

Consultation draft

# Sydney Metro Corporate Plan 2024–2028

1 July 2026 update

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# Acknowledgement of Country

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

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

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

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

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

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# 01 Foreword

From the Chair and the Chief Executive



**Gail Pemberton**  
Chair,  
Sydney Metro Board



**Peter Regan PSM**  
Chief Executive,  
Sydney Metro

We are pleased to present the 2026–2027 update to Sydney Metro’s Corporate Plan for 2024–2028, marking the second annual review of our four-year strategy.

The NSW Government has been clear in its focus on addressing the housing shortage and cost of living pressures, restoring essential public services, and laying the foundations for longterm economic growth. Our role is to translate these priorities through the infrastructure and passenger services we deliver and the way we operate.

In the coming year, our priorities build on the progress achieved to date, while acknowledging the significant work ahead. Commencing passenger services from Sydenham to Bankstown represents a key milestone. At the same time, we are advancing major construction across the West and Western Sydney Airport lines. Operational excellence, safety, and reliability remain central, with the M1 Line increasingly playing a vital role in the daily lives of Sydneysiders.

Beyond enhancing transport outcomes, Sydney Metro is advancing the NSW Government’s housing priorities by delivering new homes through our integrated station developments. By maintaining a strong commitment to creating vibrant, well-connected precincts around

our stations, we are also fostering the conditions that encourage private sector investment in housing, supporting the creation of thriving communities.

Our projects continue to attract international recognition for innovation, engineering, and design quality. These accolades highlight not only our technical ambition but also the strength of our partnerships with industry and government.

Delivering a world-class metro at this scale requires deep technical expertise and disciplined program management. Despite ongoing challenges like global supply chain pressures and market constraints, our dedicated workforce consistently delivers high-quality outcomes for customers and communities. Their skills and commitment are at the heart of Sydney Metro’s success.

Our Plan reflects our long-term vision, recognising the complexity of delivering one of Australia’s largest infrastructure programs in a dynamic environment. Above all, it reaffirms our commitment to providing a safe, reliable, and accessible metro system that supports Sydney’s growth and enhances quality of life across Greater Sydney and beyond.

As we progress delivery of this city-shaping infrastructure, we maintain a steadfast commitment to integrity, accountability, and transparency. The Board and Executive are united in ensuring that decisions are made ethically, risks are understood and managed, and performance is reported openly. These principles guide how we govern the Sydney Metro organisation and how we deliver outcomes for the people of New South Wales.

Our Plan provides a clear connection between government priorities and our strategic actions. We are confident that, through disciplined execution and continued collaboration, we will play our part in building a more modern, connected, sustainable and prosperous New South Wales.



# 02





















## Sydney Metro at a glance



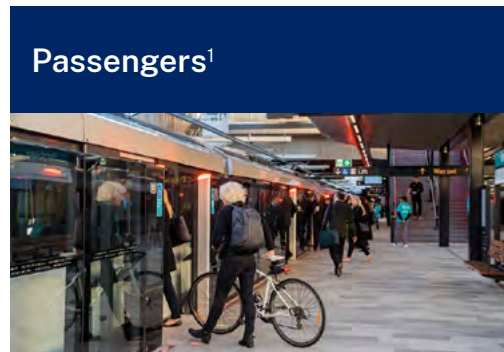
Metro train.

# Our assets

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

Our operational assets June 2025	Our expected operational assets by June 2028	Our operational assets June 2025	Our expected operational assets by June 2028
 <p><b>52 kilometres</b> of twin tracks between Tallawong and Sydenham</p>	 <p><b>66 kilometres</b> of twin tracks between Bankstown and Tallawong <b>23 kilometres</b> of twin tracks between St Marys and Bradfield</p>	 <p><b>13</b> bike parking facilities</p>	 <p><b>19</b> bike parking facilities</p>
 <p><b>43 kilometres</b> of tunnels</p>	 <p><b>53 kilometres</b> of tunnels</p>	 <p><b>45</b> trains</p>	 <p><b>80</b> trains</p>
 <p><b>21</b> metro accessible stations</p>	 <p><b>37</b> metro accessible stations</p>	 <p><b>4,186</b> commuter parking spaces</p>	 <p><b>5,700</b> commuter parking spaces</p>
 <p><b>4 kilometres</b> viaduct and bridges</p>	 <p><b>7.5 kilometres</b> viaduct and bridges</p>	 <p><b>16</b> substations</p>	 <p><b>21</b> substations</p>
 <p><b>2</b> stabling and maintenance facilities</p>	 <p><b>3</b> stabling and maintenance facilities</p>	 <p>vertical transport <b>96</b> lifts <b>171</b> escalators</p>	 <p>vertical transport <b>127</b> lifts <b>184</b> escalators</p>

# Progress made towards our goals



Passengers<sup>1</sup>

Customer satisfaction

**98%**<sup>5</sup>

On time performance

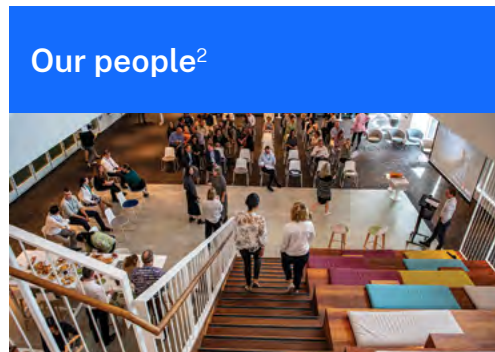
**99.33%**

Delivered services

**99.77%**

Customer perception of safety and security

**97%**<sup>5</sup>



Our people<sup>2</sup>

Women in leadership

**37.1%**

People Matter Employee Survey engagement score

**66%**

Aboriginal and Torres Strait Islander employees

**2%**

Employees with a disability

**3.8%**



Our impact on communities and the environment<sup>3</sup>

Positive community sentiment towards Sydney Metro

**73%**

Carbon neutral commitment Western Sydney Airport project

**on track**

Clean spoil reuse

**100%**

Portland cement replacement across projects

**55%**

Carbon reduction across projects

**on track to achieving 20% target**



Our delivery partners<sup>4</sup>

Since works started on constructing the metro, our projects have supported a combined workforce of more than 128,000 people. We are focused on leaving a lasting impact on the NSW construction sector by increasing workforce diversity and skilling the next generation of construction workers. To date our project delivery partners have supported:

**25,581** workers participating in skills development training

**2,466** apprentices

**5,358** women in non-traditional trades or occupations

**3,243** Aboriginal people

**17,177** employees under 25

1 Data as at 30 June 2025  
 2 Data as at 30 June 2025  
 3 Data as at 30 June 2025  
 4 Data as at 1 July 2018–30 June 2025  
 5 Data as at May 2025

# 03

## Our business



Central Station.

# 3.1 Our strategy and values

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* (TAA). We are responsible for stewarding a portfolio of projects and operations exceeding \$60 billion.

## 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 strategy



### Provide a high-quality passenger and place experience

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



### Plan, design and build to shape the future

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



### Drive financial responsibility

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



### Position the organisation for continued success

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



### Reduce environmental impact and champion social outcomes

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

## Our values

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



Safety & Wellbeing

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



Innovation

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



Collaboration

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



Excellence

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



Integrity

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



Achievement

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

# 3.2 Transport priorities

The Connecting NSW Strategy outlines how Transport will contribute to the success and wellbeing of communities in NSW, guiding how and where Transport invests resources to ensure we are coordinating our efforts in the areas that will make the greatest difference for our passengers, customers, and communities.

The metro network in Sydney delivers the necessary step change in rail infrastructure. By providing safe, fast and frequent, turn-up-and-go services, Sydney will be an easier and faster place to get around, and destinations across Greater Sydney will be more accessible.

## Transport Outcomes

In addition to the six priorities in the Connecting NSW Strategy, Transport 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.



Connecting people safely and reliably



Communities and places are sustainable, healthy and resilient



Enabling a prosperous and inclusive NSW



Thriving people doing meaningful work

Connecting NSW Strategy Priorities	Sydney Metro Contribution
<p><b>Towards zero trauma:</b> Aspire to eliminate trauma across the entire NSW transport network and ensure the safety and peace of mind of communities across NSW.</p>	<ul style="list-style-type: none"> <li>• Fully segregated rail system with intrusion detection technology reduces collision risk.</li> <li>• Advanced safety systems and platform screen doors prevent accidents.</li> <li>• Comprehensive safety culture during construction and operations.</li> </ul>
<p><b>Restore reliability and build resilience:</b> Enhance transport access and connectivity by minimising disruptions, restoring reliability, ensuring safety and strengthening the resilience of our networks to keep our communities and supply chains moving.</p>	<ul style="list-style-type: none"> <li>• High frequency, turnup and go services improve reliability.</li> <li>• Automated trains enhance operational resilience.</li> <li>• Integration with other transport modes ensures seamless travel for passengers and network continuity during disruptions.</li> </ul>
<p><b>Transition to net zero emissions:</b> Drive a reduction in emissions and accelerate the decarbonisation of NSW’s transport sector to transition to a net zero future to combat climate change.</p>	<ul style="list-style-type: none"> <li>• 100 per cent electric trains powered by zero emission electricity and regenerative braking systems.</li> <li>• Energy-efficient station designs.</li> <li>• Encouraging mode shift from cars to public transport, reducing road congestion and emissions.</li> </ul>
<p><b>Reduce transport disadvantage:</b> Connect all people in NSW to the jobs and health, education, cultural and recreational services they need to prosper, regardless of where they live and their ability to pay.</p>	<ul style="list-style-type: none"> <li>• Expanding public transport access to high-growth areas in Western and Southwest Sydney.</li> <li>• Improving public transport accessibility for all passengers by making it easier for people with different mobility needs to access our precincts and services.</li> <li>• Culturally informed planning, design and engagement that embed Aboriginal perspectives and stories in our network and precincts.</li> <li>• Linking communities to employment hubs and essential services.</li> </ul>
<p><b>Reimagine road space to drive mode shift:</b> Accommodate the travel demands of a growing population and support sustainability goals without sacrificing quality of life and health outcomes.</p>	<ul style="list-style-type: none"> <li>• Providing fast, frequent metro services as an attractive alternative to car travel.</li> <li>• Reducing congestion and freeing up road space for active transport and freight.</li> <li>• Supporting urban renewal and walkable precincts around stations.</li> <li>• Enabling active transport through the provision of end of trip facilities and cycling infrastructure around our station precincts.</li> </ul>
<p><b>Enable whole-of-government outcomes:</b> Work collaboratively with our cross-agency partners to support the Government’s key priorities, including the delivery of more housing, energy transition and Closing the Gap.</p>	<ul style="list-style-type: none"> <li>• Stimulating housing development around station precincts.</li> <li>• Supporting economic growth and job creation during construction and operation.</li> <li>• Incorporating Aboriginal art and cultural recognition in station designs.</li> <li>• Setting social procurement requirements and targets for all major contracts.</li> </ul>

# 3.3 What we do

Sydney is a global city that will experience significant population and employment growth in the coming decades. Sydney generates more than one-fifth of Australia’s gross domestic product, competing with other international cities in the region as a home for global investment. The city is one of the most liveable cities in the world and is home to around 5.55 million residents<sup>6</sup> and more than 594,000 small businesses.<sup>7</sup>

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

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

## The outcomes we are working towards



## Our legislated mandate

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

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

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

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

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

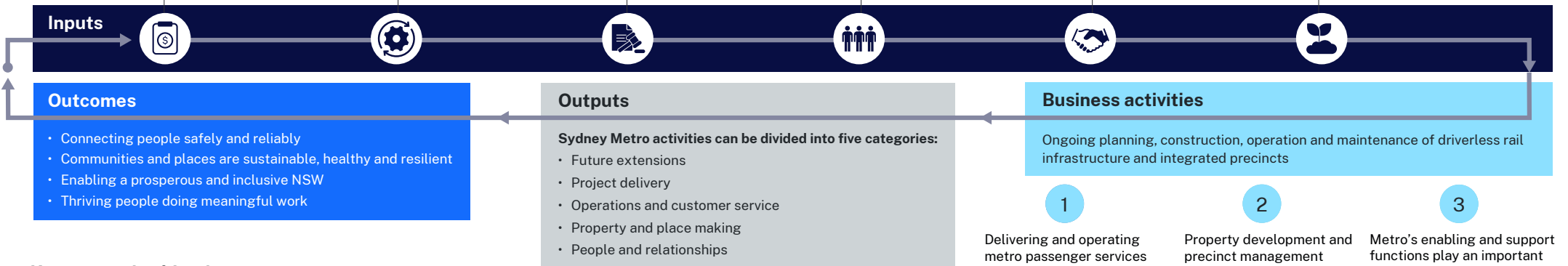
<sup>6</sup> Australian Bureau of Statistics: Estimated population June 2024

<sup>7</sup> Australian Small Business and Family Enterprise Ombudsman: Location of Australia’s small business by state and territory

# 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.

- Financial capital**
  - Business case investment decision
  - Annual budget allocation
  - Secondary revenue
  - Public private partnerships
- Productive capital**
  - Rolling stock
  - Stations
  - Track and signals
  - Tunnels, viaduct and bridges
  - Maintenance and stabling facilities
  - Power substations and transmission lines
  - Operating systems
  - Commuter car parking and bike storage
  - Office buildings
- Intellectual capital**
  - Enterprise risk management framework
  - Contract management
  - Engineering and design standards and methodologies
  - Internal policies, procedures and governance processes
  - Digital innovation and enablement framework
  - Regulatory compliance
- Human capital**
  - Health and safety systems
  - Culture
  - Training, talent management and workforce planning programs
  - Diversity and wellness programs
  - Experienced and skilled leadership
- Social and relationship capital**
  - Community engagement activities on our projects
  - Stakeholder engagement activities, including supplier events
  - Government relations
  - Social procurement program
- Natural capital**
  - Certified environmental management systems
  - Renewable energy offsets
  - Carbon reducing construction methods
  - Environmental protection
  - Attainment of recognised sustainability ratings for our projects to drive higher environmental standards



## Key strategic objective measures

- Provide a high-quality passenger and place experience**
  - Customer satisfaction
  - On time performance
  - Delivered services
  - Customer perception of safety and security

- Drive financial responsibility**
  - Total expenditure
  - Capital expenditure

- Position the organisation for continued success**
  - Employee work-related injury and illness severity
  - PMES engagement score
  - Workforce diversity

- Plan, design and build to shape the future**
  - Contractor work-related injury and illness severity
  - Customer perception ease of connection with other modes
  - Australian and New Zealand small and medium enterprises engaged
  - Aboriginal procurement activity

- Reduce environmental impact and champion social responsibility**
  - Community sentiment score
  - Zero emission electricity for operations
  - Reduction of carbon construction emissions
  - Environmental compliance and incidents

## Connecting with Country

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

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



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

## Our services

We are progressively delivering a new rapid transport system for Greater Sydney. The M1 Line, Australia’s first fully accessible and driverless train began operations on 26 May 2019, originally running between Tallawong and Chatswood, before the line was extended on 19 August 2024 to Sydenham.

### M1 Line

**Location** 52 kilometre line running from Tallawong to Sydenham

**First passenger service** 26 May 2019  
Tallawong to Chatswood

19 August 2024  
Chatswood to Sydenham

**Stations** Tallawong, Rouse Hill, Kellyville, Bella Vista, Norwest, Hills Showground, Castle Hill, Cherrybrook, Epping, Macquarie University, Macquarie Park, North Ryde, Chatswood, Crows Nest, Victoria Cross, Barangaroo, Martin Place, Gadigal, Central, Waterloo and Sydenham.



Commuters at Chatswood Station.

## Our current construction projects

We currently have three projects under construction.

### Sydney Metro City & Southwest

<b>Location</b>	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.	<b>Precinct highlights</b>	Integrated station developments at Crows Nest, Victoria Cross, Martin Place and Gadigal will unlock the potential of Sydney as a growing global city. These developments will deliver new stations combined with commercial buildings, homes, community facilities, retail space and better pedestrian connections.  The metro station at Waterloo is the catalyst for renewal of the surrounding precinct.
<b>Stations</b>	Crows Nest, Victoria Cross, Barangaroo, Martin Place, Gadigal, Central, Waterloo, Sydenham, Marrickville, Dulwich Hill, Hurlstone Park, Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl, Bankstown.	<b>Project announcement</b>	2014
<b>Integrated transport benefits</b>	<p>Increases capacity and improves transport network resilience by providing an alternative mass transit mode through the CBD.</p> <p>Reduces crowding at key stations, including Central, Town Hall, Wynyard and North Sydney.</p> <p>Alleviates congestion at Wynyard and Martin Place train stations and improves access to the northern part of the Sydney CBD, the Rocks and Barangaroo’s growing waterfront precinct.</p> <p>Stations along the T3 Bankstown Line currently have a train every six to 15 minutes in the morning peak. When Sydney Metro services start, there will be a train every four minutes in the peak in each direction. Capacity will increase with Sydney Metro being able to move 17,000 people an hour on the Bankstown Line in each direction compared to the suburban train system which can move around 12,000 passengers an hour.</p> <p>Replacing the T3 Bankstown Line with a new stand-alone metro line will also provide more reliable journeys for rail passengers across Sydney by removing the current bottleneck that occurs as the T3 merges with other railway lines close to the Sydney CBD.</p>	<b>Construction commencement</b>	2017
		<b>Estimated opening</b>	<p>Stage 1 Chatswood to Sydenham completed (opened on 19 August 2024)</p> <p>Stage 2 Sydenham to Bankstown –2026</p>

# City and Southwest Line – Developing locales and districts

## Sydenham to Bankstown services commence 2026



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



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



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



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



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



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



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



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



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

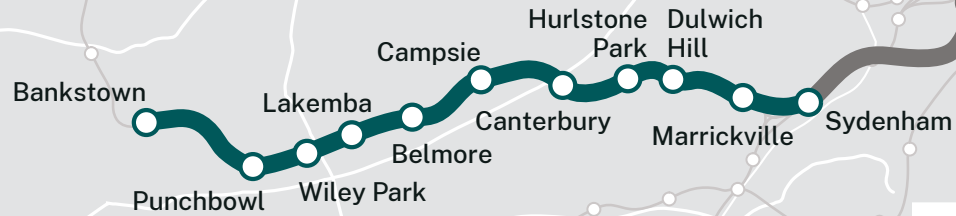


**Marrickville Station**  
A residential precinct, well connected to Sydney's key employment and leisure destinations.



**KEY**

- Bus
- Light rail
- Taxi/point-to-point transport
- Kiss and ride
- Park and ride
- Active transport (walk/cycle)
- Transport Oriented Development – accelerated precincts
- Transport Oriented Development SEPP



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

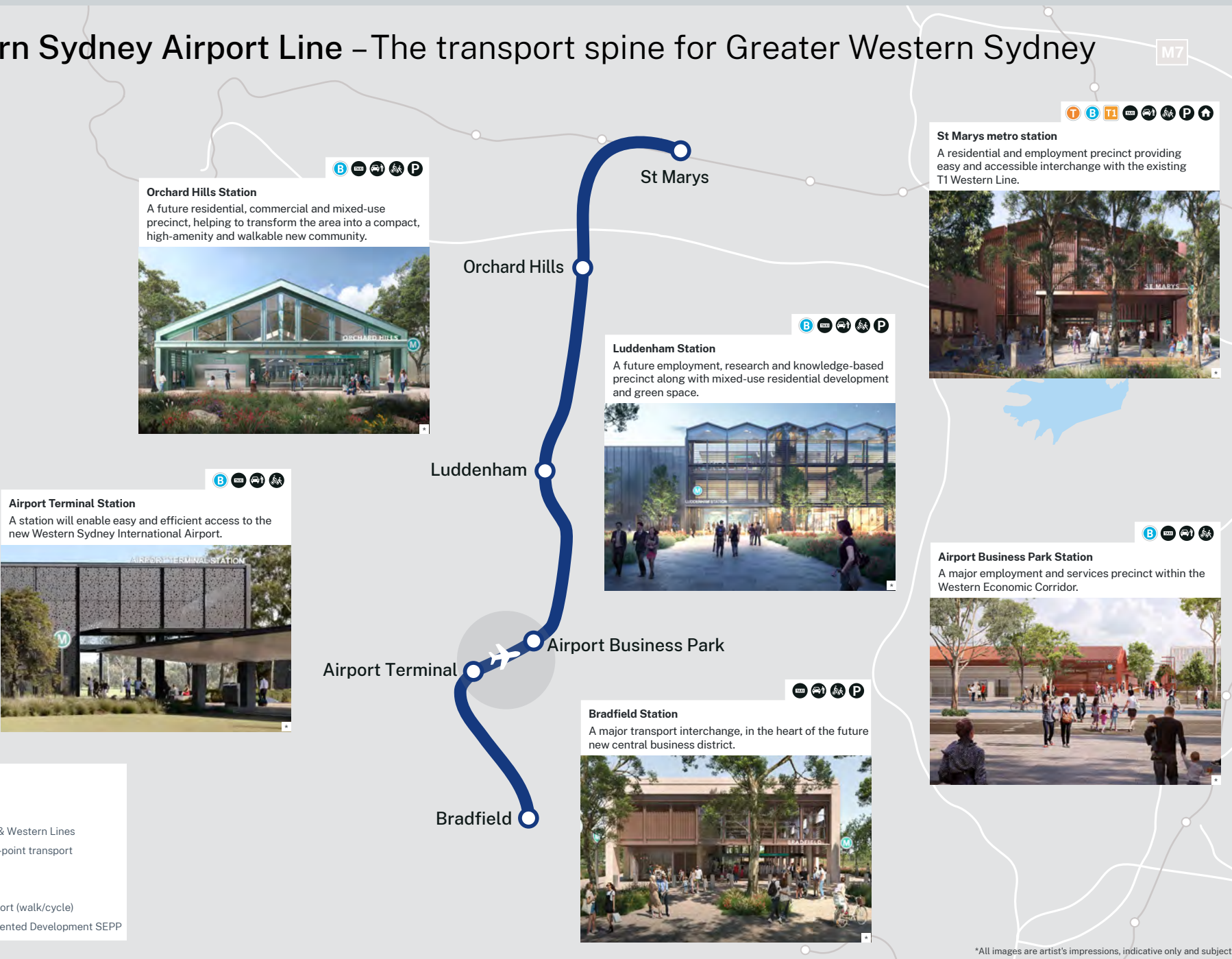
## Sydney Metro – Western Sydney Airport



An artist's impression of Airport Terminal Station.

<b>Location</b>	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.
<b>Stations</b>	St Marys, Orchard Hills, Luddenham, Airport Business Park, Airport Terminal, Bradfield.
<b>Integrated transport benefits</b>	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.
<b>Precinct highlights</b>	The metro station at St Marys will be the catalyst for urban renewal.  Vibrant new communities will be centred around Orchard Hills, Luddenham and Bradfield stations.
<b>Project announcement</b>	March 2018
<b>Construction commencement</b>	2020
<b>Estimated opening</b>	The NSW Government will continue to keep the community updated.

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



**Orchard Hills Station**  
 A future residential, commercial and mixed-use precinct, helping to transform the area into a compact, high-amenity and walkable new community.



**St Marys metro station**  
 A residential and employment precinct providing easy and accessible interchange with the existing T1 Western Line.



**Luddenham Station**  
 A future employment, research and knowledge-based precinct along with mixed-use residential development and green space.



**Airport Terminal Station**  
 A station will enable easy and efficient access to the new Western Sydney International Airport.



**Airport Business Park Station**  
 A major employment and services precinct within the Western Economic Corridor.



**Bradfield Station**  
 A major transport interchange, in the heart of the future new central business district.



- KEY**
- Train
  - Bus
  - North Shore & Western Lines
  - Taxi/point-to-point transport
  - Kiss and ride
  - Park and ride
  - Active transport (walk/cycle)
  - Transport Oriented Development SEPP

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

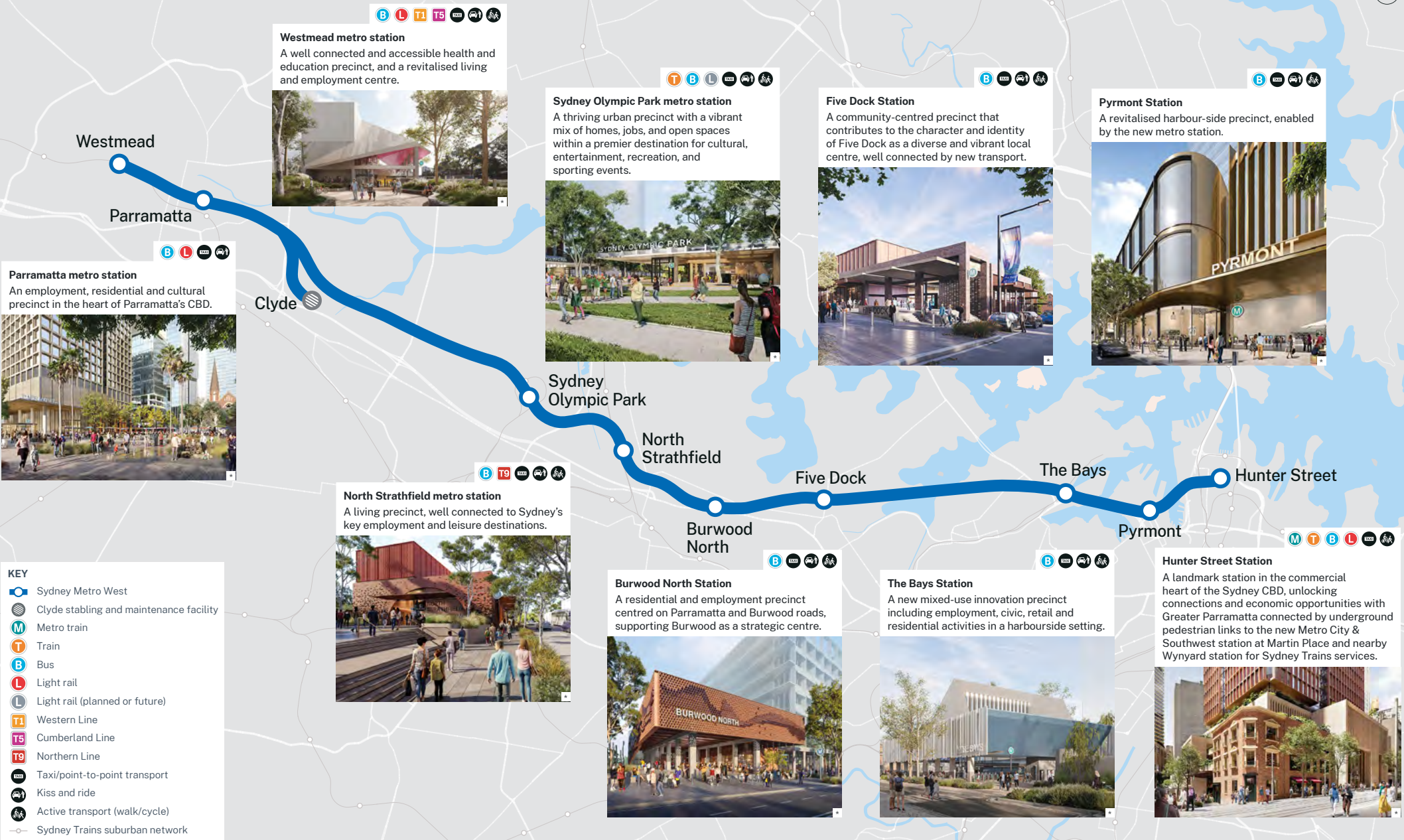
## Sydney Metro West



An artist's impression of Hunter Street Station.

<b>Location</b>	24-kilometre underground line from Hunter Street in Sydney CBD to Parramatta and Westmead.
<b>Stations</b>	Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont and Hunter Street.
<b>Integrated transport benefits</b>	Sydney Metro West will double rail capacity between Greater Parramatta and the Sydney CBD.
<b>Precinct highlights</b>	<p>Integrated station developments are proposed in the commercial heart of both Sydney (Hunter Street) and Parramatta CBDs.</p> <p>The metro stations at Sydney Olympic Park and The Bays will be a catalyst for renewal.</p>
<b>Project announcement</b>	November 2016
<b>Construction commencement</b>	2020
<b>Estimated opening</b>	2032

# Sydney Metro West stations – creating places and precincts



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

## Future extensions

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

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



### Sydney Metro – Western Sydney Airport – Northern extension



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.

We are currently undertaking planning activities as we progress towards developing a final business case for this corridor.

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



An artist's impression of Bradfield Station.

#### Study area

Future metro and heavy rail connections from the 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.

We are in the early planning stages. 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

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

Housing is one of the NSW Government's top priorities. The Transport Oriented Development Program is supporting delivery of much needed housing around key transport hubs through state-led rezonings within 1200 metres of eight priority transport hubs and a new State Environment Planning Policy (SEPP) to increase the capacity for more mid-rise housing and mixed-use development within 400 metres of 37 transport hubs and town centres.

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

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



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



## 3.4 Our operating landscape

Our operating landscape shapes how we deliver services, manage risk and realise long term value for the people of NSW. The major trends that are impacting our organisation and how we are responding to them through our strategy are outlined below.

### Climate change mitigation and adaption



Since the pre-industrial period, NSW has warmed by

1.4–1.6°C

which is 1.4 times faster than the global average

NSW Climate Adaption Strategy<sup>9</sup>

#### What this means

NSW is already experiencing the impacts of a changing climate, through changes to our everyday weather and the weather extremes that drive disasters, such as heatwaves, droughts, bushfires, storms and floods. The 2021–22 NSW Intergenerational Report highlights that natural disasters could cost the State between \$15.8 billion and \$17.2 billion per year on average by 2060–61.<sup>10</sup> Sydney Metro is aligned with the NSW Government's commitment to taking effective action on climate change and to making NSW more resilient to a changing climate.

#### Our response

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

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

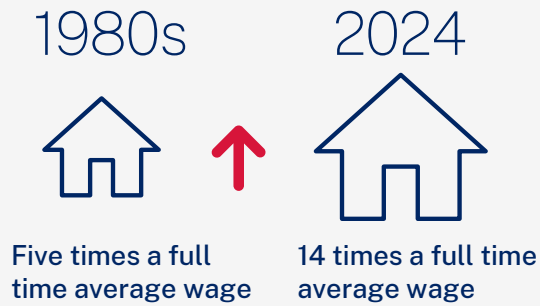
Our significant presence in the Australian construction sector ideally places us to help accelerate the construction industry's adaption to a zero carbon economy. By bringing together diverse stakeholders and supporting innovative solutions we are well positioned to act and set benchmarks for sustainable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

<sup>9</sup> NSW Climate Adaption Strategy

<sup>10</sup> 2021–22 NSW Intergenerational Report

## Aligning housing and infrastructure delivery

The cost of an average Sydney house has increased relative to the average income.<sup>11</sup>



### What this means

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

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

### Our response

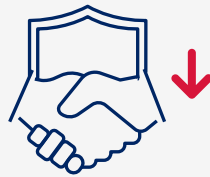
Sydney Metro is a catalyst for urban development and renewal. Our projects enable existing locations to be reimagined to support increased housing density by providing a rapid transit solution and seamlessly integrating with the broader public transport system. We are helping current and future residents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

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

<sup>11</sup> The fading Australian dream of home ownership – McCrindle

## Rising demand for trust and equity

In Australia trust in government declined from 50% in 2024 to 47% in 2025.<sup>13</sup>



### What this means

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

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

### Our response

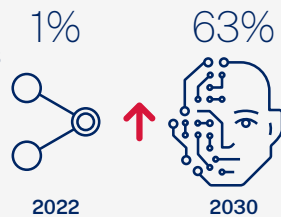
Sydney Metro is not just the projects we are delivering. We are also our culture and our values. As custodians of the investment for Australia’s biggest public transport project and network operator we have a responsibility to be financially efficient and ensure we have strong governance and transparency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

To uphold this responsibility, we apply robust procurement and contract management practices guided by organisation wide standards and processes, including the engagement of probity specialists for high-risk or high-value contracts. We take a proactive approach to probity, fraud and corruption prevention through targeted initiatives including annual staff declarations of interests and associations, training and regular review of corruption risks and vulnerabilities.

We also build trust and equity by our commitment to customer-centric design and community engagement. We take the time to understand the needs of local communities and our passengers and reflect the learnings in our project designs and operational services. Our continued high passenger satisfaction scores reflect our commitment to customer service, including accessibility for all members of the community.

## Rapid technological change

Growth among Australian businesses adopting artificial intelligence, machine learning and natural language processing is set to accelerate.<sup>14</sup>



### What this means

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

### Our response




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

13 2025 Edelman Trust Barometer Global Report

14 Australian Computer Society Digital Pulse 2023

# 3.5 Our stakeholders

We are committed to providing an interconnected metro service for Sydney, offering passengers increased options and fostering opportunities for our communities both now and in the future. By working together, we can be more effective. This is why Sydney Metro actively collaborates with a diverse range of stakeholders to accomplish shared objectives.

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

## Understanding our passenger needs

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

### Meet our Sydney Metro passengers



<b>Direct Davi</b>	<b>Friendly Fred</b>	<b>Curious Cho</b>	<b>Protective Pat</b>	<b>Student Sal</b>
<b>Corporate office worker</b>	<b>Retiree</b>	<b>Uni student with mobility impairment</b>	<b>Working parent</b>	<b>Student learning independent travel</b>
“I am task-driven, motivated and competitive. I’m always busy and can’t afford to disrupt my routine by being late.”	“I am community-minded and observant. These days I’ve noticed that people can be unfriendly, rude or in a rush.”	“I am inquisitive, logic-driven but tend to overthink things. I need mobility assistance, so before I travel anywhere, I must plan everything to know I’ve made the right choice.”	“I am organised, practical and caring. My loved ones rely on me to be there and keep them safe.”	“I am relatively new to public transport and unsure what to do, so I make up my own rules or look at what my friends are doing.”

### Accessible for all passengers

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

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

**NSW Government’s Safer Cities Survey February 2023**



## 3.6 Health and safety at Sydney Metro

Safety and wellbeing is a core value at Sydney Metro.

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

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



A safety walkway is installed inside the Sydney Metro tunnels.



Sydney Metro employees at the Waterloo Station community open day.

## Our delivery partners

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

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

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

## Key safety initiatives

### Protecting worker's health – silica control

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

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

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



Installation of tunnel segments.

### Safety in design

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

- Platform screen doors at all stations create a barrier between the platforms and tracks, allowing customer to move along the platforms safely and efficiently.
- Mechanical gap filler technology has been installed at stations between Marrickville and Bankstown to convert existing platforms to metro standards so passengers can safely move from the platform to the train.
- Construction methods have been changed with safety in mind from scheduling works during periods of track shutdowns to avoid working in a live rail environment to replacing onsite concrete pours with precast concrete sections to reduce the need for working at heights.
- High-tech security fencing equipped with fibre-optic sensors and CCTV cameras along the Southwest rail corridor enables real-time detection and monitoring of potential intrusions, allowing security teams to respond.

**The Mule (material unit lift enhancer)**

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



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



Metro West Hunter Street Station cavern.



## 3.7 Industry and the economy

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

Since the start of construction on the Metro North West Line a total workforce of more than 128,000 people has been involved in the delivery and construction of metro projects.

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



Victoria Cross Station.

**Our projects have far reaching benefits, including:**

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

### Industry participation

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

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

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

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

**Operational contracts**

Sydney Metro manages the delivery of services and maintenance of the M1 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.

In 2019, Sydney Metro extended the PPP contract for existing services from Tallawong to Chatswood to include the operations and maintenance for the extended line to Bankstown.

The future operation of Metro Western Sydney Airport has been awarded to the Parklife Metro consortium, comprising Plenary Origination Pty Ltd, Webuild SpA, RATP Développement S.A., Siemens Mobility Pty Ltd,

Siemens Mobility GmbH, Siemens Project Ventures GmbH and Siemens Mobility Austria GmbH. The contract to deliver the stations, systems, trains, and 15 years of operations and maintenance has the largest scope of any Sydney Metro contract awarded to date, and is the largest PPP awarded in NSW. The contract includes 12 new metro trains, construction of six new stations between St Marys and Bradfield (location of the new aerotropolis), core rail systems and the stabling and maintenance facility to be built at Orchard Hills.

In 2025, the Metro Trains West Consortium was awarded the Trains, Systems, Maintenance and Operations contract for the future operation of the Metro West line. The consortium is a joint venture led by MTR Corporation with CRRC Corporation Limited. The contract includes the delivery of 16 next-generation metro trains powered by artificial intelligence and associated rail systems, as well as operating and maintaining the new metro line for 15 years when passenger services commence.



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



Kellyville Station.

## Lasting workforce legacy

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

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

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

### Sydney Metro's activities include:

#### Industry and jobs participation

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

#### Workforce skills development

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

#### Inspiring future talent

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

#### Diversity and inclusion

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

#### Women in Construction Program

Sydney Metro is one of 23 major government infrastructure projects piloting increased targets for women in trade and non-traditional roles. The pilot projects are working towards 4 per cent for women in trades and 7 per cent women in non-traditional roles. A dedicated Sydney Metro project officer works exclusively with delivery partners to support the employment, upskilling and retention of women, as well as working to improve onsite culture.

#### Collaboration

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

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

## 3.8 Environment and sustainability

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

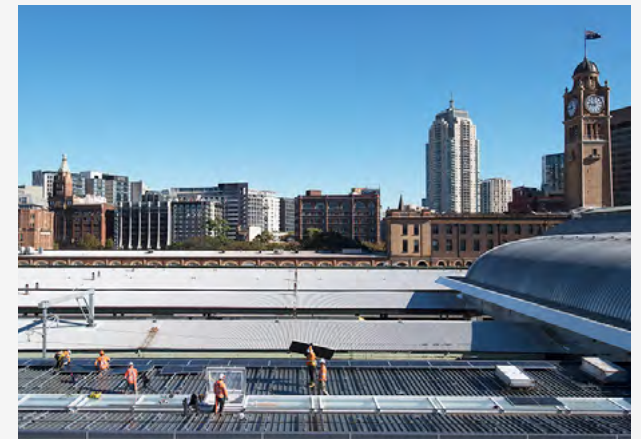
We do this by balancing economic, environmental and social issues to ensure a sustainable metro system for Sydney that delivers accessible public spaces that are sustainable, feature native plants, respect the land's traditional owners, and are digitally-enabled.

Sustainability forms an integral part of our values. We are proven world leaders in sustainable station design and construction with all 7 underground stations awarded 6 stars rating. The rating recognises our commitment to the needs of both the passenger and the environment with sustainable design features including operational energy and water efficiency, supplemented by 100 per cent electricity carbon offsets, climate resilient design as well as a commitment to sustainable procurement, environmentally responsible construction materials and waste management. Our commitment to the needs of passengers also contributed to the rating, recognising best practice wayfinding, public art and focus on customer comfort within the stations.

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

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

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



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

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

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

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

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



Our six guiding principles for sustainability are the cornerstone for how we embed and deliver on our sustainability commitments to the community, our passengers, our key partners and government.

**Sydney Metro sustainability principles:**

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

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

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

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

## 3.9 Risk management and assurance

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

Sydney Metro is responsible for setting its risk management framework in line with government policies and guidelines. Risk management responsibilities cascade through the organisation so that well informed decisions can be taken.

Our approach to risk is an integral part of our leadership culture, our governance framework and organisational processes.

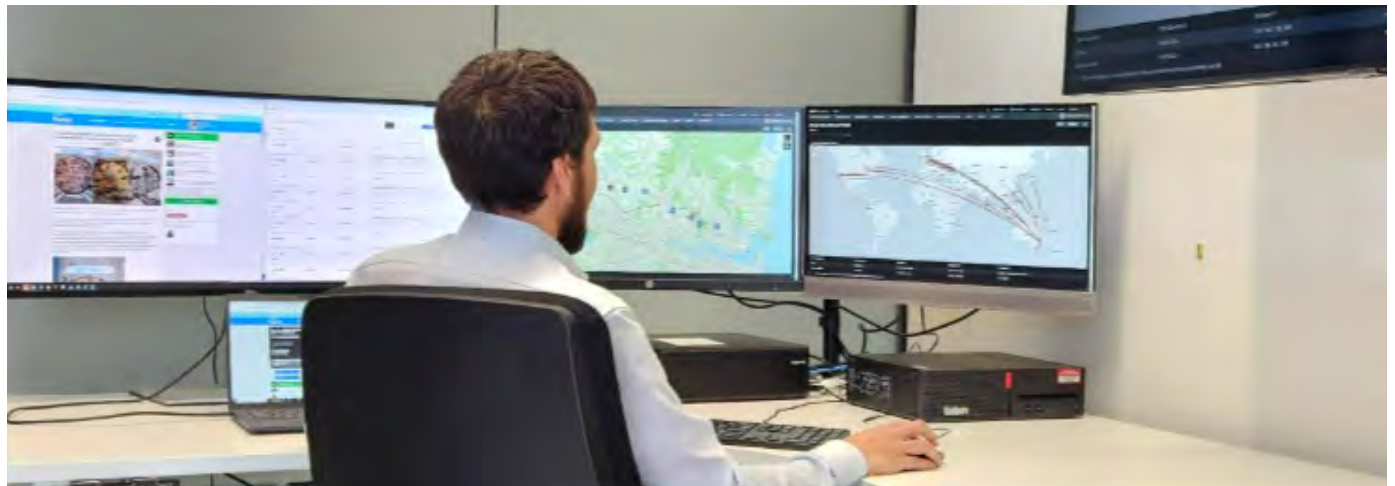
We apply enterprise risk management in accordance with the NSW government's Internal Audit and Risk Management Policy for the General Government Sector TPP-20-08 that is based on the international standard for risk management (ISO 31000:2018) as a way of achieving a structured approach to the management of risk.

We regularly monitor our environment to identify and effectively respond to emerging risks. Our culture supports Sydney Metro to identify and respond to new risks as they arise.

Sydney Metro uses a Three Lines model for enterprise assurance, which defines the committee structure, roles, responsibilities, accountabilities, and assurance arrangements.

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

In addition, we proactively undertake lessons learned activities on our projects and incorporate these insights into our new programs of work. Our holistic approach to workforce planning helps to mitigate risk by retaining learned knowledge by mobilising staff across projects.



Sydney Metro Cyber Security Operations Centre.

## Key considerations

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

	Value creation	Health and safety	Policy and regulatory environment
Considerations	Potential to under perform in realising the social, environmental and economic benefits projected in our investment business cases due to external pressures impacting or changing priorities and scope, or incorrect internal assumptions.	Potential impacts to the health and safety to our people, passengers, contractors and anyone interacting with our delivery projects, operations and assets, that adversely affects our reputation, causes financial loss or results in liability. This impact can arise from non-compliance, inadequate management, surveillance or audit processes.	The long term nature of our projects means that changes in the policy and regulatory environment may impact planned and costed delivery programs.
Why it matters	To support the level of investment required our projects are expected to realise multiple and varied benefits during delivery and into operation. Our projects are highly complex that are planned and delivered by multiple contractors over many years.	Our underlying objective is to send everyone – passengers, workers and members of the community – home safely every day.	Changes in the policy and regulatory environment can create impacts through additional requirements or delays to programmed schedules. Understanding and articulating the impacts support effective policy making outcomes.
Key responses	Strategic and business planning processes allocate resources to deliver with the right oversight mechanisms in place to guide implementation. Evidence based monitoring to manage and report on the realisation of project benefits.	Health and safety policies, plans, standards, management systems and assurance processes are in place and reviewed regularly. Delivery of training, skills and resources to embed a safety culture. Systematically review risk to ensure effective controls are in place. Evidence based decision making by collecting and interpreting data to ensure safety activities target highest risks. Engage, collaborate and consult to inform management responses to health and safety and share information with wider industry to support continuous improvement.	Proactive and integrated approach to monitoring and participating in evolving policy and regulatory agendas that could impact delivery programs and operations. We continue to build strong relationships with stakeholders across government at both state and federal levels to build awareness of and support for the organisation’s mandate. Regular engagement with our contract partners and external stakeholders ensures we understand market demands and views.
Link to strategic objective (refer to page 42)	2	1 2 4	4

## Key considerations

	Financial sustainability	Business continuity	Talent and performance
<b>Considerations</b>	Our ability to realise our commitments resulting from change in economic conditions, events resulting in unsustainable cost pressures, inadequate cost or change control practices.	A major incident, series of events or a significant local, national or international crisis leading to service or business disruption, financial loss and / or reputational damage.	Inability to attract, retain and develop the specialist resources to meet current and future work needs. Our culture hampers our ability to drive effective performance.
<b>Why it matters</b>	We are mid-way through delivery of Australia’s largest public transport project and cost over runs can adversely impact the government’s ability to deliver on its commitments.	The severity of the potential impact from a major incident remains ever present.	We continue to recognise our people are our most valuable resource and the key to delivering high quality services and infrastructure to our passengers and community.
<b>Key responses</b>	<p>Comprehensive business case planning to underpin investment scenarios.</p> <p>Review and monitoring process of emerging risks.</p> <p>Governance and oversight of schedules, costs and risks.</p> <p>Proactive resource management activities to ensure alignment with budget forecasts.</p>	<p>Regular testing of crisis management arrangements.</p> <p>Regular engagement with emergency services agencies.</p> <p>Environmental management systems in place and regularly reviewed.</p>	<p>Refining resource and strategic workforce planning capability to support resource mobility across projects.</p> <p>Industry awards offer Sydney Metro the opportunity to celebrate and promote our people and achievements.</p> <p>Ongoing focus on learning and development programs aligned to strategic and operational needs.</p> <p>Continued focus on the development and delivery of an annual plan to respond to People Matter Employee Survey results.</p>
<b>Link to strategic objective (refer to page 42)</b>	3	1 2 4	4

## Key considerations

	Contractual relationships	Climate change	Technology resilience
Considerations	Significant financial loss, project delays, disruption to services or reputational loss from failure to understand, manage and deliver contractual relationships and build supply chain resilience.	Failure to adequately understand and deal with the effects of a changing climate, extreme weather events and transition requirements such as net zero result in damage to our asset base, reputation or budget position.	Our ability to maintain critical systems, operate services or protect information either through internal failures or external cyber-attack resulting in diminished ability to operate, loss of data, damage to our reputation, loss of confidence with stakeholders and/or financial loss or penalties.
Why it matters	Sydney Metro relies on third parties to deliver, operate and maintain the metro. The complexity of our stakeholder interests and relationships remains an area of considerable management focus.	Sydney Metro is aligned with the NSW Government's commitment to taking effective action on climate change and to making NSW more resilient to a changing climate.	Public confidence in our driverless technology underpins realisation of the transport benefits from our projects.
Key responses	<p>Proactive communication and engagement strategies with industry and stakeholders to inform procurement strategies and manage contractual interfaces.</p> <p>Robust contract management systems and processes to support engagement with delivery partners and operators to monitor delivery of contract conditions and performance metrics.</p> <p>Preventative fraud, corruption and probity controls embedded in procurement and contract management processes.</p>	<p>Climate change risk assessments are carried out for all Sydney Metro projects, and findings integrated into the design and construction of all new assets.</p> <p>Monitoring compliance with planning approvals.</p> <p>Use of third-party rating tools such as Green Star and the Infrastructure Sustainability Council ratings to verify sustainability performance.</p>	<p>Develop and embed standards and processes that comply with the <i>Security of Critical Infrastructure Act, 2018 (Cth)</i>.</p> <p>Monitor contractor compliance with required security obligations.</p> <p>Workforce cyber awareness and information management training.</p>
Link to strategic objective (refer to page 42)	<p>1 2</p>	<p>1 2 5</p>	<p>4</p>

# 04

## Our strategy



Metro train testing at Sydenham Station.

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

They underpin our statutory objectives, describe the way we strive to fulfil our legislative mandate, and respond to risks and opportunities in the near-term.

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

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



Community open day at Hunter Street Station.



**Provide a high-quality passenger and place experience**

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



**Plan, design and build to shape the future**

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



**Drive financial responsibility**

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



**Position the organisation for continued success**

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



**Reduce environmental impact and champion social outcomes**

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

# 4.1 Provide a high-quality passenger and place experience

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

## Passenger safety is prioritised

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

## Grow patronage

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

## Reliable and resilient assets

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

## Operational readiness

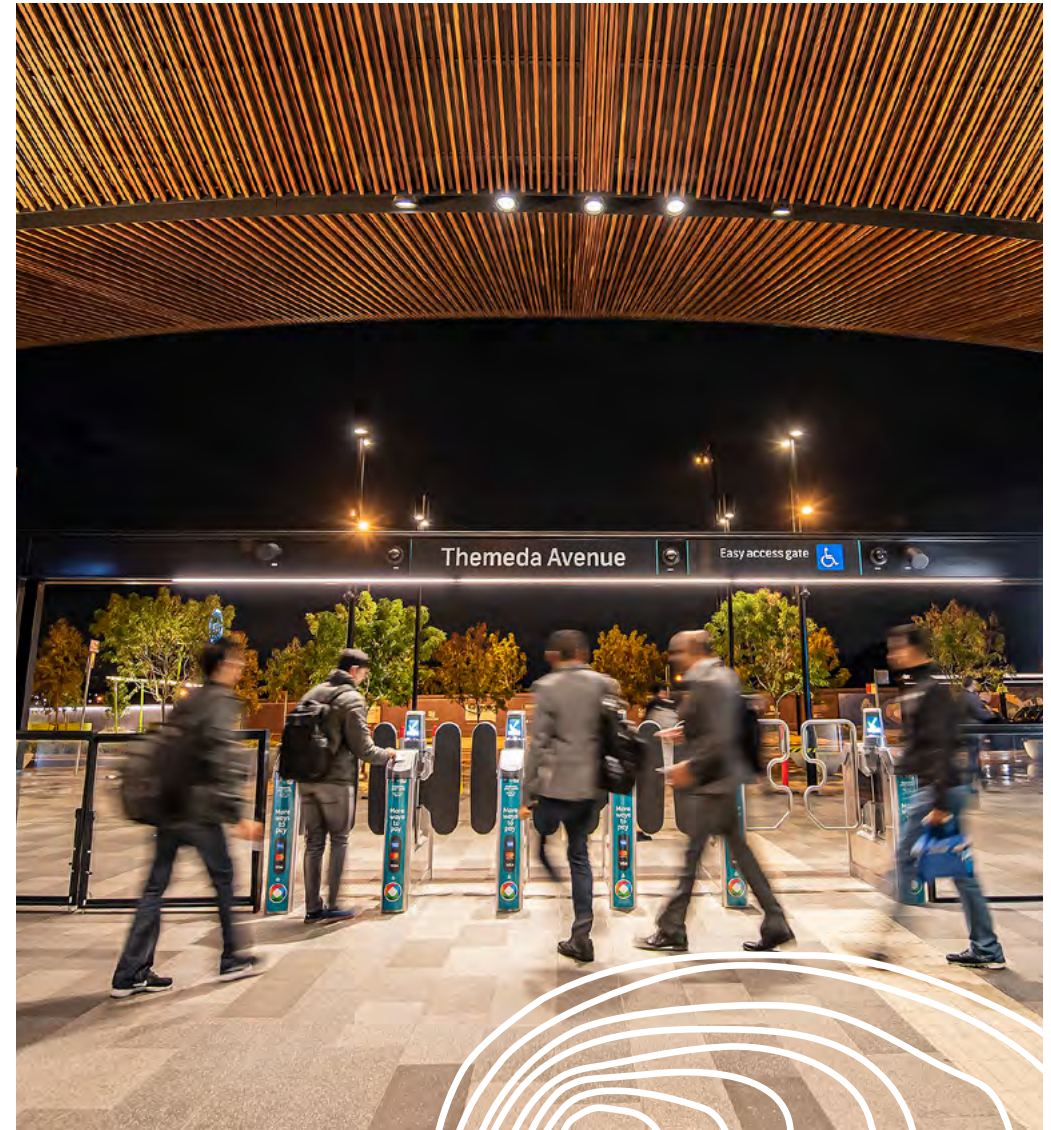
We thoroughly test our systems and infrastructure to prepare for day one passenger services and ensure the new services are seamlessly integrated into the broader transport network to deliver reliability for passengers.

## Enhancing the security of systems and stations

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

## Vibrant local transport hubs

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



Commuters at Tallawong Station.

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

Focus area	Key initiatives	2024–2025	2025–2026	2026–2027	2027–2028
Passenger safety is prioritised	<b>Operator contract management:</b> Safeguard the safety and security of the network by collaborating with contracted operators to assure rail operator accreditation, work health and safety standards and performance of contractual obligations.	●	●	●	●
	<b>Incident response scenario testing:</b> Regular review and testing of emergency response plans with incident response agencies and operators.	●	●	●	●
	<b>Safety design standards:</b> Support incident response agencies in their review of the detailed designs as the project progress.	●	●	●	●
Grow patronage	<b>Public transport first:</b> Ensure our services and interchanges are designed and operating to be highly efficient and easy to use so passengers choose to use Sydney Metro.	●	●	●	
	<b>Customer insights program:</b> Monitoring of passenger feedback, researching passenger needs and conducting customer centred design to inform project delivery and operations.	●	●	●	●
Reliable and resilient	<b>Asset management and assurance program:</b> Delivery and continual improvement of Sydney Metro’s asset management and assurance framework to meet NSW Treasury Asset Management Policy TTP 19-07.	●	●	●	●
	<b>Technology and data:</b> Continue embedding digital tools, platforms and data practices to support efficient, timely asset management planning and informed decision making throughout the asset lifecycle to meet the NSW Infrastructure Digitalisation and Data Policy.			●	●
Operational readiness	<b>North West &amp; City operational performance:</b> Monitoring to ensure trains and systems operate as designed as an augmented line including performance reliability, timely identification, assessment, resolution and processing of operational issues affecting performance.	●	●		
	<b>Temporary transport management plan:</b> Support TfNSW in the delivery of an effective alternative public transport plan during the final conversion of the Sydenham to Bankstown line.	●	●	●	
	<b>Southwest Metro operational readiness:</b> Monitor and assure that parties are delivering activities to support first passenger service from Sydenham to Bankstown.	●	●	●	
	<b>Southwest operational integration:</b> Monitoring to ensure the augmentation of the Sydenham to Bankstown line operates as designed including the timely identification, assessment, resolution and processing of operational issues affecting performance.		●	●	
	<b>Western Sydney Airport operational readiness:</b> Plan, monitor and assure that parties are delivering activities to support first passenger service.		●	●	
	<b>Western Sydney Airport operational integration:</b> Monitoring to ensure trains and systems operate as designed including timely identification, assessment, resolution and processing of operational issues affecting performance.			●	●
Enhancing the security of systems and stations	<b>Enterprise Security Management:</b> Continue to monitor our operating environment and embed standards and processes to meet regulatory requirements for cyber and infrastructure security.	●	●	●	●
Vibrant local transport hubs	<b>Precinct leasing strategy:</b> Continue to implement leasing strategies that support the ongoing vibrancy of our station precincts by attracting a diverse mix of tenants and activations.	●	●	●	●
	<b>Placemaking program:</b> Collaborate with stakeholders in master-planning and urban design using best practice public space solutions to create, realise and manage vibrant station precincts.			●	●

● Planning ● Implementation ● Continuous improvement

## 4.2 Plan, design and build to shape the future

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

### **Workforce safety**

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

### **Integrated and accessible transport**

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

### **Buy local**

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

### **Future proof**

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

### **Maximise activation opportunities**

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



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

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

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

Planning    Implementation    Continuous improvement

# 4.3 Drive financial responsibility

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

### Innovate for purpose

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

### Ensuring financial control and compliance

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

### Financially responsible

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

### Key initiatives – Drive financial responsibility

Focus area	Key initiatives	2024–2025	2025–2026	2026–2027	2027–2028
Innovate for purpose	<b>Autonomous asset inspection:</b> Continue to trial and deploy the use of autonomous asset inspection technology to support efficient and safer inspection of assets.	<b>Completed</b>			
	<b>Digital engineering:</b> Continue to embed an integrated digital and data approach to enable effective planning, design, construction, operation and maintenance of our assets that drives productivity and value for money.	●	●	●	●
	<b>Retail and secondary revenue:</b> Contribute to the financial sustainability of Sydney Metro through the maximisation and growth of innovative secondary revenue opportunities and the commercial leasing of Sydney Metro retail.	●	●	●	●
Ensuring financial control and compliance	<b>Budget management:</b> Ensure robust budgeting and compliant reporting in accordance with government policy and timeframes.	●	●	●	●
	<b>Climate related financial disclosure:</b> Develop and implement a plan to comply with Australian Sustainability Reporting Standards – Disclosure of Climate-related Financial Information.	●	●	●	
	<b>Sydney Metro Commercial Management &amp; Assurance Framework:</b> Plan, deliver and manage all commercial procurement activities in accordance with the framework and evolve practices to improve standardisation, incorporate lessons learned and reduce consultant spend.	●	●	●	●
Financially responsible	<b>Project delivery budget control:</b> Maintain robust contractor oversight, scheduling and budget monitoring activities.	●	●	●	●
	<b>Value analysis:</b> Actively seek opportunities to standardise design and assess the viability of design and engineering proposals to maintain downward pressure on budgets.	●	●	●	●
	<b>Commercial management:</b> Continue to ensure best for project commercial outcomes across the lifecycle of contracts in delivery and operations.		●	●	●
	<b>Property acquisition and divestment program:</b> Deliver financially responsible and well governed property acquisitions and divestments that support effective project delivery and maximise value for the NSW Government.			●	●

● Planning    ● Implementation    ● Continuous improvement

## 4.4 Position the organisation for continued success

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

### **Attract, retain and develop**

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

### **Workforce diversity**

Sydney Metro and contract partners champion people of all backgrounds.

### **Continuous improvement**

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

### **Delivery and operating partners**

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

### **Public sector excellence**

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

### **Balanced appetite for risk and opportunity**

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



Sydney Metro Pre-Employment Program participant.

**Key initiatives – Position the organisation for continued success**

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

Planning    Implementation    Continuous improvement

## 4.5 Reduce environmental impact and champion social outcomes

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

### **Net zero carbon**

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

### **Minimise our environmental impact**

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

### **Enriches communities**

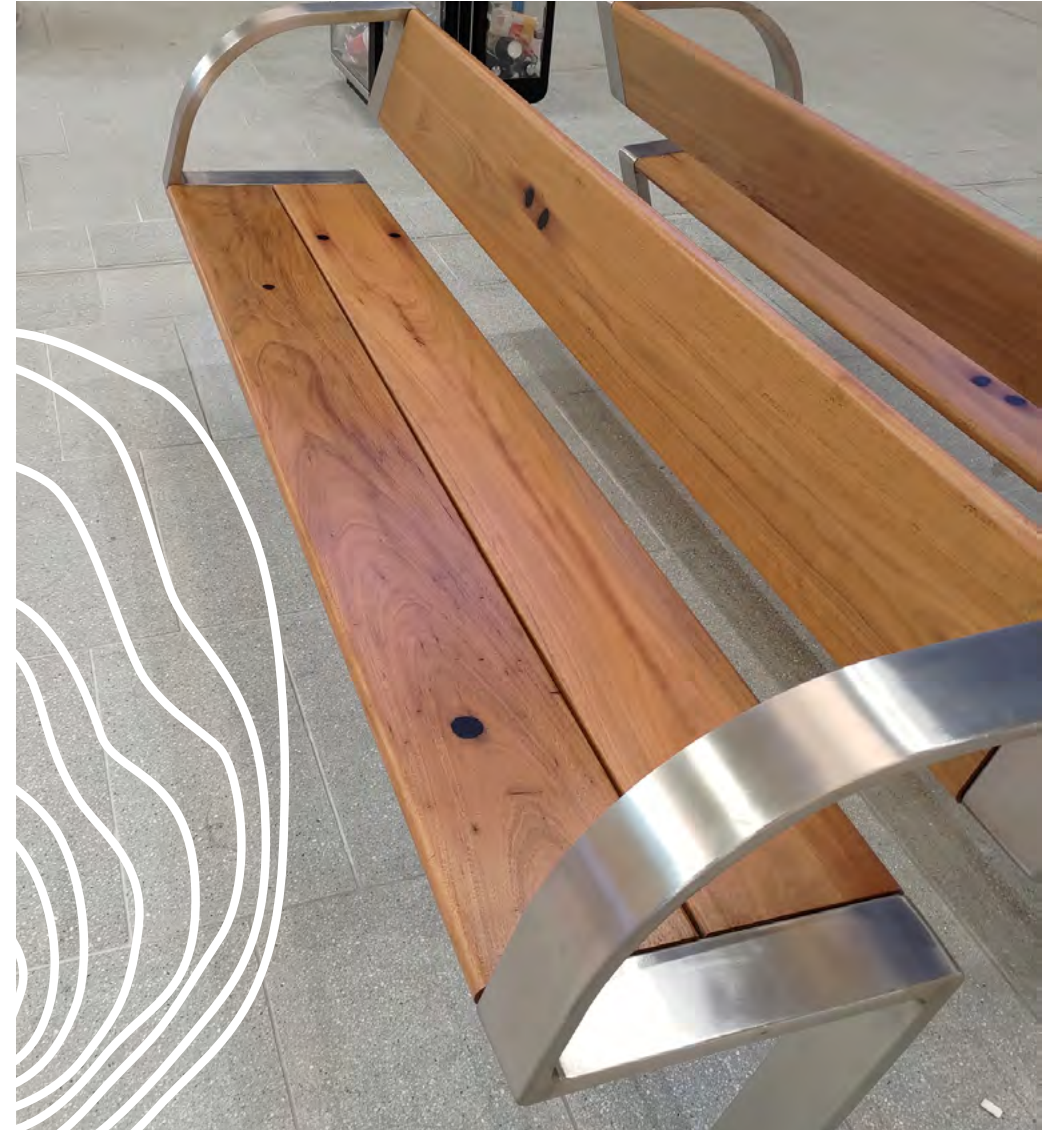
Investment in metro connects people to places for the social, health and economic enrichment of the community and the State through active lifestyles, social connection, economic participation and stimulating housing and commercial development.

### **Community focused**

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

### **Recognition of heritage**

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



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

**Key initiatives – Reduce environmental impact and champion social outcomes**

Focus area	Key initiatives	2024–2025	2025–2026	2026–2027	2027–2028
Net zero carbon	<b>Renewable electricity targets program:</b> Continue to deliver a program of onsite renewable development and purchase of zero emission electricity.	●	●	●	●
	<b>Construction greenhouse gas emissions reduction program:</b> Continue to set and monitor contractor performance in the achievement of agreed construction greenhouse gas emission reductions.	●	●	●	●
	<b>Industry collaboration:</b> Host and participate in industry forums to promote knowledge sharing and best practice such as the Sydney Metro Contractor Sustainability Forum, TfNSW Sustainable Procurement in Infrastructure program and Low Emissions Building Materials programs.	●	●	●	●
Minimise environmental impact	<b>Sustainability ratings:</b> Continue to deliver metro infrastructure using sustainable design principles.	●	●	●	●
	<b>Monitor compliance with regulatory approvals:</b> Continue to maintain our low number of regulatory actions issued by environmental regulators through active monitoring and collaboration with delivery partners on the compliance of environmental and planning approvals.	●	●	●	●
Enriches communities	<b>FastTracking the Future program:</b> Delivery of curriculum-linked learning resources and initiatives focused on science, technology, engineering, arts and mathematics.	●	●	●	●
	<b>Metro Art Program:</b> Continue to make stations welcoming, safe and accessible public spaces.	●	●	●	●
	<b>Workforce Development and Industry Participation Plan:</b> Continue to collaborate with industry to implement social procurement policies and deliver initiatives that achieve greater participation of women in the construction sector, drive workforce and supply chain diversity targets, and skills development training including the Infrastructure Skills Legacy Program, Pre-Employment Program and the Skills and Employment Advisory Group.	●	●	●	●
Community focused	<b>Community open days and mobile information centre:</b> A program of open days and pop up displays to inform and showcase progress on metro projects.	●	●	●	●
	<b>Sydney Metro online:</b> Maintain an engaging and informative digital presence to ensure organisational transparency and that impacted communities remain informed and engaged.	●	●	●	●
Recognition of heritage	<b>Connecting with Country Framework:</b> Embed the NSW Government Connecting with Country Framework in our delivery projects.	●	●	●	●
	<b>Archaeology program:</b> Undertake a program of heritage investigations at construction sites using best practice reuse and interpretation.	●	●	●	●
	<b>Heritage and conservation management</b> –Ensure heritage values are respected, promoted and integrated into our infrastructure projects and our heritage assets are maintained in line with legislation, policy and best practice.	●	●	●	●

● Planning   ● Implementation   ● Continuous improvement

## 4.6 How we measure success

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

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

Objectives	Key performance indicator	Metrics	Target 2026–27
Provide a high-quality passenger and place experience	Grow patronage	Customer Satisfaction Index – Overall customer satisfaction	85%
		Patronage	Target in development
	Reliable and resilient	On time performance	>95%
		Delivered services	>95%
Passenger safety prioritised	Customer Satisfaction Index – Customer safety and security	≥85%	
Plan, design and build to shape the future	Workforce safety	Severity of harm – Sydney Metro contractors	Zero permanent impairment injuries or illness
	Integrated and accessible transport	Customer Satisfaction Index – Ease of connection with other modes of transport	≥85%
	Buy local	Australian and New Zealand small and medium enterprises engaged	200
		Aboriginal procurement activity – Value	Minimum of 1.5% of eligible project spend occurs towards participation by Aboriginal people for contracts over \$7.5 million
	Western Sydney workforce	20% contracted workforce from Greater Western Sydney	

Objectives	Key performance indicator	Metrics	Target 2026–27
Drive financial responsibility	Financial responsibility	Total Expenditure	Within allocated 2025–26 budget
		Capital expenditure	Within a 2025–26 budget
Position the organisation for continued success	Attract, retain and develop	Severity of harm – Sydney Metro staff	Zero permanent impairment injuries or illness
		Work related injury and illness severity – Sydney Metro staff	20% reduction of injury and illness severity (when compared to previous financial year)
		NSW public sector People Matter Employee Survey – Engagement score	At or above Transport score
		NSW public sector People Matter Employee Survey – Wellbeing	At or above Transport score
	Workforce diversity	Aboriginal employees	3% at each award grade by 2025
		Employees with a disability	3%
		Women in leadership roles	40%
		External project workforce – women in trades	2%
		External projects workforce under 25 years of age	10%
Reduce environmental impact and champion social outcomes	Net zero carbon	Construction carbon offset – electricity and/or fuel	25% (electricity only)
		Zero emission electricity for operations	100%
		Reduction of construction carbon emissions	20%
	Minimise our environmental impact	Environmental compliance and incidents	100% of corrective actions arising from environmental incidents closed out within committed timeframes
		Compliance with planning approvals	100% compliance with planning approvals
		Project sustainability targets	95% of set targets achieved
		Construction waste recycled	95% construction and demolition waste reused/recycled
		Spoil reuse	100% of useable spoil
		Portland cement replacement in concrete	25%
		Non-potable water usage	33% non-potable water in construction
	Enriches communities	Community benefit projects delivered by project partners	25
	Community focused	Community sentiment score	>70%

# 4.7 Strategic alignment

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

Sydney Metro strategic objectives	Connecting NSW Strategy Priorities for Transport					Transport outcomes				
	Towards zero trauma	Restore reliability and build resilience	Transition to net zero emissions	Reduce transport disadvantage	Reimagine road space to drive mode shift	Enable whole of government outcomes	Connecting people safely and reliably	Communities and places are sustainable, healthy and resilient	Enabling a prosperous and inclusive NSW	Thriving people doing meaningful work
Provide a high-quality passenger and place experience	●	●		●		●	●	●		
Plan, design and build to shape the future		●		●		●	●	●		
Drive financial responsibility								●		
Position the organisation for continued success		●								●
Reduce environmental impact and champion social outcomes			●	●	●	●		●		

# 05

## Our governance



Metro train testing at Martin Place Metro Station.

# 5.1 Governance structure

Sydney Metro is a NSW Government agency constituted under section 38 of the *Transport Administration Act 1988*

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 TAA.

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

Within Sydney Metro our internal 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
- ensure decisions are authorised and accountable
- support consistent, simple and straight-forward decision making processes that limit duplication, burden, time and cost on the organisation.

## Sydney Metro Board of Directors as at 30 June 2026



**Gail Pemberton**  
Chair



**Howard Collins**



**John Barraclough**



**Kate Boyd**

## The Board

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

Decisions relating to the functions of Sydney Metro are made by, or 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 TAA. 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 TAA 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 has the following standing committees:

- Audit and Risk Committee – assists management and the Board by monitoring, reviewing and providing advice about Sydney Metro's governance procedures, risk management and control frameworks, 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.
- Board Operational Readiness Committee – aids management and the Board by monitoring, reviewing and providing advice about Sydney Metro's readiness to begin operating new railways.

## 5.2 Transport for NSW

Transport for NSW (TfNSW) takes the lead role in the development of a safe, efficient, integrated transport system that keeps people and goods moving, connects communities and shapes the future of our cities, centres and regions. The Transport Secretary is accountable for the operation of TfNSW, sets its strategic direction, and oversees the performance of the agency.

TfNSW may, for the purposes of exercising its own functions, give directions to Sydney Metro in relation to the exercise of Sydney Metro's functions under section 3G of the TAA.

### TfNSW and Sydney Metro Collaboration Agreement

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



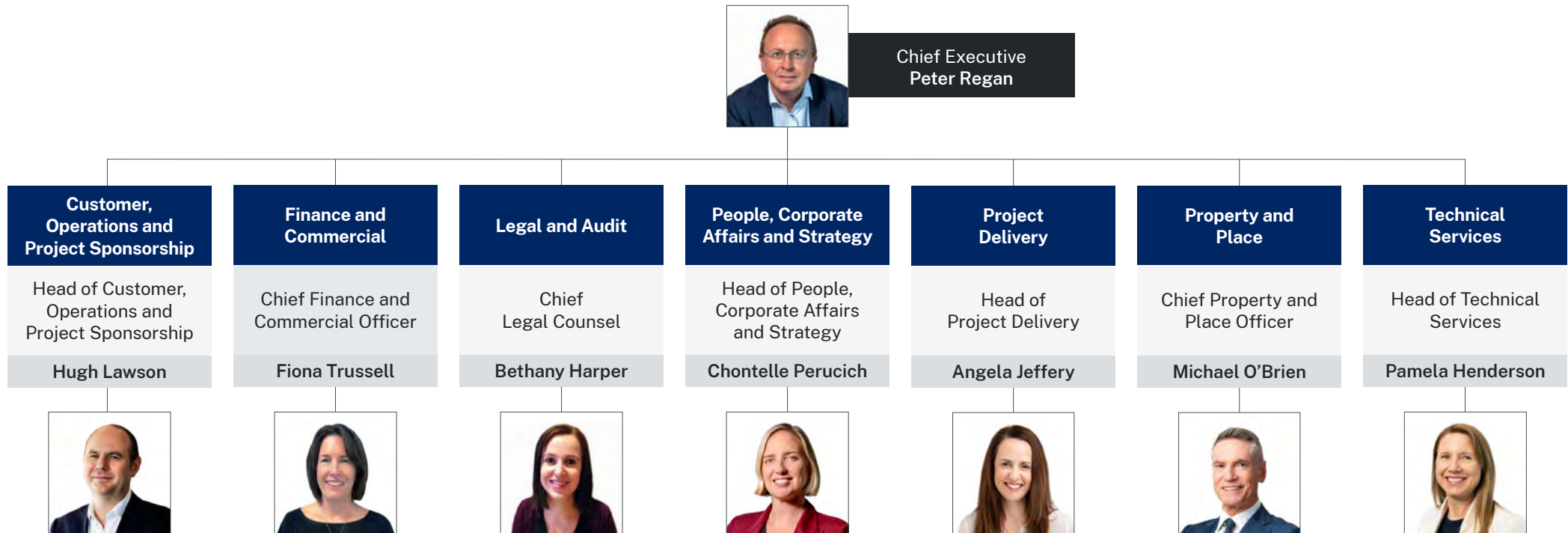
At Central Station escalators have been installed to provide convenient access to suburban platforms and Metro services.

# 5.3 Chief Executive and senior leadership

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



Sydney Metro organisational chart as at 1 July 2026

## 5.4 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 of NSW Employment and Industrial Relations delegations instrument.

### NSW Government's ethical framework

Staff of Sydney Metro must act in ways that are lawful, ethical and build trust in the public sector. These standards of behaviour are outlined in the Transport Code of Conduct and the ethical framework for the government sector, set out in Part 2 of the *Government Sector Employment Act 2013*.



Sydney Metro all-team meeting.

## 5.5 Reporting and disclosure

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

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

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

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

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

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

Sydney Metro City & Southwest  
**1800 171 386**

Sydney Metro West  
**1800 612 173**

Sydney Metro – Western Sydney Airport  
**1800 717 703**



### Translating and Interpreting Service

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

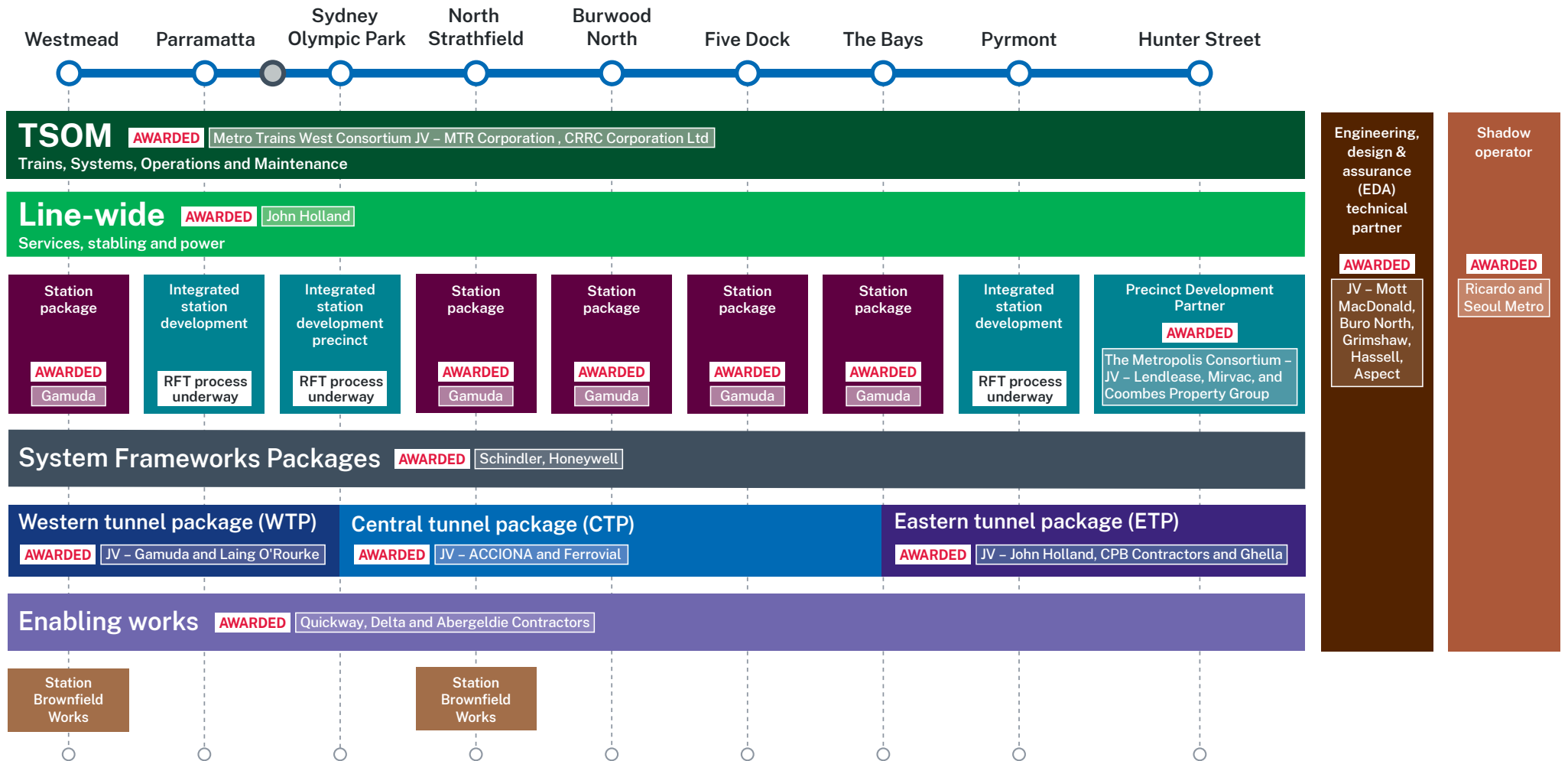
# Appendix 1

## Contract packages



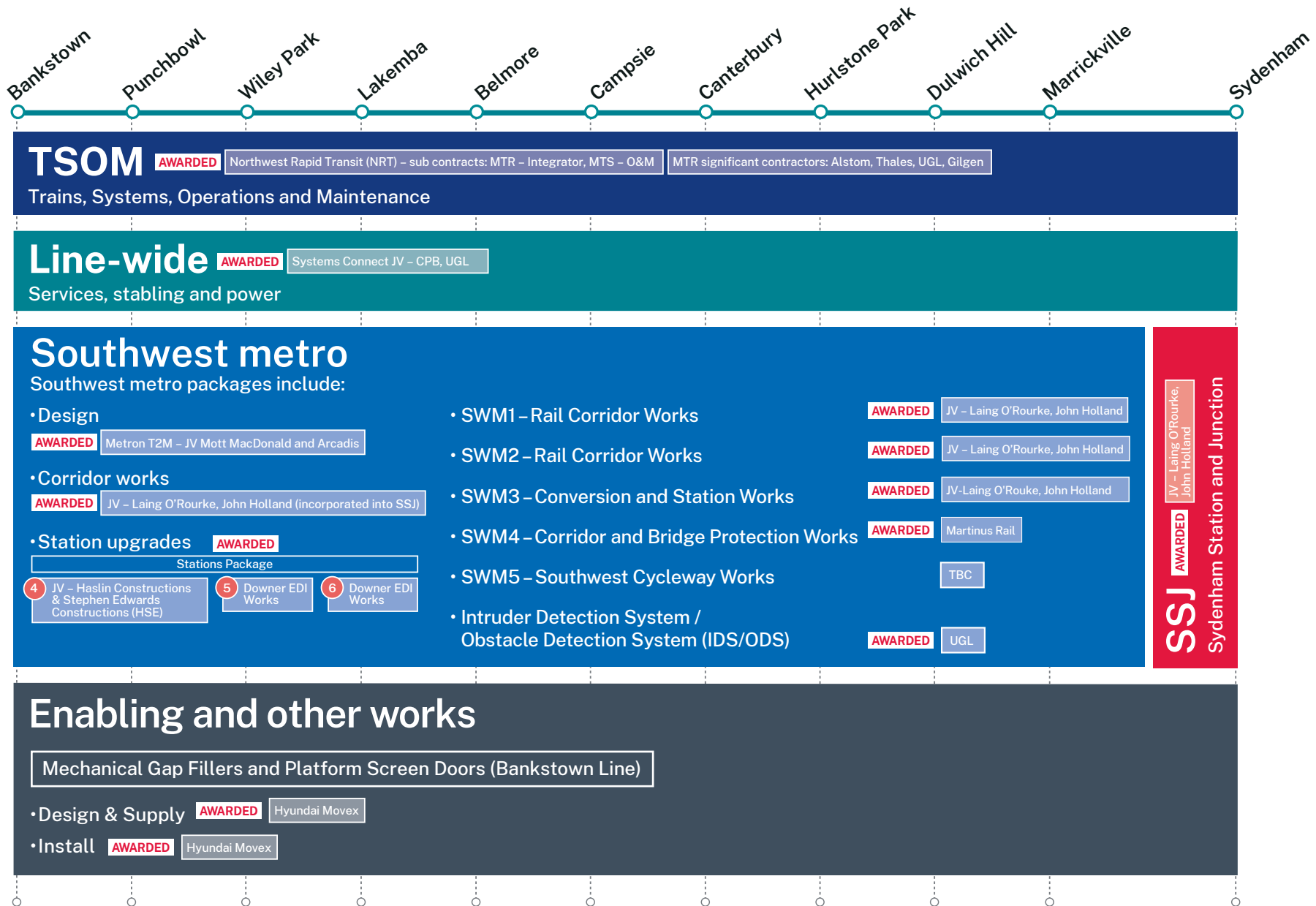
Tunnel boring machine has broken through at Claremont Meadows services facility on the new Sydney Metro – Western Sydney Airport line.

# Sydney Metro West project – contract packages

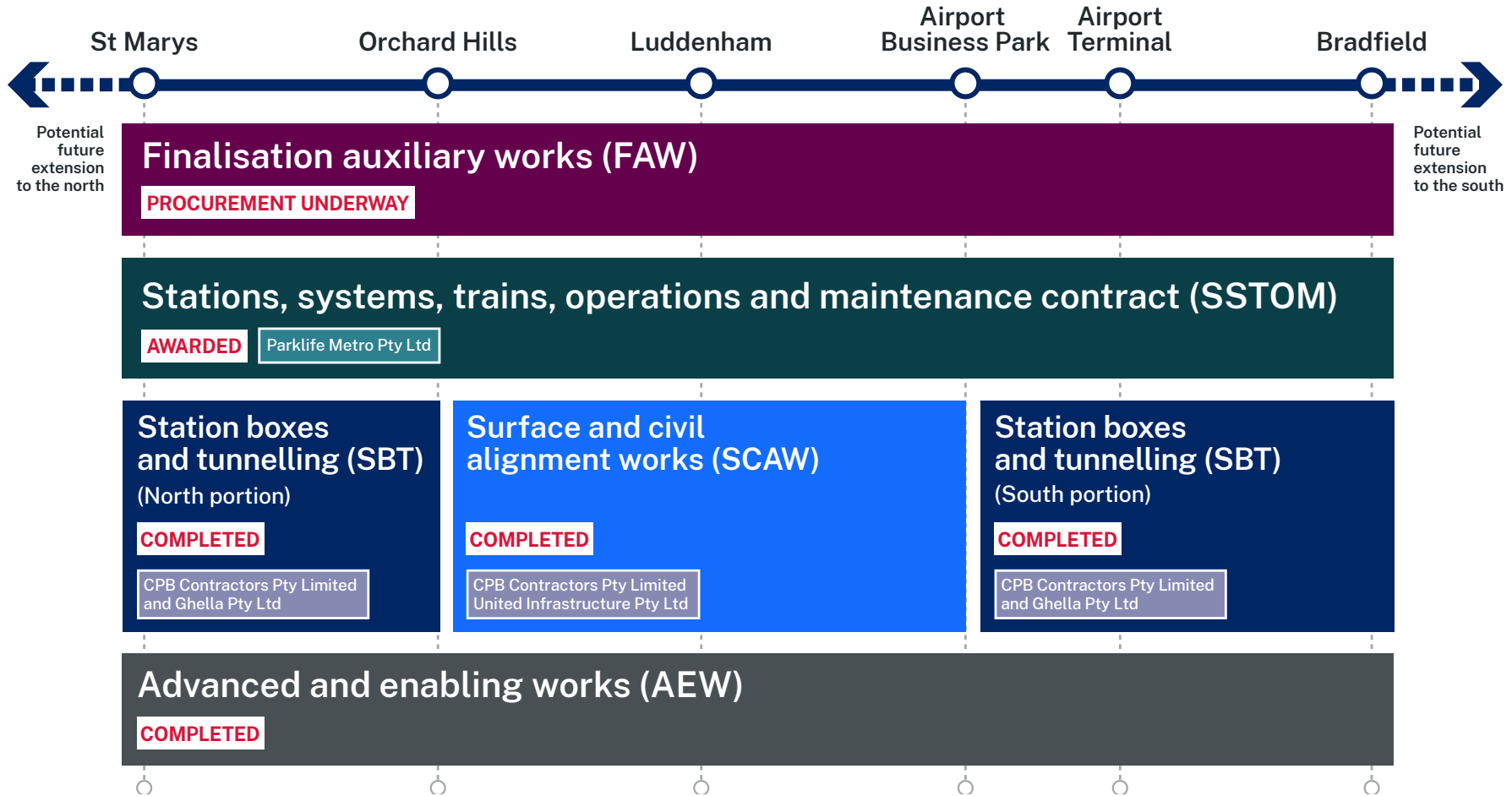


- KEY**
- Station Package West
  - Clyde Stabling and Maintenance Facility and Rosehill Services Facility
  - RFT** Request for Tender

# Sydney Metro City & Southwest project – contract packages



# Sydney Metro – Western Sydney Airport project – contract packages



# Sydney Metro Corporate Plan 2024–2028

1 July 2026 update

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