

# Health and safety model



# Introduction

Sydney Metro is Australia's biggest public transport project.

In 2024, Sydney will have 31 metro stations and more than 66 kilometres of new metro rail, revolutionising the way Australia's biggest city travels.

By the end of the decade, this standalone driverless rail network will be expanded to include 46 stations and more than 113 kilometres of world-class metro for Sydney.

Safety and Wellbeing makes up one of the six core values at Sydney Metro. It is a key purpose and commitment to send everyone – employees, contractors, customers and members of the community – home safely every day. To achieve this, Sydney Metro need to foster a culture where health and safety is considered and applied across all levels of the business. The Sydney Metro philosophy is that it is not just 'what' is delivered; it's 'how' it is delivered that's important. Leading by example, we need to be clear about our health and safety approach and commitment.

Our vision is to 'transform Sydney with a world-class Metro'. We can only be successful in our overarching vision if we use this opportunity to positively impact the health and safety of our communities, our workforce, and wider industry across all of our projects and during operation.

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“With one metro line in operation and three projects in delivery, we are Australia's biggest public transport project. Across Sydney Metro and our contracting partners, thousands of workers are influenced, both directly and indirectly, by people in leadership positions. Our priority is to send everyone home safely every day – customers, workers and members of the community. I commend this plan to you.”



**Peter Regan**  
Chief Executive,  
Sydney Metro



Cherrybrook Station.

Cover: A team of workers in the giant cavern at Sydney Metro's Victoria Cross Station.

# Development of our health and safety model

Sydney Metro is an operating agency within the Transport cluster of the NSW Government. As an agency, we are within a priority sector of the Safe Work Australia, Australian Work Health and Safety Strategy 2012-2022. To support that strategy, SafeWork NSW have published a roadmap and sector plans, all of which have direct relevance to the work undertaken in delivering and operating the Sydney Metro.

The health and safety model was developed with respect to these government strategies, sector plans and initiatives. It was also informed from a review of successful initiatives across Sydney Metro, a review of best practice health and safety performance across industry, and learning from the results of risk-based systems and applied research. Together, this information has provided the foundation for the health and safety model.

## Health and Safety Vision 2030

Delivering and operating a world class Metro that keeps our people and customers safe from serious injury or illness.

## Work Health and Safety Roadmap for NSW 2022

This Roadmap supports the strategy and drives state-wide activities for improvement in work health and safety across NSW.  
30 per cent decline in worker fatalities due to injury. 50 per cent decline in the incident rate of claims including musculoskeletal injuries and illnesses.

## NSW Government Work Health and Safety Sector Plan

The Sector Plan focuses on one key target for NSW Government: 30 per cent reduction in serious injuries and illnesses from 2015/16 to 2021/22 will see 4,548 less workers seriously injured or suffer serious illness by 2022.

## Building and Construction Work Health and Safety Sector Plan to 2022

The building and construction industry has a higher than average incidence rate of workplace injuries and diseases, the Building and Construction Work Health and Safety Sector Plan to 2022 was developed in 2018. Several priority harms are identified in that plan.

## Centre for Road Safety Towards Zero

The Road Safety Plan 2021 sets out priority areas to address recent increases in the road toll and focuses on achieving the NSW Government's State Priority Target to reduce fatalities by 30 per cent by 2021.

## Office National Rail Safety Regulator Priorities

ONRSR has applied a structured, evidence-based risk assessment process to identify national priority areas of regulatory focus, these include two relevant to Sydney Metro's activities: being Track Worker Safety and Road Rail Vehicle Safety.

# What does health and safety look like at Sydney Metro?

Through strong leadership, supported by direction and governance from the most senior levels of our organisation, we engage and collaborate with our partners, operators, and broader industry to create a strong health and safety culture. We want to drive behaviours to positively influence health and safety performance. There are three priority areas in our model: leadership, health and safety.

## Leadership

Proactively engage with our deliver partners, operators, and other key stakeholders.

Demonstrate strong leadership as the foundation of health and safety management.

Integrate health and safety leadership with our governance protocol, our policies and management systems.

Apply leaders vision, personal commitment, decision-making and transparency to our work.

Trust, support and empower every person at Sydney Metro to be a leader in health and safety.

## Health

- Occupational health
- Occupational hygiene
- Physical, social and mental health and wellbeing

Through risk-based systems, we prioritise and focus on the control and management of significant risks to health.

Work with our partners to improve the management of health risks.

Aim to raise awareness of and improve the management of health outcomes.

## Safety

- Public safety and security
- Critical risks
- Rail safety
- Heavy vehicle safety

Strive to prevent fatality and life changing injury.

Through risk-based systems, we prioritise and focus on the control and management of significant risks.

Work with our partners to improve the management of safety risks.

Aim to improve the management of safety across the industries that we work in.

Sydney Metro's crossover cavern at Barangaroo station.



# Our message

Building on our strong principles of health and safety across Sydney Metro, we have developed health and safety messaging that is used across our projects. Our messaging is the foundation by which we communicate, we engage, and we reinforce the importance of health and safety in everything that we do. It is the responsibility of each one of us and not something that is the responsibility of another person, team, or external player.

**Meaningful.**

**Mindful.**

**Measurable.**

**Health and safety is up to all of us.**

We make a **meaningful** contribution to industry by improving health and safety

We are **mindful** of each other and of the decisions we make and the impact they have

We are committed to **measurable** improvement of health and safety performance

Our commitment to health and safety today, sets the future for a safe tomorrow.

## Being an active client

We are an active client that priorities health and safety. That means we:

- work to proactively eliminate and mitigate hazards through design, planning, construction and operation
- take steps to appoint well-qualified and competent delivery partners
- pass on our knowledge of hazards and risks
- take appropriate steps during project delivery to monitor and seek assurance that works are undertaken safely.

# Our principles

Leadership, Health and Safety are underpinned by four principles illustrated below.

## Strong direction and governance

Safety leadership is a key part of our governance framework.

- Demonstrate strong leadership at all levels of our organisation.
- Take prompt and decisive action when unacceptable behaviour occurs.
- Leaders understand their role and their accountabilities.
- Governed through a framework that ensures decision makers are provided with accurate and timely information concerning health and safety matters.
- Consider strong health and safety performance is more than compliance with health and safety legislation.

## Systematic application of health and safety

Health and safety management is risk-based. Systems are simple, effective, consistent, universally understood and contain all the required tools to support our people.

- Implement a robust audit and review process to verify that work is done as planned.
- Health and safety is integrated through all phases of the project and operational lifecycle.
- Benchmark and review our management systems to continually improve health and safety performance.
- Incorporate and are clear about our health and safety requirements in Tenders and Contracts.

## Engagement, collaboration and consultation

Collaborate and consult with our partners and other stakeholders to share meaningful information to improve health and safety outcomes.

- Use our position to look at the big picture, and use our information to collaboratively and positively influence industry and public policy.
- Actively consult and learn from our workforce and review and adjust initiatives to ensure they are effective.
- Share meaningful information across broader industry, major projects and organisations to elicit best practice solutions and improve performance.

## Evidence-based decision making

Collect, interpret and use health and safety performance data to make evidence-based decisions to identify trends and to track the effectiveness of improvement strategies.

- Capture our learnings, share them and use them to inform future projects. We don't repeat the same thing and expect different results.
- Focus on proactively managing significant risks rather than low consequence, high frequency occurrences.
- Equip, support, and positively influence leaders to understand key health and safety risks, and ensure they are actively communicated and addressed.

# Our delivery partner expectations

Sydney Metro's activities rely on contracting companies of various sizes to conduct a wide variety of works, the majority of which are carried out in and around high-risk work environments. Sydney Metro aims to improve health and safety outcomes by driving best practice, innovations, improved planning, and make decisions to positively influence the industry sectors that we work and operate in through strong leadership.

Performance expectations for contracted organisations are clarified in the Principal Contractor Health & Safety Standard to drive these improvements.

To achieve this, we have the following expectations for our delivery partners, operators, and other key stakeholders:

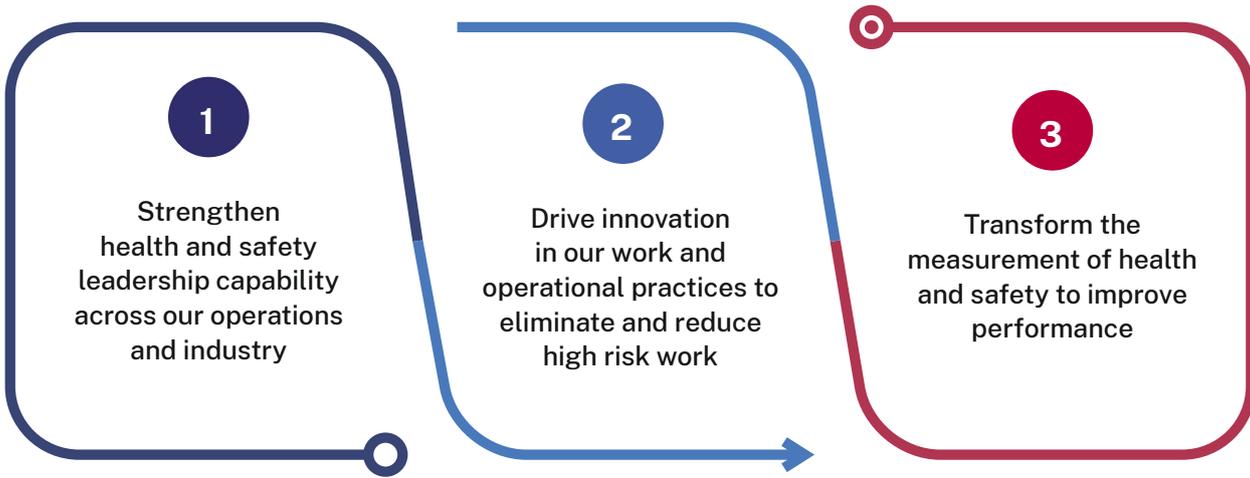
- strong and visible leadership
- equal focus to manage health and safety risks, 'health' is managed like 'safety'
- open and transparent communication and behaviour between parties
- a commitment to share information openly
- the application of evidence based decision making in the management of health and safety
- proactively manage significant risk through the application of higher order controls.



Tunnel boring machine Wendy breaks through at the site of Crows Nest station.



# 2021-2024 objectives



# Health and safety vision 2030

Delivering and operating a world class Metro that keeps our people and customers safe from serious injury or illness.

 <p>Strengthen health and safety leadership capability across our operations and industry</p>	 <p>Drive innovation in our work and operational practices to eliminate and reduce high risk work</p>	 <p>Transform the measurement of health and safety to improve performance</p>
Health and safety leadership capability framework	Lead health and safety in design	Robust health and safety data and analytics capability
Systems to support the onboarding of our delivery partners	Drive improved performance across industry and operations	Improved operational health and safety reporting and governance
Collaborate with TfNSW, state government agencies and our supply chain	Deliver significant risk initiatives	Improved measurement of health, safety and wellbeing maturity



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