaluate supplier performance	
What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	<b>For major construction contracts:</b> <ul style="list-style-type: none"> <li>• Reviewed the corporate Modern Slavery Statements of our major delivery and operating partners</li> <li>• Reviewed sustainability and sustainable procurement management plans prepared by our delivery partners, which describe how they intend to prevent instances of modern slavery on projects</li> <li>• Reviewed quarterly sustainability progress reports prepared by delivery partners which periodically document how they are managing modern slavery risks</li> <li>• Periodic discussion of modern slavery issues with delivery partners in regular progress meetings.</li> </ul>
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this reporting period?	No.

Reasonable steps taken	
4.2 Develop supplier capabilities	
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	<b>For major construction contracts:</b> <ul style="list-style-type: none"> <li>• Periodic discussion of modern slavery issues with delivery partners in regular progress meetings.</li> </ul>
5 Remedy	
5.1 Provide or enable access to effective grievance mechanisms	
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	<ul style="list-style-type: none"> <li>• Reviewed existing Sydney Metro grievance mechanisms to determine whether the same could be used for modern slavery issues.</li> <li>• Consultation with TfNSW to identify opportunities to use a co-ordinated approach (in progress).</li> </ul>
5.2 Take safe immediate steps to remedy harm	
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	No instances of 'modern slavery harms' connected to Sydney Metro were brought to our attention during the reporting period. No remedy actions were undertaken.
5.3 Use leverage to remediate deficient practices	
What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	No deficient modern slavery risk management practices were identified or remediated.
5.4 Withdraw responsibly	
What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	No modern slavery risks were identified which necessitated withdrawal.
6 Report	
6.1 Establish a victim-centred reporting protocol	
What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	Sought guidance from the OASC and awaiting the GRS Resource: Establishing a Victim-Centred Reporting Protocol, due for publication in March 2025.
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	No.



Reasonable steps taken	
7 Improve	
7.1 Learn lessons from your performance and others'	
What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	<p>Lessons learned from the following initiatives have been used to inform Sydney Metro's Modern Slavery Action Plan:</p> <ul style="list-style-type: none"> <li>• Review of major construction and operator contractors' Modern Slavery Statements</li> <li>• Participation in the 2024 Anti-Slavery Forum and attendance at the modern slavery portion of the Infrastructure Sustainability Council's 2023 Connect conference.</li> <li>• Engagement with TfNSW Modern Slavery working group.</li> </ul>
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	Sydney Metro is currently developing its policy in collaboration with TfNSW and considering grievance mechanism arrangements. These are being informed by engagement with stakeholders.
7.2 Train your workforce	
What steps did your entity take to train your workforce during this reporting period?	<p>Mandated that Procurement and Contract Management team members complete the NSW Procurement <i>Modern Slavery in Procurement</i> training module. Other Sydney Metro team members have also completed this module.</p> <p>Other staff have completed the OASC's online course <i>Introduction to Modern Slavery and your obligations</i>.</p>
What percentage of your workforce received modern slavery training in the period?	1.3 per cent
7.3 Cooperate with the Anti-slavery Commissioner	
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	<ul style="list-style-type: none"> <li>• Regular attendance at OASC briefings.</li> <li>• Representatives attended Day 2 of the NSW Anti-Slavery Forum (21–22 May 2024).</li> <li>• Subscribed to regular updates – News from the NSW Anti-slavery Commissioner.</li> </ul>



Image: Concrete at Barangaroo averaged 52 per cent cement replacement.



# Appendix 1

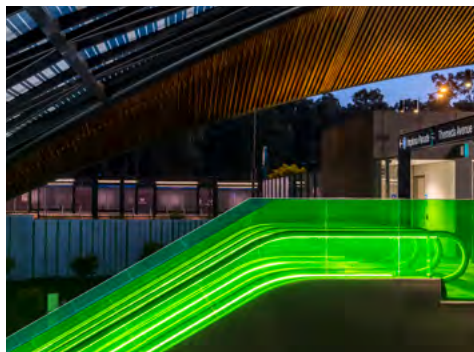
## Sydney Metro public art installations

### Light Line Social Square – 2019

Artists: **Michaelie Crawford**, (Turpin Crawford Studio) **Peter McGregor** (McGregor Westlake Architecture), in collaboration with Hassel

Locations: **Tallawong, Rouse Hill, Kellyville, Bella Vista, Norwest, Hills Showground, Castle Hill, Cherrybrook**

Light Line Social Square, is playful, poetic and immersive artwork of regional scale. It creates unique, ever-changing environments for customers to enter into, and travel through, across eight stations and plazas. The artwork is embedded into the design of each station and is made up of artful landscapes; sculptural furniture; transparent coloured glazing in skylight lanterns, station facades, lifts, stairs and escalators; train activated platform lighting; glazed tiled walls; playful paving and cooling mist installations.



Location: Tallawong Station.



Location: Norwest Station.



Location: Hills Showground Station.



Location: Hills Showground Station Plaza.



Location: Cherrybrook Station Plaza.



Location: Cherrybrook Station.



Image: Tallawong Station.



# Sydney Metro public art installations



**Notes on Sydenham – 2021**  
Artist: **Agatha Gothe Snape**  
Location: **Sydenham**

Across the two plazas at Sydenham Station, 32 cast bronze drawings, each inscribed with the notes of conversations between artist Agatha Gothe-Snape and Sydenham locals. The artwork is positioned as if blown about in the wind.



**The Avatars – 2022**  
Artist: **Ramesh Mario Nithiyendran**  
Completed with Technical Support by X2 Design  
Location: **Marrickville**

Meet The Avatars, Marrickville Station’s part-human part-animal sentinels. The clay figures in the public artwork mix history, mythology, nature and culture.



**Desire Line – 2022**  
Artist: **Claire Healy and Sean Cordeiro**  
Completed with Technical Support by X2 Design  
Location: **Dulwich Hill**

A procession of hand drawn, native Australian insects traces the route of Sydney Metro from Marrickville to Bankstown. The playful insect drawings were created in collaboration with students from Dulwich Hill School of Visual Arts and Design.



**A Possum is Watching – 2022**  
Artist: **Emily Crockford**  
Supported by Studio A and completed with Technical Support by X2 Design  
Location: **Hurlstone Park**

The dancing possum in the tree watches as the passers go by, watching from the possum zoo. There is green to make you feel good. To make you feel happy, joy and safe. Happy, joy, tall and fun possum tree love.



**Tracks – 2022**  
Artist: **Maddison Gibbs**  
Completed with Technical Support by X2 Design  
Location: **Canterbury**

Abstract lines flow across this artwork to trace the rivers and routes, walking tracks and railway lines that are entwined, overlaid and obscured in the coming together of Aboriginal and non-Aboriginal histories. Artist and Barkindji woman, Maddison Gibbs, consulted with the Canterbury Bankstown Aboriginal Reference Group in the development of this work that centres on the local Cooks River system.



**Welcome Home to Beamish Street – 2022**  
Artist: **Raquel Ormella**  
Completed with Technical Support by X2 Design  
Location: **Campsie**

A vibrant glass collage welcomes all and celebrates diversity and belonging in Campsie communities. Filled with plants, fabric patterns and flags drawn by local kids, this artwork welcomes one and all to Campsie.



**Cosmic Trip – 2022**  
Artist: **Adam Norton**  
Developed in collaboration with Claire Taylor, Greyspace.  
This artwork was completed with Technical Support by X2 Design  
Location: **Marrickville**

Cosmic Trip celebrates the possibilities of what we can see now through our telescopes, and what might we discover in our future.



**We Are All Like Birds – 2022**  
Artist: **Hannah Lily, Vijaya Sen, Paul Vonwiller and Jeff McCann – Roomies Artists.**  
This artwork was developed in collaboration with Gemma Deacon, Anne Kwasner and completed with technical support by X2 Design.  
Location: **Wiley Park**

This is an act of kindness from the artists to the Wiley Park community.



**Life Blood Resistance and Resilience – 2022**  
Artist: **Lucy Simpson**  
In collaboration with the local Aboriginal and Torres Strait Islander community of Southwestern Sydney as part of the Koorie Youth Forum run by the Bankstown Aboriginal Education Consultative Group in 2021.  
Location: **Punchbowl**

The dancing possum in the tree watches as the passers go by, watching from the possum zoo. There is green to make you feel good. To make you feel happy, joy and safe. Happy, joy, tall and fun possum tree love.



**All Alongside of Each Other – 2023**  
Artist: **Rose Nolan**  
This artwork was developed with the assistance of Woods Bagot, John McAslan + Partners, Laing O'Rourke, Pebblecrete, The Blueprint, Creative Road, and Anna Schwartz Gallery.  
Location: **Central 1**

All Alongside of Each Other celebrates the daily passage of people as they move through Central Station. Using the strong graphic form of the athletics track, it marks time and place as commuters actively follow parallel paths to reach their destination.





# Sydney Metro public art installations



**Time Travellers – 2023**  
Artist: **Bronwyn Bancroft**  
Supported by Woods Bagot Architects.  
(This work and artist were selected through the HI Program)  
Location: **Central 2** (Artwork commissioned for Heritage Interpretation)

Eclectic patterning and electric imagery create a visual emblem of one of many creation stories handed down over time, honoring the DNA of ancient Aboriginal Australia.



**Ceramic Wall Relief – 2024**  
Artist: **Esther Stewart**  
Made with the assistance of Bendigo Pottery, Murray Barker, Event Engineering, Sarah Cottier Gallery and Station Gallery.  
Location: **Crows Nest**

Richly detailed wall-mounted collages made of bespoke handmade ceramic tiles celebrate Crows Nest’s unique heritage with colour, patterns, moulding and relief.



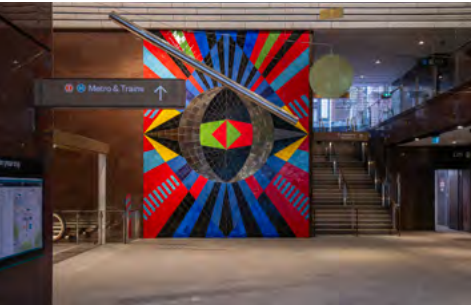
**Sundial – 2024**  
Artist: **Indigo Hanlee and Michael Thomas Hill**, Lightwell  
Location: **Victoria Cross**

Sundial is both a digital sundial that indicates the hours and seasons, and a video art piece that draws the viewer into an endless journey through North Sydney’s remnant bushland.



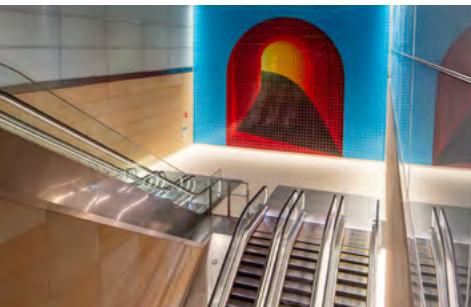
**In Time We Shall – 2024**  
Artist: **Khaled Sabsabi**  
With thanks to Yamane Fayed, Walid Sabsabi, Haneen Sabsabi, Yasma Sabsabi, Kon Gouriots, Josh Milani, Danielle Milani, Douglas Knox, Lily Shearer, Gabriele Ulacco, Susan Conroy, UAP, Daniel Tobin, Bibi Barba, Peter White, Nathan Moran and the Metropolitan Local Aboriginal Land Council. Commissioned by Transport for NSW.  
Location: **Barangaroo**

Inspired by timeless, universal and cross-cultural philosophies, In Time We Shall connects customers at the new Sydney Metro Barangaroo Station to ancient, shared symbols and the spiritual significance of the tree of life.



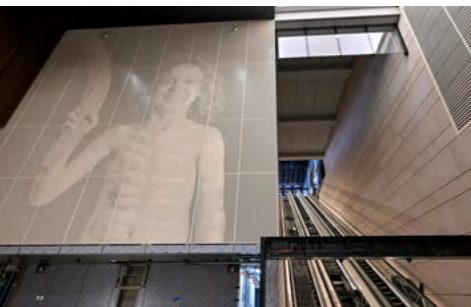
**Continuum – 2024**  
Artist: **Mikala Dwyer**  
This artwork was developed with the assistance of Event Engineering. Commissioned by Transport for NSW.  
Location: **Martin Place**

Continuum is a work across two entrances to the new Sydney Metro Martin Place Station. Artist Mikala Dwyer intended it to be experienced like a journey that shapes in the mind, a succession of unfolding encounters that parallels the experience of travel.



**The Underneath – 2024**  
Artist: **Callum Morton** – This artwork was developed with the assistance of Monash University and Monash Art Projects.  
Location: **Gadigal**

Underneath takes us on a journey of ambiguity-are these giant tiled tunnels exits or entrances, real or imaginary portals to the unknown.



**Footprints on Gadigal Land – 2024**  
Artist: **Nicole Monks**  
Special thanks to Colin Ryan, cultural advisor Bibi Barba, Jenine Boeree, Lottie Hilder, Coby Edgar, and the local Aboriginal Custodians and Community that are connected to this place and have created a culturally vibrant Community, here on Gadigal Nura.  
Location: **Waterloo**

Footprints on Gadigal Nura comprises three wall-mounted sculptures, developed collaboratively with the Continuing Custodians and the Aboriginal Community who live, work, and visit the Redfern-Waterloo area. The footprints of the past, the footprints of the present and the footprints of the future walk together and connect us with this land, Gadigal Land.

1. Collaboration with Uncle Charles Madden and Aunty Joanne Timbery. The word Nura refers to Country in The Sydney Language by Jakelin Troy.
2. Cast aluminium footprint sculptures with electroplated finish mounted on concrete, 16 x 24 meters. Special thanks to Aboriginal Community Workshop participants: Jarad, Taleena, Eli, Pamela, Melisha, Nikita, Donna, Kenisha, Kiarna, Tanya, Alkira, Mervyn, Gail, Isarika, Gregory, Yarra, Latai, Taiahmi, Amiera, Makeedi, Nyurah, Tracey, Noah, Albert, Yileen, Maudie, Jo-Anna, Nattai, Dawn, Natalie, Joanne, Isaac, Ann, Lottie, Marlon, Kim, Tshintia, Thene, Tarhnay, Isaiah, Peta-Joy, Skyanne, Jason, Cynthia and Coby. Youth dance workshop (concourse wall): Collaboration with Jodie Choolburra-Welsh and Wayne Quilliam. Photographic image in perforated aluminium panel, 9.7 x 9.7 meters.

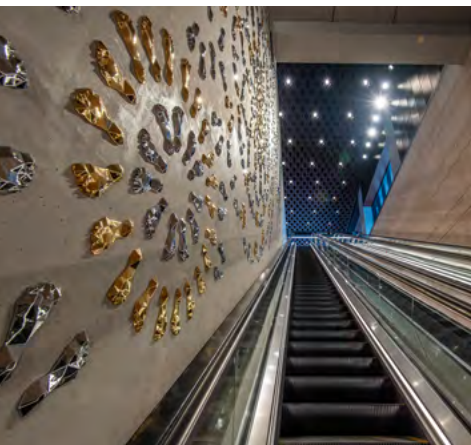


Image 2: Community footprints (escalator wall).

Image 1: Handwriting by Elders (entrance wall).



# Appendix 2

## Sustainability data

		Sydney Metro City & Southwest project			Sydney Metro West		
		In construction			In construction		
Data <sup>[1]</sup>	Unit of measure	Target	FY 2023–24	Cumulative to date	Target	FY 2023–24	Cumulative to date
Scope 1 construction carbon emissions	Tonnes CO2-e		2230	55,128		13,490	28,567
Scope 2 (location based) construction carbon emissions <sup>[2]</sup>	Tonnes CO2-e		19,488	119,225		25,687	29,409
Scope 2 (market based) construction carbon emissions <sup>[2]</sup>	Tonnes CO2-e		123	55,272		11,052	13,361
Scope 3 construction carbon emissions <sup>[3]</sup>	Tonnes CO2-e		21,098	579,503		102,994	159,972
Total construction carbon emissions (using location based scope 2)	Tonnes CO2-e		42,816	753,856		142,171	217,948
Renewable construction electricity or offsets <sup>[4]</sup>	% of construction electricity offset for completed contracts	25%	97%	46%	25%	47% <sup>[5]</sup>	43% <sup>[5]</sup>
Renewable construction fuel or offsets	% of construction fuel offset	N/A	N/A	N/A	25%	1% <sup>[5]</sup>	2% <sup>[5]</sup>
Total construction and demolition waste generated	Tonnes		16,299	270,243		33,468	157,330
Construction and demolition waste reused/ recycled	Tonnes		15,518	260,199		32,802	153,734
	% of total waste generated	90%	95%	96%	95%	98%	98%
Usable spoil generated	Tonnes		5,860	5,119,078		2,605,494	4,367,440
Usable soil beneficially reused	Tonnes reused		5,860	5,118,984		2,605,494	4,367,440
	% of usable spoil generated	100%	100%	100%	100%	100%	100%
Total water consumption	kL		42,420	1,508,265		539,047	659,345
Water sourced from non-potable sources <sup>[5]</sup>	kL		9,761	522,357		127,449	135,476
	% of total water consumption	33%	23%	35%	33%	24%	21%
Steel use	Tonnes		5,885	102,953		46,410	73,425
Concrete use	Cubic metres		23,070	761,707		234,396	365,048
% Cement replacement	% replaced using supplementary cementitious materials (SCM)	25%	42%	38%	35%	44%	45%
Major pollution incidents	No. of major (Class 1) pollution incidents	0	0	0	0	0	0

### Operational data

		Metro North West Line			Sydney Metro
Data	Unit of measure	Target	FY 2023–24	Cumulative to date	Cumulative to date
Operational electricity consumption	kWh		87,299,110	430,723,009	430,723,009
Operational zero emission electricity	kWh		87,299,110	430,723,009	430,723,009
	% of total operational electricity consumption	100%	100%	100%	100%
Carbon emissions savings <sup>[7]</sup>	Tonnes CO <sub>2</sub> -e		63,728	349,252	349,252

		Sydney Metro – Western Sydney Airport			Metro North West Line	Sydney Metro
		In construction			Construction complete	
Data <sup>[1]</sup>	Unit of measure	Target	FY 2023–24	Cumulative to date	Target	Total in completion
Scope 1 construction carbon emissions	Tonnes CO2-e		6,958	13,068		—
Scope 2 (location based) construction carbon emissions <sup>[2]</sup>	Tonnes CO2-e		9,105	9,670		—
Scope 2 (market based) construction carbon emissions <sup>[2]</sup>	Tonnes CO2-e		8,952	9,465		—
Scope 3 construction carbon emissions <sup>[3]</sup>	Tonnes CO2-e		25,982	101,858		—
Total construction carbon emissions (using location based scope 2)	Tonnes CO2-e		42,046	124,596		536,667
Renewable construction electricity or offsets <sup>[4]</sup>	% of construction electricity offset for completed contracts	25%	100% <sup>[6]</sup>	100% <sup>[6]</sup>	20%	20%
Renewable construction fuel or offsets	% of construction fuel offset	25%	100% <sup>[6]</sup>	100% <sup>[6]</sup>	N/A	N/A
Total construction and demolition waste generated	Tonnes		6,214	38,607		134,924
Construction and demolition waste reused/ recycled	Tonnes		5,811	37,744		128,518
	% of total waste generated	95%	94%	98%	95%	95%
Usable spoil generated	Tonnes		2,595,360	4,555,772		6,416,099
Usable soil beneficially reused	Tonnes reused		2,595,360	4,555,772		6,416,099
	% of usable spoil generated	100%	100%	100%	100%	100%
Total water consumption	kL		619,776	739,451		889,283
Water sourced from non-potable sources <sup>[5]</sup>	kL		244,602	326,636		227,738
	% of total water consumption	33%	39%	44%		26%
Steel use	Tonnes		13,341	22,471		60,308
Concrete use	Cubic metres		151,307	294,856		613,592
% Cement replacement	% replaced using supplementary cementitious materials (SCM)	35%	48%	49%	25%	38%
Major pollution incidents	No. of major (Class 1) pollution incidents	0	0	0	0	0

[1] Data is correct at time of publication. Some historical (before 2023) data (including carbon emissions) has been refined following data reconciliation exercises and other updates have occurred since publication of the 2023 Sydney Metro Sustainability Report.

[2] Scope 2 emissions associated with electricity use are presented using both the location-based electricity accounting method, which reflects the average emissions intensity of grids on which energy consumption occurs, and the market based methods aligned with the Climate Active Electricity Accounting Rules and the Greenhouse Gas (GHG) Protocol Scope 2 Guidance. Market-based calculated emissions reflect emissions from electricity that companies have purposefully chosen and capture the use of voluntary purchases of renewable energy such as GreenPower and large-scale generation certificates (LGCs). Dual reporting with both market-

based and location-based methods is considered current best practice and has been provided for all current projects in construction. Scope 2 emissions data for the Metro North West Line is only reported using the location based method. This was common practice at the time of construction and, while market-based emissions data is not available, carbon emissions were partially mitigated using both GreenPower and LGCs.

[3] From an organisational perspective for Sydney Metro as defined by the GHG Protocol, all of the emissions associated with the construction of projects which are undertaken by third party contractors would generally be seen as Scope 3 emissions. It is common practice, however, for the definition of emissions scopes for an individual project to be defined with a view of the proponent and its contractors as equivalent to a single organisation, to better distinguish between

emissions sources and the relative level of influence and control. This approach has been adopted when referring to Scope 1, 2 and 3 sources herein.

[4] Offsets are only purchased and retired if projects are not powered by renewable electricity to the extent required by the target.

[5] Scope 2 offset percentages are much higher than Scope 1 offset percentages due to projects currently utilising GreenPower; however, they have not yet purchased Scope 1 offsets.

[6] Sydney Metro – Western Sydney Airport is committed to offsetting 100 per cent of Scope 1 and 2 emissions resulting from on-site energy consumption in line with the Carbon Neutral Commitment.



















[7] These figures are inclusive of Scope 2 and Scope 3 emissions.



# Appendix 3







## Performance against sustainability targets

### Sydney Metro City & Southwest targets

<div> Demonstrate leadership</div>		<div> Tackle climate change</div>		<div> Manage resources efficiently</div>		<div> Drive supply chain best practice</div>		<div> Value community and customers</div>		<div> Respect the environment</div>	
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Target performance											
Exceeding	Exceeding	Exceeding	On track	On track	On track	On track	On track	On track	On track	On track	On track
<ul style="list-style-type: none"><li>• A high level of attainment (minimum ISCA IS Rating of 65 ‘Excellent’) for relevant infrastructure.</li><li>• 5-star Green Star ratings for relevant buildings.</li></ul>	<ul style="list-style-type: none"><li>• Offset 25 per cent of the electricity needs for the construction phase of the project.</li><li>• Mitigate a minimum of 25 per cent of medium-level risks.</li></ul>	<ul style="list-style-type: none"><li>• Use concrete which has an average cement replacement level of more than 25 per cent.</li><li>• Recycle or reuse 90 per cent of recyclable construction and demolition waste.</li></ul>	<ul style="list-style-type: none"><li>• All principal contractors develop and implement sustainable procurement strategies.</li><li>• Increase opportunities for employment of local people, participation of local businesses and participation of SMEs.</li></ul>	<ul style="list-style-type: none"><li>• Prepare a Heritage Strategy, including stakeholder engagement with relevant stakeholders.</li><li>• Implement the Heritage Strategy during design and delivery, to conserve and activate.</li></ul>	<ul style="list-style-type: none"><li>• Minimise vegetation clearing.</li><li>• Native landscaping targets to be established.</li><li>• Zero major pollution incidents.</li></ul>						
On track	On track	On track	On track	On track	On track	On track	On track	On track	On track	On track	At risk
<ul style="list-style-type: none"><li>• Align with a high rating using the TfNSW Sustainable Design Guidelines.</li><li>• Consider adopting a whole-of-life costing model to maximise sustainability benefits.</li><li>• Optimise development opportunities for residual land.</li><li>• Capture sustainability benefits in the business case for the projects.</li></ul>	<ul style="list-style-type: none"><li>• Achieve at least a 20 per cent reduction in carbon emissions associated with construction, when compared to business as usual.<sup>i</sup></li><li>• Maximise the capture and reuse of energy generated from braking trains.</li><li>• Design buildings (stations and stabling buildings) to achieve at least a 15 per cent improvement over performance requirements set out in Section J of the National Construction Code.</li><li>• Mitigate all extreme and high-level risks.</li><li>• Source 5 to 20 per cent of the low voltage electricity required at above-ground stations from on-site renewable energy sources where feasible.</li></ul>	<ul style="list-style-type: none"><li>• Reduce the environmental footprint of materials used on the project by at least 15 per cent compared to business as usual.<sup>i</sup></li><li>• 100 per cent beneficial reuse of usable spoil.</li><li>• 60 per cent of reinforcing steel is produced using energy-reducing processes in its manufacture.</li><li>• Source 100 per cent reused, recycled timber or responsibly sourced timber.<sup>ii</sup></li><li>• Reduce water use by at least 10 per cent compared to business as usual.<sup>i</sup></li><li>• Source at least 33 per cent of the water used in construction from non-potable sources.</li><li>• Implement rainwater harvesting and reuse systems at construction sites and feasible above-ground stations.</li><li>• Source at least 33 per cent of the water used in operations from non-potable sources.</li></ul>	<ul style="list-style-type: none"><li>• Enable targeted and transferable skills development, which resolves local and national skills shortages, supports industry to compete in home and global markets, end embeds a health and safety culture within all induction and training activities, promoting continuous improvement.</li><li>• Increase workforce diversity and inclusion:<ul style="list-style-type: none"><li>– Target Aboriginal workers and businesses.</li><li>– Target female representation in non-traditional trades.</li><li>– Target long-term unemployed people.</li></ul></li><li>• Inspire future talent and develop capacity in the sector:<ul style="list-style-type: none"><li>– Engage young people via education and work experience.</li><li>– Collaborate with higher education institutions to provide programs responding to rapid transit and other infrastructure requirements.</li><li>– Support vocational career development through apprenticeships and traineeships.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Maximise opportunities for archaeological research and future interpretation of archaeological finds.</li><li>• Opportunities for heritage interpretation identified and implemented at appropriate station precincts.</li><li>• Station interchanges designed in accordance with the Interchange Access Plans and modal hierarchy.</li><li>• Stations and precincts designed in accordance with the Sydney Metro Design Guidelines.</li><li>• Promote access by cycling, through provision of bicycle parking, and safeguard for future expansion of bicycle facilities.</li><li>• Implement initiatives that will provide tangible benefits to local community groups during the construction period.</li><li>• Implement initiatives that will provide tangible benefits to the broader local community beyond the construction period.</li><li>• Identify key drivers for affordable housing and work with other lead agencies to identify opportunities and develop an appropriate response.</li></ul>	<ul style="list-style-type: none"><li>• New emission standards will be identified and applied to diesel equipment and vehicles during construction.</li></ul>						
N/A Operational commitments											



# Sydney Metro West targets







 <b>Demonstrate leadership</b>	 <b>Tackle climate change</b>	 <b>Manage resources efficiently</b>	 <b>Drive supply chain best practice</b>	 <b>Value community and customers</b>	 <b>Respect the environment</b>
Target performance					
On track	Exceeding	Exceeding	On track	On track	On track
<ul style="list-style-type: none"> <li>Publish performance benchmarks.</li> <li>Publicly report on performance against targets.</li> <li>Deliver sustainability-related knowledge-sharing sessions on a quarterly basis.</li> <li>Obtain an Infrastructure Sustainability v1.2 'Leading' Design and As-Built rating for relevant infrastructure or equivalent</li> <li>Engage and collaborate with stakeholders on sustainability-related matters on a biannual basis.</li> <li>Obtain at least a 5-star Green Star rating for stations and relevant buildings or equivalent.</li> <li>Deliver at least five industry-recognised innovations.</li> </ul>	<ul style="list-style-type: none"> <li>Offset at least 25 per cent of the greenhouse gas emissions associated with consumption of fuel and electricity during construction, through the purchase of approved offsets or renewable energy.<sup>i</sup></li> </ul>	<ul style="list-style-type: none"> <li>Minimise the embodied impacts of concrete through the use of at least 35 per cent supplementary cementitious materials project-wide and prioritise the use of alternative binder systems on non-structural elements.</li> </ul>	<ul style="list-style-type: none"> <li>All reported instances of actual or potential environmental or social risk in the supply chain will be investigated.</li> <li>Support the delivery of the Sydney Metro West Workforce Development and Industry Participation Plan, and the Sydney Metro West Aboriginal Participation Plan.</li> <li>Provide sustainability training to high-impact suppliers (those that potentially have significant environmental, social or socio-economic impacts).</li> <li>Require environmental product declarations for trains.</li> <li>Support the delivery of the Sydney Metro West Workforce Development and Industry Participation Plan, and Sydney Metro West Aboriginal Participation Plan.</li> <li>Engage at least 100 social enterprises or social benefit organisations during construction and operations.</li> <li>Deliver at least 50 initiatives that continue to benefit local communities and provide positive social outcomes beyond the project's construction phase.</li> <li>Require environmental product declarations for trains.</li> </ul>	<ul style="list-style-type: none"> <li>Each station to include Heritage Interpretation.</li> <li>Develop a line-wide Heritage Interpretation Strategy.</li> <li>Prepare archival recording of all heritage items within our construction sites.</li> <li>Report on customer-centric design at the completion of each design phase for stations.</li> <li>Each station to include safe and, where possible, weather-protected access to bicycle parking and safeguard for future expansion.</li> <li>Deliver at least 100 initiatives that benefit local communities and provide positive social outcomes during the project's construction phase.</li> <li>Deliver at least 50 initiatives that continue to benefit local communities and provide positive social outcomes beyond the project's construction phase.</li> </ul>	<ul style="list-style-type: none"> <li>Restore and regenerate the ecological function of Duck and A'Becketts Creeks within the project boundary.</li> <li>Plant two trees for every tree removed by the project.</li> <li>Provide a net increase in canopy cover.</li> <li>Ensure environmental management plans are established, and demonstrate that works are in compliance with the plans.</li> <li>Target zero major pollution incidents.</li> </ul>
<b>N/A Operational commitments</b> <ul style="list-style-type: none"> <li>Obtain an Infrastructure Sustainability Operations rating or equivalent.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and implement adaptation measures to reduce 100 per cent of all very high and high climate risks (to at least medium).</li> <li>Identify and implement adaptation measures to reduce all medium climate risks as low as reasonably practicable, with at least 50 per cent reduced to low.</li> <li>Capture data on the impacts of, and response to, climate-related events on customers, staff, service and infrastructure.</li> <li>Achieve at least 20 per cent improvement on the minimum performance requirements stipulated in the National Construction Code (NCC) for stations and relevant buildings.</li> <li>Achieve at least a 20 per cent reduction in carbon emissions across the infrastructure life cycle, when compared to business as usual.<sup>ii</sup></li> <li>Source at least 10 per cent of the low-voltage electricity required from on-site renewable energy sources.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce potable water use by at least 10 per cent compared to business as usual and monitor consumption throughout construction and operations.</li> <li>Demonstrate a minimum 33 per cent of water used in construction is from non-potable sources and maximise non-potable water use in operations.</li> <li>Reuse at least 80 per cent of concrete production operation water in concrete production at on-site and off-site batching plants.</li> <li>Reuse at least 85 per cent of 'train wash' water at the stabling facility.</li> <li>Beneficially reuse 100 per cent of reusable spoil, in accordance with the Spoil Management Hierarchy.</li> <li>Recycle or beneficially reuse at least 95 per cent of construction and demolition waste.</li> <li>Prioritise products made from recycled content with a minimum of six products used in the construction phase.</li> <li>Minimise the embodied impacts of steel manufacture through the use of at least 50 per cent Australian manufactured steel, including concrete reinforcing and structural steel in stations.</li> <li>Use at least 20 per cent recycled steel across the project during the construction phase.</li> <li>Source 100 per cent of all timber products from either reused timber, post-consumer recycled timber, Forest Stewardship Council, or Programme for the Endorsement of Forest Certification certified sources.</li> </ul>		<b>N/A Operational commitments</b> <ul style="list-style-type: none"> <li>Use Opal data to monitor metro usage associated with activation approach.</li> </ul>	
		<b>At risk</b> <ul style="list-style-type: none"> <li>Recycle or beneficially reuse at least 60 per cent of office waste.</li> </ul>			
		<b>N/A Operational commitments</b> <ul style="list-style-type: none"> <li>Recycle or beneficially reuse at least 80 per cent of operational maintenance waste.</li> <li>Recycle or beneficially reuse at least 40 per cent of customer waste.</li> </ul>			

<sup>i</sup> Sydney Metro West is committed to purchasing offsets for at least 25% Scope 1 and Scope 2 emissions across all projects. This target is currently being exceeded as some contract packages are committed to and achieving greater than 25%.

<sup>ii</sup> 'Business as usual' (BAU) is defined as that which is used in the applicable rating scheme for the respective target (for example, IS Ratings, Green Star Ratings and TfNSW CERT).



# Sydney Metro – Western Sydney Airport targets

 Demonstrate leadership	 Tackle climate change	 Manage resources efficiently	 Drive supply chain best practice	 Value community and customers	 Respect the environment
Target performance					
On track	Exceeding	Exceeding	On track	On track	On track
<ul style="list-style-type: none"><li>• Publish performance benchmarks.</li><li>• Publicly report on performance against targets.</li><li>• Obtain at least a 5 Star Green Star rating for relevant buildings and precincts.</li><li>• Deliver at least five industry recognised innovations.</li><li>• Sydney Metro to facilitate sustainability-related knowledge share sessions within the Project on a quarterly basis.</li><li>• Engage and collaborate with stakeholders (e.g. other local projects, councils, industry bodies) on sustainability-related matters on a bi-annual basis.</li></ul>	<ul style="list-style-type: none"><li>• Offset at least 25 per cent of the carbon emissions associated with consumption of fuel and electricity during construction through the purchase of approved offsets or renewable energy.</li></ul>	<ul style="list-style-type: none"><li>• Minimise the embodied impacts of steel through the use of at least 50 per cent Australian steel, including concrete reinforcing and structural steel.</li></ul>	<ul style="list-style-type: none"><li>• Provide sustainability training to all high impact suppliers (those that potentially have significant environmental, social or socio-economic impacts).</li><li>• Investigate all reported instances of actual or potential environmental or social risk in the supply chain.</li><li>• Require environmental product declarations for trains.</li><li>• Engage at least 15 social enterprises or social benefit organisations during construction and operations.</li></ul>	<ul style="list-style-type: none"><li>• Each station to include heritage interpretation.</li><li>• Engage with Aboriginal knowledge holders to develop corridor landscaping approach.</li><li>• Report on customer centric design at the completion of each design phase for stations, validating that the design meets customer needs, delivers an easy travel experience and addresses each of the nine Transport for NSW satisfaction drivers: timeliness, comfort, ticketing, convenience, accessibility, cleanliness, safety &amp; security, information and customer service.</li><li>• Target 75 per cent of the project surface area (excluding track) to comprise elements which reduce the Urban Heat Island effect, including vegetation and permeable or lighter coloured surfaces.</li><li>• Deliver at least 20 initiatives that benefit local communities and provide positive social outcomes during the Project’s construction phase.</li><li>• Deliver at least 20 initiatives that continue to benefit local communities and provide positive social outcomes beyond the Project’s construction phase.</li><li>• Each station to include safe and, where possible, weather protected access to bicycle parking and safeguard for future expansion.</li></ul>	<ul style="list-style-type: none"><li>• Demonstrate a minimum 5 per cent improvement in ecological value in the corridor area.</li><li>• Target at least 25 per cent tree canopy cover in precinct areas, and aspire to 40 per cent canopy cover across the project area<sup>ii</sup></li><li>• At least 50 per cent of station and plaza landscaping to use Australian native species.<sup>ii</sup></li><li>• At least 90 per cent and aspiring to 100 per cent of corridor landscaping to use Australian native species, prioritising endemic plants to preserve Cumberland Plains identity in the Western Sydney region<sup>ii</sup></li><li>• Integrate water-sensitive urban design solutions, including the provision of vegetated swales where feasible, and at least 40 per cent surface area around stations and corridor (excluding track) to be permeable.</li><li>• Ensure environmental management plans are established, and demonstrate works compliant with these plans.</li><li>• Target zero major pollution incidents.</li></ul>
At risk	<ul style="list-style-type: none"><li>• Achieve third party net zero carbon emissions certification.</li><li>• Achieve at least a 20 per cent reduction in carbon emissions across the infrastructure life cycle, when compared to business as usual.<sup>i</sup></li><li>• Source at least 10 per cent of the low-voltage electricity required at stations and the stabling facility from on-site renewable energy sources.</li><li>• Target minimum 20 per cent of parking spots safeguarded for electric vehicle (EV) charging points and provision for electric bus charging in suitable locations.</li><li>• Report on carbon emissions from construction and operations.</li><li>• Achieve at least 20 per cent improvement on the minimum performance requirements stipulated in the National Construction Code (NCC) for stations and relevant buildings.</li></ul>	<ul style="list-style-type: none"><li>• Reduce potable water use by at least 10 per cent compared to business-as-usual, and monitor consumption throughout construction and operations.</li><li>• Demonstrate at least 33 per cent of water used is from non-potable sources throughout construction and operations.</li><li>• Reuse at least 80 per cent of concrete production operation water in concrete production at on-site and off-site batching plants.</li><li>• Beneficially reuse 100 per cent of reusable spoil, in accordance with the Spoil Management Hierarchy.</li><li>• Recycle or beneficially reuse at least 95 per cent of construction and demolition waste.</li><li>• Minimise the embodied impacts of concrete through the use of at least 35 per cent supplementary cementitious materials project-wide and prioritise the use of alternate binder systems on non-structural elements.</li><li>• Prioritise products made from recycled content, with a minimum of six products used in the construction phase.</li><li>• Source 100 per cent of all timber products from either reused timber, post-consumer recycled timber, Forest Stewardship Council or Programme for the Endorsement of Forest Certification certified sources.</li></ul>			
	<b>N/A Operational commitments</b>	<b>On track</b>		<b>N/A Operational commitments</b>	
	<ul style="list-style-type: none"><li>• Offset 100 per cent of the carbon emissions associated with consumption of electricity during operation.</li><li>• Report on operational electricity consumption.</li><li>• Capture data on the impacts of, and response to, climate-related events on customers, staff, service and infrastructure to enable continuous improvement.</li></ul>	<ul style="list-style-type: none"><li>• Recycle or beneficially reuse at least 60 per cent of office waste.</li></ul>		<ul style="list-style-type: none"><li>• Use Opal data to monitor Metro usage associated with precinct activation approaches.</li><li>• Ensure delivery of at least 5 per cent affordable housing at precincts with residential development.</li></ul>	
		<b>N/A Operational commitments</b>			
		<ul style="list-style-type: none"><li>• Reuse at least 80 per cent of train wash water at the stabling facility.</li><li>• Recycle or beneficially reuse at least 40 per cent of customer waste.</li><li>• Recycle or beneficially reuse at least 80 per cent of maintenance waste.</li></ul>			

i 'Business as usual' (BAU) is defined as that which is used in the applicable rating scheme for the respective target (for example, IS Ratings, Green Star Ratings and TfNSW CERT).

ii Landscaping must comply with Western Sydney International Airport wildlife hazard and landscaping requirements where relevant.



# Sydney Metro Annual Report

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