

Sydney Metro Annual Report



Volume 1

2024-25

sydneymetro.info



Acknowledgement of Country

Sydney Metro acknowledges the Traditional Custodians of the land on which we work and live.

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

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

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

Front cover: Barangaroo Station.

Letter to the Minister

The Hon. John Graham MLC
Minister for Transport
Parliament House
Macquarie Street
Sydney NSW 2000

Dear Minister

I am pleased to submit for presentation to Parliament the Annual Report for Sydney Metro for the financial year ended 30 June 2025.

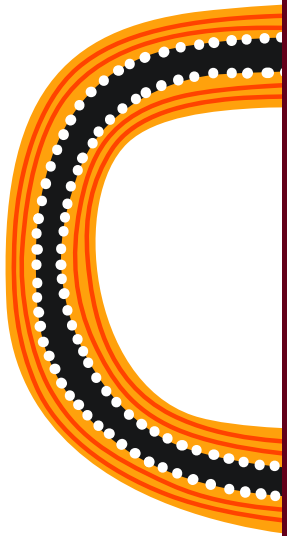
The annual report has been prepared in accordance with the *Government Sector Finance Act 2018* and the regulation under the Act.

The financial statements for the year ended 30 June 2025, which form part of the report, have been submitted to and certified by the Auditor-General of NSW.

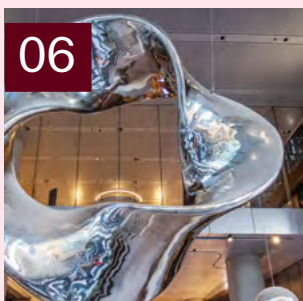
Yours sincerely,



Gail Pemberton AO
Chair
Sydney Metro Board



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From the Chair and Chief Executive



Gail Pemberton AO
Chair
Sydney Metro Board



Peter Regan PSM
Chief Executive
Sydney Metro

This past year has marked a defining chapter in Sydney Metro's journey and a historic moment in the story of our city. The opening of the City section in August 2024 has not only delivered a new way to move through Sydney, but has fundamentally transformed how people experience it.

From the moment the first train glided out of Sydenham Station and into the heart of the CBD, the community's response has been nothing short of extraordinary. Passenger numbers have exceeded expectations with the new service redefining convenience, speed, and accessibility for millions of public transport users. Commute times have dropped, congestion has eased, and the experience of travelling through Sydney has become faster and more reliable.

Our efforts have not gone unrecognised, we are proud to share that Sydney Metro has received multiple State and national awards during the year, recognising excellence in engineering, design, sustainability, and customer experience. These accolades are a testament to the dedication of our teams, the strength of our partnerships, and the bold vision that drives all our projects forward.

Supporting the NSW Government's ambitious housing agenda, Stage 1 of Tallawong Village was opened, delivering over 300 new homes within walking distance of the metro and a vibrant retail precinct. This milestone reflects our commitment to creating connected, liveable communities. Sydney's first build-to-rent tower above Gadigal Station was also completed, offering high-quality rental housing in the heart of the CBD with direct access to fast, reliable transport. Further advancing our vision, we secured planning approvals for transformative station precincts at Parramatta, Sydney Olympic Park, and Pyrmont. Once complete, these developments will unlock new housing opportunities and enhance urban connectivity across Greater Sydney.

Significant procurement activity progressed during the reporting period for the remaining Metro West project packages, including commencing the tenders for the trains, systems, maintenance and operations, linewide, and stations package west contracts. Separate expressions of interest for the Parramatta, Sydney Olympic Park and Pyrmont integrated station and precinct development packages were also released during the reporting year.

We have continued to deliver transformative transport infrastructure despite a challenging operating environment. Over the past year, timelines and budgets have been impacted by sustained pressures across the construction and rail sectors, including rising costs and protected industrial activity. These disruptions have required careful recalibration of project schedules and resourcing. While progress has been made, we remain focused on working collaboratively with industry partners and government to navigate these complexities and maintain delivery momentum.

Looking ahead, we remain committed to adapting with resilience and transparency as we navigate sector-wide challenges. Our focus is on delivering a safe, reliable, turn up and go network that continues to shape a more connected Greater Sydney.

Yours sincerely,

Gail Pemberton AO
Chair

Peter Regan PSM
Chief Executive



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

Our year at a glance



Image: Passengers on the first Metro City train service 19 August 2024.

Sydney Metro City is opened to the public

The City section of the M1 Line officially opened to passengers on 19 August 2024, extending services from Chatswood, under Sydney Harbour and through the CBD to Sydenham.



Image: Sydney Metro representatives at the 2025 National Infrastructure Awards.

Sydney Metro wins top prize

Sydney Metro won Project of the Year at the National Infrastructure Awards in May 2025.



Image: Tallawong Village.

First residents move into Tallawong Village

In October 2024, Stage 1 of Tallawong Village was officially opened. More than 300 new homeowners received keys to their new apartments and a vibrant new retail precinct opened its doors to the public.



Image: Testing on the Southwest project.

Reliability and safety assured

In April 2025, the testing and commissioning program commenced on the Southwest alignment. The milestone marked the beginning of the rigorous testing and commissioning program that will involve more than 6500 hours of train testing between Sydenham and Bankstown.



Image: Elevated viaduct between Orchard Hills and Luddenham.

Sydney Metro –Western Sydney Airport's viaduct completed

More than 3.2 kilometres of elevated viaducts, stretching between Orchard Hills and Luddenham, were completed on the Sydney Metro –Western Sydney Airport project.



Image: Track works underway at Luddenham Station.

First tracks laid for Sydney Metro –Western Sydney Airport Line

The first portion of track was installed at Luddenham just north of a new rail bridge that will take the Sydney Metro –Western Sydney Airport Line services over the future M12 motorway.



Image: Cavern at Hunter Street Station.

Hunter Street cavern excavation completed

After 20 months of around the clock excavation, the Hunter Street cavern was completed. The cavern is 180 metres long, 28 metres wide and 20 metres high and is expected to be the busiest station on the Metro West network when the line opens.



Image: Solar panel installation at Central Station contributing to carbon emissions reduction.

Sustainability

Sydney Metro is on track to achieve a target of at least 20 per cent reduction in carbon emissions associated with construction across all projects compared to business-as-usual construction practices.

01 Overview



Image: Escalators linking concourse to Sydney Metro platforms at Central Station.

About us

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

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

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

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

Over the coming years, Sydney Metro will continue to deliver a step-change increase in public transport capacity right across Greater Sydney, allowing people to easily access a wide range of places and services within 30 minutes of home – including jobs, health and education facilities, and cultural and leisure destinations. New metro stations are supporting the NSW Government’s focus to encourage the development of more housing within walking distance of transport and close to shops and services. Metro stations are being designed to be hubs for local communities, with new places to live, work and play and activated public spaces for people to enjoy.

The outcomes we are working towards

Bankstown to Central

Less than

30

minutes

Westmead to Sydney CBD

Less than

30

minutes

Bankstown to Macquarie University

Less than

60

minutes



Across four projects we will enable the delivery of more than 15,000 dwellings on Metro-owned sites.



Image: Gadigal Station.

Our values

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



Safety and wellbeing

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



Innovation

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



Collaboration

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

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 legislative 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 create economic opportunity.

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

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

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

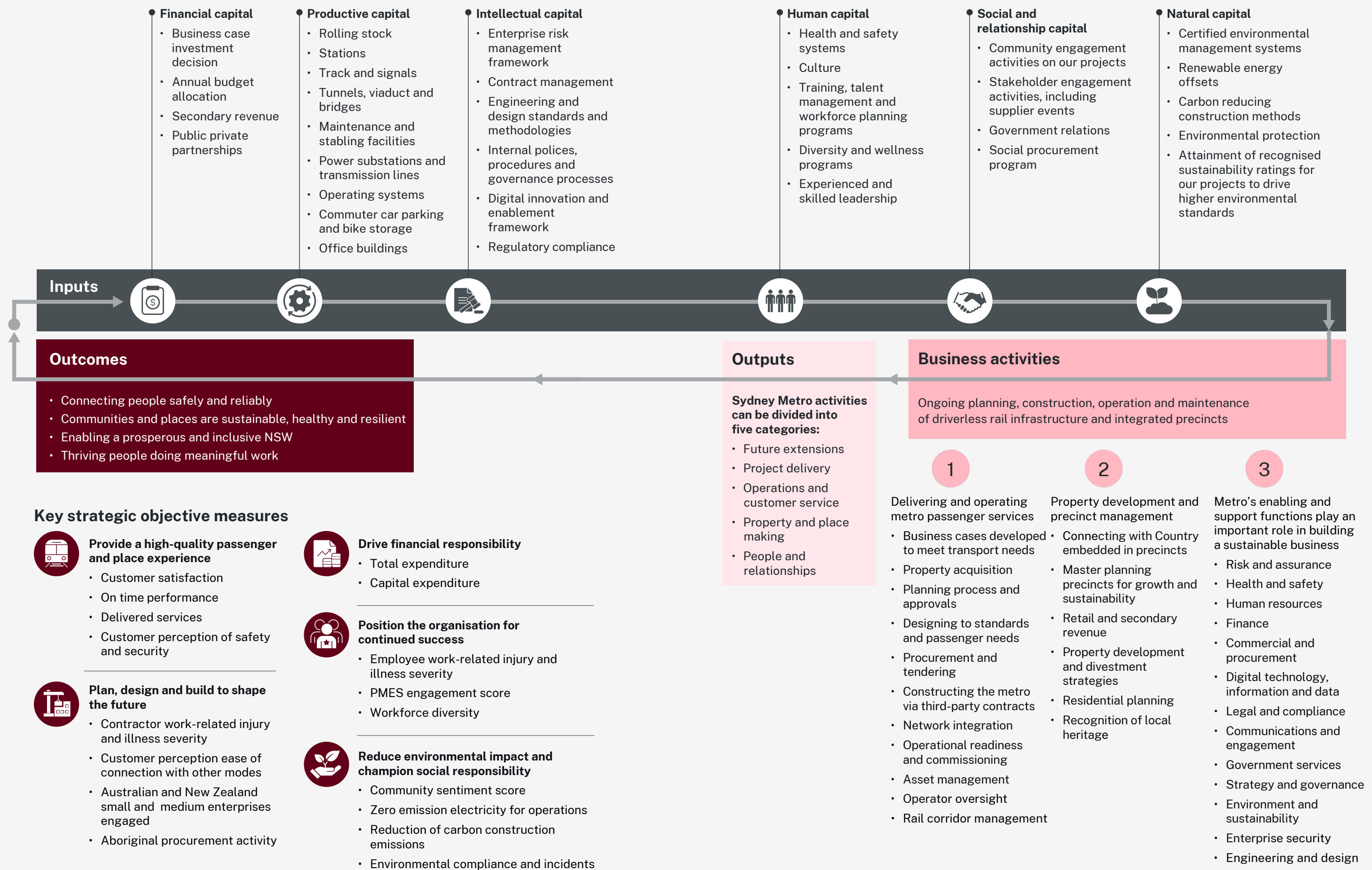
People and relationships – we grow capabilities and relationships to enable the efficient and effective delivery of our core products and services.



Image: Victoria Cross Station.

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.



Our services

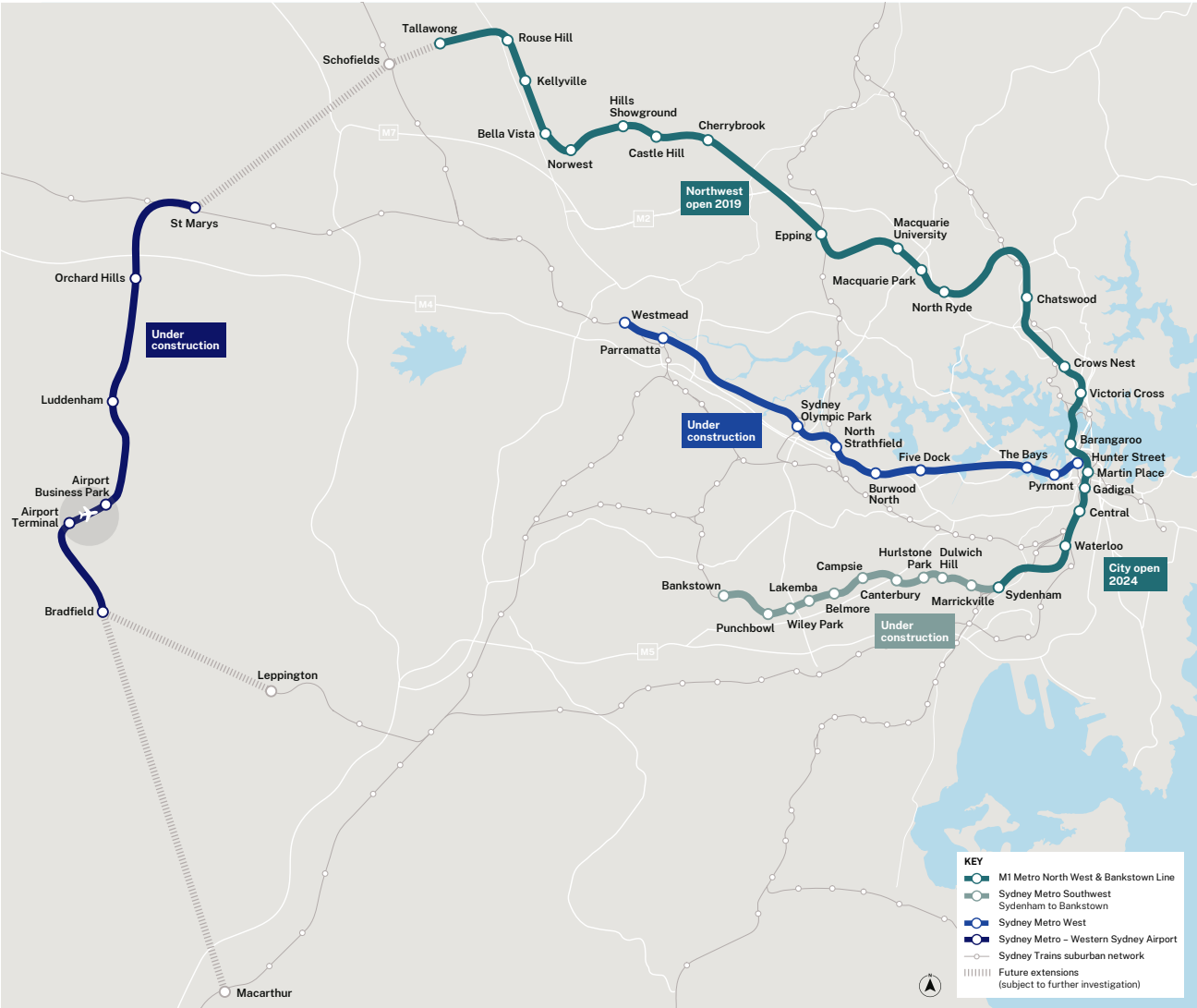


Image: Sydney Metro services, construction projects and future extensions.

Operational lines

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.

Construction projects

Three projects were under construction during the year.

Sydney Metro City & Southwest



Image: An artist’s impression of Bankstown Station precinct.

Location
30 kilometre metro line extending from the end of the Metro North West Line at Chatswood, under Sydney Harbour, through the CBD and south-west to Bankstown.

Stations
Crows Nest, Victoria Cross, Barangaroo, Martin Place, Gadigal, Central, Waterloo, Sydenham, Marrickville, Dulwich Hill, Hurlstone Park, Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl and Bankstown.

Integrated transport benefits

- Increases system capacity and improves transport network resilience by providing an alternative mass transit mode through the CBD.
- Reduces crowding at key stations, including Central, Town Hall, Wynyard and North Sydney.
- Improves access to the northern part of the Sydney CBD, the Rocks and Barangaroo’s growing waterfront precinct.
- When services start between Sydenham and Bankstown, there will be a train every four minutes in the peak in each direction. Capacity will increase to 17,000 people an hour on the Bankstown Line in each direction compared to the previous suburban train system which moved around 12,000 passengers an hour.
- 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.

Precinct highlights

Integrated station developments at Crows Nest, Victoria Cross, Martin Place and Gadigal are unlocking the potential of Sydney as a growing global city. These developments deliver new stations combined with commercial buildings, homes, community facilities, public and retail space and better pedestrian connections.
The metro station at Waterloo is the catalyst for renewal of the surrounding precinct.

Project announcement	2014	Construction commencement	2017
Budget	\$21.6 billion	Cost to date (30 June 2025)	\$17.96 billion
Major timeline and scope adjustments	A number of challenges including significant industrial relations disruption and the complexity of converting the existing 130-year-old line, have delayed the opening of this project to 2026.		
Estimated opening	Stage 1 Chatswood to Sydenham –completed, opened 19 August 2024 Stage 2 Sydenham to Bankstown –2026		
Key milestones 2024–25	- Commenced passenger services from Chatswood to Sydenham on 19 August 2024. - Closure of the T3 Bankstown Line on 30 September 2024 and commencement of the temporary transport plan for final conversion works. - Testing and commissioning program commenced between Sydenham and Bankstown on 3 April 2025.		

Sydney Metro – Western Sydney Airport



Location

23 kilometre new railway connecting Sydney’s public transport system at St Marys to the new Western Sydney International (Nancy-Bird Walton) Airport and the Western Sydney Aerotropolis at Bradfield.

Stations

St Marys, Orchard Hills, Luddenham, Airport Business Park, Airport Terminal and Bradfield.

Image: An artist’s impression of Orchard Hills Station.

Integrated transport benefits	The new metro rail will become the transport spine for Greater Western Sydney, connecting communities and travellers with the new Western Sydney International (Nancy-Bird Walton) Airport and the growing region.
Precinct highlights	The metro station at St Marys will be the catalyst for urban renewal. Vibrant new communities will be centred around Orchard Hills and Luddenham. Bradfield Station will become the public transport heart of the future city centre.
Project announcement	March 2018
Construction commencement	2020
Budget	\$11 billion (jointly funded by the NSW and Australian Governments)
Cost to date (30 June 2025)	\$7.2 billion
Major timeline and scope adjustments	Delays are expected due to industrial activity, supply chain impacts and design changes.
Estimated opening	The NSW Government will continue to keep the community updated.
Key milestones 2024–25	• All tunnelling and excavation work completed in December 2024. • 3.2 kilometres of elevated viaducts connecting Orchard Hills and Luddenham completed at the end of 2024. • In April 2025, track laying commenced at Luddenham.

Sydney Metro West



Location

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

Stations

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

Image: An artist's impression of Pyrmont Station.

Integrated transport benefits	Sydney Metro West will double rail capacity between Greater Parramatta and the Sydney CBD.
Precinct highlights	Integrated station developments are proposed in the commercial heart of both Sydney (Hunter Street) and Parramatta CBDs. The metro stations at Sydney Olympic Park and The Bays will be a catalyst for renewal.
Project announcement	November 2016
Construction commencement	2020
Budget	\$25.32 billion
Cost to date (30 June 2025)	\$11.6 billion
Major timeline and scope adjustments	Continuing to target opening in 2032.
Estimated opening	2032
Key milestones 2024–25	• Hunter Street Station excavation completed in April 2025. • Completed tunnelling from The Bays to Sydney Olympic Park in October 2024. • Tunnelling from Olympic Park to Clyde was completed in February 2025.

Future extensions

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

Sydney Metro – Western Sydney Airport – Northern extension



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

During the year planning activities continued towards 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



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.

During the year planning activities continued towards a final business case for this corridor. The final business case will be used to inform both the NSW and Australian governments’ investment priorities in the coming years.

Image: An artist’s impression of Bradfield Station.

Our current property and place priorities

Sydney Metro and TfNSW work closely with the Department of Planning, Housing and Infrastructure 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, Kellyville, Bella Vista, Crows Nest 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.



Image: Tallawong Village Stage 1.

Our stakeholders

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

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

Our governance structure

Sydney Metro is a NSW Government agency constituted under section 38 of the *Transport Administration Act 1988* (TAA). We are strategically guided and overseen by a Board which provides direction, advice and guidance to the Chief Executive.

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.

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

Within Sydney Metro our 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

The Board governs Sydney Metro by setting the strategic direction of the agency, making key decisions, and appointing a Chief Executive.

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.

Further details of Board membership and attendance can be found in **Section 4**.

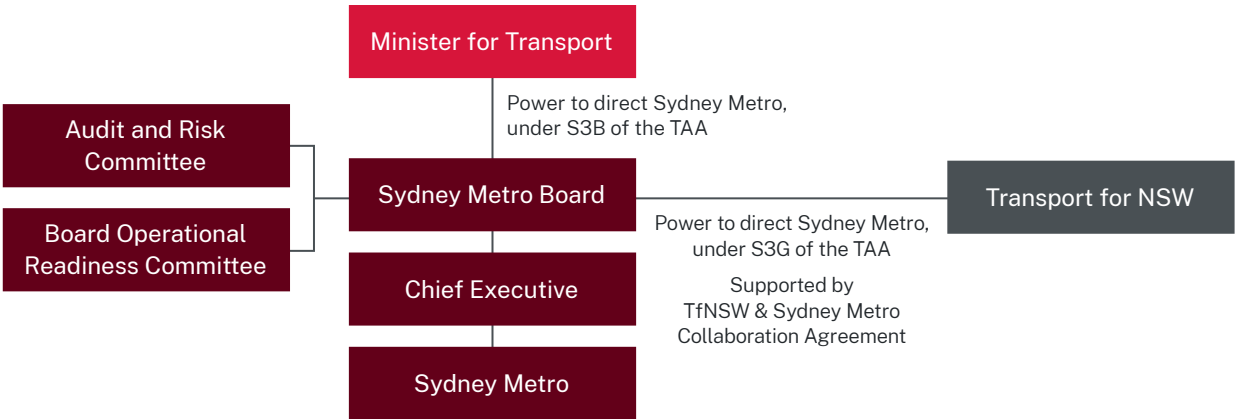


Figure 1: Sydney Metro governance arrangements as at 30 June 2025.



Image: Barangaroo Station.

Chief Executive and senior leadership

The Chief Executive is responsible for the management of 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 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.

Further details on the senior executive team can be found in **Section 4**.



Image: Sydney Metro all teams meeting.

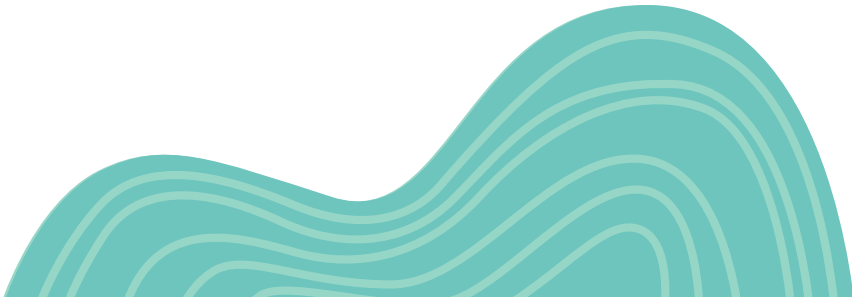


Image: Testing on the Southwest project.

02

Strategy



Image: North-South concourse at Central Station.

Strategic direction

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

We have a statutory obligation, under section 38L of the TAA, to publish a corporate plan that sets out our strategic objectives and activities for the coming financial year. Our corporate plan is available at sydneymetro.info.



Image: Sydney Metro M1 Line open day collateral.

Transport outcomes

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



Connecting people safely and reliably

Transport plays a vital role connecting people, goods and services across the state every day. Our goal is safe, reliable, efficient and sustainable transport solutions, ensuring everyone in NSW has equitable access to social and economic opportunities. We aim to provide people with affordable, convenient, accessible and dignified journeys across all modes to encourage more public and active transport trips. When disruptions happen, we communicate effectively with people and communities and respond quickly to recover the network.



Communities and places are sustainable, healthy and resilient

Smarter planning and well-designed inclusive places support communities to achieve social, cultural, economic and wellbeing outcomes. We’re making places even more liveable by revitalising public spaces, transitioning to net zero emissions and designing sustainable infrastructure that minimises environmental impacts while protecting biodiversity and heritage. We put people at the centre of everything we do –valuing the voice of our communities and embedding Country in place-making and transport planning to grow a better future.



Enabling a prosperous and inclusive NSW

Transport supports a vibrant and diverse economy that improves the living standards, equity and quality of life of the people across our state. A vital link in NSW’s supply chain, we keep freight moving productively and sustainably to enable prosperity and inclusion for everyone. Across our organisation, we ensure value for money, financial sustainability and economic inclusion by managing funds, assets and technology responsibly.



Thriving people doing meaningful work

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

NSW Government priorities

Our focus areas for change and improvement are informed by the NSW Government’s five immediate priorities for Transport: These are:

				
A safe, equitable and integrated transport system Travel across modes is integrated, with more options for people to travel where, when and how they want.	Restoring reliability and increasing patronage Services are reliable, disruptions are managed well, and more people across NSW are choosing public transport more often.	City shaping and precinct making Transport hubs are vibrant places for people, and communities are connected to jobs, education, health and housing.	Local manufacturing and jobs Supporting the growth of local manufacturing and jobs through the way we design, build and deliver new transport fleet and infrastructure projects.	Respecting and re-engaging our entire workforce Everyone who delivers transport services is valued and engaged and feels proud to be part of the transport system.



Image: Accessible Metro service.

Our strategic objectives

Sydney Metro’s focus for the reporting year has been guided by our **Corporate Plan 2024–28**. The plan’s five strategic objectives are informed by our statutory objectives, Government and Transport priorities and our operating environment. Achievements and performance against our strategic objectives are presented in this annual report.

- 

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.

03

Operations and performance



Image: Metro train.

Summary of operations

M1 Line operations

During the reporting year, our operational line expanded following the completion of the City section, a 15.5-kilometre extension from Chatswood to Sydenham which commenced service on 19 August 2024. Combined with the existing Metro North West Line, the total length of the network has increased to 52 kilometres and is now known as the M1 Metro Northwest & Bankstown Line (M1 Line).

In 2024–25, Sydney Metro passengers took over 63 million journeys on the M1 Line, with a customer satisfaction rating of 98 per cent. During the year our fleet travelled 6.47 million kilometres and maintained service reliability of 99 per cent.

Sydney Metro manages the delivery of services and maintenance of the Metro 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. The management of these assets includes rolling stock, depot equipment, signalling, track and civil structures, high-voltage electrical infrastructure, communication systems, buildings and tunnels.

Our assets

Assets in operation as at 30 June 2025

	52 kilometres of twin tracks between Tallawong and Sydenham		2 stabling and maintenance facilities
	45 trains		4 kilometres of viaduct and bridges
	43 kilometres of tunnels		16 power substations
	21 accessible metro stations		13 bike parking facilities
	4186 commuter parking spaces		Vertical transport 96 lifts 171 escalators



Image: Opening day, Barangaroo Station.

Construction progress highlights 2024–25

Sydney Metro Southwest project Sydenham to Bankstown alignment

Testing and commissioning commenced in April 2025.



170 mechanical gap fillers were installed at stations from Marrickville to Bankstown.

360 platform screen doors were installed from Marrickville to Bankstown.



28.3 kilometres of high-tech railway fencing were installed, including:

- 5.8 kilometres of segregation fencing to separate the existing freight line and the adjacent metro corridor between Sydenham and Bankstown
- 22.5 kilometres of security fencing along the boundary of the Southwest Metro rail corridor.



Lakemba Station



At the Moreton Street overbridge in Lakemba, a 750-tonne crane was used to lift and install two 30-metre long steel beams, each weighing 35.6 tonnes.

Campsie Station



The first train to start testing and commissioning stopped at Campsie on its first journey before travelling to Bankstown.

Hurlstone Park Station



Installation of barriers and anti-throw screens on the overbridge was completed.

Dulwich Hill Station



Bridge strengthening works on the Wardell Road overbridge were completed.

Bankstown Station



Work at Bankstown Station centred around the construction of a new cross-corridor pedestrian plaza. At the end of June 2025, around 60 per cent of the work was complete.

Punchbowl Station



Work started to convert the underpass at Breust Place to modern standards.

Wiley Park Station



Work to install beams at the overbridge involved coordination with several agencies to minimise impacts to traffic on busy King Georges Road.

Belmore Station



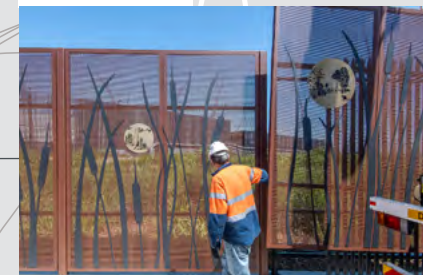
Complex bridge strengthening work was undertaken on the Burwood Road overbridge during the reporting period.

Canterbury Station



The almost 130-year-old station was the first on the Southwest Metro Line to have a full set of platform screen doors installed.

Marrickville



A 25-metre-long and three-metre-high artwork by Indigenous artist Konstantina was installed at the Sydney Metro Trains Facility South in Marrickville.

Sydney Metro – Western Sydney Airport project



3.2 kilometres
of elevated viaducts were completed.



Tunnelling and excavation
was completed in December 2024.



Orchard Hills Station



Ongoing construction of the internal, perimeter walls and suspended slabs throughout the multi-levelled station box.

Airport Business Park Station



Internal walls, sub floors and concourse slab of the south services building were completed.

Formwork, steel fixing, decking and concrete pours for the station building, northern services building, and the landside services building took place during the period.

Bradfield Station



Bradfield Station box continued to take shape with the installation of precast beams and planks.

St Marys Station



Ongoing formwork, decking and concrete pours for the platform slab and the roof, slabs, columns and walls.

Luddenham Station



The first portion of track was installed at Luddenham just north of a new rail bridge that will take metro services over the future M12 motorway.

Airport Terminal Station



Construction of the station box continued during the period with steel fixing, installation of formwork, concrete pours and installation of precast elements.



Sydney Metro West project



Parramatta Station



Planning approval was received for the Parramatta Integrated Station Development in June 2025.

Sydney Olympic Park Station



Planning approval was received for a new world class station precinct in August 2024.

Five Dock Station



In collaboration with City of Canada Bay Council, several place making initiatives were created to support the residents and business community of Five Dock during Metro construction.

The Bays Station



TBMs Daphne and Beatrice completed 11 kilometre twin metro tunnels between The Bays and Sydney Olympic Park in October 2024.

Westmead

Parramatta

Clyde

Sydney Olympic Park

North Strathfield

Five Dock

Burwood North

The Bays

Pymont

Hunter Street

Westmead Station



TBMs Betty and Dorothy each built seven out of nine kilometres of tunnel between Sydney Olympic Park and Westmead during the reporting period.

North Strathfield Station



Work continued at Sydney Olympic Park, North Strathfield, Burwood North, and Five Dock, with critical tunnelling support activities progressing throughout the period.

Burwood North Station



The community was invited behind the gates to see the excavated Burwood North Station box, tunnels and crossover caverns in March 2025.

Pymont Station



Major excavation began at the site of the future Pymont Metro Station.

Hunter Street Station



After 20 months of around the clock excavation, the Hunter Street cavern was completed in April 2025.

Performance against our strategic objectives

Performance against our five strategic objectives is presented below. The metrics we use to measure performance against our strategic objectives are presented in **Appendix 3**.



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.

Table 1: M1 Line operational performance 2024–25

Measure	2022–23	2023–24	2024–25
	North West Line performance only	North West Line performance only	
Customer satisfaction	99%	97%	98% ¹
Services delivered	99.59%	99.90%	99.77%
On time performance (headway)	99.25%	99.55%	99.33%
Journey time within 61 minutes ²	98.84%	99.10%	98.71%
Patronage ³	19.7 million	23.3 million	63.2 million
Services	111,170	105,561 ⁴	136,236
Services in kilometres	3.88 million	3.74 million	6.47 million

1 TfNSW Customer Satisfaction Index May 2025.
2 Maximum journey time increased from 37 minutes (2022–23 and 2023–24) to 61 minutes (2024–25) with City Line opening.
3 Patronage figures do not take into account adjustments for fare evasion, school students and fare free concessions.
4 Fewer services due to track closure for City Line testing and commissioning.

Customer satisfaction drivers and feedback

The reliability provided with the turn-up and go service offered on the Metro M1 Line is highly valued by passengers. Independent customer surveys are conducted every quarter and provide valuable insights so we can focus on the areas that our passengers value the most. During the reporting period, the November 2024 and May 2025 customer satisfaction for Sydney Metro were both 98 per cent.

Sydney Metro customers were most satisfied with timeliness, travel time and availability of travel information.

Top performing drivers from May 2025 survey

99% Service turning up on time	98% Journey time
98% Availability of next stop information	97% Feeling safe while on the metro
97% Feeling safe at the station	97% Availability of arrival information
97% Ease of getting on and off	97% Frequency of service

Sydney Metro City opened on 19 August 2024

On 19 August 2024, a landmark moment in NSW’s transport history unfolded as the new Metro City line officially opened. The inaugural passenger journey departed Sydenham Station Platform 1 at 4:54am connecting the Metro Northwest via a transformative rail line through the heart of Sydney’s CBD and under Sydney Harbour. The new service has the capacity to move more people across Sydney Harbour in the busiest hour of the peak than the Sydney Harbour Bridge and Sydney Harbour Tunnel combined.

The M1 Line is a 52 kilometre journey through Sydney with stops at 21 stations between Tallawong and Sydenham. It is the fastest way to get from Sydney’s north into the Sydney CBD, with a trip on the metro from Chatswood to Martin Place taking 11 minutes, while a journey along the full alignment, from Sydenham to Tallawong, taking under 60 minutes.

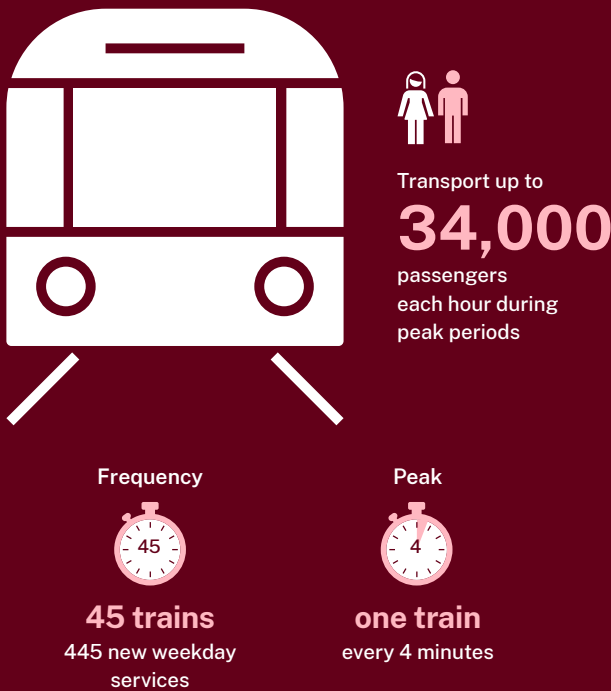
The City section of the M1 Line has fully accessible stations, with 54 new lifts and 126 escalators on the alignment. This monumental achievement took more than seven years to construct.

On the first day, 192,000 metro trips were taken across 425 services. Central Station was the busiest station with 18,000 boardings.



Image top: On opening day, more than 75 staff from Sydney Metro and Metro Trains Sydney helped passengers to navigate their way in the new stations.
Image bottom: Passengers on opening day.

Key features of the new Sydney Metro City Line



-  **Six fully accessible new stations** at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Gadigal and Waterloo, along with new platforms at Central and Sydenham
-  **Simple interchanges** with buses at all stations, ferries at Barangaroo, light rail at Central and with train services at Martin Place, Central and Sydenham
-  **Uninterrupted network mobile coverage** passengers can stay connected during their journey
-  **Safe journeys monitored** by a state-of-the-art control centre, with approximately 100 CCTV cameras at every station and 38 cameras inside each train
-  **Over 600 secure bike parking spaces** at Crows Nest, Victoria Cross, Waterloo and Sydenham, as part of 900 new bike parking spaces across all eight stations

Positive changes to the wider transport network

During the reporting period, the opening of the Metro through the city has more than doubled the number of passengers using the Metro. It has changed how people travel in Sydney with more people using public transport and less people in cars. While some Sydney Trains services have had a reduction in passengers, particularly on the T1 North Shore Line, there is an overall increase in total public transport use right across the network.

Since opening, the M1 Line has also provided significant relief from overcrowding at Town Hall, Wynyard and Museum heavy rail stations in the Sydney CBD. Passengers now have greater access to the employment, financial and retail districts including the Walsh Bay Arts and Culture precinct via Barangaroo Station.

Passengers are choosing to use the interchanges along existing North West stations and the new City stations with an increase in kiss-and-ride, active transport and bus connections. As an example, during May 2025 16 per cent of all passengers interchanged from trains and seven per cent interchanged from buses.



Images above: Passengers waiting to board the inaugural metro service from Sydenham Station on 19 August 2024.



Image top: Sydney commuters became a part of history on 19 August 2024, with the official opening of the M1 Line.
Image bottom: Opening day at Barangaroo Station.



M1 Line

Fast facts

- **Metro patronage has more than doubled** since the City section opened, reflecting strong uptake and growing demand.
- **Central Station is the busiest city station** with an average of 22,800 metro trips each weekday.
- **120,000 metro trips** below Sydney Harbour per weekday.
- **940,000 interchanges** from Sydney Trains to Sydney Metro monthly.
- **Metro City has contributed 53 per cent** of total metro patronage in the past year.

Image: Martin Place Station.

Testing accessibility with Guide Dogs NSW/ACT

In August 2024, 20 participants accompanied by six guide dogs from Guide Dogs NSW/ACT were given the opportunity to become familiar with the accessibility features installed across the new City Line stations. The visit provided a chance to explore Crows Nest Station ahead of its public opening, giving people with disability time to understand the station’s layout, including the placement of lifts, escalators, and key facilities such as customer assistance and emergency points.

Sydney Metro stations are designed to serve all passengers, with every station and service designed to be fully accessible. The new Sydney Metro City Line has 54 lifts and 126 escalators, catering to people using wheelchairs, parents with prams, and others with mobility needs.



Image: Passenger with a guide dog walking onto a metro train.



Image: Group from Guide Dogs NSW/ACT at Crows Nest Station.

Accessibility features



Seamless level boarding between platforms and trains

Platform screen doors at all stations an Australian first to enhance safety

Digital displays and interactive kiosks for real-time service updates

Hearing loop systems

Braille signage

Lifts at every station

Audio and video help points

Tactile ground surface indicators

Accessible restrooms

Kerb ramps and accessible drop-off/pick-up zones

Visual and audio alerts for platform screen door operations

Two wheelchair spaces per train carriage, priority seating, and multi-purpose areas for prams, luggage, and bikes



Image: Train prototype for Sydney Metro – Western Sydney Airport Line.

Development of communications and media management plan during unplanned disruptions

Public transport service disruption is challenging for both passengers and operators alike. Typically, operators and providers manage planned disruption well by giving advanced notice of the disruption and providing alternative travel arrangements. Unplanned disruptions are more challenging when it comes to providing information about disruption and alternative arrangements quickly to our passengers.

Sydney Metro works closely with its operator, MTS to uphold the highest standards of safety, security, and operational excellence across the network, ensuring that the railway continues to deliver a high quality passenger experience.

In June 2025, Sydney Metro and MTS developed a detailed plan for communications and media management during an unplanned disruption, which outlines key roles, responsibilities, and actions during and following an incident. With these measures in place, it is expected passengers will receive faster and more reliable information about alternative travel information during unplanned disruptions.

Delivering high quality travel for Sydney Metro – Western Sydney Airport passengers

Providing high quality passenger experience is at the heart of all project planning, design and operational decisions. During the year, Sydney Metro took delivery of a life-size prototype metro carriage for the future Western Sydney Airport Line.

The prototype carriage is a full-scale replica similar in shape, size and design features of the final train carriage. The mock-up has allowed stakeholders, including transport authorities and manufacturers, to evaluate and finalise aspects of the train, like the interior lighting, emergency features, and passenger information display systems.

Representatives from diverse user groups, including people with limited mobility and sensory challenges tested out the carriage and provided feedback on comfort, usability, and safety –including seat design, boarding experience, and handhold placement. This included examining how a person with full vision impairment would use a help point in an emergency –from what type of braille grade to use, to the braille instructions themselves. The feedback collated from the extensive assessments has helped refine the final design for the 12 new trains ordered for the Western Sydney Airport Line.

Final checks were also made to confirm the upholstery design for the train seats, which will feature a specially commissioned artwork by Western Sydney creative team BBR, led by Dharug artist Leanne Redpath, with Tina Barahanos and Alexandra Byrne. The artwork called Ngurra Baduwa includes reference to Ngurra (Country) and Badu (water) running through the Cumberland Plain, the region where the new 23-kilometre metro line will be located.



Image: Prototype of the train interior design.



Image: A range of different seating options will feature on the train fleet for the Western Sydney Airport Line.

Key features of the Sydney Metro – Western Sydney Airport Line



Transport up to
7740
passengers each hour
in each direction

Maximum frequency



12 trains
every hour

Peak



one train
every 5 minutes

Off Peak



one train
every 10 minutes



Design features to accommodate
travellers and tourists



A wide, accessible aisle
through the centre of the train to allow for ease of
movement for passengers travelling with luggage



Designed for families and group travel
different seating configurations will be available
in each carriage, including front and rear facing
seating and traditional metro longitudinal
(sideways) seating



Wheelchair areas
and accessible spaces



High resolution displays
showing real-time flight information
via a direct feed from the airport



Hearing loops
in all carriages



14 allocated spaces for large luggage,
mobility aids, bikes and strollers per train



8 bicycle storage spaces
on every train

Northwest precinct development

During the year, the first completed precinct at Tallawong Village was officially opened by the Premier of New South Wales. This significant milestone, celebrated in September 2024, saw over 300 new homeowners receive keys to their apartments, alongside the launch of a vibrant retail precinct now open to the public.

Tallawong Village represents the first Transport-Oriented Development precinct delivered under the Sydney Metro Northwest Places Program, in partnership with Landcom. Located adjacent to Tallawong Metro Station, Stage 1 comprises 333 new homes, including dedicated housing for essential workers, and 40 specialty shops, including cafés and restaurants, all surrounding a central park. The masterplan established by Sydney Metro and Landcom has guided Deicorp's development of the new village. Thoughtful placemaking elements such as lighting, shaded tree canopies, and facilities that support walking and cycling guide pedestrian movement toward Tallawong Metro Station.

During the year, progress was made at Bella Vista, where a contract of sale was exchanged with developers for the first divested site. This future development will deliver 419 dwellings and feature a through-site link to Bella Vista Metro Station.

In 2024, Bella Vista and Kellyville precincts were rezoned as part of the Transport-Oriented Development Program to increase the delivery of housing as well as non-residential floor space, including retail, commercial, and community uses.

Sydney Metro's city-shaping Transport-Oriented Developments are guided by integrated strategic planning and high-quality urban design, aligned with global best practices. The placemaking approach focuses on creating thriving, inclusive hubs for local communities, with public spaces designed to encourage walking, cycling, and social interaction, and a mix of land uses that support diverse and affordable housing options.



Image: Playground at Tallawong Village.



Image: Public parks, plazas and shared pathways in Tallawong Village enhance liveability.

New integrated station developments on the M1 Line

The opening of the City section on 19 August 2024 saw the completion of integrated station developments at Martin Place comprising the 39-storey north tower and 28-storey south tower. In November 2024, Sydney Metro also opened its first Sydney CBD build-to-rent tower, Indi Sydney with 234 apartments over the south entrance of Gadigal station. Sydney Metro's delivery partners Investa, working on behalf of the property owner Oxford Properties Group, engaged CPB Contractors to construct and fit out the new building. A 39-storey office tower over the north entrance completes the Gadigal integrated station development.

Developments at Victoria Cross and Waterloo also progressed over 2024–25 period. The tower at Victoria Cross topped out in April 2025. The southern precinct of Waterloo Metro Quarter is progressing for completion in 2025 and will include 70 social housing units, 474 student beds, a community makerspace and Cope Street Plaza.

Sydney Metro also completed its over station development at Crows Nest. The seven-storey commercial building at 34 Hume Street commenced sales in late 2024.



Image: A view inside the Indi Sydney building on George Street, Sydney.



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.

Dynamic testing commences from Sydenham to Bankstown

In April 2025, Sydney Metro began the Testing and Commissioning Program on the Southwest Metro Line. Under the control of an operator and with a team of rolling stock engineers on board monitoring progress, the first train covered 6.5 kilometres at a cautious speed of five kilometres an hour. The train stopped at each station before successfully arriving at Campsie Station five hours later.

The rigorous Testing and Commissioning Program will involve more than 6500 hours of train testing between Sydenham and Bankstown.

Some of the tests to be completed at speeds under 25 kilometres per hour include:

- **car-car clearance testing** – to ensure all curves/turns are negotiated without issue
- **kinematic envelope testing** – to verify the safe distance between sides of the train and the station platforms
- **signalling functions** – including radio coverage
- **platform screen door interface checks**
- **mechanical gap filler testing**
- **communications testing** – including radio and static systems checks
- **testing a train under loaded conditions** – where the train is filled with water containers to simulate a train filled with passengers.



Image: Metro train dynamic testing.

Construction milestones on the Sydney Metro Southwest Line

Work on the Southwest Metro continued, with more than 800 workers on site every day to convert the former T3 Bankstown Line. Milestones achieved on the project included the installation of platform screen doors, mechanical gap fillers and railway fencing.

Platform screen doors and mechanical gap fillers

360 platform screen doors and 170 mechanical gap fillers were installed at stations from Marrickville to Bankstown. Sydney Metro delivery partners Hyundai Movex were responsible for installation of the mechanical gap fillers, while UGL installed the platform screen doors.



Image: Screen door installation on Punchbowl Station platforms.

Installation of fencing

The installation of 28.3 kilometres of high-tech railway fencing was completed over a period of 24 months. To separate the existing freight line, 5.8 kilometres of segregation fencing was installed. A further 22.5 kilometres of security fencing was installed along the boundary of the Southwest Metro rail corridor. The fencing features an intrusion and object detection security system. The technology includes the use of fibre optic cables located on the fence to monitor for vibrations or breakage. If the fence is triggered, one of the 89 CCTV cameras fitted inside the rail corridor will point towards the impacted section, allowing security staff to identify a possible intrusion and take the necessary action to respond.



Image: Fencing installation along the boundary of the Southwest Metro corridor.

Partnering with local councils to deliver precinct and place activation

After five years of collaboration, the planning proposal at 52 McLaren Street North Sydney was approved by North Sydney Council on 27 May 2025.

The transport oriented development of approximately 172 apartments above a mixed use podium sitting at 24 and 8 storeys contains significant public benefits as part of a voluntary planning agreement with North Sydney Council, including:

- 900 square metres of floorspace in the podium for a council operated Childcare Facility or Community Space
- A three metre activated through-site link connecting the North Sydney CBD towards Elliot Street to North Sydney Oval
- Five per cent of residential floorspace as affordable housing for 10 years.

This is the first adjacent station development successfully rezoned as part of the City & Southwest project. This rezoning ensures that maximum value and revenue can be generated at the site when it is divested.



Image: An artist's impression of 52 McLaren Street, North Sydney.

Sydney Metro – Western Sydney Airport completion of the 3.5-kilometre elevated viaduct

During the reporting year, the Western Sydney Airport project marked a major milestone with the completion of over 3.2 kilometres of elevated viaducts, made up of 1101 precast concrete segments across key locations between Orchard Hills and Luddenham.

One of the most technically challenging sections was the crossing over the Warragamba pipeline, which supplies 80 per cent of Sydney’s water from Warragamba Dam. A team of 30 workers spent over a month constructing two-span sections above the dual pipelines. To ensure safety and precision, the project team worked closely with WaterNSW as each pipeline was temporarily shut down while the other remained active. A custom-built crane was used to carefully lift and position segments over the closed pipeline. Once both spans were completed, water flow was fully restored.



Image: An aerial view of the completed viaduct.

First track work begins at Sydney Metro – Western Sydney Airport Line

In April 2025, the first section of track was installed at Luddenham advancing northward towards St Marys.

More than 6400 tonnes of Australian steel will be laid along the 23 kilometre line between St Marys and Bradfield. In total, 106.8 kilometres of rail and 76,285 sleepers will be installed.

Each 20 metre section of rail is manufactured in South Australia, shipped to Newcastle, and then trucked to a newly built rail laydown yard in Luddenham South. At the yard, the steel is welded into 120-metre-long 'rail strings', which are then transported to designated locations along the alignment for installation.

A rail threader machine lifts the rail strings onto the sleepers and fastens them together. The track is then adjusted into its final position using an advanced alignment system, followed by a final concrete pour to secure it in place.



Image: Start of track laying at Luddenham.

Finalising designs for all Sydney Metro – Western Sydney Airport Line stations

In 2024–25, the Sydney Metro – Western Sydney Airport project finalised the designs for all six new metro stations. The designs reflect the natural qualities of the Cumberland Plain and aim to foster a strong connection to place, people, and communities in Western Sydney.

Led by First Nations design professionals Djinjama and principal architect Hassell, the design process involved collaboration with Knowledge Holders of Country. The final station designs incorporate colours, textures, and materials inspired by Country that will be visible throughout plazas, walkways, and buildings.

During the reporting year over 570 participants engaged in the design process, including those with cognitive, mobility, and vision impairments. Participants interacted with virtual station environments using advanced room-scale virtual reality.

Key outcomes from customer engagement include:

- **accessibility improvements** – wider corridors and enhanced lighting were introduced following feedback about safety and comfort
- **interchange enhancements** – Travel distances between interchanges were shortened to better accommodate people with disabilities
- **kiss and ride adjustments** – boarding points were relocated for better visibility and proximity to station entrances
- **design validation** – colour palettes, materials, and louvre configurations were tested to optimise natural light and thermal comfort
- **wayfinding upgrades** – signage was redesigned for better visibility and navigation, helping users locate exits, lifts, and help points more easily
- **lift arrival indicators** – illuminated directional arrows were added to signal lift arrival, aligning with City Metro standards.

Participants praised the stations’ modern, functional design and welcoming atmosphere, highlighting features like natural light, open spaces, and high ceilings.



Image: Station visual used in the virtual reality testing.

Construction of the viaducts

More than 52,000 tonnes of concrete to create the segments

Each segment measures 10.85 metres wide, up to 3.2 metres long, and 2.4 metres high, and weighs up to 65 tonnes

84 towering piers, weighing between 80 and 160 tonnes each and standing as high as 15.3 metres to support the segments, and using 96,250 tonnes of concrete

13 segments meticulously assembled by threading 310 high-tensile cables through 10 ducts in each segment

1108 kilometres of tensioning cable in total used for the project

More than 2500 workers over 16 months



Image: View of the complex engineering technique used to place segments to form the viaduct over the Warragamba pipeline.



Image: Passengers participating in virtual reality testing station designs.



Images above: An artist's impression of Luddenham Station.



Images above: An artist's impression of Bradfield Station.

Hunter Street excavation completed

The excavation phase for the future Hunter Street Station was officially completed in April 2025, marking a major achievement in the progress of the Sydney Metro West project.

As the final station on the 24-kilometre Sydney Metro West Line, Hunter Street will enhance connectivity between Greater Parramatta and the Sydney CBD. Hunter Street is projected to be the busiest station on the line, with peak morning usage expected to reach up to 10,000 passengers per hour by 2036. Station entrances will be located on George, Bligh, and O'Connell Streets, and an underground pedestrian link will connect it to both Martin Place Station on the existing M1 Line and Wynyard Station.

Over a span of 20 months, a single road header and a crew of 57 workers removed more than 240,000 tonnes of material, enough to fill over 290 Olympic swimming pools. Due to the station's location beneath high-rise buildings, heritage structures, and essential underground services, construction required complex engineering and exceptional precision when excavating. In some areas, work was conducted just 1.8 metres from the M1 Line and directly beneath the heritage-listed State Library of NSW. The turnback tunnels sit eight metres below the historic Tank Stream and 21.5 metres beneath the City Circle Line.

Tunnel boring machines Jessie and Ruby are currently carving out the twin metro tunnels from The Bays to Pyrmont and are expected to reach Hunter Street later in 2025, continuing the momentum toward the project's completion.



Image: Hunter Street Station cavern.



Image: Road header excavating tunnel at the Hunter Street Station site.

Sydney Metro West precinct development

In March 2025, the Department of Planning, Housing and Infrastructure approved the Parramatta over-station development, comprising four towers: a 38-storey commercial and retail building, a 30-storey mixed-use tower, and two additional commercial and retail buildings of 26 and 24 storeys. The project will enhance the Parramatta city centre, integrating with the new metro station and providing seamless access to train, bus, and light rail services at Macquarie and Church Streets.

The over station development at Pyrmont also received planning approval from the Department of Planning, Housing and Infrastructure in February 2025. The approval is for a residential tower of up to 160 units, with commercial and retail premises within the station podium. The approval includes arrangements for car and bicycle parking, loading spaces, services and utilities.

Approval for a new world class precinct at Sydney Olympic Park Station site was received in August 2024. The new precinct will be made up of three buildings between 21 and 45 storeys, including more than 300 new homes, and a mix of commercial and retail uses. Further work is underway to change the development plans to provide 190 more residential dwellings in line with the NSW Government's priority to increase housing supply, resulting in a total of 490 homes on the site.

Sydney Metro continues to engage with local councils and planning agencies on further development opportunities along the line at Westmead, Burwood and The Bays.



Image: An artist's impression of Parramatta precinct aerial view.

Project planning approvals 2024–25

To support the delivery of these truly city shaping projects the following State significant projects were approved under the *Environmental Planning and Assessment Act 1979* in 2024–25:

- **State Significant Development (Stage 1)**
Sydney Metro West: Pyrmont Over Station Development
- **State Significant Development (Stage 1)**
Sydney Metro West: Sydney Olympic Park Over and Adjacent Station Development
- **State Significant Development (Stage 1)**
Sydney Metro West: Parramatta Over and Adjacent Station Development
- **State Significant Infrastructure**
Sydney Metro West Stage 1 Modification 6 – Administrative Modification
- **State Significant Infrastructure**
Sydney Metro West Stage 2 Modification 3 – Administrative Modification
- **State Significant Infrastructure**
Sydney Metro West Stage 3 Modification 2 – Administrative Modification
- **State Significant Infrastructure**
Sydney Metro Southwest Modification 2 – Administrative Modification
- **State Significant Infrastructure**
Sydney Metro –Western Sydney Airport Modification 2 – Administrative Modification.

The following Sydney Metro State significant project applications were commenced or underway in accordance with the *Environmental Planning and Assessment Act 1979* in 2024–25:

- **State Significant Development (Stage 1)**
Sydney Metro West: Sydney Olympic Park over station development – amending concept state significant development application.



Image: Transport for NSW and Sydney Metro participated in the Aboriginal Business Forum 2024.

Promoting Aboriginal business representation

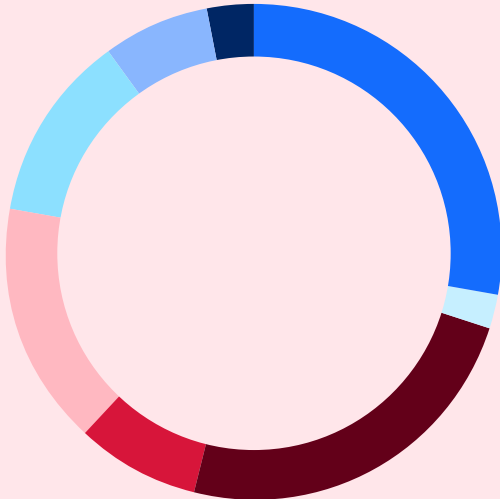
Sydney Metro is committed to broadening opportunities for Aboriginal and Torres Strait Islander peoples on Sydney Metro projects. We create a positive impact by setting minimum requirements in our contracts, bid-back mechanisms, facilitating collaborative forums and client-led programs.

In August 2024, Sydney Metro hosted its tenth Aboriginal Business Forum with over 40 recognised Aboriginal businesses attending. Held for the second year at Penrith Panthers Stadium, the event facilitated engagement between our delivery partners, operators, supply chain representatives, business intermediaries and local Aboriginal businesses through a unique business matching session. Prior to this year’s event, five Aboriginal businesses were chosen through an expression of interest to receive mentoring to promote their services and prepare for the forum. The capability workshop was run in partnership with Yarpa Hub and Parklife Metro. Over the past 10 years over 300 recognised Aboriginal businesses have participated in the annual forums.

During the reporting period over \$96 million was spent with Aboriginal businesses in our supply chain on the Sydney Metro –Western Sydney Airport project. As at 30 June 2025, 125 recognised Aboriginal businesses made up 23 per cent of all reported businesses to date across the Sydney Metro –Western Sydney Airport project supply chain.

The breakdown of Aboriginal business in the Sydney Metro projects supply chain by sector

- Construction services: 28%
- Facilities management: 2%
- Professional services: 24%
- Hospitality services: 8%
- Supplies and equipment: 16%
- Cultural services: 12%
- Others: 7%
- Human resources: 3%



Drive financial responsibility

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

Sydney Metro contracts

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

Contract packages are the way we segment the delivery of a project. We work closely with our contracted partners to manage the complex interfaces between contracts to promote seamless project delivery.

During the year, a contract package for the Southwest project was awarded to Australian-owned railway infrastructure company, Martinus. The contract scope includes the upgrade of 15 bridges and 66 locations, including car parks and roads, adjacent to the railway corridor between Sydenham and Bankstown with the installation of barriers, bollards and other protective structures.

Procurement for the remaining Metro West project packages progressed including commencing the tenders for the trains, systems, maintenance and operations, linewide, and stations package west contracts.

Separate expressions of interest for the Parramatta, Sydney Olympic Park and Pyrmont integrated station and precinct development packages were released during the reporting year. In June 2025, we announced that two consortia had been shortlisted for the delivery of the Parramatta Integrated Station Development. The two consortia are:

- Gamuda Engineering Pty Ltd, Billbergia Pty Ltd, Gamuda (Australia) Pty Ltd and MTR Corporation (Australia)
- Lendlease Construction and Lendlease Development.

The integrated station development includes design and construction of the future Parramatta metro station, its precinct and the buildings above and adjacent to the station and is expected to be awarded in 2026.

Rolling out our secondary revenue initiatives

During the 2024–25 reporting period, Sydney Metro made significant progress on its secondary revenue initiatives along the M1 Line. Retail contributes to station activation, passive surveillance and enhancing the customer journey. In December 2024, Sydenham Station welcomed a middle eastern café at the western station entrance. At Cherrybrook Station, a nail salon opened, adding to the vibrancy of the station. Sydney Metro is actively marketing its available retail tenancies.

Our marketing partners have installed 37 digital advertising screens across the City section of the M1 Line with a further 12 more to be installed in the next reporting period. The largest screens at 4.25 metres by seven metres were installed at Crows Nest and Barangaroo.

Sydney Metro has worked closely with our operator and vending machine supplier to install machines at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Gadigal and Waterloo to enhance passenger convenience.

Innovation for purpose: Asset inspection trials

What makes Sydney Metro modern is our ability to use innovation and advances in technology in our design, delivery and operations. Our culture of innovation drives us to explore new technologies to support more sustainable ways of working.

During the reporting period two asset inspection trials were undertaken. The results did not prove to be successful enough to progress beyond proof of concept for operational roll out due to challenges with technical scalability and demonstrating financial benefit. Sydney Metro continues to work with delivery partners and the transport and construction sectors to identify opportunities to improve the efficiency and capability of asset management through innovation.

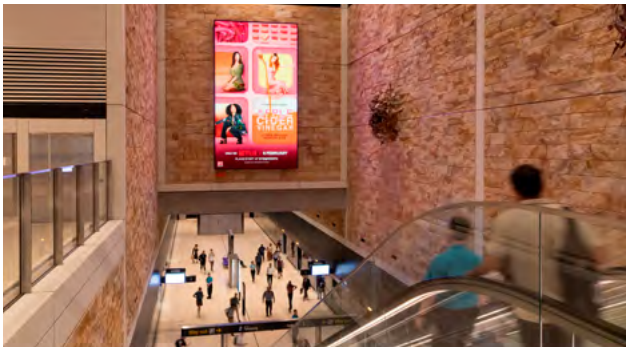


Image: Digital advertising screens at Barangaroo Station.



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.

People Matter Employee Survey

Each year the Public Service Commission conducts the People Matter Employee Survey (PMES) across the NSW public sector. The survey enables us to check in with our people, measure employee engagement and understand their experience of working at Sydney Metro. In 2024, 80 per cent of our staff responded to the survey and our PMES engagement score was 66, above the NSW public sector score of 63. Although engagement has dropped, Sydney Metro scored five to 12 points higher than the sector across all engagement questions.

Highest scoring topics tell us our people are proud to work for us (78 per cent), managers support flexible working (93 per cent), and employees understand their ethical obligations and support the organisations values (86 per cent). We took an integrated approach to PMES action planning aligned to the NSW Public Sector approach, focusing on wellbeing and mitigating psychosocial hazards. This approach required divisional leaders to commit to a set of recommended actions that responded to the areas for improvement based on the survey feedback.

A key focus was to increase transparency, quality of communication and visibility of leaders during change. Some initiatives implemented included the leadership team setting a standard for leader behaviour through Leader Expectations and Consultation Preparation workshops. During the reporting period senior leader forums were increased from quarterly to monthly to increase two way dialogue at the senior leader level about planned organisational changes. A monthly email to people leaders continued to cascade information and tools to support accurate communication with teams.

Employee safety and wellbeing

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

- Partnering with the BlackDog Institute to build the capability of our leaders in identifying, assessing and controlling psychosocial hazards through tailored training.
- Increasing awareness of the importance of psychological safety to develop healthy environments and a speak up culture.

- Mapping PMES results to risk assess exposure to psychosocial hazards and addressing these areas in an organisation wide action plan that focuses on supporting our workers.
- Conducting a panel discussion for R U OK Day on the importance of checking in with each other and creating a mentally safe work environment.
- Updating our work, health and safety due diligence training to include psychosocial risk to better inform duty holders of their obligations.

Sydney Metro Inclusion and Diversity Plan

Sydney Metro has made excellent progress against our previous Inclusion and Diversity Plan 2022–24, including:

- Bringing to life several NSW Government plans and policies, such as the Transport Reconciliation Action Plan (RAP).
- Sustained growth against the employee with disabilities Premier's Priority and three per cent diversity target, with representation of employees with disabilities reaching a high of 3.9 per cent in October 2024.
- Continued high engagement scores against inclusion and diversity markers in the (PMES) with 82 per cent of employees feeling culturally safe at work.
- The highest self-disclosure rates across Transport, with 84 per cent staff response rate for employees with disability and 82 per cent staff response rate for Aboriginal employees.

Continuing Sydney Metro's commitment to a safe, respectful, diverse and inclusive workplace, a new Inclusion and Diversity Plan 2025–27 was released for staff in May 2025.

Building our capability

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

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

A total of 50 staff participated in our mentoring program and 36 graduates were allocated to placements within Sydney Metro.

Public sector excellence

The Transport Code of Conduct and the NSW Government's ethical framework guide the expected behaviour of our staff. During the year, we continued to take a proactive approach to probity, fraud and corruption prevention through a series of targeted initiatives designed to strengthen organisational integrity and accountable use of public money.

Key highlights included:

- **Embedding a holistic declaration framework**
We advanced our commitment to transparency and integrity by embedding a more holistic approach to staff declarations. We transitioned from a focus on conflicts of interest to a broader requirement for employees to disclose any interests or associations that may intersect with, influence, or be perceived to influence their professional responsibilities.
This policy shift was supported by the release of an updated declaration procedure and mandatory training delivered to all staff and contractors to support the use of the declaration portal. A dedicated online module was also introduced as a compulsory component of the onboarding process for new employees, ensuring consistent understanding across the organisation.

Introducing a new Probity Standard

A new Probity Standard was launched to provide practical guidance for staff navigating probity matters. It outlines the principles and practices that support robust decision-making, defensible processes, and the upholding of public trust.

Delivering the 'Find the Gap' campaign

The *Find the Gap* campaign was launched to proactively review corruption risks across the organisation. This targeted initiative involved a series of tailored workshops designed to identify vulnerabilities within business processes and consider the effectiveness of existing controls. The sessions focused on building staff capability to recognise and report corruption risks, fostering a culture of vigilance, accountability, and continuous improvement. As a result of the campaign, we have made some improvements to our business processes to strengthen and enhance corruption prevention.

Promoting integrity through 'The Metro Line' video

To reinforce integrity awareness and policy compliance, we released The Metro Line video for staff. It has been integrated into the onboarding process for all new employees and is available on the staff intranet as an ongoing resource.



Image: Sydney Metro West community open day at Sydney Olympic Park.

Sydney Metro achievements and awards

Awards won by Sydney Metro, our people and our contractors during 2024–25.

Australian Government		
Public Service Medal	Hugh Lawson, Head of Customer, Operations & Outcomes	Awarded
2025 National Infrastructure Awards		
Project of the Year	Sydney Metro City	Winner
Government Partnerships Excellence category	Sydney Metro Martin Place Integrated Station Development (submitted by Macquarie Group Limited)	Winner
Industry Choice category	Sydney Metro City – Martin Place Integrated Station Development (submitted by Macquarie Group Limited)	Winner
Contractor Excellence category	Sydney Metro – Barangaroo Station (submitted by Besix Watpac)	Finalist
Financial Excellence category	Sydney Metro Martin Place Integrated Station Development (submitted by Macquarie Group Limited)	Finalist
Government Partnerships Excellence category	Sydney Metro City (submitted by OpCO/OTS2 PPP parties, NRT Group, MTS and MTR)	Finalist
2025 NSW Architecture Awards		
NSW Architecture Medallion	Sydney Metro City Stations	Winner
The Sir Aurthur G Stephenson Award for Commercial Architecture	39 Martin Place development (submitted by Tzannes)	Winner
The Lloyd Rees Award for Urban Design	Sydney Metro City Stations	Winner
COLORBOND Award for Steel Architecture Commercial Architecture	Martin Place Integrated Station Development, 1 Elizabeth Street (submitted by JPW)	Awarded
Residential Architecture – Multiple Housing	Gadigal Over Station Development, Indi Sydney (submitted by Bates Smart)	Awarded
Sustainable Architecture	Gadigal Over Station Development, Indi Sydney (submitted by Bates Smart)	Commendation
2024 Australian Good Design Awards		
Product Furniture and Lighting	Metro benches on Sydney Metro City & Southwest (designed by Vert Industrial Design House, commissioned by Sydney Metro)	Gold Tick Winner
Design Research	Accessible boarding on Sydney Metro Southwest – A customer-centred research approach	Green Tick Winner
2025 NSW Landscape Architecture Awards		
Infrastructure category	Barangaroo Station Park	Landscape Architecture Award Winner

2024 National Landscape Architecture Awards		
Infrastructure category	Sydney Metro – Western Sydney Airport Corridor Landscape Strategy	Landscape Architecture Award Winner
2024 Australasian Rail Industry Awards		
Employee Engagement Excellence Award category	Metro Trains Sydney – One Business One Line (submitted by MTS)	Winner
Customer Service Excellence category	Metro Trains Sydney – Operations & Customer Experience (MTS and Sydney Metro joint submission)	Finalist
Infrastructure Project Excellence Award category	CPB Contractors/UGL JV – Systems Connect Line-wide Work (Delivery Partner submission)	Finalist
2024 Australian Service Excellence Awards		
Customer Service Manager of the Year	Katarina Oliveri (submitted by MTS)	Winner
Customer Service Organisation of the Year (Large) category	Metro Trains Sydney (submitted by MTS)	Finalist
2025 Australian Urban Design Awards		
Strategic Design and Policy	Martin Place Metro Precinct Urban Design Framework (submitted by Tzannes)	Winner
2024 Australian Workplace Health & Safety Awards		
Australian WHS Team of the Year	Enabling Work Program Sydney Metro West – Western Tunnelling Package (submitted by Gamuda)	Finalist
2024 NSW Sustainability Awards		
Placemaking category	Central Station Metro (Joint submission with Laing O'Rourke)	Winner
Net Zero Action category	Sydney Metro – Journey towards Net Zero with Sydney's newest Metro Line	Finalist
2024 Sydney Awards		
People's Choice Award, Project category	Sydney Metro City & Southwest	Winner
Project of the Year	Sydney Metro City & Southwest	Highly commended
2025 Council on Tall Buildings and Urban Habitat Annual Awards		
Structure Award	Sydney Metro Martin Place precinct (submitted by Arup)	Award of Excellence
Best Tall Building by Region, Oceania	Sydney Metro Martin Place precinct (submitted by JPW & Tzannes)	Award of Excellence
Systems Award	Sydney Metro Martin Place precinct	Award of Excellence
Best Tall Building by Region, Oceania	Indi Sydney, Gadigal Over Station Development	Award of Excellence

2024 Infrastructure Sustainability Council Awards		
Sustainability Leadership – Excellence in Social	Tunnelling and Infrastructure Academy, Sydney Metro West – Western Tunnelling Package project (submitted by Gamuda & Laing O’Rourke Consortium)	Winner
Outstanding Achievement	IS Rating Scheme (by invitation only) – Sydney Metro City & Southwest Line-wide Works by Systems Connect	Finalist
Excellence in Environmental	Sydney Metro West, Western Tunnelling Package (Gamuda and Laing O’Rourke Consortium and Boral) for groundbreaking approach to tunnel construction, addressing key environmental challenges (submitted by Gamuda)	Finalist
Interpretation Australia National Awards 2024		
Interpretative Planning & Design	Sydney Metro – Western Sydney Airport Cultural Interpretations Design report	Winner
2024 NSW Excellence in Construction Awards		
Site Safety – Commercial Projects	Barangaroo Metro Station (submitted by BESIX Watpac)	Winner
2025 Permanent Way Institution NSW Awards		
PWI Steve Maxwell Platelaying Minor Works Award category	Marrickville Sewer Bridge Replacement (submitted by Laing O’Rourke John Holland Joint Venture)	Winner
2025 National Trust (NSW) Heritage Awards		
Interiors and Objects	Conservation of the Barangaroo Boat, (joint submission with Sydney Metro, Silentworld Foundation and York Archaeological Trust)	Winner
2025 Development Excellence Awards		
Development of the Year	Martin Place Integrated Station development (submitted by Macquarie Group)	Winner
Mixed Uses Development	Tallawong Village (submitted by Deicorp)	Winner
Build to Rent Development	Indi Sydney (submitted by Investa)	Winner
2024 Australasian Society for Historical Archaeology Awards		
Martin Davies Award for Best Public Archaeology Initiative	Sydney Metro Parramatta Archaeology Open Day	Highly commended
Australian Institute of Training and Development Excellence Awards		
Best Use of Technology for Learning category	Metro Trains Sydney Learning & Development Team (submitted by MTS)	Highly commended
2025 Partnerships Awards		
Best Operational Project	Sydney Metro City (submitted by OpCO/OTS2 PPP parties, NRT Group, MTS and MTR)	Highly commended
2024 Asia-Pacific Project Controls Expo Awards		
Megaproject category	Sydney Metro City & Southwest (City component)	Finalist

2024 Australian Construction Achievement Award		
Australian Construction Achievement Award	Central Station Metro (submitted by Laing O’Rourke)	Finalist
2024 Bricklayer Contractors Australia Awards		
Commercial and Public Buildings – Brickwork category	Crows Nest Station (submitted by PGH Bricks, subcontractor of Favetti)	Merit Winner
NSW Premier’s Awards 2024		
Anthea Kerr Award	Terri-lee Ferreira, Communications Officer, Sydney Metro	Finalist
2025 Risk Management Institute of Australasia		
2025 Public Sector Risk Leader of the Year category	Mark Golsby, Sydney Metro	Finalist



Image: Martin Place Integrated Station Developments won two Commercial Architecture awards at the Australian Institute of Architects Awards – NSW.



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.

Building a legacy workforce

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

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

Sydney Metro works closely with industry to deliver programs and initiatives to achieve these priority areas. The following are highlights of initiatives delivered in collaboration with delivery partners during the 2024–25 period:

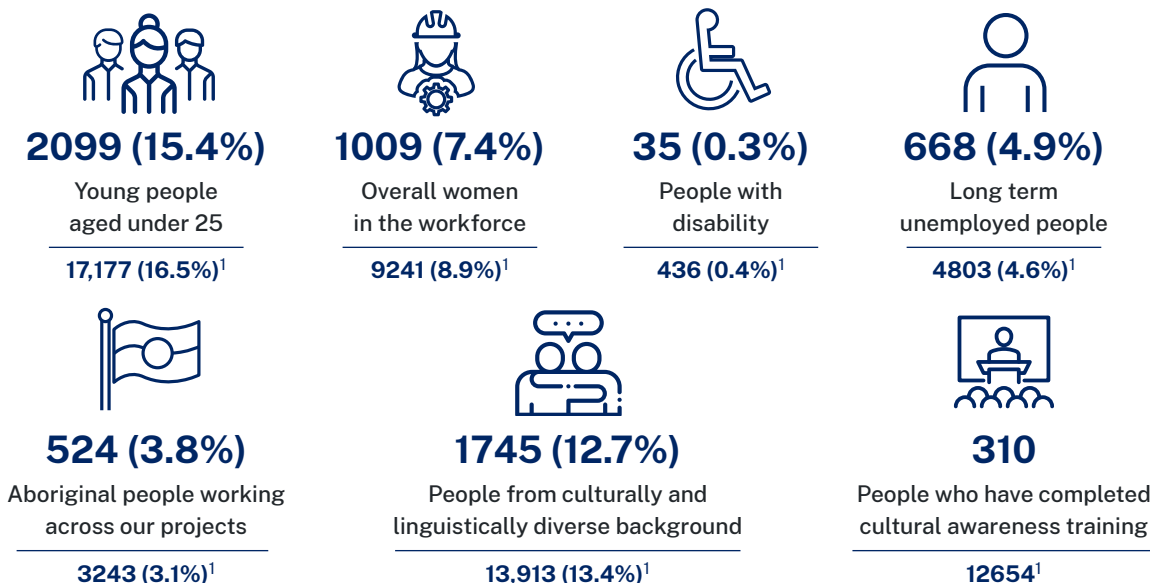
- Sydney Metro delivery partners actioned three pre-employment programs to support new local workers into critical roles. This included civil construction and plant operations disciplines and engaged 33 participants from underrepresented backgrounds, resulting in a 100 per cent completion and work commencement rate.
 - Sydney Metro delivered two strategic forums with industry and broader government to discuss challenges and opportunities to support women in construction and retention of apprentices.
- Sydney Metro is part of a pilot of the NSW Government Women in Construction program to trial targets and initiatives which support the increased attraction and retention of women in trades and non-traditional occupations. The following are highlights from the year of initiatives delivered as part of this pilot:
 - Sydney Metro's first Try a Trade Day gave 53 female jobseekers hands-on experience in carpentry, electrical, plumbing, and civil construction under the guidance of TAFE teachers. Participants also networked with over 30 organisations recruiting for more than 45 roles in trades and non-traditional occupations.
 - Four targeted training programs were delivered to 41 women across various roles to build skills in safety, leadership, civil construction, and transmission. Developed through industry consultation and focus groups, the training received overwhelmingly positive feedback for boosting confidence, career progression, and onsite capabilities.
 - Sydney Metro launched a campaign spotlighting women on site to inspire others to pursue careers in construction. A new **video series** shares real stories from women across various roles, aiming to increase female representation and diversity in the infrastructure industry.
 - Sydney Metro piloted gender equity targets for NSW Treasury to inform future policy which resulted in 42 female owned businesses engaged on Sydney Metro projects.



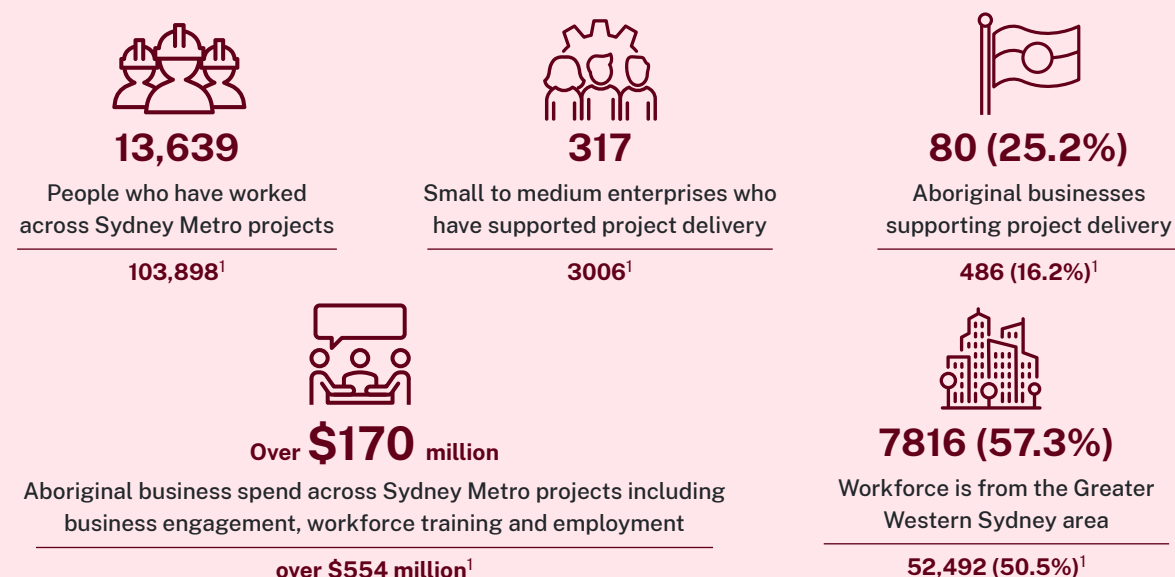
Image: Female worker at the Pyrmont Station construction site.

Sydney Metro delivery partner workforce* development and industry participation outcomes 2024–25

Diversity inclusion



Industry and job participation



Workforce skills development



Workforce means all workers employed directly through principal contractors, sub-contractors and the broader supply chain inclusive of management and professional, technical and trade. This excludes Sydney Metro government employees.

¹ 1 July 2018 – 30 June 2025.

Jobseekers jump on the tools at our first Try a Trade Day

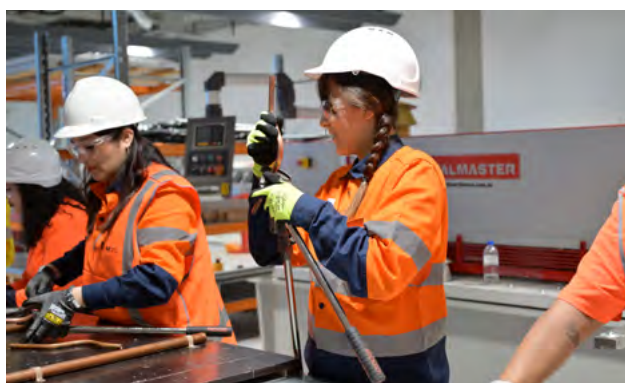
Sydney Metro held its first Try a Trade Day event at the Institute of Applied Technology for Construction at TAFE NSW Nepean – Kingswood campus on 25 October 2024. The Try a Trade Day supports the broader NSW Government Women in Construction program and forms part of Sydney Metro's social procurement program.

Women currently make up only two per cent of trades working on construction sites across the country and increasing this number is a key priority for Sydney Metro.

Under the guidance of qualified TAFE teachers, 53 jobseekers were given the opportunity to experience some of the day-to-day activities of tradespeople working in carpentry, electrical, civil construction, and plumbing.

Jobseekers also had the opportunity to network with representatives from up to 30 organisations, including some of our delivery partners, that are currently recruiting for more than 45 job vacancies in various trades and non-traditional occupations.

Since 1 July 2018, more than 9000 women have been employed to help build Sydney's new railway network. This initiative is expected to drive uptake and encourage women to consider a rewarding career in construction and other trades.



Images above: Participants at Sydney Metro Try a Trade Day event held in October 2024.

Empowering women in construction through targeted training and upskilling

As part of our ongoing commitment to women in construction, Sydney Metro has partnered with our delivery partners to identify and deliver critical skillset training that enhances opportunities for women working across our projects.

Following valuable insights gathered from female focus groups, delivery partner consultation, and a review of current industry skill shortages, four tailored training programs were developed and delivered between April and May 2025. These programs were designed to build capacity, enhance safety, and support career progression for women across a range of roles.

All training was conducted onsite at the Health and Safety Advisory Service in Emu Plains, with a total of 41 women successfully completing the programs. Participants came from diverse roles across our projects, including civil construction workers, truck drivers, plant operators, trades assistants, engineers, and tunnellers.

Feedback from participants has been overwhelmingly positive. Many expressed their appreciation for the opportunity to upskill, highlighting the value of gaining new licences and competencies that can be directly applied on their sites. The training also offered a meaningful platform for networking, with participants noting the benefit of connecting with other women across different roles and projects to share experiences and support one another.



Images above: Participants at the women in construction training held at Emu Plains.

Connecting with Country

Connecting with Country continued to be embedded in the planning, design and delivery of our projects using the NSW Government's Connecting with Country Framework. We continued to work with contractors and knowledge holders through the Sydney Metro – Western Sydney Airport and Sydney Metro West Connecting with Country Working Groups, supporting meaningful conversations about caring for Country and community on our projects. Connecting with Country is expressed through architecture, landscape, sustainability, materials, colour, public art, cultural interpretation and engineering.



Cultural interpretation on Sydney Metro – Western Sydney Airport

During the year, the design of cultural interpretation on Sydney Metro – Western Sydney Airport continued to be developed with Dharug knowledge holders. The cultural interpretation celebrates First Nations culture and connection to Country and is part of a broader Country-centred design for the project. The themes established in Connecting with Ngura (Country) are reflected in the architecture, colours, materials, landscape, and cultural interpretation of every station. The Sydney Metro – Western Sydney Airport Cultural Interpretation Design Report won an Interpretation Australia National Award for Excellence in 2024, recognising the outstanding designs for cultural interpretation.

Image: Concept for the interpretation of Thompsons Creek on Sydney Metro – Western Sydney Airport, developed by Hassell and Djinjama with the Sydney Metro – Western Sydney Airport the Connecting with Country Working Group.



Image: Nhaadyi Ngurra – See Country by Leanne Watson Redpath on display in the Sydney Metro Mobile Community Information Centre, along with artefacts recovered from historical archaeological investigations on Sydney Metro City & Southwest.

Nhaadyi Ngurra – See Country

Sydney Metro commissioned Dharug artist Leanne Watson Redpath to create an artwork for the Sydney Metro Mobile Community Information Centre that explores the cultural and archaeological landscapes of the Sydney Metro – Western Sydney Airport Line. The artefacts that form part of the artwork, titled Nhaadyi Ngurra – See Country, are printed copies of some of the thousands of stone artefacts found during archaeological excavations for the Sydney Metro

– Western Sydney Airport project. The artefacts are printed in white to differentiate from the original. The community can also see the artefacts in full colour with a QR code linking to the website with high resolution 3D models of the artefacts, allowing for an innovative and interactive experience (**Pedestal3D – Home**). The artefacts were captured and printed in consultation with the Sydney Metro – Western Sydney Airport Connecting with Country Working Group and the project's Registered Aboriginal Parties.

Heritage and Conservation Register

Sydney Metro published its Heritage and Conservation Register, which identifies all the heritage listed places Sydney Metro owns, occupies or manages. The Heritage and Conservation Register is an important resource for making decisions about maintaining, conserving, and making changes to heritage places. The Heritage and Conservation Register includes the 11 heritage listed stations on Sydney Metro City & Southwest project between Sydenham and Bankstown, transferred to Sydney Metro in late 2024.



Image: Preserving rail history – Canterbury Station on Sydney Metro City & Southwest.

Digging deeper at Parramatta

The archaeological investigation of the 23,000 square metre area, destined to become the Parramatta metro station precinct, is now 80 per cent complete with over 100,000 artefacts unearthed. Evidence associated with the use of the site by the Burramattagal people, the early colonial development of the site, and the development of Robert Adam Ritchie’s nineteenth-century Iron Works, is providing new information about the development of the site from Deep Time through to early twentieth century. Currently, the artefacts are being carefully analysed and catalogued by specialists. The findings will be captured in a comprehensive report at the conclusion of the project.



Image: Archaeological items on display at Parramatta Station site community open day.



Image: Over 350 people attended the heritage open day at Hunter Street.

Hunter Street’s forgotten stories unearthed

The archaeological investigations for the Eastern Tunnelling Package – Hunter Street West are now complete. The project is transitioning to post-excavation phase, including detailed artefact analysis and reporting in accordance with the project’s conditions of approval.

To celebrate the site’s cultural and historical significance, Sydney Metro and the tunnelling contractor hosted a community-focused heritage open day on Sunday, 18 May 2025. The event welcomed families and community members to view excavated artefacts and explore the western shaft area.

Throughout the day, the Excavation Director, along with archaeologists and technical specialists, engaged directly with visitors, sharing key discoveries and presenting some of the site’s history and key heritage values. More than 350 people attended the event, with the post-event survey results highlighting a strong positive response:

- 92 per cent of attendees felt the event strengthened their connection to local heritage
- 98 per cent reported the event contributed positively to their personal wellbeing.

Delivery partner social outcomes and community benefit

In 2024–25 our delivery partners supported local communities by implementing and maintaining 45 community initiatives as part of their work with Sydney Metro, including:

- A Clean Up Australia Day event along the Cooks River.
- The donation of toys and books to Canterbury Hospital for use by occupational therapists and physiotherapists.
- Completion of a partnership with Macquarie University, which allowed students to gain real world experience developing sustainability training materials for use in construction.
- A St Marys CBD Christmas Art Project that commissioned a local artist to paint the shop fronts along Queen Street with ‘Christmas’ artwork free of charge to shop owners.
- A Name the Crane competition for preschool and primary school aged children to name the six cranes along the Sydney Metro – Western Sydney Airport alignment with winners receiving educational and sporting supplies for their school.
- Volunteering, fundraising and advocacy for ReLove, a charity supporting women and children impacted by domestic violence, people experiencing homelessness and people seeking asylum through the provision of furniture and household items.
- Installation of Connection Hubs at Kingswood High School and Jamison High School that were equipped with resources and tools to encourage meaningful conversations about mental health.
- A security upgrade for domestic violence charity, DV West, that improved the safety and security of crisis and traditional housing for women and children escaping domestic violence in Western Sydney.
- Upgrades to fencing and shade umbrellas and donation of soccer equipment to Mulgoa School, to provide a more secure environment and a comfortable and safe outdoor space for students to learn, play and relax.
- A donation of \$10,000 to Orange Sky to continue operating their free laundry, warm showers and genuine conversations for the Liverpool community.
- A partnership with the Women’s & Girls’ Emergency Centre in Burwood which resulted in support from the building owners to achieve maintenance outcomes, including assistance with painting.
- A Meals Plus Program held at the Parramatta Mission facilities where a Meals Plus Coordinator and Cook assisted volunteers to prepare food, cooking, washing, setting out produce for emergency food parcels, cleaning up, stacking chairs and folding tables.

- A partnership with the National Centre of Indigenous Excellence to design a kitchen that would suit the needs of the Youth Program, as well as providing a safe and welcoming space for Indigenous youth.
- Pyrmont Cares Inc. charity received a \$20,000 contribution to overcome the constraint that their only delivery vehicle required ongoing maintenance and needed an upgrade.

Strengthening social inclusion in the Inner West

The Sydney Metro West Eastern Tunnelling Package and Central Tunnelling Package partnered with Together2, a social enterprise and community development organisation. Together2 runs a community hub and café in the heart of Rozelle, which fosters meaningful connections for in need individuals across the Rozelle and Balmain districts. The initiative involved providing partial funding to build fold-out cooking stations. The cooking stations are versatile and accessible, enabling Together2 to expand its food program and related community initiatives.



Image: Together2 School Holiday Cooking for Good workshops.

Planter boxes bring aesthetic and financial benefits

The Sydney Metro West Western Tunnelling Package in partnership with Parramatta Mission and the Uniting Church provided new planter boxes around the Uniting Church and Parramatta Mission carpark to replace previously hired concrete barriers. Parramatta Mission supports vulnerable and disadvantaged people within the community, including those who are homeless or at risk of homelessness, people facing crisis and those who may be living with mental illness. This initiative has alleviated the financial burden associated with ongoing barrier rental as well as creating a striking visual display.



Image: The new planter boxes around the Uniting Church and Parramatta Mission carpark, Parramatta.

Land and property disposal

Sydney Metro acquires and holds properties to construct projects in accordance with our functions under the TAA. Land and property assets not required for ongoing operational purposes are either transferred to other government agencies for approved functions or divested in accordance with government guidelines. Sydney Metro exchanged contracts for sale on the following properties:

Table 2: Exchanged contracts for sale in 2024–25

Land	Deposited plan	Purchaser
Level 3, 34 Hume Street, Crows Nest	2/SP106880	Private purchaser
9–11 Mawson Avenue, Bella Vista	Lot 101 DP1252968	Urban Property Group

No properties were sold to people with a family or business connection to a person responsible for approving the disposal. Members of the public can request access to information regarding property disposal under the *Government Information (Public Access) Act 2009*.

Implementation of price determination

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

IPART is responsible for determining maximum fares for trips made across all Opal services, excluding Gold Opal, Child Opal, Concession Opal and travel on the School Student Travel Scheme.

From November 2024, the annual Opal fare adjustments were as determined by IPART having regard to the TfNSW Pricing Proposal for 2024.



Image: Gadigal Station.

Research and development projects 2024–25

Table 3: Research and development

Activity	Status	Partners and collaborators
Evaluation of public art at select Sydney Metro stations In 2025 Sydney Metro partnered with TfNSW who engaged with the Royal Melbourne Institute of Technology University to evaluate public art at a selection of Metro stations. The research will conduct an evaluation of four perspectives: • Activating economic vitality • Place making and environmental value • Education and cultural engagement • User experience and wellbeing. The final report is expected to be published by September 2026.	Ongoing	TfNSW and Royal Melbourne Institute University
Inquiry Based Learning Professional Development Education Program University of Western Sydney was engaged in 2018 to design and deliver a series of three NSW Education Standards Authority accredited professional development courses (delivered in 2023 and 2024), focused on upskilling teachers working in schools around the metro alignments to use inquiry-based learning strategies based on issues relevant to Sydney Metro in their communities. A range of primary and secondary teachers from government, independent, and Catholic schools participated in the program reaching 22 schools, 46 teachers, and approximately 1150 students. It was evident from the student focus group discussions and lesson observations that through engagement with the curriculum content and developing skills in collaboration and critical thinking, the students had increased their knowledge about the Sydney Metro project and the impact the project would have on their current and future lives.	Completed	Western Sydney University



04

Management and accountability



Image: Sydney Metro all team meeting.

Sydney Metro Board of Directors as at 30 June 2025



Gail Pemberton AO, Chair

Gail Pemberton's extensive career has had a central focus on technology, technology-intensive businesses, and financial services in a variety of C-level roles. These included

Chief Operating Officer UK at BNP Paribas Securities and CEO and Managing Director, BNP Paribas Securities Services, Australia and New Zealand. Prior to PNB Paribas, Gail worked at Macquarie Bank for 20 years, holding the role of the inaugural Group Chief Information Officer for 12 years and subsequently as Chief Operating Officer of the Financial Services Group.

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

She has previously served on a variety of boards over the past decade, both ASX-listed and unlisted, and in the private, public and non-for-profit sectors, variously as board chair, remuneration and nomination committee chairs, including Prospa (ASX:PGL), SYMBIO (ASX:SYM), Arq Group (ASX:ARQ), Melbourne IT (ASX:MLB), OneVue (ASX:OVH), PayPal Australia, QIC, UXC (ASX:UXC), Air Services Australia and the Sydney Opera House Trust and as a Candidate Non-Executive Director of the Colonial First State Group (formerly to be demerged from Commonwealth Bank of Australia (ASX:CBA)).

Gail is the Chair of the Sydney Metro Board, the interim Chair of the Audit and Risk Committee, and a member of the Board Operational Readiness Committee.



Howard Collins OBE, Director

Howard Collins OBE is a highly experienced transport executive who has spent more than 47 years working in the British and Australian transport industries. He was previously the Chief

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

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

Howard is the Chair of the Board Operational Readiness Committee.



John Barraclough, Director

John Barraclough has decades of public and private sector experience at a senior executive level in major infrastructure delivery, including transport infrastructure. He was

previously a member of the Major Transport Infrastructure Board Victoria, the Sydney Metro Assurance Board, the NSW Health Infrastructure Board and the Olympic Coordination Authority Board for the 2000 Sydney Olympics.

John is a member of the Audit and Risk Committee, and the Board Operational Readiness Committee.



Thao Oakey, Director

Thao Oakey has over 25 years of experience in major infrastructure financing, development, and operations, including over 10 years in investment banking prior

to undertaking senior executive roles at Leighton Contractors as General Manager, Infrastructure Investments and Sydney Motorway Corporation as Chief Investment Officer.

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

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

Thao was a member of the Audit and Risk Committee. Thao retired as a Sydney Metro Director on 30 June 2025.

Table 4: Sydney Metro Board members during the year ended 30 June 2025

Member	Position	Term of appointment	Qualification
Gail Pemberton AO Appointed Chair 1 January 2025	Chair	1 July 2019 – current	Master of Arts, University of Technology
	Chair, Audit & Risk Committee Member, Board Operational Readiness Committee		Graduate Certificate in Finance Fellow, Australian Institute of Company Directors
John Barraclough	Director	1 July 2018 – current	Bachelor of Engineering (Civil) Hons
	Member, Audit & Risk Committee Member, Board Operational Readiness Committee		
Howard Collins OBE	Director	5 July 2021 – current	Master of Business Administration Diploma in Management Studies Fellow of the Institution of Civil Engineers
	Chairman, Board Operational Readiness Committee		Fellow of Institute of Directors (UK) Fellow of the Institute of Railway Operators (UK) Member of Institute of Advanced Motorists (UK) Member of Institute of Advanced Motorists (UK)
Thao Oakey Retired 30 June 2025	Director	1 January 2019 – 30 June 2025	Bachelor of Economics (Actuarial)
	Member, Audit & Risk Committee Member, Board Operational Readiness Committee		Graduate, Australian Institute of Company Directors

Table 5: Director retirements during the reporting period

Member	Position	Term of appointment	Qualification
John Arthur Retired 31 December 2024	Chair	1 January 2019 – 31 December 2024	Bachelor of Laws Hons
	Chair, Audit & Risk Committee		
	Ex-officio member of Board Operational Readiness Committee		
Bob McKinnon Retired 31 March 2025	Director	5 July 2021 – 31 March 2025	Bachelor of Commerce (Accounting, Finance and Systems)
	Member, Audit & Risk Committee		Member, Chartered Accountants Australia and New Zealand
	Member, Board Operational Readiness Committee		Member, Australian Institute of Company Directors

Table 6: Board committee meeting attendance for the year ended 30 June 2025

Director	Scheduled Board meeting		Ad-hoc Board meeting		Total Board meetings	
	Meetings eligible to attend	Meetings attended	Meetings eligible to attend	Meetings attended	Meetings eligible to attend	Meetings attended
Gail Pemberton AO	11	10	2	1	13	11
John Barracrough	11	11	2	2	13	13
Howard Collins OBE	11	8	2	0	13	8
John Arthur	6	6	1	1	7	7
Bob McKinnon	10	8	2	2	12	10
Thao Oakey	11	10	2	2	13	12

Table 7: Board meeting attendance for the year ended 30 June 2025

Director	Board Audit and Risk Committee		Board Operational Readiness Committee	
	Meetings eligible to attend	Meetings attended	Meetings eligible to attend	Meetings attended
Gail Pemberton AO	5	4	1	1
John Barracrough	5	4	5	4
Howard Collins OBE	5	2	5	5
John Arthur	3	3	4	4
Bob McKinnon	3	3	3	3
Thao Oakey	5	5	5	3

Retired Committees during the reporting period

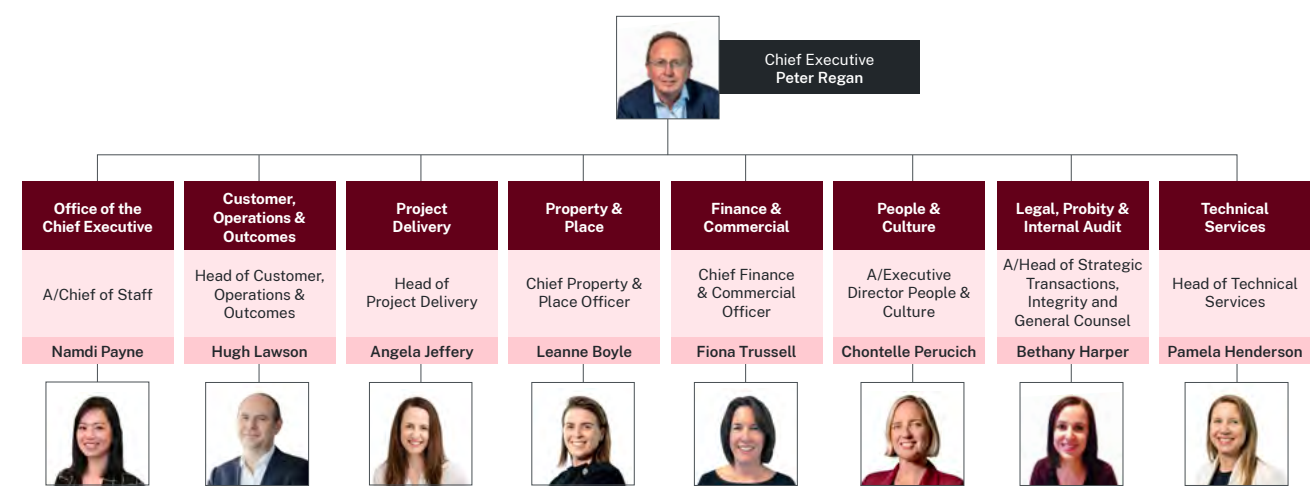
The Board People and Culture Committee was retired on 5 December 2024. There were no meetings held in the reporting period.



Image: Waterloo Station.

Sydney Metro structure

Number and remuneration of senior executives



Senior leadership structure as at 30 June 2025.

Over the past 12 months we have continued to progress the review of our operating model and organisational structure to ensure our future sustainability and respond to our evolving operational needs. A first step has been the establishment of a Technical Services division to rebalance responsibilities and strengthen

technical excellence across both project delivery and our expanding operational footprint. During the year we have worked to reduce the number of senior executives in response to the NSW Government’s senior executive reduction policy. The operating model program is expected to conclude during 2026.

Senior leadership governance

During the reporting period, we made some adjustments to our senior leadership governance arrangements.

Contractor Review Committee

To strengthen our fiscal responsibility, the Contractor Review Committee (CRC) was established in 2023 to ensure all decisions regarding the engagement or extension of contractors met the threshold criteria set by the Sydney Metro Chief Executive in accordance with government policy. During the reporting year, as part of ongoing business improvement efforts, a more robust business-as-usual approach was implemented for procurement and management of contractors and labour hire. With updated processes and controls in place, the CRC was dissolved.

Health and Safety Management Committee

During the reporting period, a Health and Safety Management Committee was established to provide strategic oversight to ensure the effective management of health and safety, assist Officers of Sydney Metro in fulfilling their due diligence obligations under the Work Health and Safety, Rail Safety and Heavy Vehicle regimes and to support the elimination (or minimisation) of risks to health and safety matters.

Table 8: Sydney Metro senior leadership 2024–25

Name	Position	Periods position held	Qualifications
Peter Regan	Chief Executive	12/04/2021 – 30/06/2025	Bachelor of Commerce (Accounting and Finance) Fellow, Chartered Accountants Australia and New Zealand
Chontelle Perucich	Acting Executive Director People and Culture Chief of Staff	03/07/2024 – 30/06/2025 14/02/2022 – 02/07/2024	Bachelor of Environmental Science (Geography) (Hons) Graduate Member Australian Institute of Company Directors
Namdi Payne	Acting Chief of Staff	03/07/2024 – 30/06/2025	Master of International Studies Bachelor of Laws (LLB) Hons
Leanne Boyle	Chief Property & Place Officer	08/08/2022 – 30/06/2025	Master of Business Administration Graduate Member Australian Institute of Company Directors Bachelor of Science (Land Economics)
Angela Jeffery	Head of Project Delivery	02/09/2024 – 30/06/2025	Master of Construction Management Australian Major Projects Leadership Academy Bachelor of Interior Architecture
Pamela Henderson	Head of Technical Services	19/09/2024 – 30/06/2025	Graduate Executive Fellows Program Australian & NZ School of Government Graduate Australian Major Projects Leadership Academy Graduate Australian Institute of Company Directors Post Graduate Diploma of Management Bachelor of Engineering (Hons) Electrical
Hugh Lawson	Head of Customer Operations & Outcomes	14/10/2024 – 30/06/2025	Master of Engineering Master of Arts Chartered Engineer (CEng) Fellow of the Institution of Civil Engineers (FICE) Member of the Association for Project Management (UK)
Fiona Trussell	Chief Finance & Commercial Officer	14/12/2022 – 30/06/2025	Bachelor of Economics (Accounting) Graduate Member Australian Institute of Company Directors Member of Institute of Chartered Accountants Australia
Bethany Harper	Acting Head of Strategic Transactions Integrity and General Counsel	01/12/2024 – 30/06/2025	Bachelor of Laws (LLB) Bachelor of Arts (English) Postgraduate Certificate of Professional Legal Studies

Table 9: Former Sydney Metro senior leadership 2024–25

Name	Position	Periods position held	Qualifications
Brendan Harvey	Head of Strategic Transaction Integrity and General Counsel	23/08/2023 – 12/07/2024	Postgraduate Certificate of Professional Legal Studies Bachelor of Laws (LLB) Hons Common & Civil Law with Hispanic Studies
Rebecca Nikqi	Acting Executive Director People and Culture	15/01/2024 – 02/07/2024	Master of Business Administration Bachelor of Business Project Management Foundation (Prince 2)
Rebecca McPhee	Deputy Chief Executive & Head of Customer Operations & Outcomes	24/04/2021 – 11/08/2024	Master of Arts (Hons), Economics and Social and Political Sciences
Josh Watkin	Acting Head of Project Delivery	10/01/2024 – 01/09/2024	Executive Masters of Public Administration Master of Arts (Peace and Conflict Studies) Bachelor of Arts (Politics and Indonesian Studies) Graduate Diploma (Theology and Ethics) Graduate Member Australian Institute of Company Directors

Table 10: Number and remuneration of senior executives (2024–25)

Transport senior service level	Female	Male	Total	Average total remuneration package \$
TSSE Band 3				
2024–25	2	1	3	603,048.33
2023–24	2	1	3	603,048.33
2022–23	2	1	3	603,048.33
TSSE Band 2				
2024–25	23	30	53	344,152.92
2023–24	23	34	57	350,524.95
2022–23	23	36	59	357,820.61
TSSE Band 1				
2024–25	59	132	191	248,711.24
2023–24	71	144	215	251,962.76
2022–23	83	145	228	254,049.21
Total				
2024–25	84	163	247	273,494.32

Data source: SAP – Corporate Analytics Portal as of 30 June 2025.

People

Sydney Metro's headcount is 1155 people which included a full-time equivalent of 1143.75. The Sydney Metro government workforce excludes cadets, casuals and contractor/labour hire and is presented in the table below alongside data from the previous two years.

The overall reduction in headcount from the previous reporting period is attributable to the completion and opening of the City section of the M1 Line and responding to the NSW Government's policy to reduce the size of the Senior Executive Service.

Table 11: Sydney Metro Government workforce

	Salaried employees (Grades 1–9)		Transport Senior Service Managers		Senior Executive		Total
	Female	Male	Female	Male	Female	Male	
Full Time Equivalent							
As of 30 June 2025	363.87	285.4	98.14	150.6	82.74	163	1143.75
As of 30 June 2024	383.2	327.9	118.7	153.6	94.9	179.0	1257.30
As of 30 June 2023	401.01	345	113.43	159.60	106.49	181.57	1307.10
Headcount							
As of 30 June 2025	370	286	101	151	84	163	1155
As of 30 June 2024	389	328	122	154	96	179	1268
As of 30 June 2023	406	345	118	160	108	182	1319



Image: A team from the Western – Sydney Airport project was on hand at the Western Sydney International Airport open day at the Airport Experience centre in Luddenham.

Payments to consultants

Table 12: Engagements of \$50,000 and over

Consultant	Category	Project	2024–25 expenditure	Total actual cost
Transport Trading Ltd	Consultancy	Independent Operational Readiness Assurance and Advice for Sydney Metro City & Southwest Project	\$354,871	\$354,871
Procure Group Pty Ltd	Consultancy	Probity Advisory Services, Sydney Metro West	\$721,696	\$1,079,754
Total			\$1,076,567	\$1,434,625

Table 13: Engagements/contracts less than \$50,000

Total number of engagements	2024–25 expenditure	Total actual cost
8	\$147,390	\$1,025,764



Image: Central Station.

International travel

Table 14: International travel

Officer	Date	Destination	Purpose
Chief Executive Sydney Metro	26 September 2024 – 6 October 2024	Singapore, Singapore	To meet with executives of Comfort DelGro's (shortlisted Trains, Systems, Maintenance and Operations (TSMO) bidder) subsidiary operator, SBS Transport in Singapore.
		London, United Kingdom	To participate and deliver a keynote address on the success of the new City section of the M1 Line at the Australian British Infrastructure Catalyst event held in London.
		Paris, France	To meet with RATP Dev (shortlisted TSMO bidder) executives in Paris.
Head of Customer Operations and Outcomes Sydney Metro	24–29 March 2025	Hong Kong, Hong Kong	To meet with MTR executives (shortlisted TSMO bidder) in Hong Kong.
		Madrid, Spain	To participate in and present at the Community of Metros Benchmarking Group expert workshop on behalf of Sydney Metro.
Head of Customer Operations and Outcomes Sydney Metro	29–31 January 2025	London, United Kingdom	To meet with senior representatives from Transport for London and High Speed 2 to gain insights on their operations, projects and to share lessons and key challenges.
		Auckland, New Zealand	To participate in workshop sessions to share key operational readiness insights and learnings from the recent Sydney Metro M1 Northwest & Bankstown Line City section opening.
Executive Director NorthWest Operations	29–31 January 2025	Auckland, New Zealand	To participate in workshop sessions to share key operational readiness insights and learnings from the recent Sydney Metro M1 Northwest & Bankstown Line City section Opening.

Requirements arising from employment arrangements

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 delegation instrument. Personnel services are provided by Shared Services in TfNSW, including salaries, wages, leave entitlements, superannuation, workers' compensation insurance premiums, payroll tax, fringe benefits tax and redundancies.



Image: Sydney Metro office.

Legal change

Acts and regulations administered by the Minister for Transport

Legislation administered by the Minister for Transport is included in the Annual Report of TfNSW.

Changes in Acts and subordinate legislation

Amendments (during the reporting period) to legislation administered by the Minister for Transport, Minister for Roads, and Minister for Regional Transport and Roads are included in the Annual Report of TfNSW.

Significant judicial decisions affecting the agency or users of its services

Telado Pty Ltd; CFT No. 8 Pty Ltd v Sydney Metro [2025] NSWLEC 42

This case involved a claim for compensation following the freehold acquisition by Sydney Metro of land in the Sydney CBD for the public purpose of the Sydney Metro West project. The Court's judgment focused on the interpretation of s56(1)(a) of the *Land Acquisition (Just Terms Compensation) Act 1991* which requires the disregard of the effect on the public purpose when assessing the market value of the land (known as the statutory disregard), and considered recent decisions on this issue by the NSW Court of Appeal in *Goldmate Property Luddenham No 1 Pty Ltd v Transport for New South Wales (Goldmate CA)* and *Sydney Metro v G & J Drivas Pty Ltd (Drivas CA)*.

The applicants were related entities with common directors, that owned adjacent parcels of land in the Sydney CBD. For compensation purposes, the land was treated as a consolidated site (Acquired Land). The applicants sought \$431.2 million in market value compensation, arguing the land's highest and best use was as part of an amalgamated redevelopment site with the adjoining land at 33 Bligh Street. 33 Bligh Street was formerly owned by Ausgrid and was acquired by Sydney Metro for the dual public purposes of the Metro West project and Sydney Metro City and South West projects, prior to the acquisition of the Acquired Land (33 Bligh Street Acquisition).

The applicants contended that, applying the statutory disregard, 33 Bligh Street would have been available for redevelopment with the Acquired Land. This, they argued, would allow for a redevelopment with increased floor-to-space ratios under the "tower cluster" provisions of the Sydney Local Environmental Plan 2012. The Acquired Land, by itself, did not meet the minimum site area threshold required to take advantage of the tower cluster provisions.

Sydney Metro's position was that the Acquired Land's highest and best use was its existing use. It assessed market value at \$200 million. Sydney Metro argued that even disregarding Metro West as required by s56(1)(a), 33 Bligh Street was still needed for Metro City and Southwest, a separate public purpose which was not to be disregarded as part of the assessment of market value and thus was not available for amalgamation. Alternatively, if 33 Bligh Street was assumed to be available, the amalgamation potential was remote and speculative, adding only \$10 million to the site's standalone value in recognition of that potential.

To determine whether the 33 Bligh Street Acquisition should be disregarded for the purposes of s56(1)(a), the court applied the principles set out in *Goldmate CA*. The court found that the relevant public purpose to be disregarded in the valuation exercise was the Metro West project alone. It found that the Metro City and Southwest project constituted a distinct project, which was not subject to statutory disregard, and rejected the applicants' contention that the public purpose was the broader Sydney Metro network.

The applicants also contended for several alternative scenarios, should the statutory disregard not apply to the 33 Bligh Street Acquisition, one of which was that 33 Bligh Street would have been released for sale after Metro City and Southwest's construction was completed in 2024 such that it would have been available for amalgamation after that date.

The applicants claimed that without Metro West, a planning proposal for a combined redevelopment would have been lodged before the acquisition. The court rejected that claim, finding on the available evidence that the applicants had in fact decided to abandon the potential amalgamation and "pivot" to preparing an unsolicited proposal for an over-station development, due to the perceived risk of acquisition, and not the

carrying out or proposal to carry out the public purpose. Consequently, the "pivot decision" did not fall within the scope of the statutory disregard and the court concluded that a hypothetical purchaser at the date of acquisition would have valued the Acquired Land as a standalone site, with no potential for amalgamation.

The judgment reinforces the approach set out in recent case law concerning the proper application of the statutory disregard in s56(1)(a) of the *Land Acquisition (Just Terms Compensation) Act 1991*. It clarifies both how to determine the public purpose to be disregarded and the limits of that disregard, especially in the context of strategic land use decisions driven by an anticipated acquisition.

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

The Court of Appeal overturned the Land and Environment Court's decision in *Goldmate Property Luddenham No. 1 Pty Ltd v Transport for NSW 2024 NSWLEC 39* (LEC Proceedings), which was reported in last year's annual report.

The judgment in the LEC Proceedings primarily concerned the proper characterisation of the public purpose for which land was acquired by TfNSW. The public purpose is relevant for the assessment of compensation under the *Land Acquisition (Just Terms Compensation) Act 1991* as, in determining compensation for the market value of the acquired land, the effect of the public purpose on the value of the land is to be disregarded (s56(1)(a)), whereas when determining the effect on the value of any retained land of the same person, regard is to be had to the effect of the public purpose on that value (s55(f)).

The Applicant owned 31.79 hectares of land in Luddenham. On 30 June 2021, TfNSW acquired 14.66 hectares "for the purposes of the *Roads Act 1993* in connection with the construction, operation and maintenance of the M12 Motorway". The Applicant landowner retained 17.13 hectares of land.

As at the date of acquisition, the land was primarily zoned Enterprise (ENT) under the State Environmental Planning Policy (Western Sydney Aerotropolis) 2020, prior to which it had been zoned RU2 Rural Landscape under the Penrith Local Environment Plan. The primary issue in dispute was whether the public purpose had caused the change in zoning from RU2 to ENT, and the consequent increase in market value. The Applicant contended that the public purpose was limited to the M12 Motorway Project which did not result any change in the zoning of the land and claimed compensation

in the amount of \$55,636,728. TfNSW contended that the M12 Motorway was part of a broader public purpose to provide the infrastructure necessary to service the Western Sydney Airport and the Western Sydney Aerotropolis, and without that infrastructure, the land would not have been rezoned to the higher value ENT zone. Consequently, TfNSW contended that, applying the statutory disregard in s56(1)(a), the land should be valued based on an RU2 zoning, and any retained land valued based on the ENT zoning to give effect to s55(f), resulting in compensation in the amount of \$4,138,180, significantly less than that claimed by the Applicant.

Justice Duggan found in the LEC Proceedings that the rezoning was a direct consequence of the public purpose and needed to be disregarded when determining market value under s56(1)(a) and consequently determined compensation in the amount of \$9,523,500.

Goldmate appealed on two grounds, with the key ground being that Justice Duggan erred in finding that the public purpose for which the land was acquired was not the purpose of the *Roads Act 1993* which was the source of TfNSW's power to acquire the land.

The Court of Appeal upheld the appeal, holding that a four-step test is to be applied in an assessment of market value under s56(1)(a) of the *Land Acquisition (Just Terms Compensation) Act 1991* which requires:

- a. the identification of the acquiring authority
- b. the identification, by reference to the authority's empowering legislation, of the public purpose or purposes for which the acquiring authority has the power to acquire land
- c. the identification of the acquiring authority's public purpose in acquiring the land, which must fall within the purpose or range of purposes identified in (b) above, and
- d. the determination of the question, which is one of fact, whether there has been any increase or decrease in the value of the land caused by the carrying out of, or the proposal to carry out, the public purpose for which the land was acquired, identified in (c).

In relation to step (b), TfNSW's power to acquire the land derived from s177 of the *Roads Act 1993*. The only purpose in the *Roads Act 1993* which was identified as supporting the acquisition was section 71 (to carry out road work). TfNSW could not point to any source of power to acquire land for any

broader purpose than that for which the *Roads Act 1993* provided (such as rezoning of land). Therefore, the Court of Appeal found that its purpose in acquiring the land was to carry out road work for the M12 Project, and not the broader purposes contended for by TfNSW. Justice Duggan's enquiry as to the wider background of the acquisition was irrelevant because TfNSW's purpose was constrained by the terms of the *Roads Act 1993*, and its powers under that Act.

TfNSW applied for special leave to appeal to the High Court, but this application was refused.

This judgment demonstrates that acquiring authorities will need to look closely at their sources of power of acquisition when considering the characterisation of the public purpose of their acquisitions. It is clear that a public purpose can only be founded in the express powers or functions of the acquiring authority's enabling legislation. Any purpose beyond that cannot be relied upon for an assessment under s56(1)(a) or 55(f) of the *Land Acquisition (Just Terms Compensation) Act 1991*.

Economic or other factors

Sydney Metro continues to progress a significant pipeline of capital works to meet its strategic objectives across multiple major projects. While the global economy has shown signs of stabilisation since the initial shock of COVID-19, geopolitical tensions, such as the ongoing war in Ukraine, emerging instability in other regions including the Middle East, and increasing U.S. trade protectionism through evolving tariffs, continue to influence global markets. Inflationary pressures have begun to moderate, and interest rates have largely plateaued in many developed economies, including Australia, though they remain elevated compared to pre-pandemic levels.

In the 2024–25 period, national infrastructure investment levels remained high, but government-led reprioritisation and project deferrals particularly in New South Wales and Victoria have begun to ease delivery pressures. This has improved supply chain access and reduced some cost pressures. However, competition for skilled labour and materials continues, particularly in civil and rail-related sectors, maintaining upward pressure on prices in specific trades and commodities.

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

- early engagement with the market to inform the procurement process
- detailed assessment of package-specific cost escalation risks informed by economic and supply chain data
- managing foreign currency exposure through appropriate hedging strategies

- seeking longer-term price validity from bidders during procurement
- reviewing contract models and updating contractual provisions as necessary
- developing and negotiating package-specific risk allocation regimes with contractors collaboratively before contract award
- implementing Infrastructure NSW supply chain escalation principles (including a Rise and Fall mechanism with a Cap and Collar approach, where appropriate)
- robust contract management during delivery to assess and substantiate additional risk and cost impacts.

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

- value engineering opportunities and innovations to reduce costs while balancing and prioritising the benefits of our projects
- standardisation of engineering and design standards across program
- standardisation of procurement and contract management processes
- development of collaborative performance management with industry partners
- strategic engagement with industry to drive innovation and supply chain resilience
- ongoing assessment of market conditions and escalation drivers to inform commercial strategy.

Insurance activities

Sydney Metro is a member agency/authority of the NSW Treasury Managed Fund (TMF) for its direct insurance requirements (non-project related insurances) including workers' compensation, public liability, property, motor vehicle and miscellaneous items, including professional indemnity. In 2024–25, there were no material claims made against any of these insurance categories under the TMF.

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

Delivery phase insurances procured by Sydney Metro typically include:

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

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

Operations phase insurances for the M1 Line are procured by, or on behalf of the operator in accordance with the operations, trains and systems project deed and are consistent with projects of a similar size and nature, delivered through a PPP. These insurances include property damage, business interruption (loss of revenue), public and products liability, and professional indemnity insurance. Consistent with delivery phase insurances, Sydney Metro's insurable interests are maintained as required by contract.

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

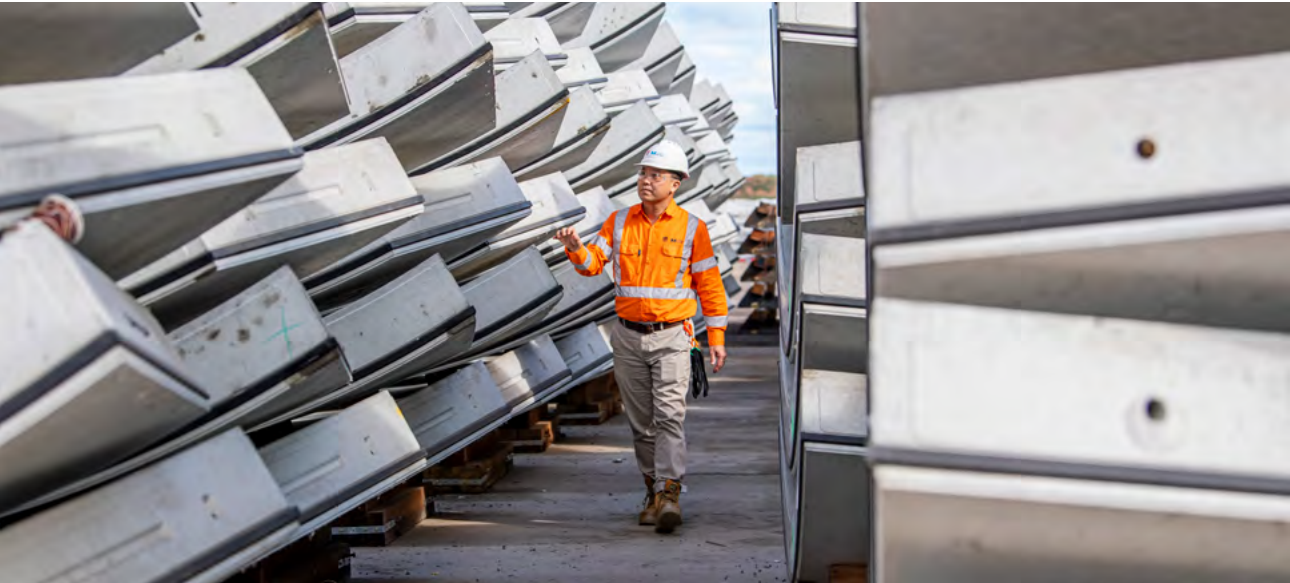


Image: Concrete segments ready to be installed at the Sydney Metro – Western Sydney Airport Line project.

Internal audit and risk management policy attestation

Audit and risk management

Risk management at Sydney Metro is a significant part of organisational governance. It supports business performance and delivery of project objectives safely and successfully. Sydney Metro continually improves risk management practices to strengthen and maintain its strong risk culture.

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

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

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

Sydney Metro has adopted the NSW Treasury Three Lines model that supports organisational governance, risk management, and assurance.

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

Internal Audit and Risk Management Attestation Statement for the 2024–25 Financial Year for Sydney Metro

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

Core requirements

Table 15: Risk Management Framework

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

Table 16: Internal Audit Function

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

Table 17: Audit and Risk Committee

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

Membership

The independent chair and members of the Audit and Risk Committee are:

- Chair, John Arthur, 1 July 2024 – 31 December 2024
- Member, Gail Pemberton, 1 July 2024 – 30 June 2025 (Acting Chair 1 January 2025 – 30 June 2025)
- Member, Bob McKinnon, 1 July 2024 – 31 March 2025
- Member, Thao Oakey, 1 July 2024 – 30 June 2025
- Member, John Barraclough, 1 July 2024 – 30 June 2025



Gail Pemberton

Chair,
Sydney Metro Board in accordance with a resolution of the Sydney Metro Board.

2 October 2025

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

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

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

The PMP is available on the TfSNW website.
transport.nsw.gov.au/about-us/transport-privacy#Privacy_Management_Plans

Sydney Metro did not receive any applications for access to personal information under section 14 of the PPIP Act during 2024–25. Sydney Metro received one application for internal review under Part 5 of the PPIP Act during 2024–25.

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

E sydneymetro.privacy@transport.nsw.gov.au

Post The Privacy Officer
Legal – Corporate
Sydney Metro
PO Box K659
Haymarket NSW 1240



Image: The Sydney Metro Community Engagement van was onsite at the Ferragosto Festival in August 2024.

Access to government information

Government Information (Public Access) Act 2009

Review of the proactive release program

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

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

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

Further information about Sydney Metro’s GIPA processes and the types of information held by the agency is available on the Sydney Metro website sydnymetro.info/access-information

Number of access applications received

Sydney Metro received 33 access applications (including withdrawn applications but not invalid applications) during 2024–25.

Number of refused applications for Schedule 1 information

Sydney Metro refused access to information in four access applications in 2024–25 because the requested information was information referred to in Schedule 1 of the GIPA Act.

Table A: Number of GIPA applications by type of applicant and outcome 2024–25

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

Type of applicant	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application on withdraw
Media	0	1	0	0
Members of Parliament	1	1	0	2
Private sector business	0	0	0	0
Not-for-profit organisations or community groups	0	3	0	1
Members of the public (by legal representative)	0	0	0	0
Members of the public (other)	1	0	0	0

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

Table B: Number of GIPA applications by type of applicant and outcome 2024–25

Type of information requested	Access granted in full	Access granted in part	Access refused in full	Information not held
Personal information applications	1	0	0	0
Access application (other than personal information applications)	6	1	5	2
Access application that are partly personal information application and partly other	1	0	1	3

Type of applicant	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application on withdraw
Personal information applications	0	0	0	0
Access application (other than personal information applications)	2	5	0	3
Access application that are partly personal information application and partly other	0	0	0	0

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

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

Table C: Invalid GIPA applications 2024–25

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	12
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	12
Invalid applications that subsequently became valid applications	8



Table D: Conclusive presumptions of overriding public interest against disclosures: matters listed in Schedule 1 of the GIPA Act 2024–25

Consideration category/type	Number of times consideration used ¹
Overriding secrecy laws	0
Cabinet information	4
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environment heritage	0
Privilege generally – Sch 1(5A)	0
Information provided to the High Risk Offenders Assessment Committee	0

¹ More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recorded (but only once per application).

Table E: Other public interest consideration against disclosure: matters listed in table to section 14 of the GIPA Act 2024–25

Consideration category/type	Number of occasions when application was not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	2
Business interests of agencies and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

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

Table F: Timeliness of GIPA decisions 2024–25

Timeliness of decision	Number of applications
Decided within the statutory timeframes (20 days plus any extensions)	25
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	25

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

Table G: Number of applications reviewed under Part 5 of the GIPA Act (by type or review and outcome) 2024–25

Type of review	Decisions varied	Decisions upheld	Total
Internal review	1	1	2
Review by Information Commissioner	0	4	4
Internal review following recommendation under section 93 of Act	0	0	0
Review by National Civil and Administrative Tribunal	1	5	6
Total	2	10	12

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

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

Type of applicant	Number of applications for review
Applications by access applicants	4
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	4

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

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

Exemptions

Sydney Metro has no exemption from including certain information in the 2024–25 Annual Report.



05 Sustainability



Image: Aerial view of the track laying at Luddenham on the Sydney Metro – Western Sydney Airport Line.

Our approach to sustainability

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

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

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

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



Figure 5.1: United Nations Sustainable Development Goals that Sydney Metro is making a positive contribution to.

The Sydney Metro Sustainability Framework (2020–25) outlines our approach to delivering sustainable outcomes across the business and articulates six sustainability principles (refer to Figure 5.2) which align to the key areas of sustainability, risk and opportunity. The Statement of Commitment and Sustainability Framework are supported by project-specific sustainability strategies and plans.

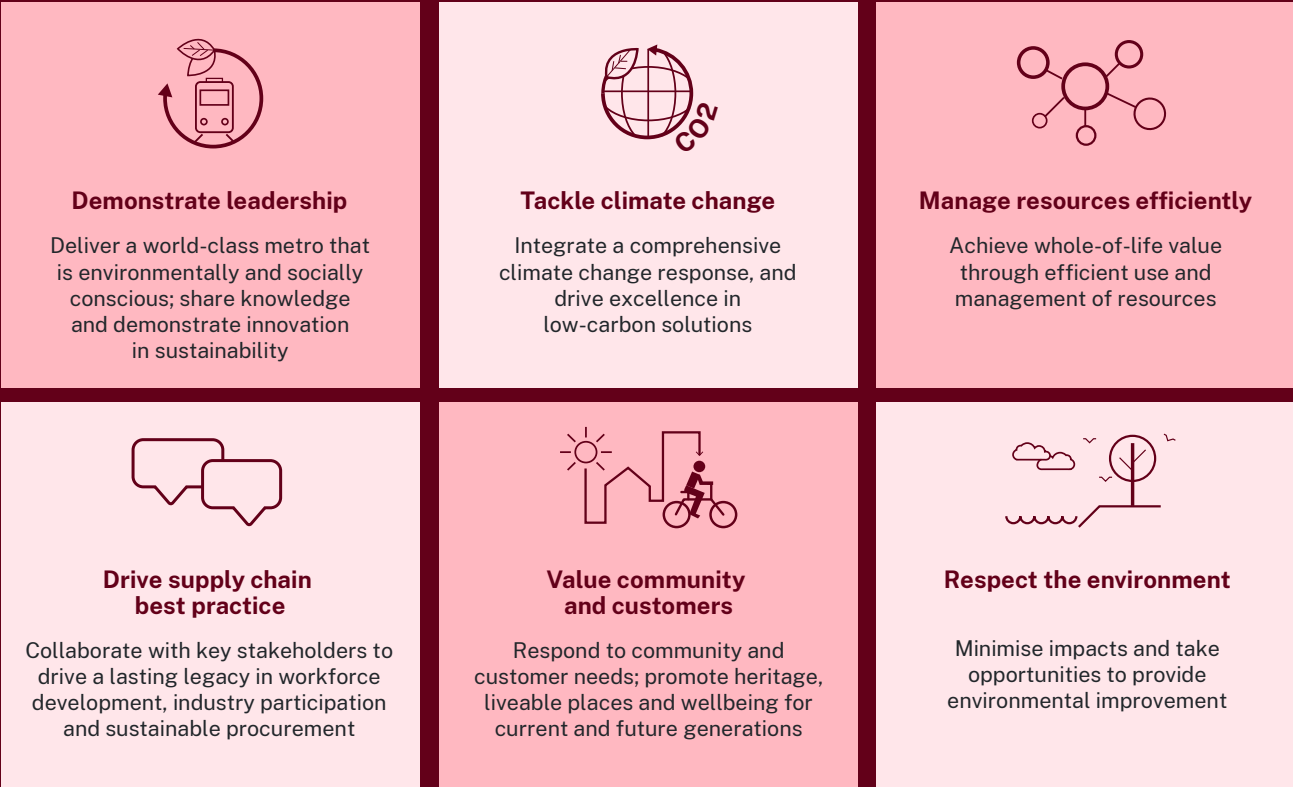
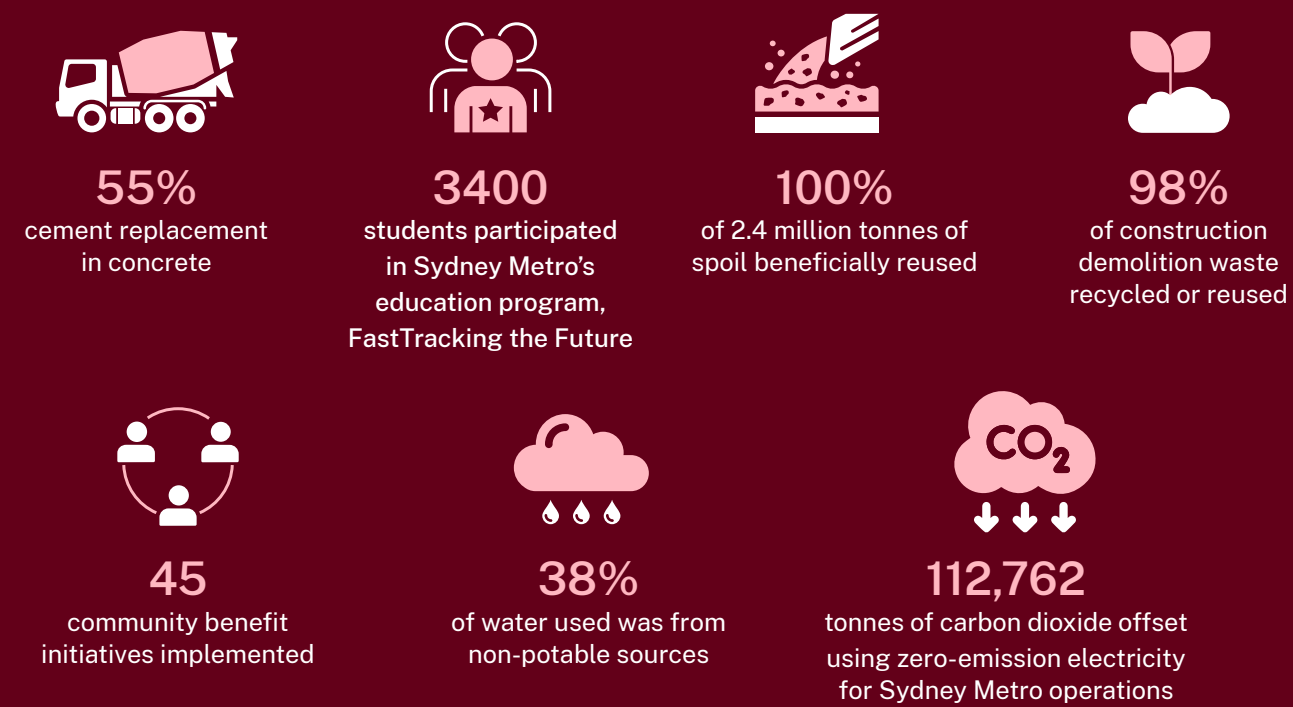


Figure 5.2: Sydney Metro Sustainability Principles.

Key sustainability achievements 2024–25



Demonstrate leadership

Sustainability targets

We are currently on track to achieve 92 per cent of our construction sustainability targets. Each Sydney Metro project has a sustainability plan or strategy which outlines our targets for both construction and operation. Our targets and initiatives are embedded into contractual documents where relevant to drive sustainable environmental and socio-economic outcomes.

Examples where we are exceeding targets include reducing the carbon emissions associated with consumption of fuel and electricity during construction, minimising the embodied impacts of steel and concrete,

and a high level of attainment of sustainability ratings. Examples of targets that may not be met include those relating to recycling of construction office waste, achievement of water reduction targets and delivery of community benefit initiatives, which are being addressed through collaboration with delivery partners. More detail is provided on the sustainability performance of our projects for 2024–25 at **Appendix 1** and our progress against our sustainability targets at **Appendix 2**.



Figure 5.3: 2024–25 performance against our construction stage sustainability targets.

Ratings achieved in the 2024–25 financial year

Sydney Metro City & Southwest project		Sydney Metro West	Sydney Metro – Western Sydney Airport
Barangaroo, Martin Place, Victoria Cross, Waterloo and Crows Nest stations all received 6 star As-Built Green Star ratings	The Bankstown Early Works package received a ‘Platinum’ rating under TfNSW’s Sustainable Design Guidelines	The Western and Eastern Tunnelling Packages achieved ‘Leading’ Infrastructure Sustainability (IS) Council Design ratings	The Station Boxes and Tunnelling Package achieved a ‘Leading’ (75.11 points) Infrastructure Sustainability (IS) Council As-Built rating



Image: Sydney Metro Central Station received the Placemaking Award in the 2024 Banksia NSW Sustainability Awards.

Early integration of sustainability on track to achieve Leading As Built rating

Sydney Metro West Central Tunnelling Package has recently set a new benchmark by submitting its Infrastructure Sustainability As Built Leading Rating prior to the project’s completion. The project is on track to achieve rating as a result of proactive planning approach, documentation of processes,detailed evidence and early integration of sustainability initiatives throughout the project design and construction stages.

City stations achieved leading sustainability ratings

Six of the eight City stations have now achieved a 6 Star Green Star –Design & As Built certified rating, representing World Leadership in better, healthier and more responsible buildings. This financial year, Barangaroo, Waterloo, Martin Place, Crows Nest and Victoria Cross stations received their 6 Star rating, joining Central Station who received its rating last

financial year. These exceptional results demonstrate a commitment by Sydney Metro and its contractors to delivering on ambitious sustainability goals throughout the project lifecycle.

Sydney Metro has achieved significant carbon and energy savings in its journey toward net zero through the initiatives implemented on the City section of the M1 Line. This includes a step-change in the way infrastructure is designed, procured, delivered and operated, targeting carbon reductions and energy efficiency through every stage of the project lifecycle. Early engagement with stakeholders and genuine collaboration with delivery partners has been key to these achievements. The project has presented an exciting opportunity to drive industry transformation and set new sustainability standards and benchmarks for future rail projects in Australia.

The Green Star rating for the final Sydney Metro City station, Gadigal, is being finalised and is on track for a 6 Star rating.



Climate-related financial disclosure reporting

Starting this year, Sydney Metro is required to complete climate related financial disclosure reporting in accordance with the NSW Treasury Policy and Guidelines (TPG 24-33 Reporting framework for climate-related financial disclosure). The consolidated climate related financial disclosure information is presented in the TfNSW's Annual Report 2024-25.



Image: Crows Nest Station.

Tackle climate change

Carbon emissions

To align with Transport portfolio standards, we have updated our carbon emissions reporting methodology effective this year:

- Scope 1 emissions reported now include direct emissions from Sydney Metro corporate activities (for example offices and fleet vehicles)
- Scope 2 emissions reported now include indirect emissions from Sydney Metro's corporate activities (for example electricity used in offices)
- Scope 3 emissions reported now include indirect emissions from Sydney Metro's value chain (for example associated with construction of Sydney Metro projects and operation of the M1 Line).

Table 18: Location-based carbon emissions for Sydney Metro for 2024-27	
Scope type	Tonnes CO ₂ -e
Scope 1	46
Scope 2 ¹	460
Scope 3 ^{1,2}	585,865
Total	586,371

¹ Location-based emissions, excluding consideration of renewable electricity and offsets.

² Excludes emissions associated with the Sydney Metro operator's use of fuel and materials, as this information was not available at the time of reporting.

Scope 3 carbon emissions in construction

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

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

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

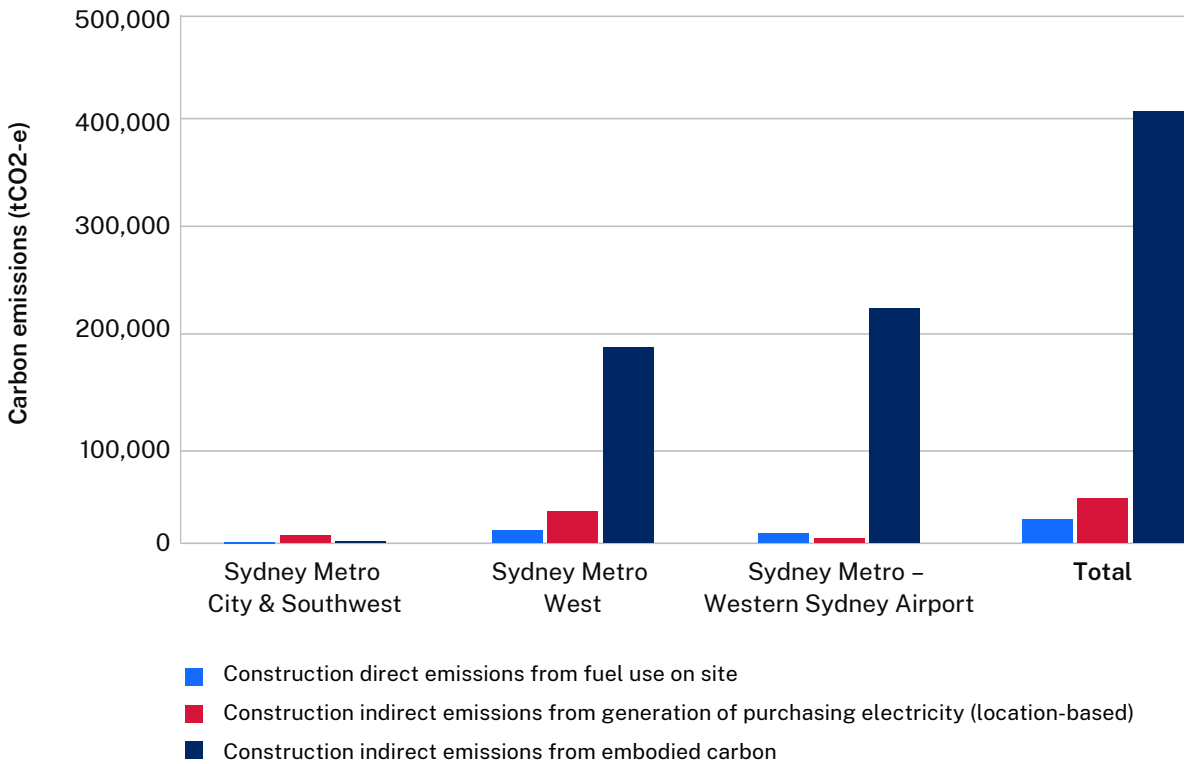


Figure 5.4: Construction carbon emissions in 2024-25

Energy use in operations

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

Sydney Metro procured LGCs under a long-term green products purchase agreement with the Beryl Solar Farm in regional NSW and retired 141,481 LGCs equivalent to 100 per cent of 2024 operational electricity consumption.



Image: Beryl Solar Farm.

Embedding climate change resilience

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

These assessments include:

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

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

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

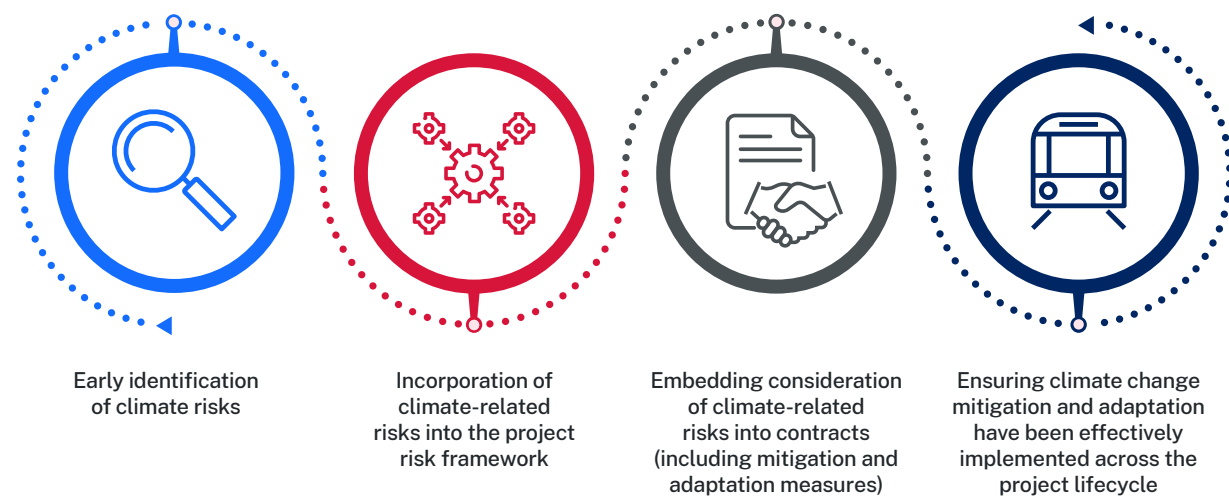


Figure 5.5: Sydney Metro's approach to addressing climate change.

Hydrotreated vegetable oil powers cranes on Sydney Metro – Western Sydney Airport project

In January 2025, the first hydrotreated vegetable oil (HVO) delivery was made to the Airport Terminal Station site. HVO is a renewable diesel replacement made from waste products such as vegetable oils and animal fats. HVO has been and will continue to be used as a 100 per cent substitute for diesel in the tower cranes at the Airport Terminal Station and the project team is exploring further application to diesel generators and other plant equipment on site.



Image: Truck delivering HVO to the Airport Terminal Station site in January 2025.



Image: Train testing on the Sydney Metro rail line from Chatswood to Sydenham.

Manage resources efficiently

Tunnel boring innovation leads to major water savings

Reducing water consumption has been a key focus for the Sydney Metro West Eastern Tunnelling Package. In this financial year, considerable water savings of approximately 39 per cent (compared to business as usual) have been achieved. The project has two slurry tunnel boring machines (TBM), which use an artificial slurry composed of bentonite clay, water, and additives. This slurry serves two critical functions: it transports spoil away from the excavation face and creates a pressure seal to support the tunnel face during excavation. Given the scale of the tunnelling operation, the amount of water required is substantial.

Potable water use during construction is being minimised by extracting water from the spoil generated by the TBMs and reusing it in slurry treatment and batching processes. Further water savings are made by recycling the slurry by removing bentonite from the slurry mix where feasible. Without bentonite, the slurry has more flexible water quality requirements, significantly enhancing the ability to recycle it. This approach has led to considerable water savings by reducing the need to batch fresh slurry.



Image: Spoil being removed from the station box at The Bays Station site.

Efficient use of materials

We work with our delivery partners to identify opportunities to reduce material quantities through lean design and to specify environmental performance of products. This is reflected in our sustainability targets and in case studies provided in this report, including for the use of steel and concrete, which are significant contributors to our construction carbon emissions. Where possible we use Australian steel to support local manufacturing and reduce transport emissions.

Table 19: Australian steel used in construction fiscal year 2024–25

Australian steel	% total steel used in projects
Sydney Metro City & Southwest	86%
Sydney Metro West	86%
Sydney Metro – Western Sydney Airport	96%
All projects in construction phase	89%

Innovation leads to steel reductions in track

In a NSW first, the Sydney Metro – Western Sydney Airport project used an innovative new rail fastening system that has a number of sustainability benefits, including:

- Reducing the number of rail anchors needed, from four per support to just two, which lowers material use and cuts embodied carbon. Reducing the weight of each support by more than 60 per cent from about 17.5 kilograms per support to about 6.3 kilograms. This equates to a weight saving of about 32 kilograms per metre of standard slab track, and a total steel reduction of approximately 676 tonnes across the project.
- Standardisation of the rail fastening system, which improves constructability. All parts of the fastening system can be preassembled in the factory, leading to more efficient installation, and reduced onsite machinery usage and associated fuel carbon emissions.
- Less vibration associated with use of highly elastic intermediate plates. The elasticity of the special cellentic material ensures stable rail deflection caused by the unevenness of the track and the wheels. Vibrations and structure-borne noise are therefore minimised.



Image: Track laying work for the new Sydney Metro – Western Sydney Airport Line.

Carbon savings in construction

To date Sydney Metro West’s three tunnelling packages have reduced their carbon footprints by 193,665 tCO₂-e, or approximately 24 per cent below the base case. These savings were achieved through:

- implementation of low-carbon concrete mix specification
- use of green power
- onsite renewable power generation
- use of biofuels during construction
- improved tunnelling efficiency via the use of automated tunnel boring machines
- optimised precast panel processes
- other low-carbon design and construction practices.

The Western Sydney Airport project has adopted low carbon concrete solutions to reduce the upfront embodied carbon from the large volumes of concrete used in construction. This includes the specification of concrete mixes that contain supplementary cementitious materials (SCM), which are of lower embodied carbon than ordinary portland cement. The project set out to achieve 35 per cent Portland cement replacement through SCM substitution, measured as a weighted average across all concrete mixes used across the project. To date, the project is achieving a 52 per cent SCM replacement, significantly exceeding its target.

Solar powered security cameras

On the City & Southwest project, Sydney Metro has commenced installation of over 80 solar powered cameras between Sydenham and Bankstown as part of the corridor’s intrusion and obstruction detection system. Captured solar energy will be stored in batteries, allowing the system to be 100 per cent powered by renewable energy.

Use of recycled materials

Examples of innovative recycled products applied on Sydney Metro this year include the continued use of GuardDog drain filters, which are made from 100 per cent recycled post-consumer and industrial waste, and the use of 1200 tonnes of recycled ballast used in the Bankstown section of Sydney Metro City & Southwest.



Image: Recycled ballast deposited onto Sydney Metro Southwest tracks.

Value community and customers

FastTracking the Future

FastTracking the Future is Sydney Metro's innovative education program, which connects school communities, teachers and students with Sydney Metro projects through its curriculum-aligned activities from Kindergarten to Year 10. In 2024–25, the program delivered 27 school visits, engaging more than 3400 students through initiatives such as the Metro Minds

STEAM Challenge, inquiry-based teacher development sessions, Fun with Robots incursions, and school holiday workshops. Sydney Metro completed the final phase of its professional learning program for teachers in June 2025. Delivered in partnership with Western Sydney University, the initiative ran from 2018, engaging 146 teachers across 58 schools. It resulted in 12 published teaching units and positively impacted more than 4150 students.

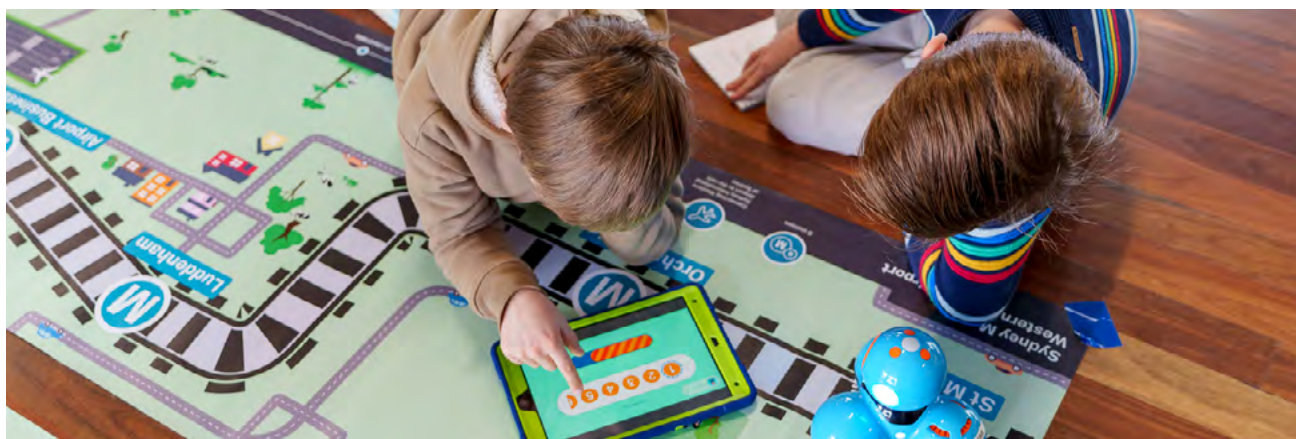


Image: Students building coding skills in the 'Fun with Robots' program.

Metro Minds STEAM Challenge

The Metro Minds STEAM Challenge invites students in Years 7 to 10 to develop innovative solutions to real-world challenges faced by Sydney Metro. A key feature of the program is the involvement of Metro Minds Ambassadors project professionals who provide mentorship as students apply design thinking to develop their ideas. In 2024, over 413 students from 17 schools took part in the challenge. In August 2024, five finalist teams from North Sydney Boys High School, Montgrove College, Our Lady of Mercy College Parramatta, Parramatta High School, and St Clare's College, Waverley pitched their solutions to a judging panel and live audience. The winning concept came from North Sydney Boys High School. Their innovation, Purgato named after the Latin word meaning 'to cleanse' was a robotic prototype designed to automate track maintenance, offering a practical and scalable solution for Sydney Metro's infrastructure needs.



Image: Innovators of the Future – Winners of the Metro Minds STEAM Challenge.

Fun with Robots incursion program

The Fun with Robots program was delivered as a school holiday workshop and incursion program during 2024–25. Designed for younger students, the program uses Dash robots and the intuitive Blockly visual coding platform to introduce foundational coding and problem-solving skills. Throughout the year, more than 400 students participated in the program, either through one of 12 school holiday sessions or via in-school incursions, gaining hands-on experience in robotics through challenges inspired by Sydney Metro operations.

Respect the environment

Our approach to environmental management

Environmental performance across Sydney Metro's program of works is closely monitored to minimise our impacts on the environment and local communities and ensure compliance with planning and statutory requirements. Sydney Metro records, tracks and reports on:

- environmental incidents
- compliance with planning approvals
- environmental inspections
- independent audit outcomes
- corrective and preventative actions
- regulatory action
- community complaints.

Through regular environmental performance reporting Sydney Metro can recognise trends in performance, identify the needs and expectations of our stakeholders and opportunities for improvement.

Environmental Management System certification

Sydney Metro has an Environmental Management System (EMS) that is externally certified to international standard ISO 14001:2015 – Environmental Management Systems through Intertek SAI Global. Sydney Metro is committed to regularly reviewing its EMS and ensuring actions are taken to continually improve processes and performance. Throughout 2024–25 various actions were taken to improve the EMS, including:

- the establishment of new documents to better articulate the structure and framework of the EMS
- the implementation of new document templates across the EMS that improve consistency
- retiring documentation as a result of document consolidation or where documentation is no longer required
- document updates that:
 - reflect Sydney Metro's current operational context
 - consolidates information, enhancing accessibility of key information
 - address identified opportunities for improvement
 - correspond with stakeholder feedback
- annual management review of the performance of Sydney Metro EMS to ensure its continuing suitability, adequacy and effectiveness.



Our project environmental performance 2024–25

Key environmental management outcomes over the reporting period are summarised below.

2252

Planning approval requirements

2252 planning approval conditions and mitigation measures were managed across Sydney Metro projects.

>97%

Compliance with planning approvals

61 non-compliances were reported resulting in more than 97 per cent compliance with planning approvals.

142

Environmental incidents

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

344

Environmental site inspections

344 environmental site inspections were undertaken across Sydney Metro’s program of works. An average of 1.6 issues were raised per inspection.

More green space in carparks through clever design

During the reporting period, the Sydney Metro – Western Sydney Airport project revised the car parking design at Bradfield Station, the Service and Maintenance Facility, and Luddenham commuter car parks, enhancing sustainability while reducing construction and maintenance costs. By shortening parking bays and allowing a 600mm vehicle overhang, swales are widened to 3.33 metres, increasing greenspace and creating a more natural growing environment for vegetation.

A high-quality organic growing medium that significantly improves soil aeration and biological activity will replace engineered sub-surface structures, improving soil aeration and enabling deeper root access to moisture and nutrients. This approach eliminates impermeable membranes and permeable pavements, reducing material and maintenance costs. The redesign across the three sites is expected to increase vegetated space by approximately 850m². The initiative reflects Sydney Metro’s commitment to scalable, environmentally responsible design across transport precincts.

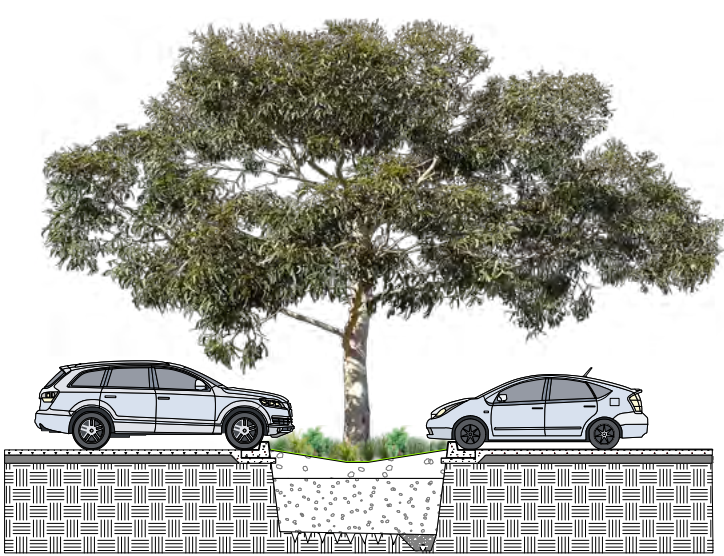


Image: Shortened car parking bays create a more natural growing environment for vegetation.



Water and carbon savings from fertiliser

An organic Australian-made product that is made from food waste produced by black soldier flies has been used on the Sydney Metro – Western Sydney Airport project. It provides similar levels of nitrogen, phosphorus, and potassium to poultry manure and contributes to the diversion of organic waste from landfill. The project used 325 kilograms of the fertiliser which resulted in several sustainability benefits including:

- 800 kilograms of organic waste diverted from landfill
- an overall saving of 800 kilograms CO₂e, through the reduction of methane production from food waste decomposition in landfills
- increased water holding capacity of soils, reducing post application watering during the landscaping establishment phase.



Images above: Solid growth after just four weeks of fertiliser.

Bio Basin improves Duck Creek water quality

Construction has begun on a bioretention basin at a drainage outlet to Duck Creek on the Sydney Metro West project. It will treat pollutants associated with surface runoff from the adjacent stabling and maintenance facility and surrounding urban environment. An innovative product has been used which capitalises on high-flow media to reduce the surface area requirements resulting in a higher efficiency system. The design includes placement of media and a selection of native reeds and grasses to slow water flow during high rainfall events, filter sediments and remove pollutants before stormwater enters the nearby creek, ultimately improving water quality of the receiving environment.



Images above: Bio Basin installation at the Clyde Maintenance Service Facility.

Work health and safety performance

Health and safety performance

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

Table 20: Summary of Health and Safety performance for Sydney Metro 2024–25

Measure	2022–23	2023–24	2024–25
Number of incidents reported (Sydney Metro Head Office)	5	9	11
Number of events reported to Office of the National Rail Safety Regulator (Sydney Metro as Rail Infrastructure Manager) ¹	15	7	6
Number of Lost Time Injuries due to workplace–related injury or illness	3	5 ²	7
Prosecutions reported	0	0	0

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

² Updated result. Identified as incorrectly reported in 2023-24 Annual Report.

Table 21: Summary of health and safety performance for Sydney Metro’s principal contractors 2024–25

Measure	2022–23	2023–24	2024–25
Number of Significant Incidents reported	226 ¹	235 ¹	1 ²
Number of Lost Time Injuries due to workplace–related injury or illness	24	25	11 ³
Prosecutions reported	0	0	0

¹ Number includes events resulting in actual significant consequence as well as incidents with potential for significant consequence.

² Reporting methodology was revised to only include significant incidents with a classification outcome of C3 (major) to C1 (catastrophic). Previously all occupational hygiene exposure incidents were classified as significant incidents.

³ Reduction in Lost Time Injuries during the reporting period is attributable to the reduction in principal contractor hours worked on the City section.

Health and safety strategy

Our commitment

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

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

Our approach

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

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

Disability inclusion action plans

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

Health and safety risk management

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

Health and safety risk assurance

We embed assurance requirements across the life cycle of each project to ensure the achievement of rail safety accreditation conditions.

Health and safety risk governance

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

Health and safety management system

To ensure a common approach to managing business performance and achieve ongoing improvement, there is a focus on the systematic identification, management and improvement of business areas that present risk.

This approach applies to the management of health and safety across both our operational business activities and infrastructure delivery program. Such extends to safety assurance conditions to ensure the achievement of standardised outcomes, including legal and other requirements.

Implementing one integrated management system, instead of multiple discipline specific systems, standardises the methods applied to manage all requirements for assurance and health and safety.

Sydney Metro as part of the Transport portfolio, aligns to the broader Transport for NSW Disability Action Plan 2023–25. Our progress on disability inclusion is presented in the Workforce Diversity section.

Workforce diversity

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

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

Table 22: Sydney Metro workforce diversity

Workforce diversity group	Benchmark (by 2025) %	2022-23 %	2023-24 %	2024-25 %
Women	50	47.9	47.9	48.1
Women in leadership	40	39.8	39.6	37.1
Aboriginal and Torres Strait Islander peoples	3.0	2.3	2.5	2.0
People with a disability	5.6	3.7	3.9	3.8
People with a disability requiring work-related adjustment	N/A	0.0	4.1	9.1

Empowering women in leadership

At Sydney Metro, diversity is a key focus and strength of our organisation, and we are committed to gender equity and its benefits. We are committed to our contribution to increase gender balance across Transport.

Sydney Metro has a target of 40 per cent women in leadership positions. While the last few years saw the organisation close to achieving this goal, achieving greater than 39 per cent, in 2024-25 there has been a reduction to 37.1 per cent. Limitations on recruitment across the organisation due to Government commitments to reduce senior executives across the public service, and a tightening fiscal environment have created some challenges. In this context Sydney Metro has focused on programs that seek to retain women in leadership and provide an environment that fosters growth and development:

- **Women in Projects Network (WiP):** the network meets several times a year to address and commit to actions with the aim of increasing the retention, active participation and representation of Sydney Metro’s women in projects.

- **National Association for Women in Construction (NAWIC):** sponsoring corporate membership for Sydney Metro employees, enabling access to NAWIC activities, programs and initiatives.
- **NAWIC Male Allies Program:** promoting this program is an opportunity for men in the construction industry to understand and champion diversity and inclusion in the workplace.
- **Parents and Carers Network:** Sydney Metro Chief Executive continued in his role as an executive sponsor of the Transport wide network for all parents, carers and their allies and advocates.

Championing Aboriginal employment

We aspire to achieve an overall representation target of three per cent Aboriginal employees at each award grade, in line with the target set out in the TfNSW Stretch Reconciliation Action Plan. At, 30 June 2025, two per cent of award grade staff are Aboriginal and Torres Strait Islander employees. This is a decrease from prior years.

We acknowledge that we have work to do and remain committed to increasing representation of Aboriginal and Torres Strait Islander employees within our workforce.

To celebrate National Reconciliation Week in 2025, Sydney Metro invited its staff to participate in Aboriginal cultural tours at Barangaroo, right on the doorstep of one of our Metro City stations. The walking tours allowed participants to immerse themselves in the history of Barangaroo and Sydney Harbour, while learning about native plants, artefacts and sustainability practices of the Gadigal people.

Sydney Metro celebrated NAIDOC week in July 2024 by engaging with First Nation’s cultures through music with a live performance by Kolaborate, a duo featuring First Nation’s soprano singer Shauntai and Senior Yidiki (didgeridoo) performer Johnny Daylight. This was followed by a weaving workshop by Auntie Karleen, an immersive experience where employees learnt about traditional weaving techniques.



Image: Sydney Metro celebrated NAIDOC week, July 2024.

Supporting diversity

The focus this year has been on sharing the stories of our diverse workforce via our internal communications channels, increasing employee diversity data completion rates, and celebrating significant events and dates throughout the year, including Mardi Gras, International Day for the Elimination of Racial Discrimination, International Women’s Day, Autism Awareness Month, International Women in Engineering Day, Wear it Purple Day and International Day for People with Disability.

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

The Transport Hidden Disabilities Sunflower program has been in operation on our network since 2023, providing a visual cue to the MTS staff who operate the M1 Line, that passengers wearing a sunflower lanyard may need extra help, understanding or more time when travelling. More than 80 per cent of MTS staff have completed diversity and inclusion awareness training on hidden disabilities such as autism, dementia or anxiety. This training has helped enhance the customer service experience for everyone who travels on the Metro.

As part of Australia’s largest employer, the NSW Government, Sydney Metro attended the 2025 Let’s Rock NSW event which challenges public sector attendees to “rethink disability” and explore how workplace adjustments benefit everyone.

Sydney Metro encourages leaders and team members to discuss individual employee needs, fostering workplaces where everyone can work better, smarter, and feel empowered to thrive.

Ensuring sustainable procurement practices–*Modern Slavery Act 2018*

At Sydney Metro, we acknowledge the important role we play in modelling behaviours for our suppliers and other organisations in leading the Government’s combat of modern slavery.

In accordance with the *Modern Slavery Act 2018*, the following provides an outline of steps taken in the last 12 months to ensure that goods and services procured by and for Sydney Metro were not the product of modern slavery, including uplift of processes and governance around modern slavery.

B2. Reasonable steps

Reasonable steps taken	
1 Commit	
1.1 Stakeholder engagement	
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	Internal stakeholders: Internal Sydney Metro staff were engaged via: - the adoption and communication of the new Transport Modern Slavery Policy - the adoption of the Transport Speak Up grievance reporting platform which enables staff to report concerns anonymously via the Speak Up hotline or an online form - an internal Modern Slavery Prevention working group - the update of the Procurement and Contract Management Standard and related documents - completion of the Modern Slavery risk assessment - consultation and review of our Modern Slavery Management Plan.
	Office of the Anti-slavery Commissioner: Regular attendance at briefing sessions, including the Online Anti-slavery Forum held in May 2025.
	TfNSW Stakeholders: Regular attendance at information sharing sessions, to develop joint approaches to the prevention of modern slavery.
	Major construction contractors: Regular discussion of sustainable procurement practices, including modern slavery prevention practices where relevant, at progress meetings.
	Did you engage with external stakeholders on modern slavery risks in this reporting period? Yes, as noted above.

PART B. Annual Modern Slavery Reporting
B1. There were no significant issues identified by the Anti-slavery Commissioner during the reporting period concerning the operations of Sydney Metro that are required to be reported under section 31(1)(a) of the *Modern Slavery Act 2018*.

Reasonable steps taken	
1.2 Identify salient risks at the organisational level	
What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	Sydney Metro completed a review of salient modern slavery issues, which included: - Identifying 'high inherent risk' areas using the Office of the NSW Anti-slavery Commissioner Inherent Risk Identification Tool (IRIT), considering Sydney Metro’s typical procurements. - Conducting a deep dive into “high inherent risk” procurements undertaken, including spend in the last financial year, reviewing source material relevant to the construction/infrastructure industry in Australia, and reviewing Modern Slavery Statements and sustainable procurement plans which have been prepared by Sydney Metro delivery partners. - Reviewing salience of the potential modern slavery issues identified. - Considering Sydney Metro’s connection to prioritised salient issues (i.e. causation, contribution or direct linkage).
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Yes.
1.3 Modern Slavery Policy	
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	The Transport Modern Slavery Policy was adopted by the Sydney Metro Board on 7 November 2024.
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head/Secretary), in place?	Yes, as above.
1.4 Modern Slavery Risk Management Plan	
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	Sydney Metro developed and finalised its Modern Slavery Management Plan, including: - updating our risk identification and assessment - identifying appropriate targets - reviewing and updating procurement and contract – management procedures - identifying appropriate grievance, remediation, reporting and review processes - establishing an implementation plan identifying accountable and responsible parties - undertaking internal consultation.
Do you have a modern slavery risk management plan, approved by your senior management, in place?	The Modern Slavery Management Plan has been completed and was approved by Sydney Metro’s Senior Management Committee in July 2025.
2 Plan	
2.1 Identify and map your supply chain risks for each procurement	
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	Sydney Metro developed and started to use the Modern Slavery portion of the Procurement Complexity Assessment Tool (PCAT) for all construction, goods and services and professional services procurements. The PCAT is consistent with the Office of the NSW Anti-slavery Commissioner Inherent Risk Identification Tool and assists procurement staff in identifying those procurements which require a higher level of due diligence on modern slavery.

Reasonable steps taken

2.2 Develop a risk-reducing sourcing strategy

What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	For procurement of professional services:
	- Modern Slavery is included as a factor assessed in the Procurement Complexity Assessment Tool - Procurement Plan/Strategy and Services Brief Templates were updated to include modern slavery prevention considerations - Modern Slavery clauses are included in Sydney Metro's Professional Services Contracts.
	For major construction procurements: - Market Engagement Procedure updated to include details on Modern Slavery - Commercial Assurance Report Template updated.

3 Source

3.1 Select appropriate suppliers

What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	Requests for Tender (RFT):
	- the RFT template for procurement of professional services has been updated - documents in Sydney Metro's Commercial Management Framework for major construction procurements have been updated, including the Baseline General Specification - RFTs for major construction contracts include a modern slavery questionnaire and a requirement for tenderers to submit a Modern Slavery Compliance Declaration with their tenders. The Declaration confirms that tenderers will take reasonable steps to prevent modern slavery, comply with legislation, keep appropriate records and provide reporting, and do not have a record of modern slavery issues. The RFT clauses are generally consistent with the Office of the Anti-slavery Commissioner's Guidance on Reasonable Steps Model Tender Clauses.

3.2 Adopt a shared responsibility approach to contracting

What steps did your entity take to adopt a shared responsibility approach to modern slavery risks, in contracting during this reporting period?	For major construction contracts awarded in the reporting period, contract clauses partially adopt a shared responsibility approach.
	The approach for professional services contracts awarded during the reporting period is consistent with the approach for major construction contracts, based on the requirements communicated in tender documentation and the model clauses included in contracts awarded.

4 Manage

4.1 Monitor and evaluate supplier performance

What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	Given the highest inherent risks are associated with our major construction contracts, Sydney Metro has:
	- reviewed the corporate Modern Slavery Statements of Sydney Metro's major delivery and operating partners - reviewed sustainability and sustainable procurement management plans prepared by delivery partners, which describe how they intend to prevent instances of modern slavery on projects and reviewed quarterly sustainability progress reports which periodically document how our delivery partners are managing modern slavery risks - periodic discussion of modern slavery issues with delivery partners in regular progress meetings.

Reasonable steps taken

Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this reporting period?	No.
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4.2 Develop supplier capabilities

What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	For major construction contracts: periodic discussion of modern slavery issues with delivery partners in regular progress meetings.
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5 Remedy

5.1 Provide or enable access to effective grievance mechanisms

What steps did your entity take to adopt a shared responsibility approach to modern slavery risks, in contracting during this reporting period?	Sydeny Metro adopted the TfNSW "Speak Up" complaints/whistleblower reporting platform as a shared appropriate grievance mechanism for modern slavery issues.
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5.2 Take safe immediate steps to remedy harm

What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	No instances of 'modern slavery harms' connected to Sydney Metro were brought to our attention during the reporting period. No remedy actions were undertaken.
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5.3 Use leverage to remediate deficient practices

What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	No deficient modern slavery risk management practices were identified or remediated during the reporting period.
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5.4 Withdraw responsibly

What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	No modern slavery risks were identified which necessitated withdrawal during the reporting period.
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6 Report

6.1 Establish a victim-centred reporting protocol

What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	Sydney Metro will use TfNSW's existing complaint/whistleblower reporting platform, Speak Up, for the purposes of reporting of modern slavery concerns at Sydney Metro.
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Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	The Speak Up platform provides an additional mechanism, external to the organisation, for victims/survivors to speak up, to feel safe and to have their report and identity treated in confidence.
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6.2 Report on your modern slavery risk management efforts

What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	Reporting to Senior Management and Board as part of the annual Environment, Sustainability and Planning report, inclusion of modern slavery risk as part of Audit and Risk Committee reporting, and paper prepared for adoption by Senior Management Committee on the Modern Slavery Management Plan.
	Internal audit on supply chain which included a review of Sydney Metro's modern slavery management practices.

Reasonable steps taken

6.2 Report on your modern slavery risk management efforts

Did your entity report on modern slavery in its prior Annual Report? Yes.

During the period, did your entity comply with its obligations to report heightened modern slavery due diligence procurements valued at \$150,000 (inc. GST) or more within 45 days? No heightened due diligence direct procurements over \$150,000 were identified.

7 Improve

7.1 Learn lessons from your performance and others'

What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period? Lessons learned from the following initiatives have been used to inform Sydney Metro's Modern Slavery Management Plan:

- review of major construction and operator contractors' Modern Slavery Statements
- participation in the 2024–25 Anti-slavery Forums
- internal audit on social procurement (including Modern Slavery).

Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period? Sydney Metro is currently updating its modern slavery management procedures (relating to governance, procurement, contractor management, communication, measuring effectiveness, training and grievance mechanisms) in response to the findings of an internal audit.

7.2 Train your workforce

What steps did your entity take to train your workforce during this reporting period? Procurement and Contract Management team members completed the Office of the NSW Anti-slavery Commissioner's online course *Introduction to Modern Slavery and your obligations*.

What percentage of your workforce received modern slavery training in the period? 1 per cent.

7.3 Cooperate with the Anti-slavery Commissioner

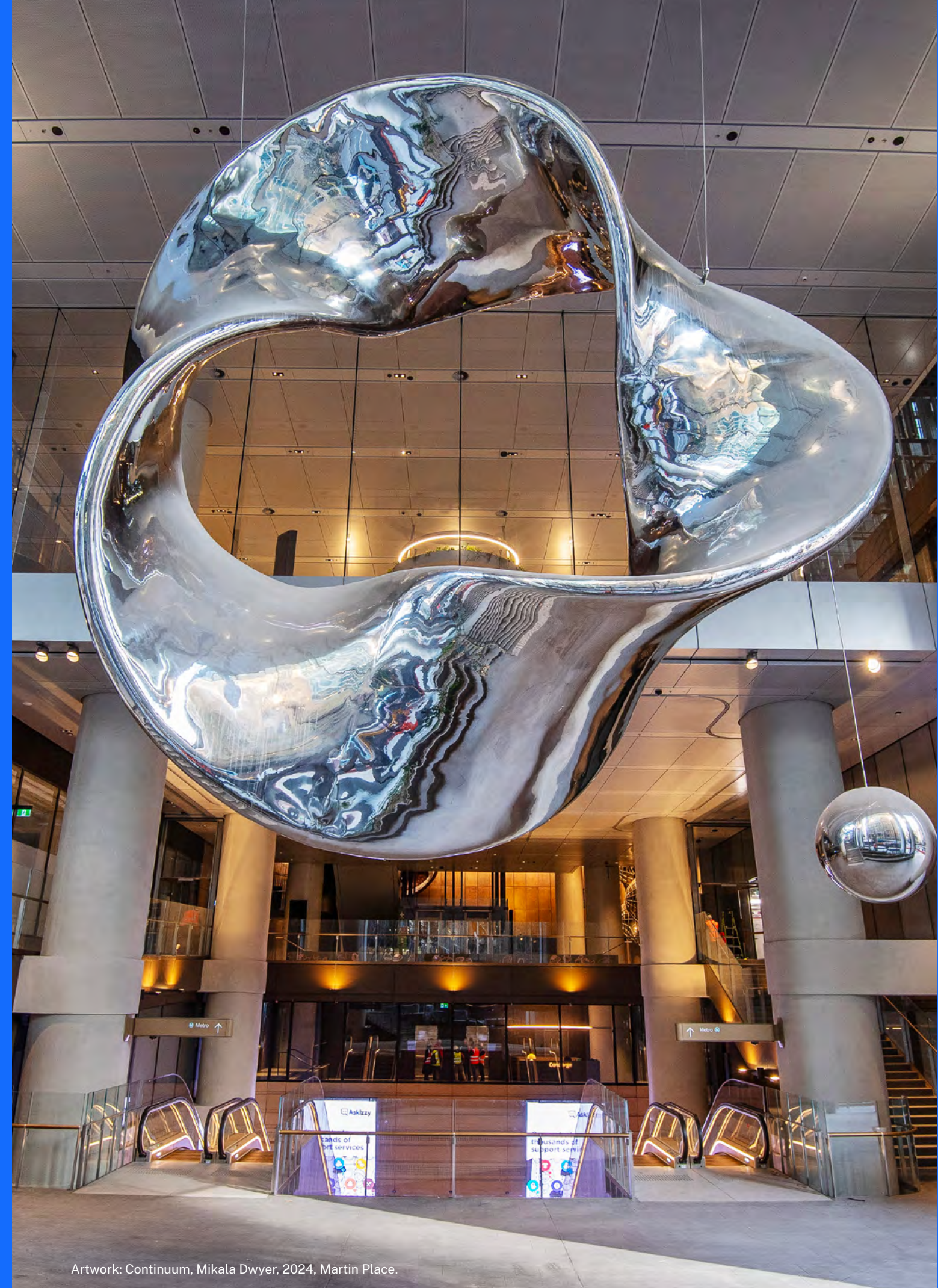
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period? Regular attendance at Office of the NSW Anti-slavery Commissioner briefings.
Representatives attended the NSW Anti-slavery Forums (26–27 November 2024 and 20–21 May 2025).
Subscribed to regular updates from the NSW Anti-slavery Commissioner.



Image: Community open day at the Hunter Street West site.

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Appendices



Artwork: Continuum, Mikala Dwyer, 2024, Martin Place.

Appendix 1

Sustainability data

		Sydney Metro City & Southwest project			Sydney Metro West		
		In construction			In construction		
Data ¹	Unit of measure	Target	FY 2024–25	Cumulative to date	Target	FY 2023–24	Cumulative to date
Scope 1 construction carbon emissions	Tonnes CO2-e		877	55,413		12,260	42,577
Scope 2 (location based) construction carbon emissions ²	Tonnes CO2-e		6835	129,736		30,204	65,498
Scope 2 (market based) construction carbon emissions ²	Tonnes CO2-e		22	61,293		13,184	31,492
Scope 3 construction carbon emissions ³	Tonnes CO2-e		1596	582,023		184,998	379,160
Renewable construction electricity or offsets ⁴	% of construction electricity offset for completed contracts	25%	98%	56%	25%	45% ⁵	44% ⁵
Renewable construction fuel or offsets	% of construction fuel offset	N/A	N/A	N/A	25%	1% ⁵	1% ⁵
Construction and demolition waste reused/recycled	Tonnes		2200	281,992		100,162	291,793
	% of total waste generated	90%	96%	97%	95%	99%	98%
Usable spoil generated	Tonnes		3972	5,128,653		2,336,236	8,162,966
	Tonnes reused		3972	5,128,653		2,336,236	8,162,966
Usable soil beneficially reused	% of usable spoil generated	100%	100%	100%	100%	100%	100%
Water sourced from non-potable sources ⁵	kL		647	532,857		275,222	454,433
	% of total water consumption	33%	34%	33%	33%	37%	21%
Steel use	Tonnes		502	147,527		16,928 ⁸	53,417 ⁸
Concrete use	Cubic metres		1639	982,033		228,426	668,575
% Cement replacement	% replaced using supplementary cementitious materials (SCM)	25%	47%	38%	35%	53%	48%
Major pollution incidents	No. of major (Class 1) pollution incidents	0	0	0	0	0	0
Total							
Construction carbon emissions (using location based scope 2)	Tonnes CO2-e		9308	767,172		227,462	487,235
Construction and demolition waste generated	Tonnes		2287	291,638		101,391	297,493
Water consumption	kL		1927	1,625,255		739,887	2,171,306

Operational data

		Metro North West Line			Sydney Metro
Data	Unit of measure	Target	FY 2023–24	Cumulative to date	Cumulative to date
Operational electricity consumption	kWh		161,088,984	591,811,992	591,811,992
Operational zero emission electricity	kWh		161,088,984	591,811,992	591,811,992
	% of total operational electricity consumption	100%	100%	100%	100%
Carbon emissions savings ⁷	Tonnes CO ₂ -e		112,762	462,014	462,014

		Sydney Metro – Western Sydney Airport			Metro North West Line	Sydney Metro
		In construction			Construction complete	
Data ¹	Unit of measure	Target	FY 2024–25	Cumulative to date	Target	Total in completion
Scope 1 construction carbon emissions	Tonnes CO2-e		8900	28,675		—
Scope 2 (location based) construction carbon emissions ²	Tonnes CO2-e		4697	19,577		—
Scope 2 (market based) construction carbon emissions ²	Tonnes CO2-e		4628	19,000		—
Scope 3 construction carbon emissions ³	Tonnes CO2-e		222,230	453,901		—
Renewable construction electricity or offsets ⁴	% of construction electricity offset for completed contracts	25%	100% ⁶	100% ⁶	20%	20%
Renewable construction fuel or offsets	% of construction fuel offset	25%	100% ⁶	100% ⁶	N/A	N/A
Construction and demolition waste reused/recycled	Tonnes		23,515	80,356		128,518
	% of total waste generated	95%	95%	97%	95%	95%
Usable spoil generated	Tonnes		108,935	4,990,464		6,416,099
	Tonnes reused		108,935	4,990,464		6,416,099
Usable soil beneficially reused	% of usable spoil generated	100%	100%	100%	100%	100%
Water sourced from non-potable sources ⁵	kL		93,715	493,598		227,738
	% of total water consumption	33%	42%	47%		26%
Steel use	Tonnes		50,623	85,029		60,308
Concrete use	Cubic metres		186,957	505,851		613,592
% Cement replacement	% replaced using supplementary cementitious materials (SCM)	35%	58%	52%	25%	38%
Major pollution incidents	No. of major (Class 1) pollution incidents	0	0	0	0	0
Total						
Construction carbon emissions (using location based scope 2)	Tonnes CO2-e		235,827	502,153		536,667
Construction and demolition waste generated	Tonnes		24,636	82,911		134,924
Water consumption	kL		224,870	1,051,642		889,283

1

Data is correct at time of publication. Some historical data (including carbon emissions) has been refined following data reconciliation exercises and other updates have occurred since publication of the Sydney Metro Annual Report 2023–24.

2

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

3

From an organisational perspective for Sydney Metro as defined by the GHG Protocol, all of the emissions associated with the construction of projects which are undertaken by third-party contractors would generally be seen as Scope 3 emissions. It is common practice, however, for the definition of emissions scopes for an individual project to be defined with a view of the proponent and its contractors as equivalent to a single organisation, to better distinguish between emissions sources and the relative level of influence and control. This approach has been adopted when referring to Scope 1, 2 and 3 sources herein.

4

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

5

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

6

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

7

These figures are inclusive of Scope 2 and Scope 3 emissions.

8

Last year the cumulative steel figures were reported as the annual quantity, and the overall cumulative was incorrectly inflated. This has been corrected, resulting in a lower cumulative number in this report.

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Appendix 2

Sustainability targets

Sydney Metro City & Southwest targets

 Demonstrate leadership	 Tackle climate change	 Manage resources efficiently
 	 	 
Construction commitments		
Exceeding	Exceeding	Exceeding
• A high level of attainment (minimum ISCA IS Rating of 65 'Excellent') for relevant infrastructure. • 5-star Green Star ratings for relevant buildings.	• Offset 25 per cent of the electricity needs for the construction phase of the project. • Mitigate a minimum of 25 per cent of medium-level risks. • Achieve at least a 20 per cent reduction in carbon emissions associated with construction, when compared to business as usual.¹	• Use concrete which has an average Portland cement replacement level of more than 25 per cent. • Recycle or reuse 90 per cent of recyclable construction and demolition waste.
On track	On track	On track
• Align with a high rating using the TfNSW Sustainable Design Guidelines. • Consider adopting a whole-of-life costing model to maximise sustainability benefits. • Optimise development opportunities for residual land. • Capture sustainability benefits in the business case for the projects.	• Maximise the capture and reuse of energy generated from braking trains. • Design buildings (stations and stabling buildings) to achieve at least a 15 per cent improvement over performance requirements set out in Section J of the National Construction Code. • Mitigate all extreme and high-level risks. • Source 5 to 20 per cent of the low voltage electricity required at above-ground stations from on-site renewable energy sources where feasible.	• Reduce the environmental footprint of materials used on the project by at least 15 per cent compared to business as usual.¹ • 100 per cent beneficial reuse of usable spoil. • 60 per cent of reinforcing steel is produced using energy-reducing processes in its manufacture. • Source 100 per cent reused, recycled timber or responsibly sourced timber.² • Reduce water use by at least 10 per cent compared to business as usual.¹ • Source at least 33 per cent of the water used in construction from non-potable sources. • Implement rainwater harvesting and reuse systems at construction sites and feasible above-ground stations.
Operational commitments ³		
On track	On track	At risk
• Offset 100 per cent of the electricity needs for the operational phase of the project. • Achieve at least a 20 per cent reduction in carbon emissions associated with operations, when compared to business as usual.		• Recycle or reuse 60 per cent of office waste during the construction phase.
Operational commitments ³		
On risk	On risk	On risk
		• Recycle or reuse 80 per cent of the waste generated during operations. • Recycle or reuse 65 per cent of office waste during operations. • Source at least 33 per cent of the water used in operations from non-potable sources.

 Drive supply chain best practice	 Value community and customers	 Respect the environment
 	 	 
Construction commitments		
On track	On track	On track
• All principal contractors develop and implement sustainable procurement strategies. • Increase opportunities for employment of local people, participation of local businesses and participation of SMEs. • Enable targeted and transferable skills development, which resolves local and national skills shortages, supports industry to compete in home and global markets, end embeds a health and safety culture within all induction and training activities, promoting continuous improvement. • Increase workforce diversity and inclusion. – Target Aboriginal workers and businesses. – Target female representation in non-traditional trades. – Target long-term unemployed people. • Inspire future talent and develop capacity in the sector. – Engage young people via education and work experience. – Collaborate with higher education institutions to provide programs responding to rapid transit and other infrastructure requirements. – Support vocational career development through apprenticeships and traineeships.	• Prepare a Heritage Strategy, including stakeholder engagement with relevant stakeholders. • Implement the Heritage Strategy during design and delivery, to conserve and activate. • Maximise opportunities for archaeological research and future interpretation of archaeological finds. • Opportunities for heritage interpretation identified and implemented at appropriate station precincts. • Station interchanges designed in accordance with the Interchange Access Plans and modal hierarchy. • Stations and precincts designed in accordance with the Sydney Metro Design Guidelines. • Promote access by cycling, through provision of bicycle parking, and safeguard for future expansion of bicycle facilities. • Implement initiatives that will provide tangible benefits to local community groups during the construction period. • Implement initiatives that will provide tangible benefits to the broader local community beyond the construction period. • Identify key drivers for affordable housing and work with other lead agencies to identify opportunities and develop an appropriate response.	• Minimise vegetation clearing. • Native landscaping targets to be established. • Zero major pollution incidents. • New emission standards will be identified and applied to diesel equipment and vehicles during construction.

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

2 2020 Sustainability Report reported one non-compliance in relation to timber, with one contractor being unable to confirm compliance for a small quantity of timber used on site. The timber was from an Australian sustainably managed forest; however, the chain of custody was incomplete. This accounts for <1% of total timber used to date.

3 Operational commitments are reported for the whole M1 Line, not only City & Southwest due to contract structure.

Sydney Metro West targets

 Demonstrate leadership	 Tackle climate change	 Manage resources efficiently
Target performance		
On track	Exceeding	Exceeding
• Publish performance benchmarks. • Publicly report on performance against targets. • Deliver sustainability-related knowledge-sharing sessions on a quarterly basis. • Obtain an Infrastructure Sustainability v1.2 ‘Leading’ Design and As-Built rating for relevant infrastructure or equivalent. • Engage and collaborate with stakeholders on sustainability-related matters on a biannual basis. • Obtain at least a 5-star Green Star rating for stations and relevant buildings or equivalent. • Deliver at least five industry-recognised innovations.	• Offset at least 25 per cent of the greenhouse gas emissions associated with consumption of fuel and electricity during construction, through the purchase of approved offsets or renewable energy.¹	• Minimise the embodied impacts of concrete through the use of at least 35 per cent supplementary cementitious materials project-wide and prioritise the use of alternative binder systems on non-structural elements.
	On track	• Minimise the embodied impacts of steel manufacture through the use of at least 50 per cent Australian manufactured steel, including concrete reinforcing and structural steel in stations. • Recycle or beneficially reuse at least 95 per cent of construction and demolition waste.
	• Identify and implement adaptation measures to reduce 100 per cent of all very high and high climate risks (to at least medium). • Identify and implement adaptation measures to reduce all medium climate risks as low as reasonably practicable, with at least 50 per cent reduced to low. • Capture data on the impacts of, and response to, climate-related events on customers, staff, service and infrastructure. • Achieve at least 20 per cent improvement on the minimum performance requirements stipulated in the National Construction Code (NCC) for stations and relevant buildings. • Achieve at least a 20 per cent reduction in carbon emissions across the infrastructure life cycle, when compared to business as usual.² • Source at least 10 per cent of the low-voltage electricity required from on-site renewable energy sources.	On track
Operational commitments³		
• Use at least 20 per cent recycled steel across the project during the construction phase. • Source 100 per cent of all timber products from either reused timber, post-consumer recycled timber, Forest Stewardship Council, or Programme for the Endorsement of Forest Certification certified sources.		
At risk		
• Recycle or beneficially reuse at least 60 per cent of office waste. • Demonstrate a minimum 33 per cent of water used in construction is from non-potable sources and maximise non-potable water use in operations.		
Operational commitments³		
• Recycle or beneficially reuse at least 80 per cent of operational maintenance waste. • Recycle or beneficially reuse at least 40 per cent of customer waste.		

 Drive supply chain best practice	 Value community and customers	 Respect the environment
Target performance		
On track	On track	On track
• All reported instances of actual or potential environmental or social risk in the supply chain will be investigated. • Support the delivery of the Sydney Metro West Workforce Development and Industry Participation Plan, and the Sydney Metro West Aboriginal Participation Plan. • Provide sustainability training to high-impact suppliers (those that potentially have significant environmental, social or socio-economic impacts). • Require environmental product declarations for trains. • Engage at least 100 social enterprises or social benefit organisations during construction and operations. • Enable targeted and transferable skills development which resolves local and national skills shortages, supports industry to compete in home and global markets, and embeds a health and safety culture within all induction and training activities, promoting continuous improvement.	• Each station to include Heritage Interpretation. • Develop a line-wide Heritage Interpretation Strategy. • Prepare archival recording of all heritage items within our construction sites. • Report on customer-centric design at the completion of each design phase for stations. • Each station to include safe and, where possible, weather-protected access to bicycle parking and safeguard for future expansion. • Deliver at least 50 initiatives that continue to benefit local communities and provide positive social outcomes beyond the project's construction phase.	• Restore and regenerate the ecological function of Duck and A'Becketts Creeks within the project boundary. • Plant two trees for every tree removed by the project. • Provide a net increase in canopy cover. • Ensure environmental management plans are established, and demonstrate that works are in compliance with the plans. • Target zero major pollution incidents.
	At risk	
	• Deliver at least 100 initiatives that benefit local communities and provide positive social outcomes during the project's construction phase.	
	Operational commitments³	
	• Use Opal data to monitor metro usage associated with activation approaches.	

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

2 Sydney Metro West is committed to purchasing offsets for at least 25 per cent of construction Scope 1 and Scope 2 emissions across all projects. This target is currently being exceeded as some contract packages are committed to and achieving greater than 25 per cent.

3 Reporting on these targets will commence from first passenger service.

Sydney Metro – Western Sydney Airport targets

 Demonstrate leadership	 Tackle climate change	 Manage resources efficiently
Target performance		
On track	Exceeding	Exceeding
• Publish performance benchmarks. • Publicly report on performance against targets. • Obtain at least a 5 Star Green Star rating for relevant buildings and precincts. • Deliver at least five industry recognised innovations. • Sydney Metro to facilitate sustainability-related knowledge share sessions within the Project on a quarterly basis. • Engage and collaborate with stakeholders (e.g. other local projects, councils, industry bodies) on sustainability-related matters on a bi-annual basis.	• Offset at least 25 per cent of the carbon emissions associated with consumption of fuel and electricity during construction through the purchase of approved offsets or renewable energy.	• Minimise the embodied impacts of steel through the use of at least 50 per cent Australian steel, including concrete reinforcing and structural steel. • Minimise the embodied impacts of concrete through the use of at least 35 per cent supplementary cementitious materials project-wide and prioritise the use of alternate binder systems on non-structural elements. • Recycle or beneficially reuse at least 95 per cent of construction and demolition waste.
At risk	On track	On track
• Obtain an Infrastructure Sustainability rating for relevant infrastructure; “Leading” for design and as-built, “Excellent” for operations.	• Identify and implement adaptation measures to reduce 100 per cent of all very high and high climate risks (to at least medium). • Identify and implement adaptation measures to reduce all medium climate risks as low as reasonably practicable, with at least 50 per cent reduced to low. • Achieve third-party net zero carbon emissions certification. • Source at least 10 per cent of the low-voltage electricity required at stations and the stabling facility from on-site renewable energy sources. • Report on carbon emissions from construction and operations. • Achieve at least 20 per cent improvement on the minimum performance requirements stipulated in the National Construction Code (NCC) for stations and relevant buildings. • Achieve at least a 20 per cent reduction in carbon emissions across the infrastructure life cycle, when compared to business as usual.	• Reduce potable water use by at least 10 per cent compared to business-as-usual, and monitor consumption throughout construction and operations. • Demonstrate at least 33 per cent of water used is from non-potable sources throughout construction and operations. • Beneficially reuse 100 per cent of reusable spoil, in accordance with the Spoil Management Hierarchy. • Prioritise products made from recycled content, with a minimum of six products used in the construction phase. • Source 100 per cent of all timber products from either reused timber, post-consumer recycled timber, Forest Stewardship Council or Programme for the Endorsement of Forest Certification certified sources.
	At risk	At risk
	• Target minimum 20 per cent of parking spots safeguarded for electric vehicle (EV) charging points and provision for electric bus charging in suitable locations.	• Recycle or beneficially reuse at least 60 per cent of office waste. • Reuse at least 80 per cent of concrete production operation water in concrete production at on-site and off-site batching plants.
	Operational commitments ³	Operational commitments ³
	• Offset 100 per cent of the carbon emissions associated with consumption of electricity during operation. • Report on operational electricity consumption. • Capture data on the impacts of, and response to, climate-related events on customers, staff, service and infrastructure to enable continuous improvement.	• Reuse at least 80 per cent of train wash water at the stabling facility. • Recycle or beneficially reuse at least 40 per cent of customer waste. • Recycle or beneficially reuse at least 80 per cent of maintenance waste.

 Drive supply chain best practice	 Value community and customers	 Respect the environment
Target performance		
Exceeding	On track	On track
• Engage at least 15 social enterprises or social benefit organisations during construction and operations.	• Each station to include heritage interpretation. • Engage with Aboriginal knowledge holders to develop corridor landscaping approach. • Report on customer centric design at the completion of each design phase for stations, validating that the design meets customer needs, delivers an easy travel experience and addresses each of the nine Transport for NSW satisfaction drivers: timeliness, comfort, ticketing, convenience, accessibility, cleanliness, safety & security, information and customer service. • Target 75 per cent of the project surface area (excluding track) to comprise elements which reduce the Urban Heat Island effect, including vegetation and permeable or lighter coloured surfaces. • Deliver at least 20 initiatives that benefit local communities and provide positive social outcomes during the Project's construction phase. • Deliver at least 20 initiatives that continue to benefit local communities and provide positive social outcomes beyond the Project's construction phase. • Each station to include safe and, where possible, weather protected access to bicycle parking and safeguard for future expansion.	• Demonstrate a minimum 5 per cent improvement in ecological value in the corridor area. • Target at least 25 per cent tree canopy cover in precinct areas, and aspire to 40 per canopy cover across the project area.ⁱⁱ • At least 50 per cent of station and plaza landscaping to use Australian native species.ⁱⁱ • At least 90 per cent and aspiring to 100 per cent of corridor landscaping to use Australian native species, prioritising endemic plants to preserve Cumberland Plains identity in the Western Sydney region.ⁱⁱ • Ensure environmental management plans are established, and demonstrate works compliant with these plans. • Target zero major pollution incidents.
On track		At risk
• Investigate all reported instances of actual or potential environmental or social risk in the supply chain. • Require environmental product declarations for trains.		• Integrate water-sensitive urban design solutions, including the provision of vegetated swales where feasible, and at least 40 per cent surface area around stations and corridor (excluding track) to be permeable.
At risk		
• Provide sustainability training to all high impact suppliers (those that potentially have significant environmental, social or socio-economic impacts).		
	Operational commitments ³	
	• Use Opal data to monitor Metro usage associated with precinct activation approaches. • Ensure delivery of at least 5 per cent affordable housing at precincts with residential development.	

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

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

3 Reporting on these targets will commence from first passenger service.

Appendix 3

Sydney Metro performance score

Table 23: Sydney Metro performance score

Objectives	Key performance	Metrics	Target 2024–25	Actual 2024–25	Status
Provide a high-quality passenger and place experience	Grow patronage	Customer Satisfaction Index–Overall customer satisfaction	85%	98%	✓
		Patronage	Target in development	63.2 million*	
	Reliable and resilient	On time performance	>95%	99.3%	✓
		Delivered services	>95%	99.8%	✓
	Passenger safety prioritised	Customer Satisfaction Index –Customer safety and security at the station and on the service	≥85%	97%	✓
Plan, design and build to shape the future	Workforce safety	Severity of harm –Sydney Metro contractors	Zero permanent impairment injuries or illness	Zero permanent impairment injuries or illness	✓
	Integrated and accessible transport	Customer Satisfaction Index – Ease of connection with other modes of transport	≥85%	89%	✓
	Buy local	Australian and New Zealand small and medium enterprises engaged	200	317	✓
		Aboriginal procurement activity –value	Minimum of 1.5% of eligible spend occurs towards Aboriginal participation for contracts over \$7.5 million	8% Aboriginal spend	✓
		Western Sydney workforce	20% contracted workforce from Greater Western Sydney	57.3% contracted workforce from Greater Western Sydney	✓
	Financial responsibility	Net Cost of Service	Within allocated 2024–25 budget	Met	✓
		Capital expenditure	Within allocated 2024–25 budget	Met	✓

Table 23: Sydney Metro performance score

Objectives	Key performance	Metrics	Target 2024–25	Actual 2024–25	Status
Position the organisation for continued success	Attract, retain and develop	Severity of harm – Sydney Metro staff	Zero permanent impairment injuries or illness	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)	40% increase (+2 incidents on prior year)	↓
		NSW public sector People Matter Employee Survey – Engagement score	At or above Transport score	Sydney Metro PMES wellbeing score 66% (TfNSW 63%)	✓
		NSW public sector People Matter Employee Survey– Wellbeing	At or above Transport score	Sydney Metro PMES wellbeing score 67% (TfNSW 68%)	↓
		Aboriginal employees	3% at each award grade by 2025	2%	↓
	Workforce diversity	Employees with a disability	3%	3.8%	✓
		Women in leadership roles	40%	37.1%	↓
		External project workforce – women in trades	2%	3.7%	✓
		External projects workforce under 25 years of age	10%	15.4%	✓

Table 23: Sydney Metro performance score

Objectives	Key performance	Metrics	Target 2024-25	Actual 2024-25	Status
Reduce environmental impacts and champion social outcomes	Net zero carbon	Construction carbon offset – electricity	25% (electricity only)	69%	✓
		Zero emission electricity for operations	100%	100%	✓
		Reduction of construction carbon emissions	20%	25%	✓
	Minimise our environmental impact	Environmental compliance and incidents	100% of corrective actions arising from environmental incidents closed out within committed timeframes	58%	↓
		Compliance with planning approvals	100% compliance with planning approvals	97.3% compliance with planning approvals	↓
		Project sustainability targets	95% of set targets achieved	92%	↓
		Construction waste recycled	95% construction and demolition waste reused/recycled	98%	✓
		Spoil reuse	100% of useable spoil	100% of useable spoil	✓
		Portland cement replacement in concrete	25%	55%	✓
		Non-potable water usage	33% non-potable water in construction	38%	✓
		Community benefit projects delivered by project partners	25	45	✓
		Community sentiment score	70%	73%	✓

* Patronage has increased from 23.23 million (2023–24) to 63.2 million (2024–25) with City Line opening.

KEY

- ✓ Performance at or above target
- ↓ Performance not meeting target

Appendix 4

Major infrastructure projects

This table provides details of the progress and expenditure for Sydney Metro's Infrastructure projects.

Table 24: Progress and expenditure of major project 2024–25

Project description	Location	Status as at 30 June 2025	Announced completion date	2024–25 expenditure (\$'000)	Expenditure in previous years to 30 June 2024 (\$'000)
South West Sydney Rail Planning – Business Case (State and Federal Funded) ¹	Bradfield – Leppington/ Campbelltown	Planning	2026	6486	26,142
Sydney Metro City & Southwest ²	Chatswood – Bankstown	Construction	2026	795,420	17,169,195
Sydney Metro West	Westmead – Sydney CBD	Construction	2032	1,946,669	9,602,260
Sydney Metro – Western Sydney Airport (State and Federal Funded) ³	St Marys – Bringelly	Construction	TBC	2,003,907	5,177,496
Sydney Metro – Western Sydney Airport –Northern extension – Business Case	St Marys – Tallawong	Planning	2026	3992	—

- ¹ The Business Case includes consideration of metro and heavy rail options for the Bradfield – Leppington corridor; development of these options is being led by Sydney Metro and Transport Asset Manager of New South Wales respectively.
- ² The Sydney Metro City and Southwest funding allocation includes funding from PPP finance leases.
- ³ The Sydney Metro-Western Sydney Airport funding allocation includes funding from PPP finance leases.

Appendix 5

Annual reporting compliance index

Table 25: Annual reporting compliance index

Mandatory heading	Compliance requirement	Source of requirement	Completed	Page
N/A	Acknowledgement of Country	TPG25-10a	Yes	2
N/A	Letter of Submission	TPG25-10a	Yes	3
	Aims and objectives	TPG25-10a	Yes	12–13
	Management and Structure	TPG25-10a	Yes	26–28
	Charter	TPG25-10a	Yes	14
	Combine annual reports	TPG25-10a	N/A	
	Application for extension	TPG25-10a	N/A	
Strategy	Strategic objectives and activities	TPG25-10a	Yes	35
Operations and performance	Summary review of operations	TPG25-10a	Yes	38
	Land disposal	TPG25-10a	Yes	74
	Research and development	TPG25-10a	Yes	75
	Implementation of price determination	Section 18(4) of the IPART Act	Yes	74
	Preformation information	TPG25-10a	Yes	46–73
Management and Accountability	Numbers and remuneration of senior executives	TPG25-10a, Public Service Commission Circular 2014–09	Yes	83–84
	People	TPG25-10a	Yes	85
	Consultants	TPG25-10a	Yes	86
	Infrastructure program	TPG25-10a	Yes	19–21 and Appendix 4
	Economic or other factors	TPG25-10a	Yes	91
	International travel	TPG25-10a	Yes	87
	Requirements arising from employment arrangements	TPG25-10a	Yes	88
	Legislation administered by the agency	TPG25-10a	Yes	89

Table 25: Annual reporting compliance index

Mandatory heading	Compliance requirement	Source of requirement	Completed	Page
Management and Accountability	Changes to legislation, changes to subordinate legislation, or significant judicial decisions that affect the agency or users of its services	TPG25-10a	Yes	89–91
	PIPP Act requirements	TPG25-10a	Yes	95
	GIPA Act requirements	Section 125(4), (6) of the GIPA Act; clause 8, Schedule 2 and clause 13, Schedule 3 of the GIPA Regulation.	Yes	96–99
	Risk management and insurance activities	TPG25-10a	Yes	92
	Internal audit and risk management policy attestation	TPP20-08	Yes	93–94
Sustainability	Climate-related financial disclosures	TPG24-33 TPG23-10	Yes	Transport for NSW 2024–25 Annual Report
	Disability inclusion action plans	Disability Inclusion Act 2014	Yes	117–119
	Modern Slavery Act requirements	Modern Slavery Act 2018	Yes	120–124
	Work health and safety (WHS)	TPG23-10	Yes	116–117
	Workforce diversity	PSC Circular 2014–09	Yes	118–119

Sydney Metro Annual Report

Volume 1

2024–25

Sydney Metro

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Sydney Metro Annual Report



Volume 2

2024-25

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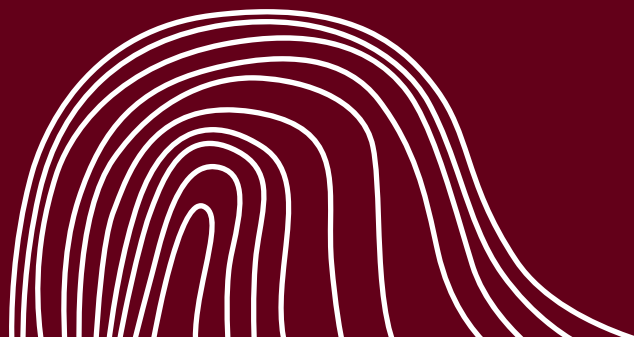


Financial performance

This volume contains the audited financial statements for the year ended 30 June 2025 for Sydney Metro and the independent auditor's report.

Accessibility

If you experience difficulty accessing this content, please contact Sabrina Song, Director of Financial Control at jiao.song@transport.nsw.gov.au.



Sydney Metro Annual financial statements for the year ended 30 June 2025





INDEPENDENT AUDITOR'S REPORT

Sydney Metro

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Sydney Metro, which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, and notes to the financial statements, including a Statement of Material Accounting Policies, and other explanatory information.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2024* (GSF Regulation) and the Treasurer's Directions
- presents fairly the Sydney Metro's financial position, financial performance and cash flows.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Sydney Metro in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Key Audit Matters

Australian Auditing Standard ASA 701 'Communicating Key Audit Matters in the Independent Auditor's Report' applies to the audit of the general purpose financial statements of listed entities or when an auditor is required by legislation to communicate key audit matters in the auditor's report. There is no legislative requirement to communicate key audit matters in my independent audit report on Sydney Metro. I have voluntarily included a narrative on Key Audit Matters to enhance the readability of my audit opinion.

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements for the year ended 30 June 2025. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon. I do not provide a separate opinion on these matters.

Key Audit Matter	How my audit addressed the matter
Valuation of property, plant and equipment including service concession assets	
At 30 June 2025, Sydney Metro reported \$43.2 billion in property, plant and equipment measured at fair value. The closing balance of property, plant and equipment includes a net revaluation decrement of \$2.1 billion recorded for the year ending 30 June 2025. I considered this to be a key audit matter because of the: - financial significance of the property, plant and equipment balances - extent of significant judgements underpinning key assumptions used in the valuation process - specialised and unique nature of the assets impacting on judgement and complexities with applying AASB 13 'Fair Value Measurement' requirements. Details on the valuation techniques, inputs and processes for property, plant and equipment are disclosed in Notes 11 'Property, plant and equipment' and 14 'Fair value measurement of non-financial assets'.	Key audit procedures included the following: - obtained an understanding of Sydney Metro's approach to estimating the fair value of property, plant and equipment - assessed the competence, capability and objectivity of experts engaged by Sydney Metro - assessed the accuracy and completeness of the assets included within the valuations - assessed significant judgements underpinning key assumptions used in valuing unique and specialised assets - reviewed the reasonableness of all key assumptions - assessed whether the valuation methodology met the requirements of Australian Accounting Standards and NSW Treasurer's Directions - assessed the sufficiency and appropriateness of the financial statement disclosures against the requirements of applicable Australian Accounting Standards and Treasurer's Directions.

Other Information

Sydney Metro's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Board of Sydney Metro is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the information in Sydney Metro's annual report for the year ended 30 June 2025 other than the financial statements and Independent Auditor's Report.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Board's Responsibilities for the Financial Statements

The members of the Board are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation and Treasurer's Directions. The Board's responsibility also includes such internal control as the members of the Board determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members of the Board are responsible for assessing the Sydney Metro's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Sydney Metro carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Nirupama Mani
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

1 October 2025
SYDNEY

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Sydney Metro

Statement by the Accountable Authority

for the year ended 30 June 2025

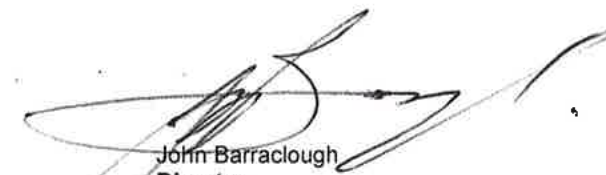
Pursuant to section 7.6(4) of the *Government Sector Finance Act 2018* ('the Act'), on behalf of the Board we state that:

- (a) The accompanying financial statements have been prepared in accordance with:
- Applicable Australian Accounting Standards including Australian Accounting Interpretations;
 - The applicable requirements of the Act and Government Sector Finance Regulation 2024; and
 - Treasurer's Directions issued under this Act;
- (b) These financial statements present fairly the financial position of Sydney Metro as at 30 June 2025, and of its financial performance and cash flows for the year then ended.



Gail Pemberton
Chair

Date: 29 September 2025



John Barraclough
Director

Date: 29 September 2025

Sydney Metro

Statement of comprehensive income

for the year ended 30 June 2025

	Notes	Budget 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000
Expenses excluding losses				
Personnel services expenses	2(a)	39,373	56,490	53,172
Operating expenses	2(b)	278,782	136,011	97,750
Major rail project expenses	2(c)	-	-	48,201
Depreciation and amortisation	2(d)	538,346	480,903	282,858
Grants and subsidies	2(e)	118,923	94,769	147,450
Finance costs	2(f)	199,871	215,962	147,518
Other expenses	2(g)	273,137	279,726	180,347
Total expenses excluding losses		1,448,432	1,263,861	957,296
Revenue				
Sale of goods and services from contracts with customers	3(a)	-	17,974	42,863
Investment revenue	3(b)	17,564	20,062	26,379
Grants and other contributions	3(c)	5,782,447	3,758,164	6,968,003
Major rail project revenue	3(d)	-	-	48,201
Other income	3(e)	-	10,255	726
Total revenue		5,800,011	3,806,455	7,086,172
Operating result		4,351,579	2,542,594	6,128,876
Gains/(losses) on disposal	4	(43,549)	(666)	28,000
Other gains/(losses)	5	3,627	54,230	(43,174)
Net result		4,311,657	2,596,158	6,113,702
Other comprehensive income				
<i>Items that will not be reclassified to net result in subsequent periods</i>				
Changes in revaluation surplus of property, plant and equipment	11(a)	-	(2,097,960)	605,612
Total other comprehensive income		-	(2,097,960)	605,612
Total comprehensive income		4,311,657	498,198	6,719,314

The accompanying notes form part of these financial statements.

Sydney Metro

Statement of financial position

as at 30 June 2025

	Notes	Budget 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000
ASSETS				
Current assets				
Cash and cash equivalents	6	1,046,776	1,326,787	1,784,523
Receivables	7	394,414	471,657	659,400
Non-current assets held for sale	10	243,463	233,491	174,208
Other financial assets	9	10,760	10,082	10,760
Total current assets		1,695,413	2,042,017	2,628,891
Non-current assets				
Receivables	7	321,249	317,038	591,918
Financial assets at fair value	8	59,250	60,849	43,223
Property, plant and equipment				
Land and buildings	11	1,169,209	1,703,285	1,470,259
Plant and equipment	11	1,683,318	1,709,601	1,721,088
Infrastructure systems	11	43,236,911	39,784,027	37,511,424
Total property, plant and equipment		46,089,438	43,196,913	40,702,771
Right-of-use assets	12	28,167	34,540	34,086
Intangible assets	13	8,220	7,520	7,520
Total non-current assets		46,506,324	43,616,860	41,379,518
Total assets		48,201,737	45,658,877	44,008,409
LIABILITIES				
Current liabilities				
Payables	15	575,005	481,070	554,647
Contract liabilities	16	-	1,617	2,383
Borrowings	17	570,289	199,329	95,118
Provisions	18	13,533	318,594	327,082
Other liabilities	19	2,019	20,651	14,221
Total current liabilities		1,160,846	1,021,261	993,451
Non-current liabilities				
Contract liabilities	16	20,000	20,000	20,971
Borrowings	17	2,906,278	3,428,604	2,839,714
Provisions	18	2,814	10,993	40,805
Other liabilities	19	8,791	2,110	9,417
Total non-current liabilities		2,937,883	3,461,707	2,910,907
Total liabilities		4,098,729	4,482,968	3,904,358
Net-assets		44,103,008	41,175,909	40,104,051
EQUITY				
Accumulated funds		38,049,963	37,022,103	33,848,926
Reserves		6,053,045	4,153,806	6,255,125
Total equity		44,103,008	41,175,909	40,104,051

The accompanying notes form part of these financial statements.

Sydney Metro

Statement of changes in equity

for the year ended 30 June 2025

	Notes	Accumulated funds \$ '000	Asset revaluation surplus \$ '000	Total \$ '000
Balance at 1 July 2024		33,848,926	6,255,125	40,104,051
Net result for the year		2,596,158	-	2,596,158
Other comprehensive income				
Net change in revaluation surplus of property, plant and equipment	11(a)	-	(2,097,960)	(2,097,960)
Total other comprehensive income		-	(2,097,960)	(2,097,960)
Total comprehensive income		2,596,158	(2,097,960)	498,198
Transfers to/(from) reserves to accumulated funds		3,359	(3,359)	-
Transactions with owners in their capacity as owners				
Increase/(decrease) in net assets from equity transfers	20	573,660	-	573,660
Balance at 30 June 2025		37,022,103	4,153,806	41,175,909
Balance at 1 July 2023		27,704,990	5,653,493	33,358,483
Net result for the year		6,113,702	-	6,113,702
Other comprehensive income				
Net change in revaluation surplus of property, plant and equipment		-	605,612	605,612
Total other comprehensive income		-	605,612	605,612
Total comprehensive income		6,113,702	605,612	6,719,314
Transfers to/(from) reserves to accumulated funds		3,980	(3,980)	-
Transactions with owners in their capacity as owners				
Increase/(decrease) in net assets from equity transfers	20	26,254	-	26,254
Balance at 30 June 2024		33,848,926	6,255,125	40,104,051

The accompanying notes form part of these financial statements.

Sydney Metro

Statement of cash flows

for the year ended 30 June 2025

	Notes	Budget 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000
Cash flows from operating activities				
Payments				
Payments to suppliers		(1,242,849)	(846,685)	(879,243)
Personnel services		(39,373)	(59,439)	(51,260)
Grants and subsidies		-	(3,158)	(62,371)
Finance costs		(37,275)	(64,746)	(15,627)
Total payments		(1,319,497)	(974,028)	(1,008,501)
Receipts				
Sale of goods and services		53,021	35,471	164,246
Interest received		-	3,787	5,537
Grants and contributions		5,782,448	3,758,165	6,972,982
Other		563,715	455,217	585,048
Total receipts		6,399,184	4,252,640	7,727,813
Net cash flows from operating activities	26	5,079,687	3,278,612	6,719,312
Cash flows from investing activities				
Proceeds from sale of property, plant and equipment		610,369	500,065	288,788
Purchases of property, plant and equipment and intangible assets		(6,157,154)	(4,203,444)	(5,076,785)
Other		-	5	2,931
Net cash flows from investing activities		(5,546,785)	(3,703,374)	(4,785,066)
Cash flows from financing activities				
Repayment of borrowings and advances		(39,867)	(22,946)	(689,045)
Payment of principal portion of lease liabilities		-	(10,028)	(8,556)
Net cash flows from financing activities		(39,867)	(32,974)	(697,601)
Net (decrease)/ increase in cash and cash equivalents		(506,965)	(457,736)	1,236,645
Opening cash and cash equivalents		1,553,741	1,784,523	547,878
Closing cash and cash equivalents	6	1,046,776	1,326,787	1,784,523

The accompanying notes form part of these financial statements.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

1. Statement of material accounting policy information

(a) Sydney Metro - Reporting Entity

Sydney Metro (the Entity) is a statutory corporation established on 1 July 2018 under the *Transport Administration Act 1988*. The Entity is a statutory authority for the purposes of the *Government Sector Finance Act 2018 (GSF Act)*. It is domiciled in Australia and its principal office is at 680 George Street Sydney, NSW 2000.

The Entity is a not-for-profit entity for accounting purposes (as profit is not its principal objective) and it has no cash generating units. The Entity's principal objectives are to:

- deliver safe and reliable metro passenger services in an efficient, effective and financially responsible manner; and
- facilitate and carry out the orderly and efficient development of land in the locality of metro stations, depots and stabling yards, and proposed metro stations.

The Entity is a controlled entity of Transport for NSW. Transport for NSW is a controlled entity of the Department of Transport which is controlled by the State of New South Wales (ultimate parent).

These financial statements for the year ended 30 June 2025 have been authorised for issue by the Board on the date the accompanying Statement by the Accountable Authority was signed.

(b) Basis of preparation

The Entity's financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of *Government Sector Finance Act 2018 (GSF Act)* and Government Sector Finance Regulation 2024; and
- NSW Treasurer's Directions issued under the GSF Act.

Property, plant and equipment and certain financial assets and liabilities are measured using the fair value basis. Assets held for sale are measured at the lower of carrying amount and fair value less costs to sell. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the Entity's presentation and functional currency.

(c) Critical accounting estimates, judgement and assumptions

In the application of Australian Accounting Standards and NSW Treasurer's Directions issued under the GSF Act, management is required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various factors that are believed to be reasonable under the current set of circumstances. Actual results may differ from these estimates.

Management evaluates these judgements, estimates and assumptions on an ongoing basis. Revisions to estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Significant judgements, estimates and assumptions made by management in the preparation of the financial statements are disclosed in the relevant notes to the financial statements outlined below:

- Property, plant and equipment – Note 11
- Leases – Note 12
- Borrowings – Service concession financial liabilities – Note 17
- Provisions – Note 18

The Board's approval of these financial statements constitutes its endorsement of the judgements referred to above.

1. Statement of material accounting policy information (continued)**(d) Statement of compliance**

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(e) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements.

There were no changes in the application of accounting policies and accounting estimates in 2025 by the Entity, other than the prospective application of AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*. Refer to note (f)(i) for further details.

The payments to service contractors previously disclosed separately in the comparative of the statement of cash flows has been reclassified to the payments to suppliers to align with the nature of the transaction from a cash flow perspective.

(f) Changes in accounting policies, including new or revised AAS**(i) Effective for the first time in 2025**

The accounting policies applied in 2025 are consistent with those of the previous financial year except as a result of AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* for the first time. The nature and effect of the changes as a result of adopting this new amending accounting standard is described below.

Several other amendments to Australian Accounting Standards apply for the first time in 2025, but do not have a material impact on the financial statements of the Entity.

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities (AASB 2022-10)

AASB 2022-10 amends AASB 13 Fair Value Measurement (AASB 13) for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. Specifically, for such an asset, AASB 2022-10 amends AASB 13 to:

- Specify when an entity is required to consider whether the asset's highest and best use differs from its current use;
- Clarify when an asset's use is 'financially feasible';
- Specify when an entity should use its own assumptions as starting point in developing unobservable inputs; and
- Provide guidance on how the cost approach is to be applied to measure the asset's fair value, including guidance on the nature of costs to include in the replacement cost of a reference asset.

In accordance with the provisions of AASB 2022-10, the Entity has applied AASB 2022-10 prospectively to the annual reporting period beginning 1 July 2024. Therefore, comparatives for the year ended 30 June 2024 have not been restated. The adoption of AASB 2022-10 has resulted in an increase in fair value of relevant infrastructure assets and their corresponding asset revaluation reserve of \$305.1 million. This is mainly due to the inclusion of costs to remove and dispose of any unwanted structures (demolition costs) within their fair value of the infrastructure assets.

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless NSW Treasury determines otherwise.

AASB 17 Insurance Contracts (AASB 17) and AASB 2022-9 Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector (AASB 2022-9) have not been applied and are not yet effective.

AASB 17 replaces AASB 4 Insurance Contracts, AASB 1023 General Insurance Contracts and AASB 1038 Life Insurance Contracts. AASB 17 establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts. The standard introduces specific scoping criteria to determine if an arrangement is an insurance contract which may result in arrangements previously accounted for under AASB 137 Provisions, Contingent Liabilities and Contingent Assets to be captured under AASB 17. AASB 2022-9 amends AASB 17 to prescribe specific public sector requirements. The standards apply to public sector entities for annual reporting periods beginning on or after 1 July 2026.

1. Statement of material accounting policy information (continued)**(f) Changes in accounting policies, including new or revised AAS (continued)****(ii) Issued but not yet effective (continued)**

An implementation project has commenced and is expected to be completed by 2026. The Entity will continue to assess the impact of the new requirements and emerging industry guidance on financial statements.

There are no other standards that are issued but not yet effective and that are expected to have a material impact on the Entity's financial statements in the current or future reporting periods and on foreseeable future transactions.

(h) Impact of climate-related matters on financial reporting for 2025

The impact of climate-related matters on financial reporting has been considered and is not material to the financial statements.

2. Expenses excluding losses**(a) Personnel services expenses**

	2025 \$'000	2024 \$'000
Salaries and wages (including annual leave)	40,427	40,019
Superannuation - defined benefit plans	106	12
Superannuation - defined contribution plans	5,140	4,828
Long service leave	3,786	5,033
Workers compensation insurance	273	238
Payroll tax and fringe benefits tax	2,809	2,806
Redundancy payments	3,949	236
Personnel services expenses	56,490	53,172

The Entity excludes personnel services that are allocated to capital expenditure \$202.6 million (2024: \$220.9 million) from above.

The Entity does not directly employ staff. Personnel services are provided by Transport Service of New South Wales (Transport Service) and include salaries, wages, leave entitlements, superannuation, workers' compensation insurance premium, payroll tax, fringe benefits tax and redundancies.

Recognition and measurement

Personnel services are expensed as incurred except where they relate to the construction of an asset. Where they relate to construction of an asset, the costs are capitalised to property, plant and equipment.

2. Expenses excluding losses (continued)
(b) Operating expenses

	2025 \$'000	2024 \$'000
Auditors remuneration - audit of financial statements	471	358
Advertising and marketing	126	287
Electricity	25,144	16,149
General expenses	18,830	1,048
Information technology	1,662	1,819
Insurance	589	1,388
Legal services	658	1,758
Office expenses	303	302
Other contractors and consultants	74,080	68,426
Property charges ¹	8,880	1,203
Corporate and shared support services	4,987	4,735
Training and development	281	277
Operating expenses	136,011	97,750

¹ Property charges in 2025 and 2024 includes expenses relating to short term and low value leases excluding motor vehicle leases. Refer Note 12 for details.

(c) Major rail project expenses

	Notes	2025 \$'000	2024 \$'000
Other contractors and consultants	3(d)	-	48,201
Major rail project expenses		-	48,201

Recognition and measurement

The Entity managed the design and construction of certain major rail projects on behalf of Transport Asset Management (TAM), formerly Transport Asset Holding Entity in 2024. The cost to deliver these projects is recognised in the statement of comprehensive income as major rail project expense. Any contract costs are expensed when any related performance obligations are satisfied. The Entity had completed the associated project works on behalf of TAM in 2024.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

2. Expenses excluding losses (continued)

(d) Depreciation and amortisation

	Notes	2025 \$'000	2024 \$'000
Infrastructure systems			
Rail infrastructure systems		424,051	223,731
Buildings			
Buildings		2,439	3,452
Plant and equipment			
Rolling stock		53,538	53,310
Plant and equipment		801	2,299
Depreciation - property, plant and equipment	11	480,829	282,792
Depreciation - right-of-use assets	12	74	66
Depreciation		480,903	282,858

Please refer to notes 11, 12 and 13 for recognition and measurement policies on depreciation and amortisation.

Reconciliation to Note 12 - Depreciation of right-of-use assets

	2025 \$'000	2024 \$'000
Depreciation – right-of-use assets	9,363	8,801
Right-of-use assets depreciation capitalised	(9,289)	(8,735)
Total	74	66

Depreciation of right-of-use assets is capitalised to infrastructure assets to the extent the leases are directly attributable costs of the infrastructure asset.

(e) Grants and subsidies

	2025 \$'000	2024 \$'000
Grants to local councils	54,153	5,639
Grants to other external parties	40,616	141,811
Grants and subsidies	94,769	147,450

As part of project delivery, the Entity is required to undertake works to build assets and make cash contributions to third parties such as councils, utility providers and other Government agencies. The transferred assets are measured at their fair value and transferred for nil consideration.

Recognition and measurement

Grants and subsidies generally comprise contributions in cash or in kind to various local government authorities and other organisations. The contributions include transfers of assets for nil consideration. The grants and subsidies are expensed on the transfer of the cash or assets.

2. Expenses excluding losses (continued)

(f) Finance costs

	2025 \$'000	2024 \$'000
Interest expense from financial liabilities at amortised cost ¹	213,594	143,716
Interest expense - lease liabilities	1,414	1,482
Unwinding of discount on liabilities/receivables	954	2,320
Finance costs	215,962	147,518

¹ Interest expense from financial liabilities at amortised cost relate to interest expense from financial liabilities for service concession arrangements. Refer to note 11 for further details on service concession arrangements.

Recognition and measurement

Finance costs comprise mainly of interest on borrowings, including service concession financial liabilities. The Entity's finance costs are expensed and recognised in the Statement of comprehensive income in the period they are incurred.

(g) Other expenses

	2025 \$'000	2024 \$'000
Bus replacement services	95,410	33,628
Metro service contract payments	184,316	146,719
Other expenses	279,726	180,347

Recognition and measurement

Other expenses include payments to metro operator for the provision of Northwest metro and City metro services and payments to bus operators for the provision of bus services as an alternative public transportation. These payments are made at the end of the month for services provided in that month and are expensed as incurred.

As a result of the application of AASB 15 *Revenue from Contracts with Customers*, the Entity was identified as acting as an agent for the purpose of collecting passenger service revenue. As such, revenue from passenger services is not recognised by the Entity, instead it is applied to offset metro service expenses.

3. Revenue

(a) Sale of goods and services from contracts with customers

	2025 \$'000	2024 \$'000
Recoupment of project costs	13,534	42,781
Other	4,440	82
Sale of goods and services from contracts with customers	17,974	42,863

Recognition and measurement

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* (AASB 15) or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer defined by AASB 15. Comments regarding the accounting policies for the recognition of income are discussed below.

Income is recognised and measured at the fair value of the consideration or contribution received or receivable to the extent that it is probable that the economic benefits will flow to the entity and the income can be reliably measured.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

3. Revenue (continued)

(a) Sale of goods and services from contracts with customers (continued)

Rendering of services

Revenue from the provision of services is recognised when the Entity satisfies the performance obligation by transferring the promised services. The Entity typically satisfies its performance obligations when the promised service has been provided.

Recoupable project revenue is recognised over time as the services are provided for other agencies, and the stage of completion for determining the amount of revenue to recognise is assessed based on the work performed and therefore entitles the Entity to raise an invoice. The related costs are recognised in profit or loss when they are incurred.

The revenue is measured at the transaction price agreed under the contract. No element of financing is deemed present as payments are due when service is provided.

(b) Investment revenue

	2025 \$'000	2024 \$'000
Rental income	2,099	2,048
Interest income from financial assets at amortised cost	17,963	24,331
Investment revenue	20,062	26,379

Recognition and measurement

Interest income from financial assets at amortised cost is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit impaired. For financial assets that become credit impaired, the effective interest rate is applied to the amortised cost of the financial asset (i.e., after deducting the loss allowance for expected credit losses).

(c) Grants and other contributions

	2025 \$'000	2024 \$'000
Grants from Transport for NSW ¹	3,754,266	6,957,753
Contributions from local councils	-	3,800
Contribution from other government agencies	-	1,400
Personnel services benefit ²		
Superannuation - defined benefit	106	12
Long service leave	3,786	5,033
Payroll tax	6	5
Grants and other contributions	3,758,164	6,968,003

¹The Entity receives its grant funding from Transport for NSW which in turn receives funding from the Department of Transport. The Department of Transport receives appropriations from the Consolidated Fund. Grant funding for each financial year is set out in the Budget Paper for that year.

²Personnel services benefit represents acceptance by The Crown in right of the State of New South Wales (Crown) of personnel services benefits and other liabilities.

Recognition and measurement

Income from grants to acquire/construct a recognisable non-financial asset to be controlled by the Entity is recognised when it satisfies its obligations under the transfer. The Entity satisfies the performance obligations under the transfer to construct assets over time as the non-financial assets are being constructed. The cost incurred is used to recognise income, because this most closely reflects the progress to completion.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

3. Revenue (continued)

(c) Grants and other contributions (continued)

Recognition and measurement (continued)

Revenue from grants with sufficiently specific performance obligations is recognised as when the Entity satisfies a performance obligation by transferring the promised goods or services. The Entity typically satisfies its performance obligations when the corresponding costs are incurred. The payments are typically due when the performance obligation is satisfied or in accordance with the funding agreement.

Revenue from these grants is recognised based on the grant amount specified in the funding agreement/funding approval, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as funding payments are usually received in advance or shortly after the relevant obligation is satisfied.

Refer to note 16 for transaction price allocated to the performance obligations that have not been satisfied at the end of the year and when it is expected to be recognised as revenue.

Income from grants without sufficiently specific performance obligations is recognised when the Entity obtains control over the granted assets (e.g. cash).

(d) Major rail project revenue

	Notes	2025 \$'000	2024 \$'000
Major rail project revenue	2(c)	-	48,201
Major rail project revenue		-	48,201

Recognition and measurement

Major rail project revenue is recognised in the Statement of comprehensive income in proportion to the stage of completion of these TAM funded construction activities at the reporting date. The value of work performed is measured at the value of the progressive costs incurred during the reporting period for each project. Major rail project expense is recognised in the Statement of comprehensive income as incurred. Amounts due from TAM for these rail projects are disclosed as a contract asset, and the amounts due to TAM are disclosed as a contract liability. The Entity had completed the associated project works on behalf of TAM in 2024.

(e) Other income

	2025 \$'000	2024 \$'000
Other income	10,255	726
Other income	10,255	726

Other income includes insurance recoveries and redundancy costs funded by NSW Treasury via Transport for NSW for the Entity.

4. Gains/(losses) on disposal

	2025 \$'000	2024 \$'000
Net gains/(losses) on disposal of property, plant and equipment	(834)	28,000
Gains/(losses) on disposal of non - current assets held for sale	135	-
Net gains/(losses) on disposal of right of use assets and lease liabilities	33	-
Gains/(losses) on disposal	(666)	28,000

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

5. Other gains/(losses)

	Notes	2025 \$'000	2024 \$'000
Net revaluation decrement recognised in net result ¹		(67,777)	(61,099)
Property, plant and equipment		(67,777)	(61,099)
Realised and unrealised gains/(losses) on derivatives		23,385	(2,054)
Realised and unrealised gains/(losses) on financial liability at amortised cost ²		98,622	19,979
Other		122,007	17,925
Other gains/(losses)		54,230	(43,174)

¹ Net revaluation decrement of \$67.8 million (2024: \$61.1 million) recognised as a loss for revaluation movements association to the land and buildings asset class as sufficient credit balance does not exist in the asset revaluation surplus in respect of the same class of assets. Please refer to note 11 for further details.

² The gains on financial liability at amortised cost are related to the modification and remeasurement of the Metro Northwest, Western Sydney Airport and City and Southwest service concession financial liabilities due to changes in the estimated cash flows and contractual changes. Refer to note 17 for further details on the measurement of the service concession financial liability.

6. Cash and cash equivalents

	2025 \$'000	2024 \$'000
Cash at bank	1,326,787	1,784,523
Cash and cash equivalents	1,326,787	1,784,523

For the purposes of the Statement of Cash Flows, cash and cash equivalents includes cash at bank and cash on hand.

Of the total cash and cash equivalents, \$67.0 million (2024: \$64.2 million) is restricted for contingency fund as part of a project deed.

Cash and cash equivalent assets recognised in the Statement of Financial Position are reconciled at the end of the financial year to the Statement of Cash Flows as follows:

	2025 \$'000	2024 \$'000
Cash and cash equivalents	1,326,787	1,784,523
Closing cash and cash equivalents (per statement of cash flows)	1,326,787	1,784,523

Refer to note 21 for details regarding credit risk and market risk arising from financial instruments.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

7. Receivables

	2025 \$'000	2024 \$'000
Trade receivables from contracts with customers	5,700	6,492
Retained taxes	73,620	90,002
Prepayments	70,408	99,685
Other receivables ¹	320,228	462,831
Investment income receivable	1,701	390
Current receivables	471,657	659,400
Non-Current receivables		
Prepayments	139,175	202,403
Other receivables ¹	177,863	389,515
Non-current receivables	317,038	591,918

¹ Other receivables include proceeds receivable from external parties under the Integrated Station Development arrangements of \$465.2 million (2024: \$832.9 million). These receivables are recorded at present value of future cash flow.

The Entity did not recognise expected credit losses (ECL) at 30 June 2025 (2024: Nil).

Details regarding credit risk including financial assets that are neither past due or impaired, are disclosed in note 21.

Recognition and measurement

All 'regular way' purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of receivables that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. These financial assets are recognised initially at fair value, usually based on the transaction cost. Trade receivables that do not contain a significant financing component are measured at the transaction price.

The Entity holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Receivables held by the Entity that are linked to the fair value of the underlying assets are measured at fair value through profit or loss. Accordingly, these receivables are re-measured at fair value at each reporting date until receipt, and the movement in fair value is recognised in the profit or loss.

The Entity recognises an allowance for ECLs for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the Entity expects to receive, discounted at the original effective interest rate.

For trade receivables, the Entity applies a simplified approach in calculating ECLs. The Entity recognises a loss allowance based on lifetime ECLs at each reporting date. At reporting date, the entity did not recognise any allowance for ECL.

8. Financial assets at fair value

	2025 \$'000	2024 \$'000
Financial assets held for trading		
Energy derivative	40,653	17,740
Interest rate swap derivative	20,196	25,483
Non-current financial assets as fair value	60,849	43,223

Refer to note 21 for further information regarding credit risk, liquidity risk, and market risk arising from financial instruments.

8. Financial assets at fair value (continued)**Recognition and measurement**

The Entity recognises a financial asset or a financial liability when, and only when, it becomes a party to the contractual provisions of the instrument. To determine when the entity becomes a party to the contractual provisions of the instrument, the entity considers:

- Whether the entity has a legal right to receive cash (financial asset) or a legal obligation to pay cash (financial liability); or
- Whether at least one of the parties has performed under the agreement.

All 'regular way' purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Classification and measurement

The Entity's financial assets are classified at fair value at initial recognition and subsequently measured at fair value through profit or loss.

Transaction costs of financial assets carried at fair value through profit or loss are expensed in net result.

(a) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value under AASB 9 *Financial Instruments*.

Financial assets are held for trading if acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments.

Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria to be classified at amortised cost or at fair value through other comprehensive income, financial assets may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch. A gain or loss on a financial asset that is subsequently measured at fair value through profit or loss is recognised in net result and presented net within other gains/(losses).

(b) Derivative financial instruments

Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Specific accounting treatment is required for derivatives designated as hedging instruments. To qualify for hedge accounting, the hedging relationship must meet several strict conditions with respect to documentation, probability of occurrence of the hedged transaction and hedge effectiveness. All other derivative financial instruments are accounted for at fair value through profit or loss. Changes in the fair value of derivative instruments that are not designated in a hedge relationship are recognised immediately in profit or loss as part of gain/(loss) in fair value of financial instruments.

Interest rate swap derivative

The Entity holds interest rate swap derivatives to manage its interest rate risk exposure arising from public-private partnership payment commitments, which are not designated in an accounting hedge relationship. The derivatives are categorised as held for trading and presented in the Statement of financial position.

Energy derivative

The Entity is exposed to electricity price risk associated with the purchase of electricity to operate Metro services. The exposure to fluctuations in wholesale market prices is managed by entering into fixed price supply arrangements with retailers or to hedge forecast exposure on a portion of the consolidated Entity's energy load. The Entity has in place an electricity derivative financial instrument and is not designated in a hedge relationship under AASB 9 *Financial Instruments*. This derivative is classified as held for trading and presented in the Statement of financial position.

9. Other financial assets

	2025 \$'000	2024 \$'000
Energy Certificate at cost ¹	10,082	10,760
Current other financial assets	10,082	10,760

¹Energy certificates of \$10.1 million (2024: \$10.8 million) relate to large-scale generation certificates (LGCs). The entity acquires LGCs under the provisions of the Large-Scale Renewable Energy Target (LRET) scheme that mandates retailers and large customers purchase a share of their electricity supply requirements from renewable energy resources; and surrenders the required amount volume of LGCs to meet its target. The LGCs are acquired solely to satisfy these obligations.

Refer to note 21 for further information regarding credit risk, liquidity risk, and market risk arising from financial instruments.

Recognition and measurement

LGCs are used solely to satisfy the Entity's retail sales commitments and surrender obligations are measured at cost.

10. Non-current assets held for sale

	2025 \$'000	2024 \$'000
Land and buildings held for sale	233,491	174,208
Non-current assets held for sale	233,491	174,208

¹ Non-current assets held for sale include:

- parcels of land around Metro Northwest stations being developed with Landcom where efforts to sell the properties have started;
- parcels of non-operational land not part of the Landcom development agreement, was reclassified from property, plant and equipment to assets held for sale as the sale is highly probable with an expectation to be sold within the next 12 months;
- properties originally acquired for the City & Southwest project but not used for rail construction approved for divestment and as result reclassified from property, plant and equipment to assets held for sale as the sale is highly probable with an expectation to be sold within the next 12 months;
- land associated with 52 McClaren Street, Chatswood approved for divestment post completion of the City & Southwest Phase 1 project and has been reclassified from property, plant and equipment to assets held for sale as the sale is highly probable with an expectation to be sold within the next 12 months; and
- land and building associated with the Crows Nest OSD (site C) owned by Sydney Metro was reclassified from property, plant and equipment to assets held for sale when the asset was available for sale with an expectation to be sold within the next 12 months.

Recognition and measurement

The Entity has certain non-current assets classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. This condition is regarded as met when the sale is highly probable, the asset is available for immediate sale in its present condition, and the sale of the asset is expected to be completed within one year from the date of classification.

Non-current assets held for sale are measured at the lower of their carrying amount or fair value less costs of disposal. These assets are not depreciated while they are classified as held-for-sale.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

11. Property, plant and equipment

(a) Total property, plant and equipment

The Entity's asset classes are:

- land and buildings;
- infrastructure systems;
- plant and equipment; and
- rolling stock.

	Land and Buildings		Infrastructure systems			Plant and equipment			Total property, plant and equipment
	Land and Buildings	Assets under construction ¹	Total	Rail systems	Assets under Construction ¹	Total	Plant and equipment	Rolling Stock	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2024									
At fair value - gross carrying amount	978,783	493,134	1,471,917	11,229,197	27,414,253	38,643,450	32,927	1,873,971	1,906,898
Less: Accumulated depreciation and impairment	(1,658)	-	(1,658)	(1,132,026)	-	(1,132,026)	(17,460)	(168,350)	(185,810)
Net carrying amount as at 1 July 2024	977,125	493,134	1,470,259	10,097,171	27,414,253	37,511,424	15,467	1,705,621	1,721,088
As at 30 June 2025									
At fair value - gross carrying amount	1,058,658	646,219	1,704,877	23,080,658	18,301,690	41,382,348	34,009	1,921,492	1,955,501
Less: Accumulated depreciation and impairment	(1,592)	-	(1,592)	(1,598,321)	-	(1,598,321)	(18,472)	(227,428)	(245,900)
Net carrying amount as at 30 June 2025	1,057,066	646,219	1,703,285	21,482,337	18,301,690	39,784,027	15,537	1,694,064	1,709,601
As at 1 July 2023									
At fair value - gross carrying amount	1,045,590	459,480	1,505,070	11,161,953	20,999,362	32,161,315	33,331	1,863,863	1,897,194
Less: Accumulated depreciation and impairment	(2,648)	-	(2,648)	(907,690)	-	(907,690)	(15,653)	(114,072)	(129,725)
Net carrying amount as at 1 July 2023	1,042,942	459,480	1,502,422	10,254,263	20,999,362	31,253,625	17,678	1,749,791	1,767,469
As at 30 June 2024									
At fair value - gross carrying amount	978,783	493,134	1,471,917	11,229,197	27,414,253	38,643,450	32,927	1,873,971	1,906,898
Less: Accumulated depreciation and impairment	(1,658)	-	(1,658)	(1,132,026)	-	(1,132,026)	(17,460)	(168,350)	(185,810)
Net carrying amount as at 30 June 2024	977,125	493,134	1,470,259	10,097,171	27,414,253	37,511,424	15,467	1,705,621	1,721,088

¹ Assets under construction is considered to be a subclass of the related asset class.

Sydney Metro
Notes to the financial statements
for the year ended 30 June 2025

11. Property, plant and equipment (continued)

(a) Total property, plant and equipment (continued)

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and Buildings			Infrastructure systems			Plant and equipment			Total property, plant and equipment	
	Notes	Land and Buildings	Assets under construction ¹	Total	Rail Systems		Assets under construction ¹	Total	Plant and equipment		
					\$'000	\$'000			\$'000		\$'000
Net carrying amount at start of year		977,125	493,134	1,470,259	10,097,171	27,414,253	37,511,424	15,467	1,705,621	1,721,088	40,702,771
Additions		617	190,650	191,267	-	4,649,141	4,649,141	-	-	-	4,840,408
Revaluation increment/(decrement) recognised in equity		(258)	-	(258)	(2,308,455)	168,359	(2,140,096)	413	41,981	42,394	(2,097,960)
Revaluation increment/(decrement) recognised in net result	5	87,865	(155,642)	(67,777)	-	-	-	-	-	-	(67,777)
Disposals/write-off		(466)	-	(466)	(2,615)	-	(2,615)	(77)	-	(77)	(3,158)
Assets transferred (to)/from non-current assets held for sale		(178,592)	-	(178,592)	-	-	-	-	-	-	(178,592)
Reclassification between PPE classes		170,333	(135,686)	34,647	14,210,367	(14,283,122)	(72,755)	38,108	-	38,108	-
Depreciation expense	2(d)	(2,439)	-	(2,439)	(424,051)	-	(424,051)	(801)	(53,538)	(54,339)	(480,829)
Increase/(decrease) in net assets from equity transfer		20	253,763	256,644	-	353,059	353,059	(36,043)	-	(36,043)	573,660
Transfer (to)/from councils, NSW government agencies & other parties		-	-	-	(90,080)	-	(90,080)	(1,530)	-	(1,530)	(91,610)
Net carrying amount as at 30 June 2025		1,057,066	646,219	1,703,285	21,482,337	18,301,690	39,784,027	15,537	1,694,064	1,709,601	43,196,913

¹ Assets under construction is considered to be a subclass of the related asset class.

The net carrying amount of service concession assets included in property, plant and equipment is \$27.6 billion as at 30 June 2025 (30 June 2024: \$15.2 billion). Carrying amounts of service concession assets by type of arrangements are disclosed in note 11(xi).

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 14.

for the year ended 30 June 2025

(a) **Total property, plant and equipment (continued)**

¹ Assets under construction is considered to be a subclass of the related asset class.

Sydney Metro

for the year ended 30 June 2025

11. **Property, plant and equipment (continued)**

(b) Property, plant and equipment held and used by the Entity

	Land and Buildings			Infrastructure systems			Plant and equipment			
	Land and Buildings	Assets under construction ¹	Total	Rail systems	Assets under construction ¹	Total	Plant and equipment	Rolling Stock	Total	Total property, plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2024										
At fair value - gross carrying amount	943,547	473,452	1,416,999	11,226,044	27,414,253	38,640,297	32,925	1,873,970	1,906,895	41,964,191
Less: Accumulated depreciation and impairment	(630)	-	(630)	(1,131,701)	-	(1,131,701)	(17,458)	(168,349)	(185,807)	(1,318,138)
Net carrying amount at 1 July 2024	942,917	473,452	1,416,369	10,094,343	27,414,253	37,508,596	15,467	1,705,621	1,721,088	40,646,053
At 30 June 2025										
At fair value - gross carrying amount	1,055,153	646,207	1,701,360	23,076,216	18,301,690	41,377,906	34,009	1,921,492	1,955,501	45,034,767
Less: Accumulated depreciation and impairment	(1,592)	-	(1,592)	(1,597,927)	-	(1,597,927)	(18,472)	(227,428)	(245,900)	(1,845,419)
Net carrying amount	1,053,561	646,207	1,699,768	21,478,289	18,301,690	39,779,979	15,537	1,694,064	1,709,601	43,189,348
As at 1 July 2023										
At fair value - gross carrying amount	1,008,326	440,191	1,448,517	11,159,119	20,999,362	32,158,481	33,331	1,863,863	1,897,194	35,504,192
Less: Accumulated depreciation and impairment	(1,583)	-	(1,583)	(907,690)	-	(907,690)	(15,653)	(114,072)	(129,725)	(1,038,998)
Net carrying amount at 1 July 2023	1,006,743	440,191	1,446,934	10,251,429	20,999,362	31,250,791	17,678	1,749,791	1,767,469	34,465,194
At 30 June 2024										
At fair value - gross carrying amount	943,547	473,452	1,416,999	11,226,044	27,414,253	38,640,297	32,925	1,873,970	1,906,895	41,964,191
Less: Accumulated depreciation and impairment	(630)	-	(630)	(1,131,701)	-	(1,131,701)	(17,458)	(168,349)	(185,807)	(1,318,138)
Net carrying amount	942,917	473,452	1,416,369	10,094,343	27,414,253	37,508,596	15,467	1,705,621	1,721,088	40,646,053

¹ Assets under construction is considered a subclass of the related asset class.

Notes to the financial statements

for the year ended 30 June 2025

11. **Property, plant and equipment (continued)**

(b) Property, plant and equipment held and used by the Entity (continued)

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment held and used by the Entity at the beginning and end of the current reporting period is set out below:

Notes	Land and buildings			Infrastructure systems			Plant and equipment			Total property, plant and equipment
	Land and buildings	Assets under construction ⁿ¹	Total	Rail systems	Assets under construction ¹	Total	Plant and equipment	Rolling stock	Total	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net carrying amount at start of year	942,917	473,452	1,416,369	10,094,343	27,414,253	37,508,596	15,467	1,705,621	1,721,088	40,646,053
Additions	617	190,650	191,267	-	4,649,141	4,649,141	-	-	-	4,840,408
Revaluation increment/(decrement) recognised in equity	(258)	-	(258)	(2,308,411)	168,359	(2,140,052)	413	41,981	42,394	(2,097,916)
Revaluation increment/(decrement) recognised in net result	87,853	(155,385)	(67,532)	-	-	-	-	-	-	(67,532)
Disposals/write-off	(466)	-	(466)	(2,615)	-	(2,615)	(77)	-	(77)	(3,158)
Assets transferred (to)/from non-current assets held for sale	(178,592)	-	(178,592)	-	-	-	-	-	-	(178,592)
Reclassification between PPE classes	170,333	(135,686)	34,647	14,210,367	(14,283,122)	(72,755)	38,108	-	38,108	-
Depreciation expense	(2,439)	-	(2,439)	(423,988)	-	(423,988)	(801)	(53,538)	(54,339)	(480,766)
Increase/(decrease) in net assets from equity transfer	2,881	253,763	256,644	-	353,059	353,059	(36,043)	-	(36,043)	573,660
Transfer (to)/from councils, NSW government agencies & other parties	-	-	-	(90,080)	-	(90,080)	(1,530)	-	(1,530)	(91,610)
Transfers (to)/from assets held by Entity as lessor under operating lease	30,715	19,413	50,128	(1,327)	-	(1,327)	-	-	-	48,801
Net carrying amount at 30 June 2025	1,053,561	646,207	1,699,768	21,478,289	18,301,690	39,779,979	15,537	1,694,064	1,709,601	43,189,348

¹ Assets under construction is considered to be a subclass of the related asset class.

Notes to the financial statements

for the year ended 30 June 2025

11. **Property, plant and equipment (continued)**

(b) Property, plant and equipment held and used by the Entity (continued)

	Land and buildings			Infrastructure systems			Plant and equipment			Total property, plant and equipment
	Land and buildings	Assets under construction ¹	Land and buildings	Rail systems	Assets under construction ¹	Total	Plant and equipment	Rolling stock	Total	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net carrying amount at start of year	1,006,743									
Additions	2,814	440,191	1,446,934	10,251,429	20,999,362	31,250,791	17,678	1,749,791	1,767,469	34,465,194
Revaluation increment/(decrement) recognised in equity	-	121,984	124,798	-	5,961,512	5,961,512	-	-	-	6,086,310
Revaluation increment/(decrement) recognised in net result	52,027	(112,258)	(60,231)	63,952	532,374	596,326	88	9,140	9,228	605,554
Disposals/write-off	-	-	-	-	-	-	-	-	-	(60,231)
Assets transferred (to)/from non-current assets held for sale	(115,850)	-	(115,850)	-	-	-	-	-	-	(115,850)
Reclassification between PPE classes	-	-	-	90,620	(90,620)	-	-	-	-	-
Reclassifications (to)/from intangible assets	-	-	-	-	700	700	-	-	-	700
Depreciation expense	(2,722)	-	(2,722)	(223,667)	-	(223,667)	(2,299)	(53,310)	(55,609)	(281,998)
Increase/(decrease) in net assets from equity transfer	(95)	18,335	18,240	(2,911)	10,925	8,014	-	-	-	26,254
Transfer (to)/from councils, NSW government agencies & other parties	-	5,200	5,200	(85,080)	-	(85,080)	-	-	-	(79,880)
Net carrying amount at 30 June 2024	942,917	473,452	1,416,369	10,094,343	27,414,253	37,508,596	15,467	1,705,621	1,721,088	40,646,053

¹ Assets under construction is considered to be a subclass of the related asset class.

Notes to the financial statements

for the year ended 30 June 2025

11. **Property, plant and equipment (continued)**

(c) Property, plant and equipment where Entity is lessor under operating leases

	Land and buildings			Infrastructure systems			Plant and equipment			
	Land and buildings \$'000	Assets under construction ¹ \$'000	Total \$'000	Rail systems \$'000	Assets under construction ¹ \$'000	Total \$'000	Plant and equipment \$'000	Rolling stock \$'000	Total \$'000	Total property, plant and equipment \$'000
As at 1 July 2024										
At fair value - gross carrying amount	35,236	19,682	54,918	3,153	-	3,153	-	-	-	58,071
Less: Accumulated depreciation and impairment	(1,028)	-	(1,028)	(325)	-	(325)	-	-	-	(1,353)
Net carrying amount at 1 July 2024	34,208	19,682	53,890	2,828	-	2,828	-	-	-	56,718
At 30 June 2025										
At fair value - gross carrying amount	3,505	12	3,517	4,442	-	4,442	-	-	-	7,959
Less: Accumulated depreciation and impairment	-	-	-	(394)	-	(394)	-	-	-	(394)
Net carrying amount at 30 June 2025	3,505	12	3,517	4,048	-	4,048	-	-	-	7,565
As at 1 July 2023										
At fair value - gross carrying amount	37,264	19,289	56,553	2,834	-	2,834	-	-	-	59,387
Less: Accumulated depreciation and impairment	(1,065)	-	(1,065)	-	-	-	-	-	-	(1,065)
Net carrying amount at 1 July 2023	36,199	19,289	55,488	2,834	-	2,834	-	-	-	58,322
At 30 June 2024										
At fair value - gross carrying amount	35,236	19,682	54,918	3,153	-	3,153	-	-	-	58,071
Less: Accumulated depreciation and impairment	(1,028)	-	(1,028)	(325)	-	(325)	-	-	-	(1,353)
Net carrying amount at 30 June 2024	34,208	19,682	53,890	2,828	-	2,828	-	-	-	56,718

¹ Assets under construction is considered to be a subclass of the related asset class.

Sydney Metro
Notes to the financial statements
for the year ended 30 June 2025

11. Property, plant and equipment (continued)

(c) Property, plant and equipment where Entity is lessor under operating leases (continued)

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment where the Entity is lessor under operating lease at the beginning and end of the current reporting period is set out below:

	Land and buildings			Infrastructure systems			Plant and equipment			Total property, plant and equipment \$'000	
	Notes	Land and buildings \$'000	Assets under construction¹ \$'000	Total \$'000	Rail systems \$'000	Assets under construction¹ \$'000	Total \$'000	Plant and equipment \$'000	Rolling stock \$'000		Total \$'000
Net carrying amount at start of year		34,208	19,682	53,890	2,828	-	2,828	-	-	-	56,718
Revaluation increment/(decrement) recognised in equity		-	-	-	(44)	-	(44)	-	-	-	(44)
Revaluation increment/(decrement) recognised in net result		12	(257)	(245)	-	-	-	-	-	-	(245)
Depreciation expense		-	-	-	(63)	-	(63)	-	-	-	(63)
Transfers (to)/from assets held by Entity as lessor under operating lease		(30,715)	(19,413)	(50,128)	1,327	-	1,327	-	-	-	(48,801)
Net carrying amount as at 30 June 2025		3,505	12	3,517	4,048	-	4,048	-	-	-	7,565

¹ Assets under construction is considered a subclass of the related asset class.

Sydney Metro
Notes to the financial statements
for the year ended 30 June 2025

11. Property, plant and equipment (continued)

(c) Property, plant and equipment where Entity is lessor under operating leases (continued)

	Notes	Land and buildings		Infrastructure systems			Plant and equipment			Total property, plant and equipment
		Land and buildings	Assets under construction ¹	Total	Rail systems	Assets under construction ¹	Total	Plant and equipment	Rolling stock	Total
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net carrying amount at start of year		36,199	19,289	55,488	2,834	-	2,834	-	-	-
Revaluation increment/(decrement) recognised in equity		-	-	-	58	-	58	-	-	58
Revaluation increment/(decrement) recognised in net result		(1,261)	393	(868)	-	-	-	-	-	(868)
Depreciation expense		(730)	-	(730)	(64)	-	(64)	-	-	(794)
Net carrying amount as at 30 June 2024		34,208	19,682	53,890	2,828	-	2,828	-	-	56,718

¹ Assets under construction is considered a subclass of the related asset class.

11. Property, plant and equipment (continued)

Recognition and measurement

(i) Acquisition of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian accounting standards.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition. Refer also to note 20 for assets transferred as a result of an equity transfer and note 3(c) for assets transferred from Local Councils at nil consideration.

The costs of assets constructed for own use includes the cost of materials and direct labour, as well as an appropriate proportion of variable and fixed overhead costs that can be reliably attributed to the assets.

(ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised. Items below these amounts are expensed in the period in which they are incurred.

(iii) Major inspection costs

When each major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

(iv) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or a component of an asset, in which case the costs are capitalised and depreciated.

(v) Restoration costs

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met. If the effect of the time value of money is material, these costs are discounted at the appropriate market yields on government bonds.

(vi) Right-of-use assets acquired by lessees

AASB 16 *Leases* (AASB 16) requires a lessee to recognise a right-of-use asset for most leases. The Entity has elected to present right-of-use assets separately in the Statement of financial position. Further information on leases is contained in note 12.

(vii) Depreciation of property, plant and equipment

Except for certain non-depreciable assets, depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Entity.

All material identifiable components of assets are depreciated separately over their useful lives.

11. Property, plant and equipment (continued)

Recognition and measurement (continued)

(vii) Depreciation of property, plant and equipment (continued)

Land is not a depreciable asset. Buildings which have been acquired for future transport infrastructure are not depreciated as these assets are not purchased to generate revenue and are ultimately demolished for transport infrastructure projects. The expected useful lives of property, plant and equipment for depreciation purposes are as follows:

Asset Type	Useful lives
Land	Indefinite
Service concession assets - land	Indefinite
Infrastructure systems	20 – 100 years
Service concession assets – infrastructure systems	20 – 100 years
Plant and equipment	5 – 15 years
Service concession assets – equipment	5 – 15 years
Service concession assets – rolling stock	35 years
Leasehold improvement	4 – 5 years
Buildings	50 - 60 years
Right of use assets	2 – 10 years

Estimates of useful life for depreciation and amortisation purposes have been determined with regard to a number of factors including the expected retention period by the Entity and the underlying physical, technical and commercial nature of the assets as defined in AASB 116. In accordance with this standard the shortest alternative useful life is applied.

The asset residual values, useful life and depreciation methods are reviewed, and adjusted, if appropriate, at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in assets are considered to modify the depreciation period or method, as appropriate, and are treated as changes in accounting estimates and adjusted prospectively.

Based on the Entity's assessment, no changes are required to the useful life of the Entity's property, plant and equipment in this financial year.

(viii) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non – Current Assets at Fair Value' Policy and Guidelines Paper (TPP21-09) and Treasurer's Direction 'Valuation of Physical Non-Current Assets at Fair Value' (TD21-05). TD21-05 and TPP21-09 adopt fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use.

For non-financial assets of not-for-profit public sector entities that are not held primarily for their ability to generate net cash inflows, there is a rebuttable assumption that current use is highest and best use, unless the asset is classified as held for sale in accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations* or it is highly probable the asset will be used for an alternative purpose to its current use.

Fair value of property, plant and equipment is based on a market participant's perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Refer to note 14 for further information regarding fair value.

Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is current replacement cost.

11. Property, plant and equipment (continued)

Recognition and measurement (continued)

(viii) Revaluation of property, plant and equipment (continued)

The current replacement cost method is used to revalue specialised buildings (designed for a specific limited purpose), trackwork and rail infrastructure systems, road infrastructure systems, and certain plant and equipment. Current replacement cost for these types of assets is based on the "incremental optimised replacement cost". Optimised replacement cost is the minimum cost, in the normal course of business, to replace the existing asset with a technologically modern equivalent asset with the same economic benefits, adjusting for any overdesign, overcapacity and redundant components. Incremental optimisation means that optimisation is limited to the extent that optimisation can occur in the normal course of business using commercially available technology.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value. This is because any difference between fair value and depreciated historical cost is unlikely to be material.

Revaluations are made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The entity conducts a comprehensive revaluation at least every three years for its land and buildings (except infrastructure and land under infrastructure) where the market approach is the most appropriate valuation technique and at least every five years for other classes of property, plant and equipment.

Revaluations are performed by independent professionally qualified valuers.

The latest comprehensive revaluation of property, plant and equipment is summarised as follows:

Asset category	Asset type	Date of last comprehensive revaluation
Land and buildings	Rail land – Northwest Metro Line	31 March 2022
	Rail land – City Metro Line	19 August 2024
	Service concession assets – land - Northwest Metro Line	31 March 2022
	Service concession assets – land - City Metro Line	19 August 2024
	Land subject to Landcom Project Development Agreement	30 June 2025
	Land and buildings not used for construction	18 October 2024
Infrastructure systems	Rail infrastructure – Northwest Metro Line	31 March 2022
	Rail infrastructure – City Metro Line	19 August 2024
	Service concession assets – rail infrastructure - Northwest Metro Line	31 March 2022
	Service concession assets – rail infrastructure – City Metro Line	19 August 2024
Plant and equipment	Service concession assets - specialised plant and equipment	31 March 2022
	Service concession assets - rolling stock	31 March 2022

11. Property, plant and equipment (continued)**Recognition and measurement (continued)****(viii) Revaluation of property, plant and equipment (continued)**

Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially from carrying value. An interim revaluation assessment was completed on 30 June 2025. Refer to note 14 for details of the full revaluation.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as a loss in the net result, the increment is recognised immediately as a gain in the net result.

Revaluation decrements are recognised immediately as a loss in the net result, except that, to the extent that a credit balance exists in the asset revaluation surplus in respect of the same class of assets, they are debited directly to the asset revaluation surplus.

As a not-for-profit reporting Entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated. Where the income approach or market approach is used, accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation surplus in respect of that asset is transferred to accumulated funds.

The residual values, useful lives and methods of depreciation of property, plant and equipment are subject to annual review.

(ix) Impairment of property, plant and equipment

As a not-for-profit reporting Entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* (AASB 136) is unlikely to arise. As property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances where the costs of disposal are material.

Specifically, impairment is unlikely for the Entity given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and current replacement cost, where current replacement cost is also fair value. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

Notwithstanding this, the Entity reviews the carrying values of major assets for objective evidence of impairment. Where such an indication exists, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Specialised assets held for continuing use of their service capacity are rarely sold and their cost of disposal is typically negligible. Their recoverable amount is expected to be materially the same as fair value, where they are regularly revalued under AASB 13.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. The reversal is recognised in other comprehensive income and is treated as a revaluation increase, except to the extent that an impairment loss on the same class of asset was previously recognised in net result, then the reversal recognised in net result.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

11. Property, plant and equipment (continued)

Recognition and measurement (continued)

(x) Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Gains and losses on disposal are determined by comparing the proceeds with the carrying amount of the asset and are included in the Statement of comprehensive Income.

(xi) Service concession asset

Service concession arrangements (SCAs) are contracts between a grantor and an operator where an operator provides public services related to a service concession asset on behalf of a public sector grantor for a specified period of time and manages at least some of those services.

Based on the Entity's assessment, the following arrangements fall in the scope of AASB 1059 *Service Concession Arrangements: Grantors*:

Description	Service concession arrangement	
Rights and obligations	The Entity regulates the Metro rail services to be provided to the general public. The arrangements detailed below represent service concession arrangements where upon construction completion and operational commencement, the operators are required to deliver a safe and reliable metro passenger service. In return, the Entity pays consideration for the delivery phase across the project term (i.e. design and construction), and payments for operation and maintenance. The operators are required to hand back the significant residual interest of the assets in the project at the end of the project term.	
Name & description of the SCA OR group of SCAs	The Entity has a contract with Northwest Rapid Transit relating to the Sydney Metro North West Line & the Sydney Metro City & Southwest project.	The Entity has a contract with Parklife Metro relating to the Sydney Metro Western Sydney Airport metro project.
Period of the arrangement	The period of the arrangement is from September 2014 to May 2034.	The period of the arrangement is from December 2022 to April 2042.
Terms of the arrangement	The arrangement involves Northwest Rapid Transit (the operator) being responsible for the design and construction of Sydney Metro City Line as well as the operations and maintenance of the North West Line and the Sydney Metro City & Southwest Line. The operator is responsible for: - operation and maintenance of the North West Line between Tallawong Station and Chatswood Station. Operations began in May 2019. - operation and maintenance of the City Line between Chatswood Station and Sydenham Station. Operations began in August 2024. - design and construction of the Sydney Metro City Line, between Chatswood Station and Sydenham Station. Design and construction began in December 2019. The Sydney Metro Southwest line is being constructed by the Entity. The operator will be responsible for the operation and maintenance of the Southwest Line between Sydenham Station and Bankstown Station.	The arrangement involves Parklife Metro (the operator) being responsible for the design, construction, operations and maintenance of the Sydney Metro Western Sydney Airport metro project. The operator is responsible for: - design and construction of the Western Sydney Airport Line, between St Marys and the new Aerotropolis. Design and construction began in December 2022. - operation and maintenance of the Western Sydney Airport Line.

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Notes to the financial statements
for the year ended 30 June 2025

11. Property, plant and equipment (continued)

Recognition and measurement (continued)

(xi) Service concession assets (continued)

Description	Service concession arrangement	
Change in arrangements occurred in 2024	Changes to Sydney Metro City Line completion had resulted in reassessments to the service concession financial liability including using revised estimates completion date by management and amended contractual terms of the PPP contracts with the operator at various trigger dates as they occurred. For the Sydney Metro Northwest PPP arrangement, the Conditional Debt Pay Down (CDPD) payment was made in April 2024 instead of the original forecast of December 2023. The service concession financial liability was re-assessed during the financial year to reflect management's change estimate of revised CDPD payment, and further updated using the new future cash flows in accordance with the contractual amendments agreed with the operator in April 2024. A net loss of \$86.0 million was recognised, including the impact of debt modification determined under AASB 9 Financial Instrument (AASB 9). For the Sydney Metro City & Southwest PPP arrangement, the service concession financial liability was re-assessed a number of times during the financial year to reflect the revised forecast completion date in accordance with the contractual amendments agreed with the operator, and management's revised estimate including remaining future cash flow profile. As a result of the changes, a net gain of \$113.2 million was recognised including the impact of debt modification accounted for under AASB 9.	None
Change in arrangements occurred in 2025	Changes to the completion of the Sydney Metro City Line resulted in re-assessments of the service concession financial liability. For the Sydney Metro City & Southwest PPP arrangement, first passenger service for the Sydney Metro City line occurred in August 2024. Subsequently, practical completion was achieved in November 2024 and the contract with the operator was amended to combine the operational and maintenance requirements for the Sydney Metro North West Line with the Sydney Metro City Line.	None

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Notes to the financial statements

for the year ended 30 June 2025

11. Property, plant and equipment (continued)

Recognition and measurement (continued)

(xi) Service concession assets (continued)

Description	Service concession arrangement	
Change in arrangements occurred in 2025	The service concession liability was reassessed during the financial year to reflect: - changes in management's estimate for the completion of the Sydney Metro City line. - amendments in the contractual terms in November 2024. As a result of the changes, a net gain of \$110 million was recognised including the impact of the modification under AASB 9.	

The carrying amount of service concession assets included within property, plant and equipment are set out below. The service concession assets are in relation to the arrangements detailed above.

	Land and buildings \$'000	Rail systems ¹ \$'000	Plant and Equipment \$'000	Rolling Stock \$'000	Total property, plant and equipment \$'000
At 30 Jun 2025					
Service concession arrangement 1 - Northwest and City & Southwest	352,799	22,234,852	15,084	1,694,064	24,296,799
Service concession arrangement 2 - Western Sydney Airport	-	3,295,330	-	-	3,295,330
Net carrying amount	352,799	25,530,182	15,084	1,694,064	27,592,129
At 30 Jun 2024					
Service concession arrangement 1 - Northwest and City & Southwest	236,819	11,762,609	14,819	1,705,620	13,719,867
Service concession arrangement 2 - Western Sydney Airport	-	1,504,253	-	-	1,504,253
Net carrying amount	236,819	13,266,862	14,819	1,705,620	15,224,120

¹ Carrying value of rail systems service concession assets include assets under construction for projects that are still in the delivery phase in 2025 (\$0.8 billion for City & Southwest stage 2, \$3.3 billion for the Western Sydney Airport) and 2024 (\$1.7 billion for City & Southwest, \$1.5 billion for the Western Sydney Airport).

Initial recognition

For arrangements within the scope of AASB 1059, the Entity recognises a service concession asset when it controls the asset. Where the asset is provided by the operator or is an upgrade to or a major component replacement of an existing asset of the Entity, the asset is recognised at current replacement cost based on AASB 13 *Fair Value Measurement* principles.

Where the asset is an existing asset of the Entity, the asset is reclassified as a service concession asset and remeasured at current replacement cost at the date of reclassification. Any difference between the previous carrying amount and current replacement cost is recognised as if it is a revaluation of the asset.

11. Property, plant and equipment (continued)**Recognition and measurement (continued)****(xi) Service concession assets (continued)****Subsequent to initial recognition**

Subsequent to the initial recognition or reclassification, the service concession asset is measured at current replacement cost and accounted for in accordance with the depreciation and impairment requirements of AASB 116 *Property, Plant and Equipment* and AASB 136 *Impairment of Assets*.

The Entity applied the higher of the 'interest accretion' and indexation methods in measuring the service concession assets (assets under construction) at current replacement cost. The interest accretion approach uses the Operator's cost of funding in the service concession arrangement as a proxy for the fair value uplift of service concession assets that are under construction and is recorded as a revaluation adjustment. Upon construction completion, a comprehensive valuation assessment will be performed by an external professionally qualified valuer. Refer to note 11(ix) for further details on revaluation of property, plant and equipment, including service concession assets.

At the end of the arrangement

At the end of the service concession arrangement:

- the Entity accounts for the asset in accordance with other AAS, with the Entity reclassifying the asset based on its nature or function;
- reference to fair value reverts from the mandated current replacement cost under AASB 1059 to the appropriate approach under AASB 13; and
- the asset is only derecognised when the Entity loses control of the asset in accordance with AASB 116.

12. Leases**(a) Entity as a lessee**

The Entity leases various properties, equipment and motor vehicles. Lease contracts are typically made for fixed periods of one to ten years but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The Entity does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Entity and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option.

Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Potential future cash outflows of \$9.1 million (2024: \$9.0 million) have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. During the current financial year, the financial effect of revising lease terms to reflect the effect of exercising extension and termination options was an increase in recognised right-of-use assets of \$0.1 million (2024: \$0.1 million) and lease liabilities of \$0.1 million (2024: \$0.1 million).

AASB 16 *Leases* (AASB 16) requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

The Entity has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less. Low value leases are leases with a fair value of \$10,000 or less when new and comprise mainly motor vehicle leases.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

12. Leases (continued)

(a) Entity as a lessee (continued)

Right-of-use assets under leases

		Land and buildings	Plant and Equipment	Total
	Notes	\$'000	\$'000	\$'000
Balance at 1 July 2024		33,800	286	34,086
Additions		2,980	-	2,980
Disposals		(3,071)	-	(3,071)
Depreciation expense	2(d)	(9,221)	(142)	(9,363)
Remeasurement of leases		9,908	-	9,908
Balance at 30 June 2025		34,396	144	34,540

		Land and buildings	Plant and Equipment	Total
	Notes	\$'000	\$'000	\$'000
Balance at 1 July 2023		41,050	346	41,396
Additions		742	84	826
Depreciation expense	2(d)	(8,657)	(144)	(8,801)
Remeasurement of leases		665	-	665
Balance at 30 June 2024		33,800	286	34,086

Lease liabilities

The following table presents liabilities under leases.

	Notes	2025 \$'000	2024 \$'000
Opening balance		35,132	42,193
Additions		2,905	826
Payments		(11,442)	(10,036)
Interest expenses	2(f)	1,414	1,482
Other movements		6,802	667
Balance at 30 June		34,811	35,132

Amounts recognised in the statement of comprehensive income

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the Entity is the lessee.

	Notes	2025 \$'000	2024 \$'000
Depreciation expense of right-of-use assets	2(d)	(74)	(66)
Interest expense on lease liabilities	2(f)	(1,414)	(1,482)
Income from subleasing right of use assets		193	546
Gains or losses arising from derecognising right of use		33	-
Amount recognised in the statement of comprehensive income		(1,262)	(1,002)

The Entity had total cash outflows for leases of \$11.4 million in 2025 (2024: \$10.0 million).

12. Leases (continued)

(a) Entity as a lessee (continued)

Leases at significantly below-market terms and conditions principally to enable the Entity to further its objectives

The Entity entered into leases with various government agencies for periods between 1 to 10 years. The lease premises are used by the Entity in order to obtain access to the sites in order to undertake the Sydney Metro construction works. The lease contracts specify lease payments between \$1 to \$100 per annum. These leases do not have a significant impact on the Entity's operations.

Recognition and measurement

The Entity assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Entity recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

(i) Right-of-use assets

The Entity recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer to (ii) below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

The right-of-use assets are subsequently measured at cost. They are depreciated on a straight-line basis over the shorter of the lease term and estimated useful lives of the assets. The expected useful lives of right-of-use asset are as follows:

Asset Category	Useful lives
Land and buildings	2-10 years
Plant and equipment	2-5 years

The right-of-use assets are subsequently measured at cost.

If ownership of the leased asset transfers to the Entity at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

(ii) Impairment losses for right-of-use assets

The right-of-use assets are also subject to impairment. The Entity assesses at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount.

The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

(iii) Lease liabilities

At the commencement date of the lease, the Entity recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of purchase options reasonably certain to be exercised by the Entity; and
- payments of penalties for terminating the lease, if the lease term reflects the Entity exercising the option to terminate.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

12. Leases (continued)

(a) Entity as a lessee (continued)

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

Entity would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Entity's lease liabilities are included in note 17.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Entity's leases, the lessee's incremental borrowing rate is used, being the rate that the Short-term leases and leases of low-value assets

The Entity applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

(iv) Leases that have significantly below market terms and conditions principally to enable the Entity to further its objectives

The initial and subsequent measurement of right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the Entity to further its objectives is same as normal right-of-use assets. They are measured at cost, subject to impairment.

(b) Entity as a lessor

The Entity holds properties that are leased to tenants under operating leases with rentals payable on varying cycles, including monthly and annually. Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate.

Although the Entity is exposed to changes in the residual value at the end of current leases, the Entity typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases. Expectation about the future residual values are reflected in the fair value of the properties.

Lessor for operating lease

Future minimum rentals receivables (undiscounted) under non-cancellable operating lease as at 30 June 2025 and 30 June 2024 were as follows:

	2025 \$'000	2024 \$'000
Within one year	198	573
One to two years	133	149
Two to three years	129	83
Three to four years	28	83
Four to five years	28	73
Later than five years	358	397
Future minimum rental receivable (excluding GST)	874	1,358

12. Leases (continued)
(b) Entity as a lessor (continued)
Recognition and measurement – lessor for operating leases

An operating lease is a lease other than a finance lease. Rental income arising is accounted for on a straight-line basis over the lease term and is included in revenue in the statement of comprehensive income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the underlying asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

13. Intangible assets

	Easements \$'000	Biodiversity credits \$'000	Total Intangibles \$'000
As at 1 July 2024			
Cost (gross carrying amount)	324	7,196	7,520
Accumulated amortisation and impairment	-	-	-
Net carrying amount at 1 July 2024	324	7,196	7,520
As at 30 June 2025			
Cost (gross carrying amount)	324	7,196	7,520
Accumulated amortisation and impairment	-	-	-
Net carrying amount at 30 June 2025	324	7,196	7,520
As at 1 July 2023			
Cost (gross carrying amount)	199	8,021	8,220
Accumulated amortisation and impairment	-	-	-
Net carrying amount at 1 July 2023	199	8,021	8,220
As at 30 June 2024			
Cost (gross carrying amount)	324	7,196	7,520
Accumulated amortisation and impairment	-	-	-
Net carrying amount at 30 June 2024	324	7,196	7,520

	Easements ² \$'000	Biodiversity credits ¹ \$'000	Total \$'000
At 30 June 2025			
Net carrying amount at start of year	324	7,196	7,520
Net carrying amount at 30 June 2025	324	7,196	7,520

	Easements ² \$'000	Biodiversity credits ¹ \$'000	Total \$'000
At 30 June 2024			
Net carrying amount at start of year	199	8,021	8,220
Reclassifications from/(to) property, plant and equipment	125	(825)	(700)
Net carrying amount at 30 June 2024	324	7,196	7,520

¹ The Entity purchases biodiversity credits from the open market, in order to meet its obligations in accordance with the *NSW Biodiversity Conservation Act 2016 (BC Act)* and if required the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)*.

² The Entity also recognises easements as intangible assets, which give the Entity the right to use the part of land not owned by the Entity.

13. Intangible assets (continued)**Recognition and measurement**

Intangible assets are recognised only if it is probable that future economic benefits will flow to the Entity and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost which includes the purchase price and any costs directly attributable to preparing the asset for its intended use. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

Intangible assets are subsequently measured at fair value only if there is an active market. If there is no active market for the Entity's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

The costs relating to intangibles that are under development are shown as work in progress and are not amortised until the intangibles are brought into service. All research costs are expensed. Development costs are only capitalised when certain criteria are met.

Biodiversity credits and easements are not amortised and have indefinite useful lives. The costs relating to intangibles that are under development are shown as work in progress and are not amortised until the intangibles are brought into service.

Intangible assets with indefinite useful lives are not amortised but are tested for impairment annually. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Intangible assets are tested for impairment where an indicator of impairment exists except for assets with an indefinite useful life which are tested for impairment annually. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

14. Fair value measurement of non-financial assets**Fair value measurement and hierarchy**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 – quoted prices in active markets for identical assets / liabilities that the Entity can access at the measurement date;
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly; and
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The Entity recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

14. Fair value measurement of non-financial assets (continued)
(a) Fair value hierarchy

Fair value measurements recognised in the Statement of financial position are categorised into the following levels at 30 June.

30 June 2025	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value \$'000
Land and buildings	-	692,892	1,010,393	1,703,285
Plant and equipment	-	-	15,537	15,537
Rolling stock	-	-	1,694,064	1,694,064
Plant and equipment	-	-	1,709,601	1,709,601
Rail systems	-	-	39,784,027	39,784,027
Infrastructure systems	-	-	39,784,027	39,784,027
Total property, plant and equipment	-	692,892	42,504,021	43,196,913
Non-current assets held-for-sale	-	233,491	-	233,491
Fair value at 30 June 2025	-	926,383	42,504,021	43,430,404

30 June 2024	Notes	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value \$'000
Land and buildings		-	731,706	738,553	1,470,259
Plant and equipment		-	-	15,467	15,467
Rolling stock		-	-	1,705,621	1,705,621
Plant and equipment		-	-	1,721,088	1,721,088
Rail systems		-	-	37,511,424	37,511,424
Infrastructure systems		-	-	37,511,424	37,511,424
Total property, plant and equipment		-	731,706	39,971,065	40,702,771
Non-current assets held-for-sale		-	174,208	-	174,208
Fair value at 30 June 2024		-	905,914	39,971,065	40,876,979

(b) Valuation process

The Entity obtains independent valuations for its land and buildings assets (except for operational rail land) at least every 3 years and for its other non-financial assets (including operational rail land) at least every 5 years.

The Entity engages external qualified valuers to determine the fair value of the Entity's non-financial assets. Refer to Note 11(viii) for the latest comprehensive revaluation dates of property, plant and equipment.

The respective external qualified valuers performed an interim desktop revaluation as at 30 June 2025 for Sydney Metro Northwest rail assets and Sydney Metro Northwest land assets.

The Entity has conducted interim external valuations as at 30 June 2025 to determine the fair value of rail infrastructure assets under construction and land under rail infrastructure assets under construction.

Leasehold improvement within land and building category and office fitouts within plant and equipment asset category are measured using depreciated historical cost as an approximation of fair value and do not require revaluation due to their short useful lives.

14. Fair value measurement of non-financial assets (continued)

Fair value measurement and hierarchy (continued)

(c) Valuation techniques and input

At the end of each reporting period, the Entity updates its assessment of the fair value of each category of non-financial asset, taking into account the most recent independent valuation. The best evidence of fair value is current prices in an active market for similar assets. Where such information is not available, the fair value assessment considers information from a variety of other sources and uses specific valuation techniques including:

- current prices in an active market for assets of a similar nature or recent prices of similar assets in less active markets, adjusted to reflect those differences;
- current replacement cost where the selling price is not available, with reference to most appropriate modern, depreciated equivalent replacement asset that provides similar economic benefits;
- construction costs incurred by the Entity based on contract costs and overhead costs escalated from contract to measurement date;
- discounted cash flow projections based on estimates of future cash flows.

These valuation techniques maximise the use of observable inputs where available and rely as little as possible on Entity or asset specific estimates. The level in the fair value hierarchy is determined on the basis of the lowest level input that is significant to the measurement in its entirety. If significant inputs required to measure fair value of an asset are observable, the asset is included in Level 2 of the fair value hierarchy. If one or more of the significant inputs is not based on observable market data, the asset is included in Level 3 of the fair value hierarchy. All resulting fair value estimates for non-financial assets are included in Level 3.

The following table highlights the valuation techniques and significant unobservable inputs used in recurring level 2 and Level 3 fair value measurements as well as the sensitivity of the fair value to changes in significant unobservable inputs:

Asset class	Valuation technique	Valuation inputs
Land and buildings		
Land (including service concession assets)	Market approach	• Sale evidence and market indicator for comparable properties, adjusted for the specific attributes of the property being revalued, such as size, configuration and location of the properties, applying appropriate discount rates in line with the restricted use of rail transport and infrastructure assets, as well as risk associated.
Leasehold improvement makegood assets	Cost as a surrogate for fair value	• Restoration costs on the leased property estimated on the rate per square metre basis were discounted, adjusted for inflation and depreciated over the remaining lease period
Buildings	Depreciated replacement cost	• Replacement cost based on current construction costs sourced from reliable industry data. • Expected useful life and remaining life are estimated and reviewed by the external valuer
Plant and equipment		
Plant and equipment (including service concession assets)	Current replacement cost	• Replacement cost for modern equivalent assets • Expected useful life and remaining life of the assets • Inputs principally obtained from the manufacturer of the assets
Rolling stock (including service concession assets)	Current replacement cost	• Replacement cost for modern equivalent assets • Expected useful life and remaining life are estimated and reviewed by the external valuer

14. Fair value measurement of non-financial assets (continued)
Fair value measurement and hierarchy (continued)
(c) Valuation techniques and input (continued)

Asset class	Valuation technique	Valuation inputs
Infrastructure systems		
Metro Operational infrastructure assets	Current replacement cost	- Replacement cost for modern equivalent assets - Unit of measure for each asset - Appropriate indexation factors - Expected useful life and remaining life of the assets as estimated by the external valuer
Rail infrastructure assets under construction	Current replacement cost	- Replacement cost approach with application of the cumulative indexation factors to the carrying amount of the asset balance where there are indicators that the carrying amount differs materially from their fair value. - Replacement cost approach with application of interest accretion method under AASB 1059 Service Concession Arrangement on costs incurred.
Land under rail infrastructure assets under construction	Current replacement cost	Latest available Valuer-General's sales evidence and market indicators is used for each land property; adjusted for restrictions imposed on the use of the land

(d) Reconciliation of Level 3 fair value measurement

	Land and buildings \$'000	Plant and equipment \$'000	Rolling stock \$'000	Infrastructure system \$'000	Total \$'000
Fair value as at 1 July 2024	738,552	15,467	1,705,622	37,511,423	39,971,064
Additions	191,267	-	-	4,649,141	4,840,408
Revaluation increment/(decrement) recognised in net result	(122,600)	-	-	-	(122,600)
Revaluation increment/(decrement) recognised in other comprehensive income	-	413	41,980	(2,140,097)	(2,097,704)
Transfers to Level 2	(50,885)	-	-	-	(50,885)
Transfer (to) / from council and other external entities	-	(1,530)	-	(90,081)	(91,611)
Disposals	(466)	(77)	-	(2,615)	(3,158)
Depreciation	(1,093)	(801)	(53,538)	(424,051)	(479,483)
Transfer (to)/from other class of property, plant and equipment	(1,026)	38,108	-	(72,752)	(35,670)
Equity Transfers	256,644	(36,043)	-	353,059	573,660
Fair value at 30 June 2025	1,010,393	15,537	1,694,064	39,784,027	42,504,021

¹ The transfer to level 2 is in relation to surplus property approved for divestment post completion of the City & Southwest Phase 1 project and has been reclassified as assets held for sale (Note 10).

14. Fair value measurement of non-financial assets (continued)
Fair value measurement and hierarchy (continued)
(d) Reconciliation of Level 3 fair value measurement (continued)

	Land and buildings \$'000	Plant and equipment \$'000	Rolling stock \$'000	Infrastructure system \$'000	Total \$'000
Fair value as at 1 July 2023	699,226	17,678	1,749,791	31,253,623	33,720,318
Additions	124,798	-	-	5,961,510	6,086,308
Revaluation increment/(decrement) recognised in net result	(107,035)	-	-	-	(107,035)
Revaluation increment/(decrement) recognised in other comprehensive income	-	88	9,140	596,386	605,614
Transfer (to) / from council	5,200	-	-	(85,079)	(79,879)
Depreciation	(1,972)	(2,299)	(53,309)	(223,731)	(281,311)
Transfer (to)/from other class of assets	-	-	-	700	700
Equity Transfers	18,335	-	-	8,014	26,349
Fair value as at 30 June 2024	738,552	15,467	1,705,622	37,511,423	39,971,064

15. Payables

	2025 \$'000	2024 \$'000
Trade creditors	36,548	44,153
Accrued expenses	439,348	502,359
Other creditors	-	11
Personnel services ¹	5,174	8,124
Current payables	481,070	554,647

¹ Sydney Metro employees are employed by Transport Service. The personnel services liability represents the amount payable to Transport Service in relation to these employee costs.

Details regarding liquidity risk, including a maturity analysis of the above payables are disclosed in note 21(e).

Recognition and measurement

Payables represent liabilities for goods and services provided to the Entity and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Payables are financial liabilities at amortised cost, initially recognised at fair value, net of directly attributable transaction costs. Subsequent measurement is at amortised cost using the effective interest method.

Gains/(losses) are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

16. Contract liabilities

	Notes	2025 \$'000	2024 \$'000
Contract liabilities - current		1,617	2,383
Contract liabilities - non-current		20,000	20,971
Contract liabilities		21,617	23,354

		2025 \$'000	2024 \$'000
Revenue recognised that was included in contract liability balance at the beginning of the year		2,383	-
Transaction price allocated to the remaining performance obligations from contracts with customers		21,617	23,354

Contract liabilities relate to amounts received in advance from:

- Infrastructure NSW in respect of the design and construction of affordable housing within the Waterloo Metro Quarter Development;
- oOh! Media Street Furniture Pty Limited in relation to the minimum guarantee fee revenue and revenue sharing arrangements associated with advertising assets located at the City Metro Line;
- Infrastructure NSW in relation to design and construction works at the Barangaroo Precinct; and
- Bradfield Development Authority in respect of the design and construction of the enabling works for future development.

The transaction price allocated to the remaining performance obligation relates to grants and contributions which is expected to be recognised as revenue through to 2026 and 2027.

Recognition and measurement

Contract liabilities relate to consideration received in advance from customers in respect of design and construction works. Contract liabilities also include unearned revenue for projects where milestones have not yet been met. Revenue from the contract liabilities will be recognised when the specific performance obligations have been met.

17. Borrowings

	2025 \$'000	2024 \$'000
Lease liabilities ¹	6,836	6,980
Service concession financial liabilities ²	192,493	88,138
Current borrowings	199,329	95,118
Lease liabilities ¹	27,975	28,152
Service concession financial liabilities ²	3,400,629	2,811,562
Non-current borrowings	3,428,604	2,839,714

¹ Refer to note 12 for details.

² The service concession financial liabilities relate to contractual payments to be made to third party operators, refer to note 11 for further details on the Entity's service concession arrangements.

Details regarding liquidity risk and market risk, including a maturity analysis of the above borrowings, are disclosed in note 21.

17. Borrowings (continued)
Recognition and measurement
Financial liabilities at amortised cost

Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid is recognised in profit or loss as other income or finance costs.

Borrowings are classified as current liabilities unless the Entity has the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period.

Lease liabilities are determined in accordance with AASB 16 and service concession financial liabilities are determined in accordance with AASB 1059.

Changes in liabilities arising from financing activities

	Lease liabilities \$'000	Service concession arrangements \$'000	Total liabilities from financing activities \$'000
Balance at 1 July 2024	35,132	2,899,700	2,934,832
Financing cash flows	(10,028)	(22,946)	(32,974)
Additions during the year ¹	2,905	664,728	667,633
Changes in fair values	6,802	(98,622)	(91,820)
Interest payments (presented as operating cash flows)	(1,414)	(63,332)	(64,746)
Interest expense	1,414	213,594	215,008
Balance at 30 June 2025	34,811	3,593,122	3,627,933
Balance at 1 July 2023	42,193	2,627,994	2,670,187
Financing cash flows	(8,554)	(689,045)	(697,599)
Additions during the year ¹	826	851,159	851,985
Changes in fair values	667	(19,979)	(19,312)
Interest payments (presented as operating cash flows)	(1,482)	(14,145)	(15,627)
Interest expense	1,482	143,716	145,198
Balance at 30 June 2024	35,132	2,899,700	2,934,832

¹ Relates to City and Southwest and Western Sydney Airport service concession financial liabilities that are progressively recognised during construction phase, in line with the progressive build-up of the service concession asset. The liability represents the Entity's obligation to pay the operator for providing the service concession asset.

18. Provisions

	2025 \$'000	2024 \$'000
Land and buildings remediation	57,499	133,345
Other ¹	261,095	193,737
Current other provisions	318,594	327,082
Land and buildings remediation	8,532	31,284
Other ¹	2,461	9,521
Non-current other provisions	10,993	40,805

¹ Other provisions include provision for contractor claims of \$185.7 million (2024: \$157.8 million), minor repair costs for Metro Northwest & City of \$36.2 million (2024: \$18.2 million), property settlements of \$15.7 million (2024: nil), future payment obligations under the Integrated Station Development arrangement of nil (2024: \$16.9 million), and Metro operator proxy service cost of \$26.0 million (2024: \$10.3 million).

Movement in provisions

	Land and Buildings Remediation \$'000	Integrated Station Development payment obligations \$'000	Others \$'000	Total \$'000
Carrying amount at the beginning of the financial year	164,629	16,888	186,370	367,887
Additional provision recognised	6,417	-	149,462	155,879
Disposals	(71,663)	(16,888)	(69,224)	(157,775)
Unused provision reversed	(34,087)	-	(3,271)	(37,358)
Change in provisions due to discount rate	735	-	219	954
Carrying amount at the end of the financial year	66,031	-	263,556	329,587

Recognition and measurement

Provisions exist when the Entity has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. A provision is only used for its intended purpose. Each provision is reviewed as at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that a settlement will be required, the provision is reversed.

Any provisions for restructuring are recognised only when the Entity has a detailed formal plan and it has raised a valid expectation in those affected by the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted at a rate that reflects the current market assessments of the time value of money and risk specific to the liability. When discounting is used, the increase in the provision due to the passage of time (i.e. unwinding of discount rate) is recognised as a finance cost.

The land and buildings remediation provision represents obligations in relation to contaminated land and make good provision for office building, and is recognised when the Entity has a legal or constructive obligation to remediate property and other assets. The value recognised for each provision represents the most reliable basis for estimating the outflow of resources required to settle the obligations.

Sydney Metro

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19. Other liabilities

	2025 \$'000	2024 \$'000
Income received in advance ¹	7,996	4
Other ²	12,655	14,217
Current other liabilities	20,651	14,221
Income received in advance ¹	-	8,793
Other ²	2,110	624
Non-current other liabilities	2,110	9,417

¹Relates to deposits received for the sale of a properties.

²Other liabilities include future payments required to be made in relation to Integrated Station Development arrangements of \$2.8 million (2024: \$2.8 million) and contribution from the metro operator for the contingency fund as part of the project deed of \$12.0 million (2024: \$12.0 million).

20. Equity and reserves

Equity transfers

	Notes	2025 \$'000	2024 \$'000
Property, plant and equipment transferred from TAM ¹	11	609,993	29,260
Property, plant and equipment transferred to TfNSW ²	11	(36,333)	(3,006)
Equity transfers		573,660	26,254

2025

¹The Minister for Transport approved the transfer of property, plant and equipment for the Bankstown Line (\$610.0 million) via Vesting Orders from TAM. The effective date of transfer was 18 October 2024.

²The Transport Secretary approved the following transfers of property, plant and equipment via Vesting Orders to TfNSW:

- 6 January 2025: transfer of land at 43 Waterloo Road (\$0.3 million), Macquarie Park to Transport for NSW (TfNSW) to facilitate TfNSW's Macquarie Park Bus Priority and Capacity Improvement project.
- 30 June 2025: transfer of electronic ticketing system assets (\$21.6 million) and wayfinding assets (\$14.5 million) to TfNSW that were acquired and installed during the construction of the City Metro Line.

2024

¹The Minister for Transport approved the following transfers of property, plant and equipment via Vesting Orders from TAM (formerly TAHE in 2024):

- 1 December 2023: \$28.9 million transfer of land and infrastructure assets to Sydney Metro for operation of the City & Southwest project
- 3 May 2024: \$0.3 million transfer of parcel of land at Sydenham to Sydney Metro for operation of the City & Southwest project

²The Transport Secretary approved the following transfers of property, plant and equipment via Vesting Orders to TfNSW:

- 28 June 2024: (\$2.9 million) completed Northwest Metro car park boom gate
- 02 May 2024: (\$0.1 million) surplus land at Carrington Road in Castle Hill for road widening purposes.

20. Equity and reserves (continued)**Recognition and measurement**

Equity transfers represent the transfer of net assets / liabilities between agencies as a result of an administrative restructure, transfers of programs / functions and parts thereof between NSW public sector agencies and 'equity appropriations. These equity transfers are designated or required by Australian Accounting Standards to be treated as contributions by owners and recognised as an adjustment to "Accumulated funds". This treatment is consistent with TPP 21-8 *Contributions by Owners made to wholly-owned Public Sector Entities* (TPP 21-8), AASB 1004 *Contributions* and Australian Interpretation 1038 *Contributions by Owners made to wholly-owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not-for-profit and for-profit government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. Subject to below, in most instances this will approximate fair value.

All other equity transfers are recognised at fair value.

21. Financial instruments

The Entity's principal financial instruments are outlined below. These financial instruments arise directly from the Entity's operations or are required to finance the Entity's operations and manage forecast cash flow exposures. The Entity does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The operational activities of the Entity expose it to a variety of financial risks: credit risk, liquidity risk and market risk (including interest rate risk, currency risk, and electricity price risk). The main risks arising from these financial instruments are outlined below together with the Entity's objectives, policies and processes for measuring and managing risk.

Methods used to measure risk include sensitivity analysis in the case of interest rate, foreign exchange and other commodity price risks, and an ageing analysis for credit risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Board has overall responsibility for the establishment and oversight of risk management and review and determines policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Entity, to set limits and to monitor risks. Compliance with these policies is reviewed by the Entity on a continuous basis.

21. Financial instruments (continued)
(a) Financial instrument categories

	Notes	Category	Carrying amount 2025 \$'000	Carrying amount 2024 \$'000
Financial Assets				
Class:				
Cash and Cash Equivalents	6	Amortised cost	1,326,787	1,784,523
Receivables ¹	7	Amortised cost	501,633	859,228
		Fair value through profit or loss - designated as such at initial recognition		
Financial assets at fair value	8		60,849	43,223
Other financial assets	9	Amortised cost	10,082	10,760
Total			1,899,351	2,697,734
Financial Liabilities				
Class:				
Trade creditors and accruals ²	15	Financial liabilities measured at amortised cost	481,070	554,647
Other liabilities	19	Financial liabilities measured at amortised cost	14,765	14,841
Borrowings	17	Financial liabilities measured at amortised cost	3,627,933	2,934,832
Total			4,123,768	3,504,320

¹ Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).

² Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

The Entity determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

(b) Derecognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Entity transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'passthrough' arrangement; and either:

- the entity has transferred substantially all the risks and rewards of the asset; or
- the entity has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control.

When the entity has transferred its rights to receive cash flows from an asset or has entered into a passthrough arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the entity's continuing involvement in the asset. In that case, the entity also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the entity has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the entity could be required to repay.

21. Financial instruments (continued)

(b) Derecognition of financial assets and financial liabilities (continued)

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

(c) Offsetting financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the Statement of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

(d) Derivatives

The Entity only uses derivatives for hedging purposes and not as trading or speculative instruments. The Entity has nil derivative financial liabilities (2024: nil), and \$60.8 million (2024: \$43.2 million) derivative financial assets.

All derivatives are measured at fair value. Information about the exposure is provided: credit risk in note 21(e)(i), market risk in note 21(e)(iii), the methods and assumptions used in determining fair values of derivatives in note 21(f).

Energy price risk management

The Entity is exposed to energy price risk associated with the purchase of energy to operate transport services.

It is the Entity's policy to manage the energy price exposure arising from its energy load by entering into fixed price supply arrangements with retailers or to hedge forecast exposures on a portion of its energy load for periods up to 15 years.

The exposure to fluctuations in the wholesale market prices is managed through the use of a derivative financial instrument.

The following table indicates the periods in which the cash flow associated with cash flow hedges are expected to occur and the carrying amounts of the related hedging instruments.

	Notional MW/h	Expected cash flow			Total \$'000
		Less than 12 months \$'000	1 - 5 Years \$'000	Greater than 5 Years \$'000	
2025					
Energy derivative contract	134,000	-	14,175	26,478	40,653
2024					
Energy derivative contract	134,000	-	6,886	10,854	17,740

(e) Financial risks

i. Credit risk

Credit risk arises when there is a possibility that the counterparty will default on their contractual obligations, resulting in financial loss to the Entity. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for credit losses or allowance for impairment).

Credit risk arises from financial assets of the reporting Entity, including cash and cash equivalents, as well as credit exposure to customers, including outstanding receivables and committed transactions and derivative financial instruments. The Entity holds bank guarantees for significant contractors. The Entity has not granted any financial guarantees.

Credit risk associated with Entity's financial assets other than receivables, is managed through the sound selection of counterparties and establishment of minimum credit rating standards.

The Entity considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Entity may also consider a financial asset to be in default when internal or external information indicates that the Entity is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Entity. Credit risk impacts on the financial instruments are discussed below.

21. Financial instruments (continued)

(e) Financial risks (continued)

i. Credit risk (continued)

Cash and cash equivalents

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the current Reserve Bank of Australia official cash rate.

Derivatives

The Entity limits its exposure to credit risk by entering into derivative financial instruments only with approved counterparties that have an acceptable credit rating. Derivative counterparties are limited to high creditworthy organisations in the energy industry. The Entity also utilises International Swaps and Derivative Association (ISDA) agreements with derivative counterparties in order to limit exposure to credit risk through the netting of amounts receivable from and amounts payable to individual counterparties.

Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis.

The Entity applies the AASB 9 *Financial Instruments* simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

Trade debtors are written off when there is no reasonable expectation of recovery. The Entity is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Most trade debtors are NSW Government agencies, where the risk of credit loss is not material and there is no reasonable expectation of non-recovery of receivables. Therefore, the Entity's loss allowance for trade debtors as at 30 June 2025 and 30 June 2024 was determined as nil.

ii. Liquidity risk

Liquidity risk is the risk that the Entity will be unable to meet its payment obligations when they fall due. The Entity continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high-quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of loans and other advances.

During the current year, there were no defaults on borrowings and no assets have been pledged as collateral. The Entity's exposure to liquidity risk is deemed insignificant based on current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TPG25-04. For small business suppliers, where terms are not specified, payment is made no later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise.

NSW Treasury obtained a GSF Act financial arrangements approval for an aggregate facility borrowing limit for all GSF agencies under purchasing card and other card facilities of \$700.0 million on 9 February 2023. The Entity had an amount owing of \$0.1 million (2024: \$0.2 million), for spend that forms part of the aggregate facility borrowing limit as at 30 June 2025.

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21. Financial instruments (continued)

(e) Financial risks (continued)

ii. Liquidity risk (continued)

The table below summarises the maturity profile of the Entity's financial liabilities, together with the interest rate exposure.

		Weighted Average Effective Interest Rate (%)	Interest rate exposure				Maturity dates			
			Nominal Amount ¹ \$'000	Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non-interest bearing \$'000	<1 year \$'000	1 -5 years \$'000	> 5 years \$'000	Total \$'000
As at 30 June 2025										
Payables										
Trade creditors and accruals		-	481,066	-	-	481,066	481,066	-	-	481,066
Other liabilities		-	14,766	-	-	14,766	12,655	2,111	-	14,766
Borrowings										
Service concession financial liabilities		6.9	5,733,076	5,733,076	-	-	192,493	2,937,995	2,602,588	5,733,076
Lease liabilities		4.1	38,493	-	38,493	-	8,134	29,744	615	38,493
			6,267,401	5,733,076	38,493	495,832	694,348	2,969,850	2,603,203	6,267,401
As at 30 June 2024										
Payables										
Trade creditors, accruals and other liabilities		-	554,647	-	-	554,647	554,647	-	-	554,647
Other liabilities		-	14,841	-	-	14,841	14,217	624	-	14,841
Borrowings										
Service concession financial liabilities		6.0	5,886,108	5,886,108	-	-	88,137	2,869,866	2,928,105	5,886,108
Lease liabilities		3.7	38,994	-	38,994	-	8,141	24,450	6,403	38,994
			6,494,590	5,886,108	38,994	569,488	665,142	2,894,940	2,934,508	6,494,590

¹ The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the Entity can be required to pay. These amounts include both interest and principal cashflows and therefore will not reconcile to the amounts disclosed in the statement of financial position.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

21. Financial instruments (continued)

(e) Financial risks (continued)

iii. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Entity's exposure to market risk is primarily through foreign exchange risks associated with overseas purchase commitments and commodity price risk associated with energy purchases and interest rate risk associated with interest bearing payment commitments.

The effect on net result and equity due to a reasonable possible change in risk variable is outlined in the information provided below, for interest rate risk and other price risk including currency movements. A reasonable possible change in risk variable has been determined after taking into account the economic environment in which the Entity operates and the time frame for the assessment (i.e., until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance date. The analyses is performed on the same basis as for 2024. The analysis assumes that all other variables remain constant.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Exposure to interest rate risk arises primarily through the Entity's interest-bearing liabilities.

The Entity does not account for any fixed rate financial instruments at fair value through profit or loss or at fair value through other comprehensive income. Therefore, for these financial instruments, a change in interest rates would not affect the carrying value or interest paid or earned. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates (based on official RBA interest rate volatility over the last five years). The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility.

The following table demonstrates the sensitivity to a reasonable possible change in interest rates:

2025	Carrying amount \$'000	-1%		1%	
		Net Result \$'000	Equity \$'000	Net Result \$'000	Equity \$'000
Financial Assets					
Cash and cash equivalents	1,326,787	(13,268)	(13,268)	13,268	13,268
Financial assets at fair value	60,849	(608)	(608)	608	608
2024	Carrying amount \$'000	-1%		1%	
		Net Result \$'000	Equity \$'000	Net Result \$'000	Equity \$'000
Financial Assets					
Cash and cash equivalents	1,784,523	(17,845)	(17,845)	17,845	17,845
Financial assets at fair value	43,223	(432)	(432)	432	432

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

21. Financial instruments (continued)

(e) Financial risks (continued)

iii. Market risk (continued)

Foreign exchange risk

Exposure to foreign exchange risk arises primarily through the contractual commercial transactions denominated in a foreign currency. There is no foreign exchange exposure for the Entity as at 30 June 2025 (2024: nil exposure).

Commodity price risk

The Entity is exposed to commodity price risk from electricity purchases.

The Entity is exposed to electricity price risk associated with the purchase of electricity to operate Metro services. The exposure to fluctuations in wholesale market prices is managed by entering into fixed price supply arrangements with retailers or to hedge forecast exposure on a portion of the Entity's energy load. Generally, electricity swap contracts are designated as cash flow hedges. However, the electricity derivative financial instrument was not designated in a hedge relationship under AASB 9 *Financial Instruments*. This derivative is classified as held for trading. The derivative is carried as a financial liability when the fair value is negative. Gains or losses on liabilities held for trading are recognised in the net result.

The Entity's exposure to commodity price risk is set out in the table below, with all other variables being held constant.

The impact on net result is due to changes in the fair value of the financial instruments.

A sensitivity of 10 percent movement in the spot price of the respective commodities has been selected for use in the sensitivity analysis at the reporting date.

		10%		-10%	
	Notional MW/h \$'000	Net Result \$'000	Equity \$'000	Net Result \$'000	Equity \$'000
2025					
Energy Derivatives	134,000	49,779	-	31,527	-
Total	134,000	49,779	-	31,527	-
2024					
Energy Derivatives	134,000	24,948	-	10,531	-
Total	134,000	24,948	-	10,531	-

(f) Fair value compared to carrying amount

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

The following table details the financial instruments where the fair value differs from the carrying amount:

	Fair value 2025 \$'000	Carrying amount 2025 \$'000	Fair value 2024 \$'000	Carrying amount 2024 \$'000
Borrowings				
Service concession financial liabilities ¹	(3,990,201)	(3,593,122)	(3,227,808)	(2,899,700)

¹The fair value of service concession financial liabilities is determined using the discounted cash flow analysis method that reflects the Entity's incremental borrowing rates, which is TCorp lending rates at the end of the reporting period.

Sydney Metro
Notes to the financial statements
for the year ended 30 June 2025

21. Financial instruments (continued)

(f) Fair value compared to carrying amount (continued)

The fair values of financial instrument assets and liabilities are determined as follow:

- the fair value of financial instrument assets and liabilities with standard terms and conditions and traded in active liquid markets are determined with reference to quoted market prices; and
- the fair value of other financial instrument assets and liabilities are determined in accordance with generally accepted pricing models based on discounted cash flow analysis.

The amortised cost of all other financial instruments recognised in the Statement of financial position approximates the fair value, because of the short-term nature of many of the financial instruments.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted (unadjusted) prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The Entity recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Fair value recognised in the Statement of financial position

	Level 1 2025 \$'000	Level 2 2025 \$'000	Level 3 2025 \$'000	Total fair value 2025 \$'000
2025				
Financial assets at fair value				
Energy derivative	-	-	40,653	40,653
Interest rate swaps derivative	-	20,196	-	20,196
Total	-	20,196	40,653	60,849

	Level 1 2024 \$'000	Level 2 2024 \$'000	Level 3 2024 \$'000	Total fair value 2024 \$'000
2024				
Financial Assets				
Energy derivative	-	-	17,740	17,740
Interest rate swaps derivative	-	25,483	-	25,483
Total	-	25,483	17,740	43,223

The fair value of the energy derivative is determined as the present value of future contracted cash flows and credit adjustments (Level 3). Cash flows are discounted using standard valuation techniques at applicable market yield having regard to timing of cash flows.

The fair value of the interest rate swap derivative is based on market value (level 2).

There were no transfers between Level 1, 2 or 3 during the year.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

22. Capital commitments

	2025 \$'000	2024 \$'000
Aggregate capital expenditure for the acquisition of property, plant and equipment contracted for at reporting date and not provided for:		
Not later than one year	2,975,347	4,288,348
Later than one year and not later than five years	1,099,681	2,937,198
Later than five years	26,852	4,548
Capital commitments (including GST)	4,101,880	7,230,094

The total commitments detailed above includes input tax credits of \$372.9 million (2024: \$657.3 million) that are expected to be recoverable from the Australian Taxation Office.

23. Contingent assets and contingent liabilities

Contingent liabilities

There are contractual claims that have been made by contractors engaged by the Entity on the Sydney Metro City & Southwest, Sydney Metro Western Sydney Airport and Sydney Metro West projects in the ordinary course of business. The amount of the liability that may arise from these contractual claims cannot be measured reliably at this time.

There are a number of litigation proceedings in relation to property acquisitions for the Sydney Metro City & Southwest, Sydney Metro West and Sydney Metro Western Sydney Airport projects where claims differ from the Valuer General's determined amount. The exact amount of liability, if any, that may arise in relation to these disputes cannot be ascertained at this time as the outcome of these litigation proceedings is inherently unpredictable, including whether settlement can be reached prior to the court's determination of compensation. In respect of these litigation proceedings, the difference between the total amount of the claims and any amount paid and/or accrued is in the order of \$0.6 billion (2024: \$1.3 billion). This amount does not include statutory interest, or claimant legal costs, where not known.

The Entity has an agreement with Landcom for the development of parcels of land surrounding the Metro Northwest station sites. Under the terms of the arrangement, the Entity has a possible liability that is contingent on the achievement of certain milestones and thresholds by Landcom.

The Entity does not have any other contingent liabilities that would significantly impact on the state of affairs of the Entity or have a material effect on these financial statements.

Contingent assets

The Entity has initiated a cost recovery claim against a contractor involved in Sydney Metro City & Southwest project due to a defect that the contractor is unable to rectify. The potential amount and recognition of this contingent asset is dependent on the successful settlement of the claim.

24. Trust funds

The Entity holds funds in trust for compulsory land acquisition compensation payable under the *Land Acquisition (Just Terms Compensation) Act 1991*. As the Entity performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the Entity's own objectives, these funds are not recognised in the financial statements.

The following is a summary of the transactions in the trust account:

	2025 \$'000	2024 \$'000
Cash balance 1 July	8,402	26,140
Add: Receipts	364	811
Less: Expenditure	-	(18,549)
Cash balance at 30 June	8,766	8,402

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

25. Budget Review

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfers of functions between entities as a result of Administrative Arrangement Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed on the primary financial statements are explained below.

(a) Net Result

The actual net result was less than original budget by \$1,716 million, mainly due to the following:

	\$M
Net result per the Budget	4,312
Variance between budget and actual comprises of:	
Lower actual operating expenses	126
Lower actual grants and subsidies expense	24
Higher actual other expenses	(7)
Lower actual depreciation expense	57
Lower actual loss on asset disposal	43
Higher interest expense from service concession financial liabilities	(16)
Higher actual sale of goods and services	18
Higher actual investment revenue	2
Lower actual grants and contributions	(2,024)
Higher other gains/losses	51
Other variances	10
Actual net result	2,596

(b) Assets and liabilities

The actual net assets were \$2,927 million lower than the original budget, mainly due to the following:

Closing net assets as per the Budget	44,103
Variance between budget and actual comprises of:	
Higher actual cash balance	280
Lower actual capital activities	(2,893)
Higher actual receivables	73
Lower actual non-current assets held for sale	(10)
Higher than budgeted borrowings	(151)
Lower than budgeted payables	94
Higher than budgeted provisions	(313)
Higher than budgeted other liabilities	(12)
Other variances	5
Actual net assets	41,176

Sydney Metro
Notes to the financial statements
for the year ended 30 June 2025

25. Budget review (continued)

(c) Cash flows

The closing cash position was \$280 million lower than budget due to the following:

	\$M
Closing cash and cash equivalents per budget	1,047
Variance between budget and actual comprises of:	
Higher actual opening balance	231
Lower than budgeted net cash flow from operating activities mainly due to lower grants and contributions drawn down	(1,801)
Lower than budgeted net cash flow from investing activities due to lower capital spend	1,843
Lower than budgeted net cash flow from financing activities due to lower repayments of borrowings	7
Closing Actual cash and cash equivalents	1,327

26. Reconciliation of net cash flows from operating activities to net result

	Notes	2025 \$'000	2024 \$'000
Net cash flows from operating activities		3,278,612	6,719,312
Depreciation and amortisation	2(d)	(480,903)	(282,858)
Non-cash revenue and expenses		(274,420)	(199,439)
Revaluation increment/(decrement) recognised in net result	5	(67,777)	(61,099)
Net gain or loss on financial assets/liabilities		122,007	12,640
Increase/(decrease) in receivables and other assets		(9,951)	(80,856)
Decrease/(increase) in payables and provisions		29,256	(21,998)
Net gains/(losses) on sale of property, plant and equipment	4	(666)	28,000
Reconciliation to net result		2,596,158	6,113,702

27. Non-cash financing and investing activities

	Notes	2025 \$'000	2024 \$'000
Property, plant and equipment revaluation decrement	5	(67,777)	(61,099)
Contributions from other government agencies	3(c)	-	5,200
Equity transfers	20	573,660	26,254
Property, plant and equipment acquired through service concession		759,377	850,702
Non cash investing activities		1,265,260	821,057
Liabilities in respect of acquisition of plant and equipment		(759,377)	(850,702)
Gains/(losses) on financial liability at amortised cost	5	98,622	19,979
Non cash financing activities		(660,755)	(830,723)
Non cash financing and investing activities		604,505	(9,666)

28. Related party disclosures

a) Key management personnel compensation

During the year, the Entity incurred \$1.1 million (2024: \$1.3 million) in respect of the key management personnel services that are provided by the Transport Service of NSW. The amount incurred excludes long service leave and defined benefit superannuation scheme benefits assumed by the Crown in accordance with TPG23-16 Related party disclosures.

b) Transactions and outstanding balances with key management personnel and its parent during the financial year

There were no material transactions or outstanding balances with key management personnel of the Entity during the financial year (2024: no material transactions).

During 2025, the Entity entered into the following transactions with its parent within the normal course of business:

- Grant revenue received from Transport for NSW;
- Recoupment of project and other costs incurred by Sydney Metro on behalf of Transport for NSW;
- Payments for shared services provided by Transport for NSW, these are charges for personnel services, finance, human resources, and information technology services;
- Bus replacement costs charges from Transport for NSW
- Asset transfer to Transport for NSW related to City & Southwest's Electronic Ticketing System, Wayfinding equipment and Waterloo Road;
- Accrual of opal revenue passthrough from Transport for NSW;
- Redundancy payments from Crown through Transport for NSW;
- Provision for make good for 680 George Street lease; and
- Park and ride revenue passthrough from Transport for NSW.

During 2024, the Entity entered into the following transactions with its parent within the normal course of business:

- Grant revenue received from Transport for NSW;
- Recoupment of project and other costs incurred by Sydney Metro on behalf of Transport for NSW;
- Payments for shared services provided by Transport for NSW, these are charges for personnel services, finance, human resources, and information technology services;
- Recurrent grant expense with Transport for NSW;
- Redundancy payments from Crown through Transport for NSW;
- Prepayments made to Transport for NSW related to St. Mary's Footbridge;
- Vesting of Northwest Metro car park boom gates and surplus land at Carrington Road to Transport for NSW; and
- Provision for make good for 680 George Street lease.

c) Transactions and outstanding balances with other related parties during the financial year

There were no transactions or outstanding balances with other related parties during the financial year (2024: nil).

d) Transactions and outstanding balances with government related entities during the financial year

During 2025, the Entity entered into the following transactions with other entities consolidated as part of the NSW Total State Sector (the ultimate parent) within the normal course of business:

- Asset transfer from TAM to Sydney Metro for City and Southwest Phase 2 project;
- Payments for personnel services provided by Transport Service;
- Various insurance arrangements with iCare Insurance/NSW Self Insurance Corporation;
- Recoupment of social housing costs from NSW Land and Housing Corporation;
- Payments for services and works provided by Sydney Trains;
- Third party works for Sydney Water;
- Lease arrangements with Newcastle Port Corporation for the use of facilities as a construction site; and
- Lease arrangements with Newcastle Port Corporation for 48 Roberts St Rozelle.

Sydney Metro

Notes to the financial statements

for the year ended 30 June 2025

28. Related party disclosures (continued)

d) Transactions and outstanding balances with government related entities during the financial year (continued)

During 2024, the Entity entered into the following transactions with other entities consolidated as part of the NSW Total State Sector (the ultimate parent) within the normal course of business:

- Monthly reimbursements from TAM for the design and construction of major rail projects by Sydney Metro;
- Asset transfer from TAM to Sydney Metro for City and Southwest City section;
- Payments for personnel services provided by Transport Service;
- Various insurance arrangements with iCare Insurance/NSW Self Insurance Corporation;
- Payments for services and works provided by Sydney Trains;
- Recoupment of project and other costs incurred by Sydney Metro on behalf of Infrastructure NSW;
- Lease arrangements with Newcastle Port Corporation for the use of facilities as a construction site;
- Third party works with Sydney Water;
- Lease arrangements with Newcastle Port Corporation for 48 Roberts St Rozelle; and
- Recoupable project costs from Sydney Water Corporation.

29. Events after the reporting period

The Entity engaged an independent valuer to undertake a revised roll forward valuation of its Northwest rail infrastructure assets from 31 March 2025 to 30 June 2025 based on the availability of the June 2025 quarter indexation data in August 2025. This resulted in an increase in the fair value of these assets by \$100.6 million property, plant and equipment and a corresponding net increase in the asset revaluation reserve balance.

The amounts recognised in the financial statements for the event above is considered to be an adjusting event after the reporting period as the conditions existed at 30 June 2025.

End of audited financial statements.

Sydney Metro Annual Report

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2024–25



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