



Volume 1

Sydney Metro

Annual Report

2020-21



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Letter of submission

22 October 2021

The Hon. Robert Stokes MP
Minister for Transport and Roads

Parliament House
Macquarie Street, Sydney NSW 2000

Dear Minister,

We are pleased to submit for presentation to Parliament the Annual Report for Sydney Metro for the financial year ended 30 June 2021.

The Annual Report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the regulations under that Act.

The Financial Statements for 2020-21, which form part of the report, have been submitted to and certified by the Auditor-General of NSW.

Yours sincerely,



John Arthur
Chairman,
Sydney Metro



John Barraclough
Director,
Sydney Metro

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Foreword



From the Chairman and Chief Executive

On behalf of Sydney Metro, we are pleased to present the 2020-21 Annual Report. It describes Sydney Metro's key activities and achievements for the year and the benefits for our customers, communities and the State.

During 2020-21 Sydney Metro has:

- delivered the second year of operations on Sydney's first metro line, the Metro North West Line
- advanced construction activities on Sydney Metro City & Southwest and awarded two more major contracts
- progressed procurement activities on Sydney Metro West and begun construction work, as well as received the project's first major planning approval
- begun construction activities on Sydney Metro – Western Sydney Airport and exhibited the Environment Impact Statement for the project
- responded to the changing environment of the COVID-19 pandemic.

As Sydney Metro plays its critical role in supporting the NSW Government's State Infrastructure Strategy, Future Transport 2056 and A Metropolis of Three Cities, we will take advantage of the opportunities before us. These include:

- delivering customer-centric services for the people of NSW, helping relieve congestion and improving journey times and experiences for our customers
- delivering a technology-led improvement in customer experience
- being a commercially astute partner to industry during a record infrastructure boom
- being effective and successful place makers, reflecting the character and needs of dozens of individual communities along the alignments in our precincts and places
- growing a public sector workforce with experienced, inclusive leaders
- collaborating across government to deliver sustainable city-shaping outcomes.

We look forward to continuing to transform our city with a world-class metro, and shape our communities and the way we move in the future.



John Arthur
Chairman,
Sydney Metro



Peter Regan PSM
Chief Executive
Sydney Metro

Previous page: The tunnel boring machine will be used to deliver the tunnels between Chatswood and Sydenham for Sydney Metro City & Southwest.

Left: Work to upgrade and convert the tracks and platforms to metro standards is underway at Canterbury Station.

About us



2.1 About Sydney Metro

Charter

Sydney Metro is a NSW Government agency constituted by the *Transport Administration Act 1988*. Sydney Metro has functioned under that Act since 1 July 2018. Before 1 July 2018, Sydney Metro was a delivery office within Transport for NSW.

The principal objectives of Sydney Metro under the Act 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. The other objectives of Sydney Metro are:

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

2.2 Our operating model

Our place in the Transport cluster

Sydney Metro operates within the general government sector. It is a corporation constituted under the *Transport Administration Act 1988*, and is administratively arranged within the Transport cluster. The Transport cluster's principal agency is Transport for NSW.

We act in close partnership with our cluster colleagues and other operating agencies to collectively deliver an easy-to-use, integrated public transport service for NSW. Transport for NSW has accountability for cluster strategic planning, cluster policy development, overall transport service integration, and multi-modal coordination of network disruptions

Governance framework

Sydney Metro is a NSW Government agency within the Ministerial portfolio of the Minister for Transport and Roads. The Minister for Transport and Roads has ultimate accountability on behalf of the NSW Government for Sydney Metro's program of work.

The Sydney Metro Board sets the strategic and commercial direction for Sydney Metro. The Chief Executive of Sydney Metro reports to the Board, and is responsible for the day-to-day management of Sydney Metro and delivering the business strategy.

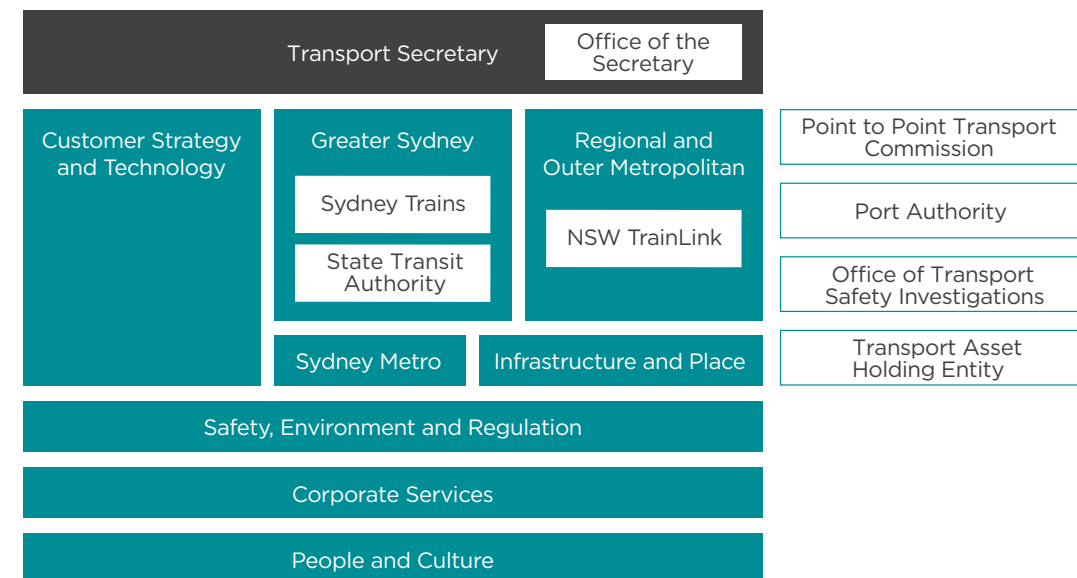


Figure 1: The operating model of the Transport cluster (as at 30 June 2021)

Sydney Metro Board

Sydney Metro is governed by a decision-making Board. The Board governs Sydney Metro by setting its strategic direction, making key decisions, and appointing a Chief Executive to be responsible for the day-to-day management of Sydney Metro. In addition to this the Board also provides direction, advice, guidance and support to the Chief Executive. The Minister and the Transport Secretary for NSW have rights to direct Sydney Metro; and to the extent of any inconsistency, any such direction prevails over a policy or direction of the Board.

The Sydney Metro Board is established in accordance with section 38F and Schedule 2B of the *Transport Administration Act 1988* (TAA Act).

The Board must have a minimum of three and may have a maximum of eight directors, consisting of at least three and not more than seven directors appointed by the Minister; and one additional director that may be appointed by the Transport Secretary. One of the Minister's appointees is to be specifically appointed by the Minister as the Board's Chairperson.

Sydney Metro Board members, 2020-21

Name	Position	Qualification
John Arthur	Chairman	Bachelor of Law Hons
John Barraclough	Director	Bachelor of Engineering (Civil) Hons
Kerry (Bob) East	Director	Master of Business Administration
Thao Oakey	Director	Bachelor of Economics (Actuarial) Graduate of Australian Institute of Company Directors
Gail Pemberton AO	Director	Master of Arts, University of Technology Graduate Certificate in Finance Fellow, Australian Institute of Company Directors
Louise Thurgood	Director	Master of Business Administration Bachelor of Arts (Economics) Hons Graduate Diploma in Finance



Platform screen doors keep people safe and allow trains to get in and out of stations faster.

John Arthur, Chairman

Term: 1 January 2019 – 31 December 2023

John Arthur is a highly experienced executive, director and advisor across a broad range of industries. John's experience has included Chief Executive Officer (CEO) of Investa Property Group, Chief Operating Officer of Westpac, General Counsel of listed entities in two industries, Chairman of the legal firm Gilbert + Tobin, adviser on governance and probity issues, and legal and commercial adviser to CEOs, chairpersons, executive teams and boards. John became Chairman on 1 July 2019.

John Barraclough, Director

Term: 1 July 2020 – 30 June 2021
Reappointed: 1 July 2021 – 30 June 2023

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

Kerry (Bob) East, Director

Term: 1 July 2020 – 30 June 2023
Resigned: 31 May 2021

Bob East has more than 20 years' experience in the tourism, property and travel industry, most recently as CEO of the Mantra Group. Together with a passionate group of private investors, Bob created the Mantra Group, and over a period of 12 years shaped the group to be Australia's largest hotel and resort business, operating 140 hotels predominantly under the Peppers and Mantra brands. Prior to this Bob worked with the Mirvac group on property development.

Bob is the Chairman of Tourism Australia, and prior to this was Chairman of Tourism Events Queensland. He is Chairman of AVC Group with over 160 hotels and clubs in Australia and New Zealand, and Chairman of Experience Co (ASX). He is also Deputy Chair of the Gold Coast Suns Football Club (AFL).

Thao Oakey, Director

Term: 1 January 2019 – 31 December 2023

Thao Oakey has over 20 years of experience in major infrastructure financing, development and operations, with 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 and structured finance, mergers and acquisitions, project risk allocation and risk management. Thao's prior board experience includes Westlink M7, SA Health Partnership, Copperstring, WestConnex M4 and Wellington Gateway Partnership.

Gail Pemberton AO, Director

Term: 1 July 2020 – 30 June 2023

Gail Pemberton's executive 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 Services and CEO and Managing Director, BNP Paribas Securities Services, Australia and New Zealand. Prior to BNP Paribas, Gail worked at Macquarie Bank for 20 years, holding the role of the inaugural Group Chief Information Officer (CIO) for 12 years and subsequently as Chief Operating Officer (COO) of the Financial Services Group.

Gail's current board roles include Non-Executive Director of Eclix (ASX:ECX), Land Services WA and Chair of Prospa (ASX:PGL). She has previously served on a variety of boards over the past decade, both ASX listed and unlisted, and in the private, public and not-for-profit sectors, variously as Board Chair, Remuneration and Nomination Committee Chair and Risk Committee Chair, including Onevue (ASX:OVH), PayPal Australia, QIC, and the Sydney Opera House Trust.

Louise Thurgood, Director

Term: 1 January 2019 – 31 December 2022

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

Louise is currently a member of the Heritage Council of NSW, Non-Executive Director of Advance.Org, a member of Global Access Partners National Standing Committee on the Environment and Energy, and co-founder and Director of Orion Mechanical Services. Past roles have included Moorebank Intermodal Company, Clearview Life Nominees and Chair of several not-for-profit boards.



Execution of the first major contract on the Sydney Metro West project.

Directors appointed, 2020-21

Member	Term of appointment
John Arthur	1 January 2019 – 31 December 2023
John Barraclough	1 July 2020 – 30 June 2021
	1 July 2021 – 30 June 2023 (reappointed)
Kerry (Bob) East	1 July 2020 – 30 June 2023 (reappointed)
	31 May 2021 (resigned)
Thao Oakey	1 January 2019 – 31 December 2023
Gail Pemberton AO	1 July 2019 – 30 June 2020
	1 July 2020 – 30 June 2023 (reappointed)
Louise Thurgood	1 January 2019 – 31 December 2022

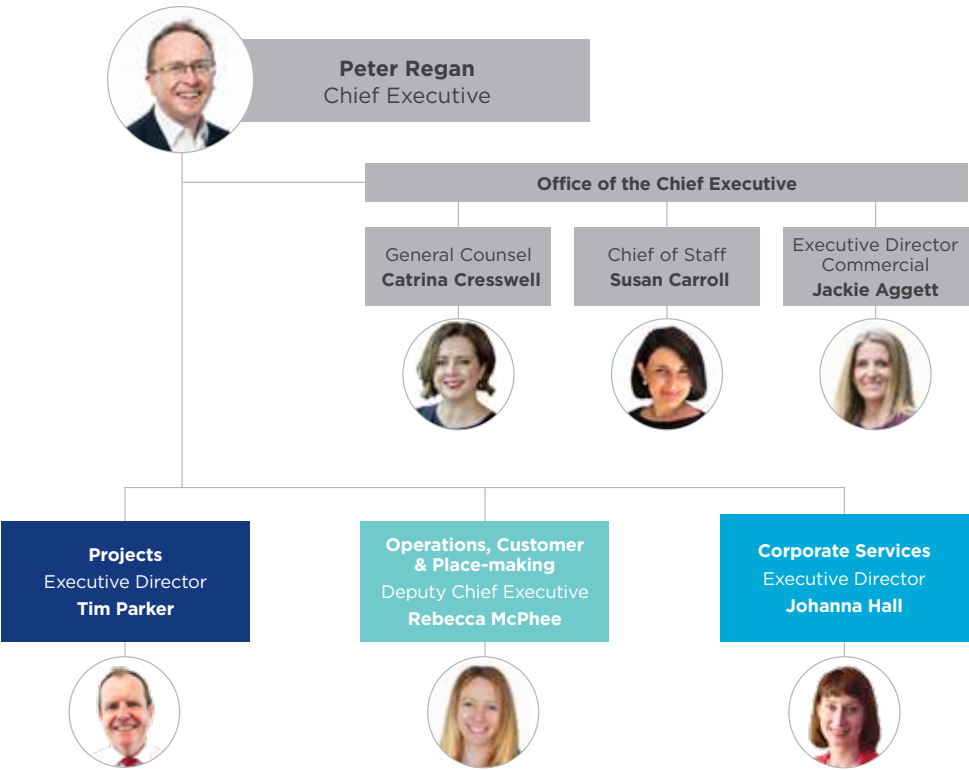
Each Director attended the following meetings of the Board and its Committees.

Board and Committee Meeting attendance, 2020-21

Director	Board		Audit and Risk Committee	
	Meetings eligible to attend	Meetings attended	Meetings eligible to attend	Meetings attended
John Arthur	14	14	6	6
John Barraclough	14	14	-	-
Kerry (Bob) East	14	9	-	-
Thao Oakey	14	13	-	-
Gail Pemberton AO	14	14	6	6
Louise Thurgood	14	14	6	6

Our organisational structure

Sydney Metro Executive structure, 2020-21



Sydney Metro Executive structure (June 2021).

2.3 Delivering on our purpose

Sydney Metro is the NSW Government agency tasked with delivering the high-capacity, high-frequency metro network across the Greater Sydney region – Australia’s biggest public transport program and the largest urban railway infrastructure investment in the nation’s history. It is Australia’s first fully automated, fully accessible railway.

In that respect our aim is to plan, build, operate and optimise the Sydney Metro customer journey. We are an operating agency within the Transport cluster, contributing to an integrated public transport network serving a range of customers and communities.

We are here to deliver for our State – maximising the social, economic and environmental opportunities and benefits catalysed by safe, reliable, turn-up-and-go services, and the delivery of vibrant, attractive precincts around our stations.

We recognise that we need to be responsive to the needs of diverse communities along our alignments, and to be successful we must continue to refine our delivery methods, optimise our service offering, and share our insights and experience.

Our turn-up-and-go customer offering is at the heart of the Future Transport 2056 strategic vision for growing our public transport network, and creating vibrant, integrated and sustainable places for our customers and communities.

We have end-to-end accountability for delivering the metro service – from planning and construction, to operations, and integration of metro rail into the public transport network.

We rely on our values as our compass, to guide us in navigating the challenges and opportunities of the near future and how we will work together.

Sydney Metro’s corporate values

 SAFETY & WELLBEING	We think ‘safety’ and act safely. We strive for a healthy work-life balance and extend our caring approach to each other, the environment and the community in which we work	 INNOVATION	We are leading edge, creative and forward thinking. We deliver sustainable and innovative solutions. We are committed to our continual improvement delivering effective outcomes
 COLLABORATION	We create positive relationships – proactively solving problems and achieving with each other, our customers, stakeholders and partners	 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 customers and stakeholders. We are accountable, adaptable and always ready to take ownership

Our strategic direction

Our mandate is to support the economic development of the State, working to deliver the NSW Government’s vision of integrated, connected and liveable cities.

We commit to easy, safe and reliable turn-up-and-go services, active and attractive precincts and places, and delivering these customer-centric outcomes in a socially, financially and environmentally responsible way. We want to work together to grow the public value of the State’s investment, for the benefit of all.

Our vision is to transform Sydney with a world-class metro.

Our mission is to deliver Sydney a connected metro service, providing more choice to customers, and opportunities for our communities – now, and in the future.

Our strategic objectives sharpen our focus as a successful and outcomes-oriented business. Our strategic objectives for 2020-21 were:

- meeting delivery commitments
- operational excellence
- successful engagement
- financial responsibility
- workforce capability.

Sydney Metro’s strategic direction is guided by external and internal strategies and plans, including the Premier’s Priorities, Future Transport 2056, and Transport’s 10 Year Blueprint. Transport’s 10 Year Blueprint sets a medium-term course to deliver on the Future Transport 2056 strategy. The Blueprint guides the role we play in connecting our customers’ whole lives, making successful places for communities, supporting a strong economy and quality of life for the people of NSW, and ensuring our people thrive doing meaningful work.



Customers

Connecting our customers' whole lives



Communities

Successful places



People of NSW

Transport systems and solutions that enable economic activity



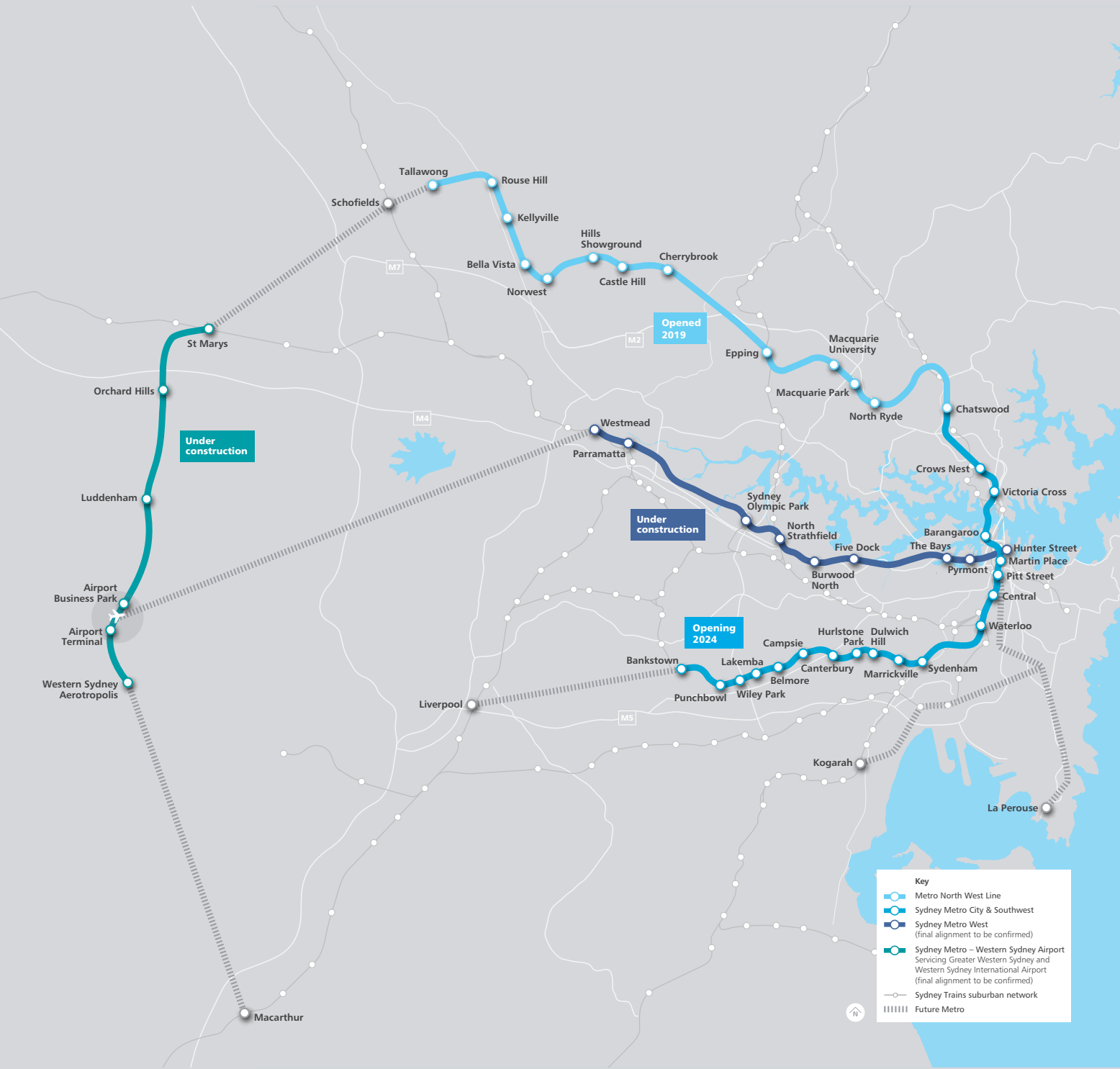
People of Transport

Thriving people doing meaningful work

The table below demonstrates how our strategic objectives support the achievement of Transport's 10 Year Blueprint outcomes.

Sydney Metro strategic objectives	Connecting to the Future - Transport's 10 Year Blueprint			
	Connecting our customers' whole lives	Successful places	Transport systems and solutions that enable economic activity	Thriving people doing meaningful work
Delivery commitments	●	●	●	
Successful engagement		●	●	●
Operational excellence	●	●		●
Financial responsibility			●	
Workforce capability			●	●

Sydney Metro Network












Key facts

 <p>Completed track laying in one of the railway tunnels under Sydney Harbour on the Sydney Metro City & Southwest project.</p>	 <p>Public exhibition of the Environmental Impact Statement for the Sydney Metro - Western Sydney Airport project.</p>
 <p>14.2 million trips and over 3,902,679 kilometres travelled on the Metro North West Line, a total of 122,277 services.</p>	 <p>Planning approval received for the Sydney Metro West Project Concept between Westmead and the Sydney CBD and station excavation and tunnelling between Westmead and The Bays.</p>

Our assets

Sydney Metro is the first fully automated rapid transit system operating in Sydney, currently consisting of the Metro North West Line that commenced operations in 2019. Under a Public Private Partnership (PPP), responsibility for the Operations and Maintenance of the line is contracted to Metro Trains Sydney (MTS), part of the Northwest Rapid Transit (NRT) consortia.

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

- Sydney Metro's assets on the Metro North West Line include:**
-  36 kilometres of twin tracks between Chatswood and Tallawong
 -  22 metro vehicles
 -  15 kilometres of tunnels
 -  13 metro stations
 -  4000 commuter parking spaces (at 5 stations)
 -  a train stabling facility
 -  4-kilometre 'skytrain' viaduct and bridges
 -  8 traction power substations and transmission lines
 -  8 bike parking facilities (305 parking and storage).

Right: Sydney Metro Pre-employment.



Delivering outcomes for the people and communities of NSW



3.1 Meeting delivery commitments

We will deliver high quality metro infrastructure and places – safely, on time, and on budget.

Sydney Metro City & Southwest project

The Sydney Metro City & Southwest project includes a new 30-kilometre metro line extending metro rail from the end of the Metro North West Line at Chatswood, under Sydney Harbour, through new central business district (CBD) stations and south-west to Bankstown. It is due to open in 2024 with the ultimate capacity to run a metro train every two minutes each way through the centre of Sydney.

Sydney Metro City & Southwest will deliver new metro stations at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Pitt Street and Waterloo and new underground metro platforms at Central Station. In addition, it will upgrade and convert all 11 existing stations between Sydenham and Bankstown to metro standards.

Key project progress was made during 2020-21, with construction at each of the city stations in progress, and 15,000 linear metres of concrete trackform in the tunnels complete.

Track laying is complete in one of the Sydney Metro railway tunnels under Sydney Harbour. The 800-metre section of track in the northbound tunnel is complete after 1200 railway sleepers and 2100 tonnes of concrete were installed about 40 metres below the harbour's surface. Track laying in the southbound tunnel will be complete by the end of July 2021. The tracks in these tunnels connect the future Barangaroo and Victoria Cross metro stations.

At Central Station, a major milestone was achieved in February 2021 when excavation reached the bottom of the new Central Station box, which is 27 metres below ground level. More than 280,000 tonnes of crushed rock was removed from the station box – enough to fill about 46 Olympic swimming pools.

Also at Central Station, the 460-tonne steel structure of the new landmark Northern Concourse roof is now complete, with more than 500 louvres, made in Kurri Kurri, being installed on the eastern, northern and western ends of the roof.

Another significant achievement in 2020-21 was the award of two major contracts, for Crows Nest Station and Barangaroo Station.

At Crows Nest, the NSW Government approved Sydney Metro's amended concept proposal for three new buildings above the future Crows Nest Metro Station. The amended concept proposal will create the opportunity for new homes, including 5 per cent affordable housing and over 2000 potential jobs across the three buildings, which range from 9 to 21 storeys.

At the new Barangaroo Station, which is currently taking shape 30 metres underground, a station entrance will be built next to Nawi Cove. There will be new footpaths, trees, lighting, bike parking and street furniture, as well as a new separated cycle link at Nawi Cove and along Hickson Road. The station will transform access to the Walsh Bay Arts and Cultural precinct, as well as provide easy access to nearby residential, commercial and entertainment areas and the ferry hub.



Construction of the new aqueduct over the existing heritage-listed Sydenham Pit while retaining the existing heritage listed pump station.

Sydenham Aqueduct

The first aqueduct built for Sydney's water network in more than 130 years has been built at Sydenham.

Train customers from the city's south and south-west would be familiar with the historic Sydenham Pit and Pumping Station. Stormwater is pumped away from the Sydenham Pit to the Cooks River through the Eastern Channel.

To facilitate the new metro, a 320-metre section of the Eastern Channel needed to be moved to make way for new railway tracks. This section of the Eastern Channel was replaced with a 120-metre long aqueduct and about 200 metres of culverts.

Construction took 14 months and about 150 people worked on the historic project.

Sydney Metro West project

Sydney Metro West will double rail capacity between Greater Parramatta and the Sydney CBD, transforming Sydney for generations to come. It will have a target travel time of about 20 minutes between the Parramatta and Sydney CBDs, link new communities to rail services and support employment growth and housing supply.

Stations have been confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays and the Sydney CBD. An additional station at Pyrmont was announced in December 2020 and in May 2021 the NSW Government announced the station locations for Pyrmont and the Sydney CBD at Hunter Street.

In 2020, work started on this city shaping project at The Bays to allow tunnel boring machines to be in the ground in 2022.

In order to build the new stabling and maintenance facility for the new fleet of driverless metro trains at Clyde, the Sydney Speedway that was operating at the site will be relocated to the Eastern Creek motorsport precinct. Construction started at Eastern Creek in December 2020 and more than one million tonnes of soil and rock at the site has been excavated. A 500-metre reinforced retaining wall has been constructed using almost 1000 precast concrete panels and 40,000 tonnes of recycled sandstone from the WestConnex project. The new speedway will be open for the start of the racing season in early 2022.



An artist's impression of Five Dock Station.

Sydney Metro West received its first major planning approval for the project Concept between Westmead and the Sydney CBD and station excavation and tunnelling between Westmead and The Bays in March 2021.

A Scoping Report for Stage 2 of the major civil construction work including station excavation and tunnelling between The Bays and Sydney CBD was submitted in May 2021. A detailed Environmental Impact Statement is being prepared and is expected to be exhibited for community feedback later this year.

A Scoping Report for major building works including fit-out of the twin railway tunnels; construction of the new stations and service facilities; building the station precincts; and operation of the new underground metro line was submitted in June 2021. The report provides information on proposed works and outlines the next steps in preparing a detailed Environmental Impact Statement, which will be open for community feedback in early 2022.

Sydney Metro will continue to engage with stakeholders and the community throughout the process and access to project information will be available.



An artist's impression of Orchard Hills Station.

Sydney Metro - Western Sydney Airport project

The Sydney Metro - Western Sydney Airport project will create a new public transport spine for Greater Western Sydney and serve the region for generations to come. The new 23-kilometre metro railway will link the new Western Sydney International (Nancy-Bird Walton) Airport and Western Sydney Aerotropolis with St Marys.

Six new metro stations will be delivered at St Marys, Orchard Hills, Luddenham, Airport Business Park, Airport Terminal and at the commercial heart of the Western Sydney Aerotropolis.

The Environmental Impact Statement for the project was on public exhibition

from 21 October to 2 December 2020. A Submissions Report was prepared to address submissions received from stakeholders and the community and this was lodged with Department of Planning, Industry and Environment. Planning approval was granted by the NSW Government in July 2021.

The procurement process commenced in 2020-21 for the major work packages, and construction started in late 2020 with site clearing and early works.

The Australian and NSW governments have a shared objective of having Sydney Metro - Western Sydney Airport operational when Western Sydney International (Nancy-Bird Walton) Airport is planned to open for passenger services.

Independent project reviews

Project
Sydney Metro Portfolio
Sydney Metro City & Southwest
Sydney Metro City & Southwest – Southwest Metro Corridor and Bankstown Station Upgrade
Sydney Metro City & Southwest – Crow’s Nest Station
Sydney Metro City & Southwest – Southwest Metro Stations
Sydney Metro City & Southwest – Barangaroo Station
Sydney Metro West
Sydney Metro West – Central Tunnelling Package
Sydney Metro West – Pyrmont Station
Sydney Metro West – Western Tunnelling Package
Sydney Metro – Western Sydney Airport
Sydney Metro – Western Sydney Airport – Station Boxes and Tunnelling
Sydney Metro – Western Sydney Airport – Surface and Civil Alignment Works

Environment, sustainability and planning

Sydney Metro is committed to undertaking our activities in a socially, financially and environmentally responsible way and we have achieved significant outcomes in 2020-21.

Project planning approvals

In 2020-21, the following State Significant projects were approved under the *NSW Environmental Planning and Assessment Act 1979* and the *Environmental Protection Biodiversity Conservation Act 1999* (Cth) (EPBC Act):

- State Significant Infrastructure – Chatswood to Sydenham Modification 7 – Administrative Modification
- State Significant Infrastructure – Chatswood to Sydenham Modification 8 – Blues Point access site
- State Significant Infrastructure – Sydenham to Bankstown Modification 1 – Bankstown Station
- State Significant Development (Stage 1) – Crows Nest Over Station Development
- State Significant Infrastructure – Sydney International SpeedwayState Significant Infrastructure – Sydney Metro West Concept and Stage 1 project¹
- EPBC Act approval – Sydney Metro – Western Sydney Airport – St Marys to Elizabeth Drive, NSW.

In addition, in 2020-21, the following Sydney Metro State Significant project applications were commenced or underway in accordance with the *NSW Environmental Planning and Assessment Act 1979*:

- State Significant Development (Stage 2) – Crows Nest Over Station Development Site C
- State Significant Infrastructure – Sydney Metro – Western Sydney Airport
- State Significant Infrastructure – Sydney Metro West Stage 1 Modification 1 – Administrative Modification
- State Significant Infrastructure – Sydney Metro West Concept and Stage 2 project¹
- State Significant Infrastructure – Sydney Metro West Concept and Stage 3 project.¹

¹ The environmental assessment process for Sydney Metro West is being carried out in stages in recognition of the size of the project.



Work to upgrade and convert the tracks and platforms to metro standards at Wiley Park Station.

Sustainability

Sydney Metro’s approach to sustainability is governed by the Sydney Metro Environment and Sustainability Statement of Commitment, which was updated in 2020-21 and outlines our commitments with regards to:

- minimising our impacts and leaving a positive environmental and social legacy
- delivering a resilient asset and service for our customers
- collaborating with stakeholders to innovate and drive sustainable outcomes
- embedding sustainability into our activities.

The Sydney Metro Sustainability Framework (2020-2025) outlines in detail our approach to delivering sustainable outcomes across the business.

Sustainability performance in delivery is measured against targets set out in project sustainability strategies. The Sydney Metro City & Southwest Sustainability Strategy sets out 48 targets to be achieved across the design, construction and operation of the project. Currently over 90 per cent of the targets are on track to be achieved. Targets at risk of not being achieved relate to the proportion of non-potable water use in operations (due to limited roof area for rainwater harvesting), establishment of targets for native landscaping and application of new emission standards to diesel construction plant.

Third-party verification rating tools are also used to measure and monitor sustainability performance at both the Design and As Built stages. Five of the seven city stations (Martin Place, Crows Nest, Victoria Cross, Central and Barangaroo) have been assessed against the bespoke Sydney Metro Green Star rating tool and have each achieved a 6 Star Design score which represents ‘World Best Practice’. Two remaining stations (Waterloo and Pitt Street) are on track to achieve either a 6 Star or a 5 Star ‘Australian Best Practice’ Design score. Infrastructure Sustainability (IS) ratings are on track to achieve a minimum ‘Excellent’ rating. Station upgrade packages along the Sydenham to Bankstown alignment have been assessed under the Transport for NSW Sustainable Design Guidelines and have achieved a ‘Platinum’ Design rating.

Sustainability performance and initiatives are described in more detail in Sydney Metro’s Sustainability Reports.

Environmental management

All works for Sydney Metro are carried out in accordance with the relevant project's environmental requirements, as set out in the relevant planning approval and environment protection licences (if applicable).

In July 2020, Sydney Metro achieved certification of its Environmental Management System to ISO 14001 through SAI Global.

Sydney Metro establishes the minimum acceptable environmental management standards for construction-related activities through our Construction Environmental Management Framework, which applies to all Principal Contractors that use this framework when developing Construction Environmental Management Plans and sub-plans.

In 2020-21, there were no major environmental incidents (Class 1 or 2) on any operational or project sites and there were 90 recorded minor (Class 3) incidents across the program of works. The majority of these incidents related to minor spills and leaks, and have been responded to in a timely manner.

Compliance tracking with relevant Planning Approval requirements was also undertaken in accordance with the project's compliance tracking programs, and a total of 44 non-compliances were recorded. The majority of the non-compliances related to administrative or management system issues and have been responded to in a timely manner. Other non-compliances related to noise and vibration; traffic, transport and access; and soil and water.

Aboriginal cultural heritage and historic heritage

The NSW Government Architect NSW has developed a draft framework for developing connections with Country and Sydney Metro is actively participating in a Connect with Country pilot program to promote understanding of the value of Aboriginal knowledge in the design and planning of projects.

Sydney Metro City & Southwest

Work has continued on reporting on significant archaeological finds recovered in 2018-19 from Sydney Metro City & Southwest sites, specifically at Central Station, Barangaroo, Waterloo, Blues Point and Pitt Street. Interpretation planning has been completed with Aboriginal and non-Aboriginal heritage interpretation detailed for each station, and Sydney Metro is working to ensure the re-use of salvaged materials in station precincts.

Work has also continued to progress on the conservation of the historic Barangaroo boat timbers which are being treated at Sydney Metro's conservation site. It is anticipated that treatment will continue for the next two to three years before the boat can be put on permanent display.

Sydney Metro West

Archival recording of heritage items at Parramatta has commenced and significant heritage elements to be salvaged are being identified.

Sydney Metro - Western Sydney Airport

Test excavations for Aboriginal heritage have commenced along the alignment.



An excavation site at Barangaroo uncovered the remains of a 10-metre long clinker built boat.

Resource management

Waste and spoil

In 2020-21, Sydney Metro achieved our target to beneficially re-use 100 per cent of all clean spoil (crushed rock) generated on projects, and to recycle at least 90 per cent of construction waste. The table below provides a breakdown for the re-use of waste and spoil.

Re-use of waste and spoil, 2020-21

	Construction and demolition waste (tonnes)	Spoil (tonnes)
Generated	61,735	420,041
Reused or recycled	59,448	420,041
Percentage reused or recycled	96%	100%
Target	90%	100%

Materials

Sydney Metro seeks to reduce our construction footprint through efficient use and selection of materials. Steel and concrete make up a significant proportion of the embodied carbon of Sydney Metro projects. Limits on the use of Portland cement and minimum proportions of supplementary cementitious materials such as waste fly ash and granulated ground blast furnace slag have avoided over 27,000 tonnes of carbon dioxide emissions from concrete in 2020-21. Recycled materials which have been used in construction during the reporting period include recycled crushed glass and recycled plastic reinforcing fibres.

Use of steel and concrete, 2020-21

	Steel (tonnes)	Concrete (cubic metres)
Total used	29,337	163,051

Water

Sydney Metro seeks to reduce water consumption, and encourages contractors to reduce water usage and use non-potable (non-drinking) water sources for suitable construction and operational activities. Water efficiency measures are incorporated into all designs, to ensure potable and non-potable water savings are realised.

Achievements in minimising the use of potable water in 2020-21 construction activities are detailed in the table below. The volume of water use and the proportion of non-potable water have dropped significantly since 2019-20 as tunnelling activities have reduced.

Potable and non-potable water use in construction, 2020-21

	Water used for construction (kilolitres)
Potable	81,067
Non-potable	6,596
Total water consumption	87,663
Percentage of water from non-potable source	8%

Energy and carbon

Sydney Metro is on track to achieve our target of at least a 20 per cent reduction in carbon emissions associated with construction (compared to business-as-usual construction practices), through a range of energy and materials efficiency measures. In addition, delivery partners are also required to offset carbon emissions associated with 25 per cent of electricity used during construction. Construction stage carbon emissions in 2020-21 are detailed in the table below.

Carbon emissions associated with construction, 2020-21

Carbon emissions (tonnes CO ₂ equivalent)	
Scope 1 – Direct emissions (e.g. from fuel use)	6,293
Scope 2 – Indirect emissions from electricity use	6,960
Scope 3 – Indirect emissions excluding Scope 2 (e.g. associated with manufacture of materials used in construction)	73,889
Total	87,142

Climate resilience

Sydney Metro aims to increase resilience to a changing climate through assessing, managing and communicating our climate risk. All projects are required to carry out a climate-change risk assessment in line with the Transport for NSW Climate Risk Assessment Guidelines (2018) throughout the design stages and to mitigate all extreme and high-rated risks and at least 25 per cent of all medium-rated risks.

A range of climate-related risks have been identified across the operational and planned metro network, including increased temperatures and precipitation, flooding, extreme weather events and bushfire. Potential impacts include reduced operational performance, customer amenity and patronage, and increased maintenance costs. Sydney Metro has incorporated mitigation measures to increase its resilience to climate change, such as designing adequate capacity into drainage and air conditioning systems and specifying robust structures and critical equipment.

Community

Sydney Metro seeks to benefit the local community both during and beyond the construction phase of our projects, via internal initiatives and through our delivery partners. A sample of initiatives undertaken in 2020-21 are listed below.

Sydney Metro internal initiatives

These included taking part in the annual Vinnies CEO Sleepout on 17 June 2021. The Sydney Metro City & Southwest and Sydney Metro West Project Directors participated in the sleepout at White Bay Cruise Terminal. The initiative was supported by various leaders and engagement activities across the organisation, raising \$22,138 for the homelessness cause.

Delivery partner initiatives

These included:

- engaging social enterprises which support disadvantaged people and communities
- holding a fundraiser gala event for Bear Cottage (which provides care for children with life-limiting conditions)
- a number of upgrades to indoor and outdoor common areas and provision of a music room at Foster House men's shelter
- running a Christmas gift drive and setting up a new walled garden and vegetable patch for residents of a Women and Girls' Emergency Shelter
- painting a home and renovating a garden for accommodation for youth at risk of homelessness
- running food and clothing drives for various charities
- clearing litter in neighbourhoods around project sites as part of World Clean-up Day
- continuing Return and Earn bottle schemes across various Sydney Metro construction sites, with proceeds going to charity
- organising blood donation drives.

3.2 Operational excellence

We will work with our partners to ensure that the metro, in operational service, achieves world-class standards and meets customer aspirations as a mode of choice.

While engaging with our operating partners, we are guardians of the customer outcomes for the metro network, and strive to achieve a standard that meets customer aspirations.

To achieve our strategic objective of operational excellence we use real-time data, productive and inclusive collaboration and forward-looking management plans.

Metro North West Line

The Metro North West Line was largely delivered under a Public Private Partnership (PPP) with Northwest Rapid Transit (NRT), executed in September 2014. Under those arrangements, responsibility for operating the Metro North West Line is contracted to Metro Trains Sydney (MTS), part of the NRT consortium, for 15 years with a monthly service payment provided by Sydney Metro, subject to meeting agreed performance and safety standards.

Since opening on 26 May 2019, a total of 8,356,057 kilometres and 233,729 services have been delivered. Patronage on the Metro North West Line has reached 35.3 million despite being affected by the COVID-19 pandemic and the associated movement restrictions.

Sydney Metro continues to provide service excellence through delivering customer-centric services for the people of NSW, helping relieve congestion, and improving journey times and experiences for our customers whilst delivering a technology-led step-change in customer experience.

Our partnership with MTS is built on the efficient delivery of safe and reliable metro passenger services. As the client, Sydney Metro continues to embed the clear vision for operational success, structures and systems. The achievement of operational performance targets coupled with customer feedback and satisfaction continued to improve in the second year of operations.

In 2020-21, Metro North West operations navigated the local impacts of the evolving and dynamic nature of the COVID-19 pandemic. In this period of lower public transport utilisation, patronage declined by 25 per cent compared to 2019-20.

Working with the broader Transport cluster and the operator, measures undertaken to ensure customers continued to feel safe and comfortable on the network included:

- increased services to allow physical distancing
- additional cleaning services
- hand sanitisation units at stations
- capacity loading through real-time applications
- deployment of green dot – 'sit here' decals
- mask recommendation posters
- additional security patrols.

Service performance

A total of 3,902,679 kilometres and 122,277 services were delivered in 2020-21. The Metro North West Line performance for 2020-21 continued to stabilise with Service Frequency (Headways) within one minute at 98.72 per cent and Services Delivered at 99.56 per cent. The Average Journey Time remained under 37 minutes at 35.89 minutes (measured at 92.09 per cent).

With the Sydney Metro City & Southwest project now in its integration phase with Metro North West Line Operations, access to the Metro North West Line was also facilitated to enable the extension of the line to Bankstown. In preparation for the arrival of the new rolling stock, works were undertaken to expand the Tallawong train stabling facility, and modifications were made to the control systems.

Customer satisfaction and feedback

Customer satisfaction on the Metro North West Line demonstrates the level of service excellence provided by the turn-up-and-go service delivered to the North West region of Sydney. Independent customer surveys are conducted several times a year and allow Sydney Metro to continually uplift the areas that our customers value the most.

The November 2020 and May 2021 customer satisfaction index for Sydney Metro measured at 99 per cent and 98 per cent. Sydney Metro customers were most satisfied with cleanliness, accessibility, safety and security, and ticketing. These aspects included:

- ease of getting on and off the service (98.83 per cent)
- cleanliness of the metro service and station (98.60 per cent)
- availability of next stop information (98.15 per cent)
- journey time given the distance travelled (97.98 per cent)
- feeling safe at the metro station and while on the service (96.47 per cent).

Feedback from customers was also obtained through the Transport for NSW customer feedback channels and the use of QR codes on the platforms and metro service. These insights are being assessed and factored into addressing concerns and uplifting of the current service offering and future projects.

Customer journeys

In 2020–21, patronage on the Metro North West Line was significantly impacted by the restrictions implemented in response to the COVID-19 pandemic. A total of 14.2 million customers boarded a metro service in 2020–21.

Patronage gradually recovered following the easing of restrictions. In May 2021, 1.61 million customers boarded a metro service, the highest monthly patronage recorded for the financial year. The average weekday patronage in May 2021 of 61,000 trips represented around 75 per cent of the pre-COVID peak recorded in November 2019 of around 81,000 trips.

The COVID-19 pandemic will continue to have a significant impact on patronage in 2021–22, with continued adoption of remote/hybrid working, reduction in population growth and immigration, changes in travel mode preferences and shifts in residential location choice.

Climate change mitigation: energy efficiency and carbon offsets

Sydney Metro is committed to reducing our operational carbon footprint through the specification of energy-efficient trains, operating systems and stations.

The solar panel array (covering more than 6500 square metres) on the roof at the Sydney Metro Train Facility at Tallawong continues to provide power for the facility and stations.

Sydney Metro is offsetting 100 per cent of the carbon emissions associated with its operational electricity consumption. In 2020–21, the Metro North West Line operations consumed 84,926,610 kilowatt hours (kWh) of electricity. This is being offset through a Green Products Purchase Agreement with the Beryl Solar Farm in regional NSW. A total of 84,927 large-scale generation certificates (LGCs) generated by Beryl Solar Farm will be surrendered to fulfil Sydney Metro's commitment to offset the 76,434 tonnes carbon dioxide equivalent associated with operational electricity for this year of operation. Offset options will continue to be explored for Sydney Metro City & Southwest operations.

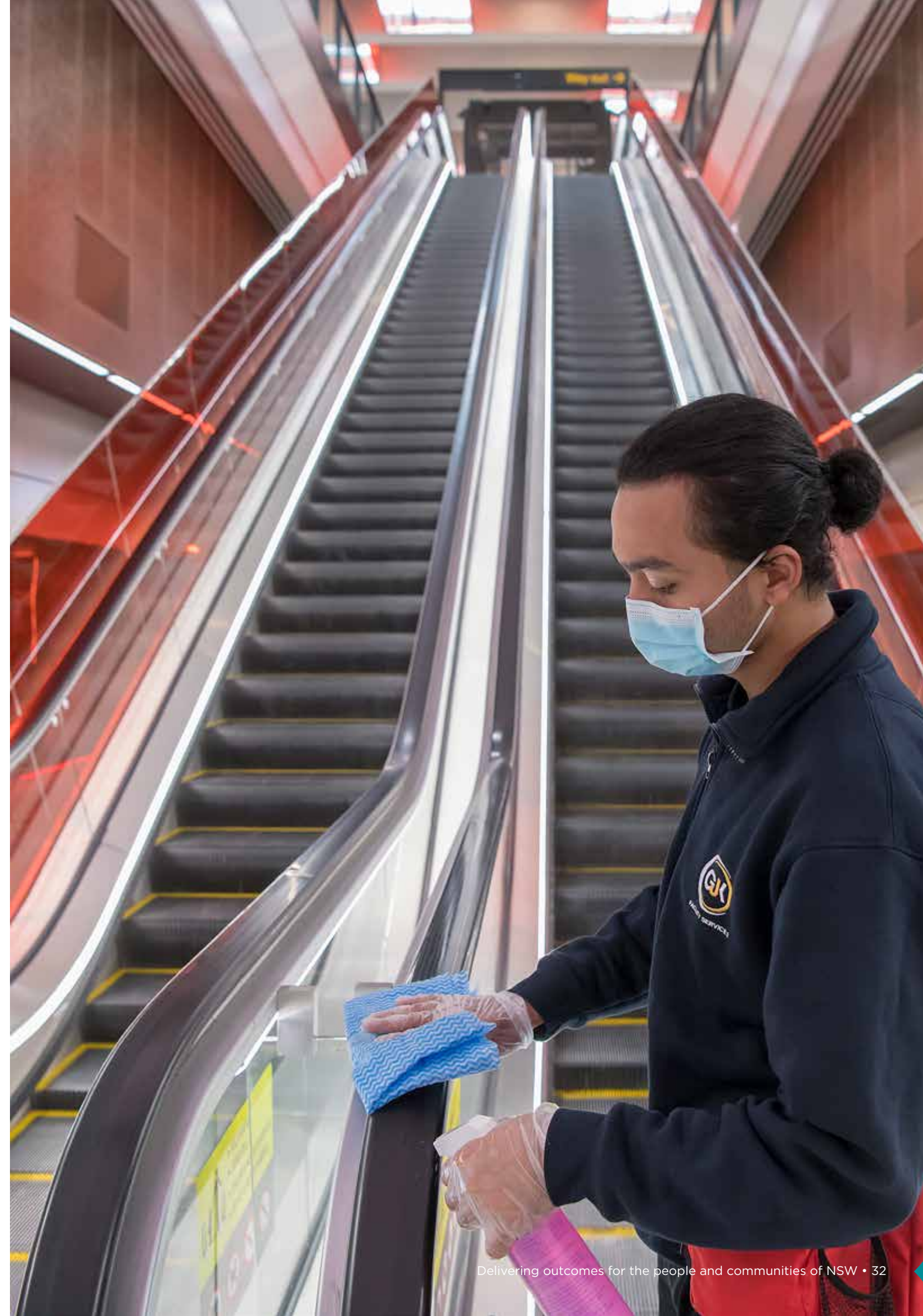
Precincts and places

Sydney Metro has a unique opportunity to demonstrate an exemplary approach to integrated transport and land use planning. Quality architecture, good urban design and a user-friendly and inter-connected transport system are critical to ensuring that Sydney Metro meets customer needs and expectations, and maximises the city shaping potential and broader urban benefits for Sydney's future.

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

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

Right: Extensive cleaning at Sydney Metro stations and onboard trains



Northwest precinct development

Sydney Metro, together with the Metro North West Line development partner Landcom, have submitted five major State Significant Development Applications totalling up to 8800 dwellings, and 180,000 square metres of non-residential (retail/commercial/community) floor space. Approvals have been received for new precinct developments at Tallawong, Hills Showground and Epping, with Bella Vista and Kellyville currently being assessed by the Department of Planning, Industry and Environment. The proposals include new public spaces for communities to enjoy, and a minimum of 5 per cent affordable rental housing for people on low to moderate incomes.

The largest new urban neighbourhood will be created by linked precincts at Kellyville and Bella Vista that stretch 2.5 kilometres – the equivalent of the distance from Circular Quay to Central Station – creating an opportunity for new transit-oriented communities with easy access to schools, healthcare, open space, recreational and cultural facilities.

Sydney Metro City & Southwest

Sydney Metro's new City & Southwest stations will help to create new and enhanced places that are easy to access, are connected to their surroundings, are comfortable and clean, and that provide social interactions and boundless opportunities.

Local communities are the focal point in planning, designing and managing new and upgraded public spaces. Through good urban design and place making, Sydney Metro stations will be more than somewhere to catch the train; they will be the centre of the communities they serve with a variety of uses for residents and visitors to enjoy.

Sydney Metro is leading global best-practice with new integrated station developments being delivered at Crows Nest, Victoria Cross, Martin Place, Pitt Street and Waterloo stations. As new metro stations are built underground, integrated station development can be built above them, reducing community impacts and providing the opportunity to deliver a range of uses such as commercial office spaces, community facilities, new homes, shops, restaurants and new public spaces.

Sydney Metro West

Sydney Metro West is a truly city-shaping project that will support well-connected and vibrant places that re-imagine Western Sydney.

Sydney Metro West will allow for the opportunity to reinvigorate places like The Bays West Precinct and Sydney Olympic Park to create vibrant and active new precincts, and a new station at Pyrmont will help to revitalise the western gateway to the Sydney CBD. Sydney Metro has been working closely with local councils and planning agencies to ensure that the visions for the precincts along the corridor are aligned and realised.

In the commercial heart of the Sydney CBD, the Hunter Street Station will become a new hub with easy connections to George Street, Light Rail, Sydney Trains services at Wynyard and Martin Place and the new Sydney Metro City & Southwest station at Martin Place. A large activated precinct between George, Hunter, O'Connell and Bligh streets will prioritise pedestrians and support a vibrant public domain in the heart of the Sydney CBD.

Sydney Metro – Western Sydney Airport

The Sydney Metro – Western Sydney Airport project is a chance to build more than just railway stations – it provides a once-in-a-lifetime opportunity to shape the growth of a new city around a new metro line.

Through integrated strategic planning, good urban design and place making, Sydney Metro – Western Sydney Airport precincts will be more than somewhere to catch the train – they will become the centre of new communities and provide for a variety of uses. Sydney Metro is working closely with the Western Parkland City Authority, councils and local communities to plan for stations and precincts that will be thriving, welcoming hubs for everyone to enjoy, with new public spaces designed to encourage walking, cycling and social interaction. The stations will be vibrant places and landmarks in their own right that will support the success of the Western Parkland City.

Some examples of the work Sydney Metro has been carrying out to create new and enhanced places are described below.

Temporary public spaces and art

As part of the place making and activation program, Sydney Metro and Landcom delivered a temporary public space adjacent to Tallawong Station, with another space adjacent to Bella Vista Station unfortunately delayed due to the COVID-19 pandemic restrictions. These temporary spaces have been used for a variety of community activities and events, including Tai Chi, 'Live Life Get Active' program, food trucks, Christmas activities, arts community events in collaboration with the Museum of Contemporary Art (C3West community art project), and Playgroup NSW mothers' group meet-ups. Public art hoardings were also delivered within precincts surrounding the metro stations, to bring them to life and create unique characters connected to the place.

Art contributes to place making through engaging people, animating places, enhancing quality, and making places more inclusive, inviting and appealing, and in 2020-21 the Sydney Metro Art Masterplan was released. The Masterplan describes the Sydney Metro Art Program, including the vision, objectives, curatorial approach, governance structures, commissioning process and parameters for artistic excellence.

Hills Showground precinct development

The Minister for Planning and Public Spaces has approved plans for the new Hills Showground precinct development, which includes up to 1620 homes, 14,000 square metres of retail space, commercial and community uses, and new public open spaces. Sydney Metro and Landcom have appointed developer Deicorp to deliver the first stage of the project, which will include a new local mixed-use centre and public plaza adjacent to the Hills Showground metro station.

Waterloo Metro Quarter

Adjacent to the new Waterloo metro station, the new Waterloo Metro Quarter project will revitalise the area and will be a landmark in its own right. The development will be delivered by joint venture partners John Holland and Mirvac, and will provide new community facilities, retail and office space, a new public plaza and a range of housing options including affordable and social housing, and student accommodation. Detailed plans for the development have been lodged with the Department of Planning, Industry and Environment.



An artist's impression of Cope Street Plaza in the centre of the Waterloo Metro Quarter precinct.

3.3 Successful engagement

We will collaborate with our communities and our partners to deliver a sustainable, city-shaping public transport system.

We are committed to establishing robust relationships with our customers, stakeholders and the community. This is underpinned by the belief that effective communication is a crucial element in the successful delivery and operation of our projects.

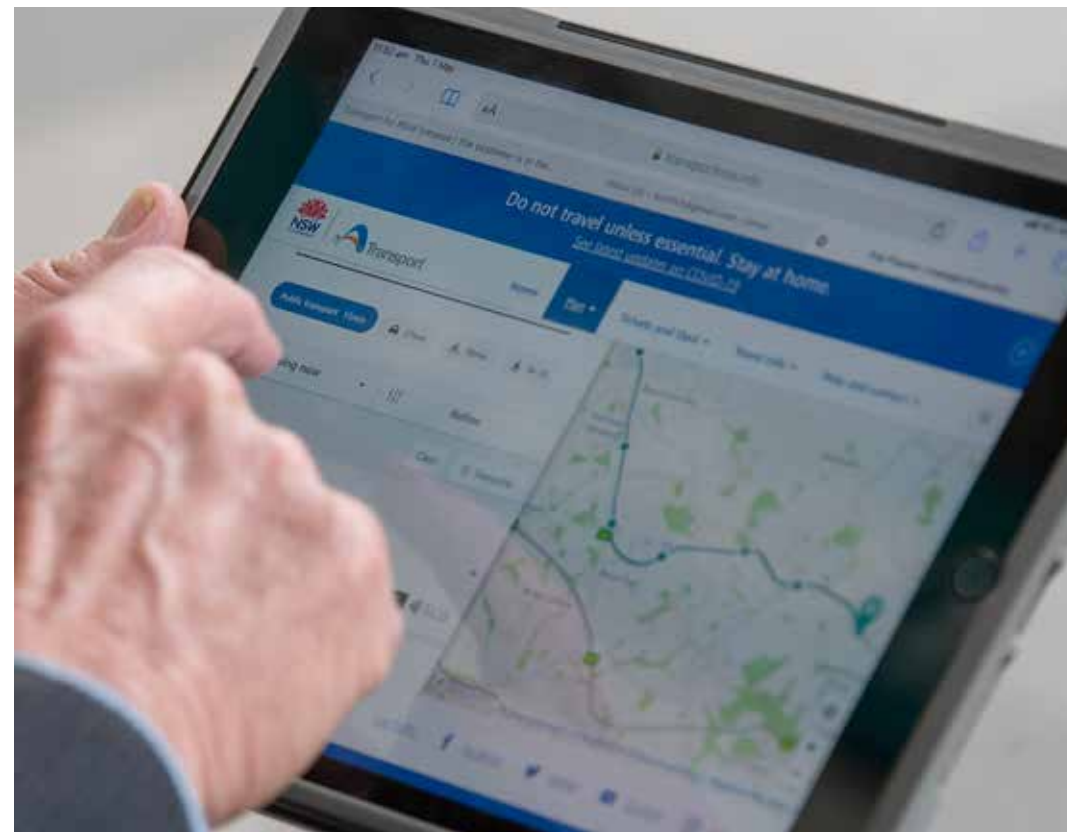
Successful engagement is essential to deliver customer-centred service and design outcomes, as well as activated precincts and places which work for local communities, both now and in the future. This is a fundamental objective that enables us to focus on developing and nurturing the relationships of our government agency partners and is essential to consider when engaging with the communities in which we operate.

Our approach to communication and engagement is to:

- deliver a transport service that has been informed by engagement with stakeholders and the community
- build key stakeholder, community and general public confidence in our projects
- manage risks associated with stakeholder and community issues.

Our aim is to:

- address concerns about individual project impacts from directly affected stakeholders
- provide adequate and coordinated stakeholder and community consultation that identifies and addresses issues in a timely manner
- provide consistency across our external communication activities and interfaces with stakeholders during delivery of Sydney Metro projects.



Trip planning on the Opal Travel app.

Customer and community engagement

Sydney Metro works closely and cooperatively with the community, including Australian, NSW and local governments, contractors, advisors, other service providers, and key stakeholders.

We have been working with stakeholders and communities, adapting to community needs and refining our approach to delivering community and stakeholder engagement to achieve better outcomes. We meet communities where they are based so we can build strong relationships and create opportunities for meaningful engagement.

Sydney Metro is committed to building personal relationships, including through face-to-face interaction where possible, and digital engagement. We understand that the community and stakeholders want to communicate and access information in ways that are convenient and accessible particularly during the COVID-19 pandemic restrictions.

Our approach continues to evolve as we ensure our diverse communities have access to information through a variety of platforms and in multiple languages. For projects in the pre-delivery and delivery phases, Sydney Metro has dedicated place managers. These community relations specialists provide a vital link between the project and the community, and are available to answer questions and receive feedback and/or complaints during delivery of the project.

In 2020-21, Sydney Metro undertook engagement activities for the Sydney Metro West project, including lodgement and public exhibition of the new Sydney International Speedway Environmental Impact Statement, public exhibition of a Review of Environmental Factors for new precast facilities at Eastern Creek, and engagement in relation to confirmed station locations at Pyrmont and Hunter Street in the Sydney CBD. Through these processes, the project's dedicated place managers worked closely with the community to answer questions and provide further information.

The new Sydney International Speedway Environmental Impact Statement was released for public exhibition and community feedback while the COVID-19 pandemic restrictions were in place. The team developed and implemented a virtual, yet personal, approach that ensured people could understand the works and have a say.

This included a dedicated virtual information room which featured a project map; 360-degree views of the proposed speedway, entrance, carparks and pit areas as well as the site layout; a video from a project expert; and the Environmental Impact Statement documents.

The digital approach was complemented by targeted community and stakeholder outreach. While traditional face-to-face consultation will always be a key pillar of the Sydney Metro approach, the challenges faced through the COVID-19 pandemic have shaped how the team will plan and undertake consultation moving forward, to ensure planning information is as easy to access as possible.

The Sydney Metro - Western Sydney Airport Environmental Impact Statement was on display from 21 October 2020 - 2 December 2020. The community was given the opportunity to provide feedback and submissions on the project, using the Sydney Metro - Western Sydney Airport interactive portal. The portal offered a project summary, information to support understanding of the planning process, an interactive map of the project, and videos from the Sydney Metro team of project experts. More than 29,000 community members logged into the interactive portal to learn more about the project.

In 2020-21, Sydney Metro and our delivery partners on the Sydney Metro City & Southwest project undertook a range of consultation activities across the project alignment. This included exhibition and engagement for four Station Design and Precinct Plans (Martin Place, Crows Nest, Pitt Street and Barangaroo stations) and four State Significant Development Application public exhibitions for over station developments (Pitt Street South and North, Waterloo Metro Quarter and Crows Nest Site C).

Targeted local engagement was carried out with property owners located near traction substation and services building sites in the south-west, seeking their input on the preferred design, colour and landscaping for the facades. A number of online and face-to-face forums were held at Waterloo Station, including a community Open Day on site and an online meeting for residents interested in construction progress.

Detailed engagement with adjacent residents in the lead-up to the two-week shutdown of the T3 Line between Sydenham and Bankstown during the June-July 2021 school holidays was also successful. More than 2000 total nights of alternative accommodation and 4000 individual respite offers (providing vouchers so residents can have respite from construction activities) were individually offered to eligible residents. More than 7000 notifications about the work and rail shutdown were delivered to residents near the alignment.

A community and business forum was held face-to-face at Martin Place to show the local community and businesses the progress that had been made on site. There was also targeted engagement for Sydney Metro's planning proposal on 52 McLaren Street North Sydney, a parcel of land currently being used for construction of the Victoria Cross metro station.

Government and industry engagement

Sydney Metro is committed to the ongoing implementation of the NSW Construction Leadership Group's ten point commitment to the construction sector, throughout our commercial and project lifecycles. This includes procuring and managing projects in a more collaborative way. Sydney Metro continues to engage and collaborate with the Construction Leadership Group, Construction Industry Leadership Forum, NSW Treasury and the Australian Constructors Association - throughout each industry engagement and project.

Sydney Metro has conducted a comprehensive program of market engagement and industry briefings to provide the industry and potential participants with transparency and key information on Sydney Metro projects, as well ensuring industry is offered early opportunity to input to our procurements.

Sydney Metro, in conjunction with the Construction Industry Leadership Forum, recently completed the Early Engagement and Identification of Risk Initiative pilot undertaken on the Sydney Metro - Western Sydney Airport Station Boxes and Tunnelling package.

The pilot included Sydney Metro and industry participating in three interactive forums addressing risk identification and allocation in relation to the Sydney Metro - Western Sydney Airport packages. The long-term benefits are significant, including adopting a partnership-based approach to risk allocation with our suppliers and taking a longer-term view to drive quality, innovation, cost effectiveness and increased delivery.

Sydney Metro's engagement process has maximised industry input at the early stages of our projects. Sydney Metro updates and promotes its project opportunities and outcomes via a number of communication channels. These include:

- participation in one-to-one meetings during market engagement processes
- industry briefings and market engagements with industry to seek a better understanding of best practice in the industry, inform the industry of upcoming opportunities and inform delivery strategies
- updates via the Sydney Metro industry email account, when major progress is made, for example announcement of contracts, and start of formal procurement process
- updates made via the Sydney Metro industry webpage
- via membership at numerous committees, including the Infrastructure NSW Construction Industry Leadership Forum and Construction Leadership Group
- advertising opportunities on public websites like the dedicated Sydney Metro website and the NSW Government Tenders website
- engagement with the Industry Capability Network - whereby awarded contractors will be required to post opportunities via the Industry Capability Network.

3.4 Financial responsibility

Our financial and commercial focus will drive value-for-money outcomes, and overall business success.

Sydney Metro has stewardship for delivering a program of works worth more than \$50 billion. As our portfolio of work progresses through its life-cycles and as more metro lines open, accountability for invested public funds and delivering value-for-money outcomes is critical.

We are proactively apprised of shifting market and construction sector conditions. Our commercial acumen, coupled with appropriate and effective financial controls and compliance, enables us to operate within our means and successfully deliver sustainable projects for the NSW Government that provide great customer and community outcomes.

Sydney Metro is an informed and active client. We are committed to continually enhancing our relationship with, and understanding of, industry and delivery partners. Our approach to supplier relationship management is focussed on optimising this value through a portfolio-wide strategic lens to improve commercial outcomes. This is underpinned by monitoring and measuring market conditions, our risk appetite, our exposure and the industry's risk appetite. We further recognise the value that our organisation can bring to existing and future commercial relationships, to optimise our commercial outcomes.

3.5 Workforce capability

We continue to utilise a blended and integrated workforce approach to support the growth and capability needs of our workforce.

We have continued to develop and optimise systems and programs that support the flexible sourcing, deployment and development of capabilities and talent throughout the ongoing COVID-19 pandemic.

In 2020-21 we have implemented a number of initiatives to support our internal capabilities and to respond to identified critical skill shortage roles across the business. These initiatives include continuation of our mentoring program and an increased focus on entry-level roles and career pathways during organisational design, resulting in significant increases in the number of graduates and cadets within engineering, projects and commercial divisions.

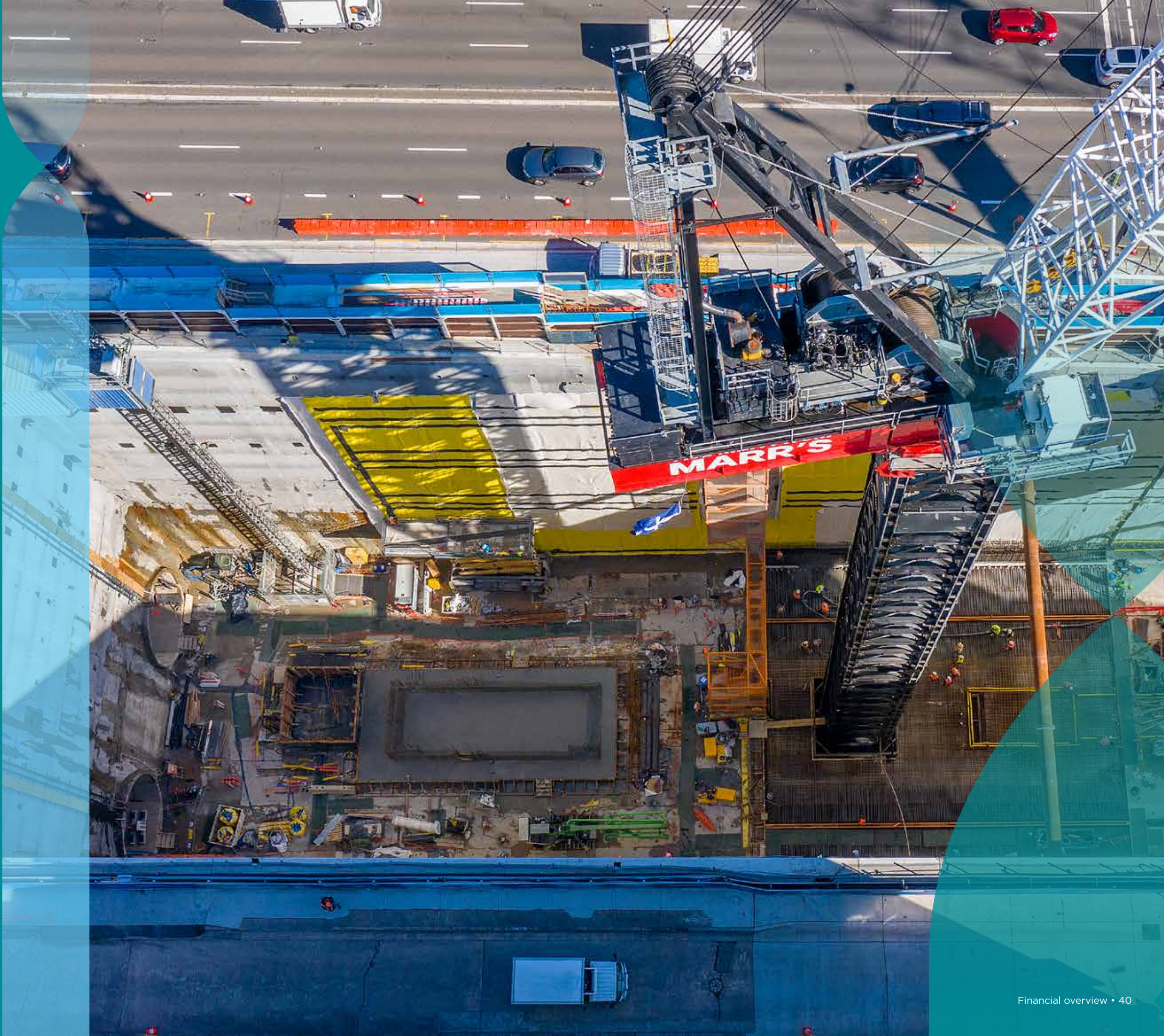
We continue to be committed to and work in partnership with industry and our integrated delivery partners to leverage skills development programs and initiatives to increase the capability of our people.

Workforce development

Sydney Metro's continued commitment to utilise the significant opportunities that our projects provide has seen increased employment opportunities, skills development, Aboriginal participation and diversity in the construction workforce and supply chain.

Through project-specific strategies, workforce development, Aboriginal and industry participation plans, contractual requirements supported by government, and industry-led initiatives, we have seen many positive outcomes. These include the increased engagement of Aboriginal peoples and businesses, the development of transferable skills and increased diversity in the construction industry, including 2.6 per cent (817) of the workforce being Aboriginal people and 5.6 per cent (1772) women in non-traditional trades and occupations, and 26 per cent (8149) of the workforce undertaking accredited skills development programs.

Financial overview



4.1 Financial performance summary 2020-21

Revenue and expenses

For the year 2020-21, Sydney Metro received \$4.4 billion (FY2019-20: \$2.6 billion) in Government grants and other contributions towards capital projects and day-to-day operation, \$0.3 billion (FY2019-20: \$0.3 billion) of income from operating activities (including cost recovery from related transport entities), while \$0.8 billion (FY2019-20: \$0.7 billion) were incurred in operations, depreciation, finance costs and other grants and subsidies.

Other comprehensive income for the year of \$0.3 billion (FY2019-20: \$0.2 billion) relates to asset revaluation and other commodity swaps and foreign exchange.

Capital Expenditure

Sydney Metro' total capital expenditure for the year was \$4.2 billion (FY2019-20: \$2.6 billion). Sydney Metro was also engaged in the delivery of capital works for Transport Asset Holding Entity (TAHE) assets throughout the year, totally \$248 million (FY2019-20: \$236 million).

Previous page: Crows Nest Station which is an underground station, about 25 metres below ground level.
Right: State-of-the-art Operations Control Centre at Tallawong, continuously monitoring the Sydney Metro system.



Appendices



Appendix 1 Customer satisfaction

Sydney Metro takes customer and community feedback seriously and continually looks for opportunities to incorporate suggestions and ideas for improvement.

In 2020-21, Sydney Metro received 658 complaints. The most common issues were noise, community notification and feedback on elements of project design. The majority of construction complaints were received through the projects' 24-hour phone numbers. Complaints are investigated and responded to in a timely manner, generally within three days. Changes that may result from these investigations include changes to construction planning and methodology to minimise ongoing impacts (for example, different equipment used, timing and days of work changed where possible). In some cases, alternative accommodation and respite vouchers were offered to further minimise impacts.

On the Metro North West Line, Sydney Metro has maintained consistently high ratings of customer satisfaction throughout 2020-21, with a customer satisfaction rating of 98 per cent (May 2021). The service is delivering high ratings particularly in the areas of accessibility, ticketing, timeliness, cleanliness, and safety and security.

Appendix 2 Disability Inclusion Action Plan

The *Disability Inclusion Act 2014* requires all government departments to develop disability inclusion action plans. Sydney Metro is aligned with the Transport for NSW Disability Inclusion Action Plan 2018-2022, which outlines practical measures to be taken across the Transport cluster to meet the objectives and principles of the Act. These measures will also assist Transport for NSW to meet its obligations under the Transport Standards.

Other than compliance with legislation, the plan is guided by the social model of disability, outlined in the United Nations Convention on the Rights of Persons with Disabilities. The social model views people with disability as not being disabled by their impairment but by the barriers in the community that prevent them from gaining equal access to information, services, transport, housing, education, training, employment and social opportunities.

Within the Transport cluster, each division and agency is accountable for more than 160 actions set out in the Disability Inclusion Action Plan 2018-2022 in alignment with Future Transport 2056.

In 2020-21 Sydney Metro:

- acknowledged and promoted significant dates
- increased representation of employees with disability, in alignment to the Premier's Priorities
- saw over 75 per cent completion of the Public Service Commission Disability Awareness training by our staff, showing a significant improvement in uptake and promotion since 2019-20
- promoted access to tools and resources via the diversity and inclusion intranet page that supports the Plan's implementation
- increased executive and senior leaders commitment to demonstrated commitment and awareness of the Plan
- increased awareness of the Plan and its supporting initiatives through our delivery partners.

Sydney Metro will ensure that the Transport for NSW Disability Inclusion Action Plan continues to be a key focus and is committed to the activities that relate to the plan to enable its success.

Appendix 3 Multicultural policies and services

Sydney Metro is aligned to the Transport for NSW Multicultural Plan 2021-2023, which outlines the Transport cluster strategies and commitment to strengthening transport services for culturally and linguistically diverse communities. It aligns with state and national priorities which ensure multiculturalism in NSW is more than a policy - it is an agile and actionable plan with clearly defined outcomes.

Each division and agency in the Transport cluster is responsible and accountable for the 13 specific actions set out in the Multicultural Plan in alignment with Future Transport 2056.

Sydney Metro remains focused on the actions to be delivered as part of Transport for NSW's commitment to Multicultural NSW. No actions were deferred to ensure we responded to the needs of culturally and linguistically diverse communities (CALD).

In 2020-21 Sydney Metro:

- continued to promote the Transport for NSW Multicultural Plan, its deliverables and the tools and resources to support its implementation
- acknowledged and promoted cultural events, which resulted in increased awareness and recognition by our staff
- increased executive and senior leaders' commitment to awareness and demonstration of the Plan
- increased awareness of the plan and its supporting initiatives through our delivery partners.

Sydney Metro will ensure that the Transport for NSW Multicultural Plan continues to be a key focus, and is committed to the activities that relate to this plan to enable its success.

Agreements with Multicultural NSW

Sydney Metro does not have any agreements with Multicultural NSW; however it continues to be aligned to Transport for NSW's Multicultural Plan.

Appendix 4 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.

Transport for NSW provides a wide range of services relating to the planning, programming, administration, regulation, policy and procurement of transport, transport infrastructure and freight.

As we perform these functions, we release information about current and planned transport projects and initiatives. This ranges from media releases to detailed information about contracts and projects.

The Transport cluster also actively considers how to be more proactive and ensure greater access to information.

The Proactive Disclosure Committee has representatives from agencies in the Transport cluster. The Committee has quarterly meetings to discuss categories of information which can be considered for proactive release and to update the proactive disclosure program. Transport proactively releases information about Transport cluster functions and services through its website at transport.nsw.gov.au.

Number of access applications received

During the year, Sydney Metro received 55 access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information

In 2020-21, Sydney Metro refused access to information in three access applications because the requested information was information referred to in Schedule 1 of the GIPA Act.

Table A: Number of applications by type of applicant and outcome, 2020-21

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	1
Members of Parliament	2	0	0	1	0	1	0	1
Private sector business	0	0	0	1	0	0	0	0
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	7	13	3	12	8	2	0	2

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

Table B: Number of applications by type of applicant and outcome, 2020-21

Type of information requested	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	0	0	0	1	0	0	0	0
Access application (other than personal information applications)	9	13	3	13	8	3	0	3
Access application that are partly personal information application and partly other	1	0	0	0	0	0	0	1

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 an access application for personal information (as defined in clause 4 Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications, 2020-21

Reason for invalidity*	Number of applications
Application does not comply with formal requirements (section 41 of the GIPA Act)	3
Applications is for excluded information of the agency (section 43 of the GIPA Act)	0
Applications contravenes restraint order (section 110 of the GIPA Act)	0
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	1

Table D: Conclusive presumptions of overriding public interest against disclosures: matters listed in Schedule 1 of the GIPA Act, 2020-21

Consideration category/type	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	3
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 environmental heritage	0
Privilege generally - Schedule 1(5A)	0
Information provided to the High Risk Offenders Assessment Committee	0

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

Table E: Other public interest consideration against disclosure: matters listed in table to section 14 of the GIPA Act, 2020-21

Consideration category/type	Number of occasions when application not successful*
Responsible and effective government	3
Law enforcement and security	0
Individual rights, judicial processes and natural justice	9
Business interests of agencies and other persons	6
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, 2020-21

Timeliness of decision	Number of applications*
Decided within the statutory timeframes (20 days plus any extensions)	30
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	30

* 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), 2020-21

Type of review	Decisions varied	Decisions upheld	Total
Internal review	1	0	1
Review by Information Commissioner*	5	8	13
Internal review following recommendation under section 93 of Act	1	2	3
Review by NCAT	0	0	0
Total	7	10	17

* 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), 2020-21

Type of applicant	Number of applications for review
Applications by access applicants	16
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act (by type of transfer), 2020-21

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

Appendix 5
Privacy Management Plan

Privacy and Personal Information Protection Act 1998

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

- (a) 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);
- (b) the dissemination of those policies and practices to persons within Sydney Metro; and
- (c) the procedures that Sydney Metro applies in relation to internal review under Part 5 of the PPIP Act.

The plan is available on our website at sydneymetro.info/privacy-policy

Questions, compliments or complaints about the management of personal and health information should be directed to the Privacy Officer at Transport for NSW, who will direct the inquiry to Sydney Metro.

T 02 8202 3768
E privacy@transport.nsw.gov.au

Post The Privacy Officer
Information and Privacy Unit
Transport for NSW
PO Box K659
Haymarket NSW 1240

During 2020-21, Sydney Metro did not receive any applications for internal review under Part 5 of the PPIP Act.

Appendix 6
Disclosure of controlled entities

Disclosure of controlled entities

Sydney Metro had no controlled entities as at 30 June 2021.

Disclosure of subsidiaries

Sydney Metro had no subsidiaries as at 30 June 2021.

Appendix 7
Legal change

Significant judicial decisions affecting Sydney Metro, 2020-21

Alexandria Landfill Pty Ltd v. Transport for NSW [2020] NSWCA 165

Roads and Maritime Services compulsorily acquired the St Peters landfill in 2014 for the WestConnex motorway. The case went up to the Court of Appeal on several Just Terms Act issues. In the appeal, the owner (ALF) sought approximately \$500 million compared with the LEC determination of \$45.7 million. The appeal was dismissed. The Court of Appeal found that ALF could not claim for losses incurred by a different entity (ALF's subsidiary) which was actually operating the landfill. The Court of Appeal also cast significant doubt on whether loss of profits, or business losses, are compensable as disturbance under s 59(1)(f) of the Act.

Eureka Operations Pty Ltd v. Transport for New South Wales [2021] NSWLEC 41

This case involved compensation for a compulsory acquisition of the corner of a petrol station site leased to Eureka. The acquisition was only of a small corner part of the site but the project would materially reduce the number of vehicles attending the site.

Duggan J awarded compensation for the loss of value to the residue of the lease under section 55(f) of the Just Terms Act. Her Honour also determined that where a lawyer requires additional advice from another qualified person (other than a valuer) to enable them to provide legal services then those costs could be compensated under section 59(1)(a). Her Honour also found that the valuers fees could not be claimed at all under section 59 unless the valuer was "qualified".

Changes in Acts and subordinate legislation

Amendments to legislation administered by the Minister for Regional Transport and Roads and the Minister for Transport and Roads are included in the Annual Report of Transport for NSW.

Appendix 8
Major infrastructure projects, 2020-21

Major infrastructure projects, 2020-21

Project description	Location	Start	Complete	Estimated total cost \$000	Est. expend to 30-06-21 \$000	Allocation 2021-22 \$000
Sydney Metro						
Major Works						
Works in Progress						
Sydney Metro City & Southwest (a)	Chatswood - Bankstown	2014	2024	n.a.	10,095,832	3,062,457
Sydney Metro - Western Sydney Airport (b)	St Marys - Bringelly	2018	2026	n.a.	393,065	943,000
Sydney Metro West	Westmead - Sydney CBD	2017	2030	n.a.	2,198,665	2,881,000
Total, Works in Progress						6,886,457
Total, Major Works						6,886,457
Total, Minor Works						47,742
Total, Sydney Metro						6,934,199

- (a) The Sydney Metro City & Southwest funding allocation includes funding from PPP finance leases. The Central Walk project is part of this project and is under Transport Asset Holding Entity as the asset owner.
- (b) Major civil construction work on Sydney Metro - Western Sydney Airport is expected to be completed in 2026. The start of rail operations is subject to the start of passenger airline services.

Appendix 9
Research and development, 2020-21

There were no research and development activities undertaken by Sydney Metro in 2020-21.

Appendix 10

Audit and risk management /internal audit and risk management attestation statement, 2020-21

Audit and risk management

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

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

Risk management is embedded in business planning, project development and management processes. Sydney Metro applies an enterprise-wide structured and accountable approach to ensure risks are proactively identified and appropriately mitigated. Sydney Metro adopts the Three Lines of Defence model to risk ownership and oversight. Risks and mitigations are regularly reviewed and reported to the Sydney Metro Board.

Sydney Metro's risk management is also subject to oversight by an Audit and Risk Committee chaired by an independent non-executive member of the Board. Sydney Metro makes decisions and takes actions that are in accordance with the risk appetite set by the Sydney Metro Board.

Internal Audit and Risk Management Attestation Statement for the 2020-21 financial year for Sydney Metro

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



Concrete railway sleepers put in place and rail line assembled underneath Sydney Harbour.

Core requirements

Risk Management Framework

Component no.	Requirements	Enterprise risk response
1.1	The agency head is ultimately responsible and accountable for risk management in the agency.	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS ISO 31000:2018.	Compliant

Internal audit function

Component no.	Requirements	Enterprise risk response
2.1	An internal audit function has been established and maintained. The internal audit function is appropriate and fit for purpose.	Compliant
2.2	The operation of the internal audit function is consistent with the international standards for the Professional Practice of Internal Auditing.	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant

Audit and Risk Committee

Component no.	Requirements	Enterprise risk response
3.1	The agency has established and maintained an efficient and effective arrangement for independent Audit and Risk Committee oversight to provide advice and guidance on the governance processes, risk management and control frameworks, and external accountability obligations.	Compliant
3.2	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Membership

The members of the Audit and Risk Committee are:

- Chairman, Bob McKinnon
- Member, John Arthur
- Member, Gail Pemberton AO
- Member, Louise Thurgood.

John Arthur
Chairman,
Sydney Metro

23 August 2021

Appendix 11 NSW Cyber Security Policy attestation statement

Cyber security annual attestation statement for the 2020-21 financial year for Sydney Metro

I, Peter Regan, am of the opinion that Sydney Metro complies with the NSW Government Cyber Security Policy.

Cyber security is an evolving landscape that requires an ongoing program of work. Transport for NSW governs and manages cyber investment through the Transport Cyber Defence Rolling Program.

Sydney Metro has identified its critical assets, the security-related risks, and has an ongoing program of work to manage security-related risks.

Sydney Metro manages its cyber security risks using an enterprise framework and continues to improve the management of its cyber risks. An executive governance forum is in place which is supported by a network of steering committees, portfolio boards and subject matter experts to manage the cyber-security maturity and cyber initiatives across the cluster.

A combination of reviews, independent audits, and certifications of Sydney Metro's critical asset environment were undertaken and the Agency has an ongoing program of work to identify and assess changing security threats, manage new and current risks, and implement appropriate controls.

This attestation covers the following agencies: Sydney Metro.



Peter Regan,
Chief Executive, Sydney Metro

20 August 2021

Appendix 12 Insurance

Sydney Metro uses the NSW Treasury Managed Fund for our direct insurance requirements (non-project related insurances) including worker's compensation, legal liability, property, motor vehicle and miscellaneous items. In 2020-21, there were no material claims made against any of these insurance categories under the NSW Treasury Managed Fund.

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 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
- On a case by case basis, project specific professional indemnity: for claims of alleged negligence or breach of duty arising from an act, error or omission in professional advice or services
- Delay in start-up: loss of revenue following a delay to completion arising from insurable damage. Purchased for PPP contracts.

Other project insurances such as plant and equipment, asbestos liability, workers' compensation, motor vehicle insurance and, where not procured by Sydney Metro, professional indemnity, are procured by the appointed contractors (or their subcontractors). These insurances cover the insurable interests of Sydney Metro as required by contract.

Operations phase insurances for the Metro North West Line are procured by, or on behalf of NRT in accordance with the Operations, Trains and Systems Project Deed and are consistent with precedent for PPP principles. These insurances include property damage, business interruption, public and products liability, and professional indemnity insurance. Consistent with delivery phase insurances, Sydney Metro's insurable interests are maintained.

Contractors and operators are required to notify Sydney Metro of insurable claims 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, such that its notification obligations are met. 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.

Sydney Metro is a member agency / authority of the NSW Treasury Managed Fund (TMF) for its direct insurance requirements (non-project related insurances), including property damage, workers' compensation, public liability and miscellaneous covers. For the 2020-21 period of TMF coverage, Sydney Metro is not aware of any material claims made to the TMF in respect of its membership.

Appendix 13 Public interest disclosures

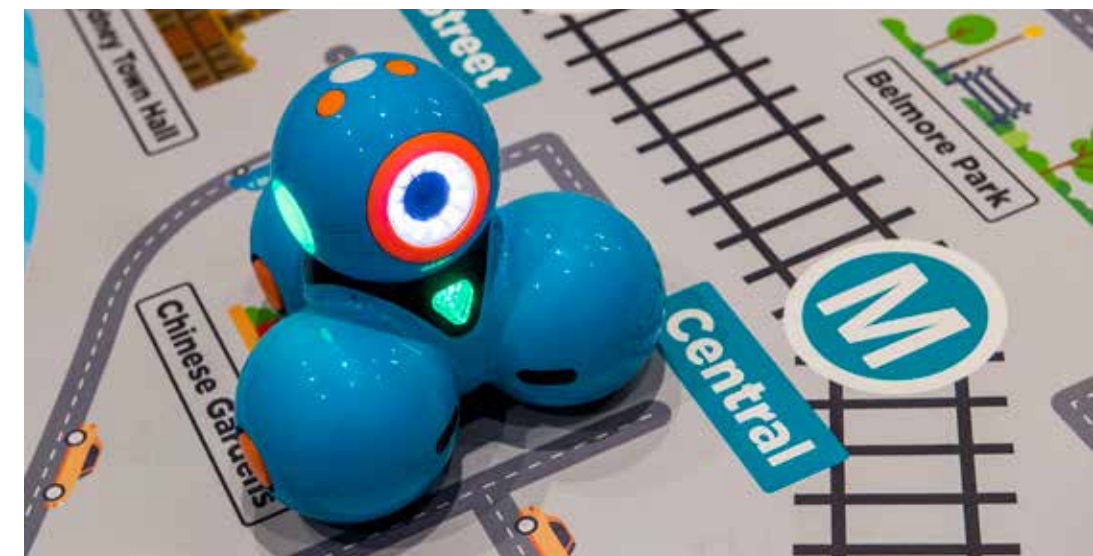
One public interest disclosure (PID) was made to Sydney Metro in 2020-21. An initial investigation was conducted by Sydney Metro's Probity, Fraud and Corruption unit, and the PID was referred to the Transport for NSW Workplace Conduct Investigations Unit for further consideration and investigation.

Compliance

In compliance with section 6D(1) of the *Public Interest Disclosures Act 1994* (NSW) (PID Act), Sydney Metro has a policy that sets out its procedures for receiving, assessing and dealing with public interest disclosures.

Actions taken to ensure staff awareness of responsibilities under section 6E(1)(b) of the PID Act have been met, including the following:

- The Sydney Metro Public Interest Disclosure Procedure, list of Nominated Disclosure Officers and Transport Code of Conduct are published on the Sydney Metro intranet.
- An article on how to report fraud and corruption was circulated via the Sydney Metro intranet for one week in June 2021. The article included a summary of the protections offered by the PID Act and the reporting channels for PIDs in Sydney Metro.
- A number of internal fraud and corruption awareness presentations have been held for Sydney Metro personnel under the PID Act as well as outlining the reporting channels for PIDs in Sydney Metro.
- A number of PID awareness training sessions facilitated by the NSW Ombudsman have been offered to Nominated Disclosure Officers.
- PID awareness fact sheets have been published on the Transport for NSW intranet and Sydney Metro staff are directed to that information on the Sydney Metro web portal.



Sydney Metro school education program.

Appendix 14 Accounts payment and grants

(contains information about grants, expenditure on consultants and account payments and performance, and significant after-balance dates and events)

Payment of accounts

Outstanding invoices by age at the end of each quarter, 2020-21

Measure	Financial year 2021-21 quarter average	Q1	Q2	Q3	Q4
Suppliers					
Current (i.e. within due date)	12.89 M	2.27 M	22.02 M	26.09 M	1.18 M
Less than 30 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
Between 30 and 60 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
Between 60 and 90 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
More than 90 days overdue	0.01 M	0.00 M	0.00 M	0.03 M	0.00 M
Small business suppliers					
Current (i.e. within due date)	0.05 M	0.04 M	0.13 M	0.00 M	0.02 M
Less than 30 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
Between 30 and 60 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
Between 60 and 90 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
More than 90 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M

Accounts paid on time within each quarter, 2021-21

Measure	Financial year 2020-21	Q1	Q2	Q3	Q4
Suppliers					
Number of accounts due for payment	14,056	2,023	2,483	4,516	5,034
Number of accounts paid on time	14,019	2,014	2,473	4,505	5,027
Target % accounts paid on time	90.00%	90.00%	90.00%	90.00%	90.00%
Actual % accounts paid on time	99.74%	99.56%	99.60%	99.76%	99.86%
\$ amount of accounts due for payment	4,150.10 M	703.44 M	1,343.66 M	981.46 M	1,121.54 M
\$ amount of accounts paid on time	4,137.65 M	694.72 M	1,340.72 M	981.31 M	1,120.89 M
Actual % accounts paid on time (based on \$)	99.70%	98.76%	99.78%	99.99%	99.94%
Number of payments for interest	-	-	-	-	-
Interest paid on overdue accounts	-	-	-	-	-

Accounts paid on time within each quarter, 2021-21

Measure	Financial year 2020-21	Q1	Q2	Q3	Q4
Small business suppliers					
Number of accounts due for payment	1,079	181	205	308	385
Number of accounts paid on time	1,079	181	205	308	385
Actual % accounts paid on time	100.00%	100.00%	100.00%	100.00%	100.00%
\$ amount of accounts due for payment	15.07 M	3.73 M	3.81 M	3.17 M	4.35 M
\$ amount of accounts paid on time	15.07 M	3.73 M	3.81 M	3.17 M	4.35 M
Actual % accounts paid on time (based on \$)	100.00%	100.00%	100.00%	100.00%	100.00%
Number of payments for interest	-	-	-	-	-
Interest paid on overdue accounts	-	-	-	-	-

Payment to consultants, 2020-21

Consultant	Category	Project	Actual cost (2020-21)	Total contract cost
Synergy Management Services Pty Ltd	Strategic Advisory Services	Office of the Chief Executive	\$21,863	\$411,428
John Yates Pty Ltd	Strategic Advisory Services	Office of the Chief Executive	\$31,560	\$92,200
Carolyn Walsh	Provision of the Sydney Metro Independent Safety Advisory Services	Projects	\$8,750	\$54,500
Alchemie Pty Ltd	Provision of Governance and Advisory Services	Office of the Chief Executive	\$9,220	\$24,205
LHS Engineering	Independent pricing review services	Office of the Chief Executive	\$7,400	\$7,400
Tracey Brunstrom & Hammond	Sydney Metro West Baseline Validation Review	Projects	\$202,780	\$202,780
Total			\$281,573	\$792,513

Sydney Metro discloses the engagement of all professional services over \$150,000, on the NSW Government e-Tendering website.

Funds granted to non-government community organisations

No funds were granted to non-government community organisations in 2020-21.

Economic or other factors

Sydney Metro has a significant pipeline of capital works to deliver in order to achieve its operational objectives across each of the major projects. As procurements progress for Sydney Metro West and Sydney Metro – Western Sydney Airport’s contract packages, the capacity of the Australian construction industry to deliver amid the influence of a global pandemic remains a critical economic factor impacting Sydney Metro.

The NSW Government is committed to infrastructure projects like Sydney Metro being a key focus for economic recovery from the COVID-19 pandemic, and Sydney Metro is working in conjunction with the NSW Government, Treasury and our delivery partners to ensure the impacts and risks within our supply chain are closely monitored and appropriately mitigated.

Due to the fluid nature of the COVID-19 pandemic and its influence, construction productivity, offshore material supply, labour and workforce input risks are all being closely monitored by Sydney Metro. Short-term mitigations and opportunities have been developed with delivery partners as part of pandemic management plans. These include acceleration of major component delivery and factory production of critical components, also with ongoing monitoring.

Long-term initiatives are underway to support supply chain performance, including:

- assessment prior to shortlisting and contract award of delivery partners to which Sydney Metro may have a high level of exposure
- development of ongoing monitoring of delivery partners’ financial capacity to perform in collaboration with NSW Treasury
- communication of the Sydney Metro Projects’ procurement pipeline with industry
- collaborative performance management with contractor partners
- engagement with contractor partners for selection of the procurement model and early identification of delivery risks for two Sydney Metro – Western Sydney Airport packages.

Implementation of price determination

Sydney Metro’s fare and pricing regimes and matters, as associated with the Independent Pricing and Regulatory Tribunal (IPART), are reserved for implementation and policy via Transport for NSW.

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 6 July 2020, Sydney Metro adopted the July 2020-21 Opal fares in line with the Transport for NSW Pricing Proposal for 2020 and in compliance with IPART’s determination.

Investment performance

Not applicable to Sydney Metro.

Liability management performance

Not applicable to Sydney Metro.

Appendix 15
Land disposal

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

There was one sale of property, sold by tender that was not required for operational purposes with a value of greater than \$5 million during 2020-21: Tallawong South – Deicorp Projects Tallawong Station Pty Ltd.

Appendix 16
Overseas travel

No overseas travel was undertaken in 2020-21.

Appendix 17
Work health and safety performance

Health and safety performance

Summary of health and safety performance for Sydney Metro, 2020-21

Measure	2019-20	2020-21
Number of events reported	18	19
Lost Time injuries due to workplace-related injury or illness	0	0
Prosecutions reported	0	0

Summary of health and safety performance for Sydney Metro’s principal contractors, 2020-21

Measure	2019-20	2020-21
Number of Significant Incidents reported	93	85
Lost Time injuries due to workplace-related injury or illness	10	22
Prosecutions reported	0	0

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

The health and safety performance of Sydney Metro and our delivery partners is monitored by the Sydney Metro Board. The Board is briefed monthly on health and safety performance, and also receives more detailed reviews on topics including Significant Incidents that may have occurred across our projects, and Sydney Metro’s wellbeing program.

Initiatives

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 fosters 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 is ‘how’ it is delivered that is important. Leading by example, Sydney Metro is clear about our health and safety approach and commitment.

In 2020-21 the Sydney Metro Health and Safety team developed the Health and Safety 2030 Vision which was supported by three key objectives:

- strengthen health and safety leadership across our operations and industry
- drive innovation in our work and operational practices to reduce and eliminate high-risk work
- transform the measurement of health and safety to improve performance.

Initiatives implemented to support these objectives include:

- the development and implementation of a Health and Safety Leadership Capability Framework
- supporting NSW Government through enhancing the Work Health and Safety Procurement Guidelines
- development of a robust verification and compliance framework, supported through the use of electronic data capture tools
- production of public-facing awareness material to support industry understanding of the management of respirable crystalline silica and health and safety in design
- supporting initiatives such as becoming a signatory to Construction Logistics and Community Safety – Australia
- holding collaborative best-practice forums on the topics of falling objects, falls from height, heavy vehicle safety, and occupational health
- development and implementation of a Psychosocial Risk Management Framework program, in line with the release of the SafeWork NSW Code of Practice: Managing psychosocial hazards at work
- re-certification of the Health and Safety Management System to the International Standard for Occupational Health and Safety Management (ISO 45001).

Appendix 18 Executive and employee remuneration

Our executives

Sydney Metro executives, 2020-21

Name	Position	Qualification
Peter Regan PSM	Chief Executive (from 12 April 2021)	Bachelor of Commerce (Accounting and Finance) Member of Chartered Accountants Australia and New Zealand
Jon Lamonte	Chief Executive (until 5 April 2021)	Bachelor of Science, Maths and Geology Master of Arts, Defence Studies Doctor of Philosophy, Modern History
Jackie Aggett	Executive Director, Commercial	Bachelor Commerce, Commercial Law and Applied Finance Graduate Australian Institute of Company Directors
Susan Carroll	Chief of Staff (from 6 July 2020)	Bachelor of Laws Bachelor of Arts Masters of International Relations
Catrina Cresswell	General Counsel	Bachelor of Arts Bachelor of Laws (LLB)
Johanna Hall	Executive Director, Corporate Services	Bachelor Applied Science, Speech Pathology Graduate Certificate Human Resource Management: Training and Development Graduate Certificate Applied Science: Psychology of Coaching Graduate Australian Institute of Company Directors
Gillian Higginson	Acting Chief of Staff (until 5 July 2020)	Bachelor of Arts (Hons) Doctor of Philosophy, English
Rebecca McPhee	Deputy Chief Executive Acting Chief Executive (6 to 11 April 2021)	Master of Arts (Hons), Economics and Social and Political Sciences
Tim Parker	Executive Director, Projects	Bachelor of Science (Hons), Environmental Engineering Master of Business Administration Chartered Mechanical Engineer

Our employees

Sydney Metro operates with an integrated workforce to deliver to our commitments. The table below is a summary of the government team members employed at Sydney Metro and does not include contracting team members.

Sydney Metro workforce, comparison over three years since 2018

Year	Salaried employees (Grade 1-9)		Transport Service Senior Managers		Total full-time employees
	Male	Female	Male	Female	
As at 30 June 2021	199	226	91	69	579.9
As at 30 June 2020	106	133	74	43	350.3
As at 30 June 2019	74	93	52	34	248.4
As at 30 June 2018	56	80	40	21	192.5

Exceptional movements in wages, salaries or allowances

In 2020-21, salaries, wages and allowances for Sydney Metro employees moved in accordance with the NSW Government Wages Policy.

The Transport for NSW Salaries and Sydney Metro Salaries and Conditions of Employment Award 2019 (the Award) applies to non-executive employees who were transferred to the Sydney Metro Group on 1 July 2018 or employed thereafter.

The Award provided for an increase to wages and related allowances of 2.5 per cent from the first full pay period commencing on or after 1 July 2020, and reached its nominal expiry date on 30 June 2021. Negotiations toward a replacement Award are underway.

On 7 September 2020, the Statutory and Other Offices Remuneration Tribunal determined that there would be no increase to the remuneration of Transport Service Senior Managers and Executives (Bands 1-4), given the economic and social impacts of the COVID-19 pandemic.

Continuing people impacts of the COVID-19 pandemic

Sydney Metro has continued to determine and implement the safest possible working environment during the COVID-19 pandemic. Initiatives have included the adoption of hybrid ways of working such as employees working remotely from home. In accordance with advice from Transport for NSW and NSW Health, Sydney Metro enabled limited return to the office with COVID-19 safe practices such as physical distancing, sanitising within offices and pre-booking of attendance.

Numbers and remuneration of senior executives

In 2020-21, the percentage of total employee-related expenditure relating to senior executives was 35 per cent compared with 39 per cent in 2019-20.

Remuneration of Transport Service senior executives, 2020-21

Transport Senior Service Level	Female	Male	Total	Average of total remuneration package*
TSSE Band 1 or equivalent				
2020-21	45	83	128	\$247,871
2019-20	31	55	86	\$254,762
2018-19	17	44	61	\$250,528
TSSE Band 2 or equivalent				
2020-21	13	27	40	\$343,635
2019-20	11	22	33	\$350,852
2018-19	4	19	23	\$320,985
TSSE Band 3 or equivalent				
2020-21	0	1	1	\$650,000
2019-20	0	1	1	\$538,125
2018-19	0	1	1	\$525,000
2020-21 total	58	111	169	
2019-20 total	42	78	120	
2018-19 total	21	64	85	

* The average total remuneration package is based on annual salary data as at 30 June 2021.

Requirements arising from employment arrangements

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

Appendix 19 Workforce diversity

At Sydney Metro, we harness individual skills, perspectives and experiences. We deliver solutions in a changing environment while meeting the needs of the community we serve.

We continue to recognise and see the benefits of how a diverse workforce strengthens an organisation through a broad range of skills and experiences that enable innovative opportunities.

Information about our workforce diversity is reported in accordance with the NSW Public Service Commission's reporting requirements.

Workforce diversity, 2020-21

Workforce diversity group	Benchmark		Our progress		
	2025*	2020-21	2019	2020	2021
Women in leadership positions	40%	36.5%	44.2%	35.7%	38.6%
Aboriginal peoples	3%	3%	0.6%	1.0%	2.6%
People with disability	5.6%	2.5%	0.6%	0.8%	1.3%

* This benchmark represents a target for 2025 as per Transport for NSW's commitment to the Premier's Priority.

Our continued implementation of the Sydney Metro Diversity and Inclusion Plan has resulted in the ongoing integration of diversity and inclusion targets for women in leadership, Aboriginal employees, employees with disability and broader inclusivity, into mainstream business activities.

We are aligned to Transport for NSW's commitment to reach 40 per cent women in leadership roles by 2025. As at 30 June 2021, 38.6 per cent of leadership positions at Sydney Metro were held by women. The performance to date shows an increase from the 2019-20 figures.

We aim to have an overall representation target of 3 per cent Aboriginal employees in non-executive salary classes by 2025. As at 30 June 2021, 2.6 per cent of the workforce were Aboriginal employees. The performance to date shows an increase from the 2019-20 figures.

Sydney Metro aims to achieve the Premier's Priority target of 5.6 per cent of employees with disability by 2025. As at 30 June 2021, 1.3 per cent of the workforce were people with disability. The performance to date shows an increase from the 2019-20 figures.

We continue to implement plans that focus on increasing the representation of women in senior leadership positions, Aboriginal employees and employees with disability.

Sydney Metro aligns to the Transport cluster diversity and inclusion activities and initiatives, with key significant dates continuing to be acknowledged through a variety of internal communications channels.

In 2020-21, Sydney Metro has operationalised the actions contained within the following plans:

- Sydney Metro Diversity and Inclusion Plan
- Transport for NSW Multicultural Plan
- Transport for NSW Reconciliation Action Plan
- Transport for NSW Disability Inclusion Action Plan
- Transport for NSW Aboriginal Participation Strategy.

The successful delivery of these plans has been further supported by the following programs and initiatives:

- the establishment of a Sydney Metro Diversity and Inclusion Working Group
- increased promotion of diversity and inclusion agenda items
- accessible tools and resources for all staff
- dedicated training programs that provide knowledge uplift and promote inclusivity
- recruitment, talent mapping and development opportunities which align to diversification of Sydney Metro's broader workforce profile and senior leadership representation.

Sydney Metro will continue to focus on the above key priority areas. It is anticipated that overall cultural inclusivity will increase as Sydney Metro continues to expand and mature in relation to diversity.

Appendix 20 Work relations and policy

Sydney Metro conforms to the terms and conditions of the Award, including requirements for consultation with employees. Formal consultation with the unions takes place through a quarterly Joint Consultative Committee and Engineering Consultative Committee. The Joint Consultative Committee has had a recent focus on implementation of the evolving structural reforms of Sydney Metro and the impacts of the COVID-19 pandemic on ensuring the safety of our employees, customers and operational partners.

Personnel policies and practices

From 1 July 2018, Transport for NSW personnel policies, procedures and associated documentation are applied to all employees (executive and non-executive) in the Sydney Metro Group. These policies and procedures continue to apply until such a time as when they are amended or replaced.

Sydney Metro has collaborated with Transport for NSW throughout the year on modernising cluster-wide policies and procedures, ensuring they are fit-for-purpose.

Nil days were lost due to employee participation in industrial action for 2020-21.



Sydney Metro Pre-employment program simulator at the Health and Safety Advisory Service at Emu Plains.



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