



Sydney Metro Martin Place

Macquarie is delivering an integrated commercial, retail and public precinct at Martin Place, in the heart of Sydney's civic, cultural and commercial centre.

In partnership with the NSW Government, the project has at its centre a new metro rapid transit rail station that will become one of the busiest public transport hubs in Sydney.

Above the station, Macquarie is delivering two new commercial buildings integrated with retail spaces and an improved public domain experience.

This new precinct will be a diverse, sustainable, connected and inclusive place, where people come to work, play, eat, shop, learn, interact and be inspired. It will be a place for everyone and will be completed in time for the opening of the new Metro line in 2024.

A dedicated Macquarie project team is delivering this transformational new precinct in partnership with the NSW Government and our design and construct contractor Lendlease.

A key pillar of success for Macquarie as the client and developer is the achievement of safety performance excellence across all phases of the project.

Reflecting this approach, Macquarie works closely with its stakeholders to ensure strong alignment of performance expectations by supporting a positive culture and behaviours that promote safety, health and wellbeing,

and a focus on effective design and planning to manage high-risk activities.

Macquarie will be the anchor occupant of the 39-storey 1 Elizabeth Street building at the north of the precinct, and the new workplace will be integrated with Macquarie's existing global headquarters in the historic 50 Martin Place building.



Macquarie's approach – our purpose in action

Through our role as developer, operator and occupier of this landmark development in the heart of Sydney we are bringing to life Macquarie's purpose of 'empowering people to innovate and invest for a better future'.

Our vision has informed our approach to delivery, including the way we work with our partners. This includes our design of the public spaces, our approach to sustainability and our approach to design and to the evolving future of work.



Note: this image is illustrative only

Our approach to delivering on the vision and Macquarie's purpose includes:

- **Establishing a Macquarie team culture** that models our values, reflects our priorities and risk culture, and ensures health and safety is incorporated across all aspects of the project.
- **Achieving a healthy project** through promoting and participating in a range of health and wellbeing programs and initiatives.
- **Working collaboratively** with our government partner and delivery contractor to align expectations for an industry-leading approach and encouraging a culture of accountability, transparency and psychological safety.
- **Investing in design and early planning** with designers and the delivery contractor to facilitate the elimination, reduction and improved management of high-risk activities during construction and commissioning.
- **Incentivising health, safety and wellbeing innovation and initiatives** throughout the supply chain and rewarding and recognising individual safety excellence.
- **Investing in digital solutions** that support construction and planning by the delivery contractor, including the use of 4D simulations for high risk activities.
- **Applying Macquarie's risk focussed approach** to governance and assurance throughout the design, planning, construction, testing and commissioning phases to ensure high risk works are reduced and effectively managed.



Key challenges

The location of the project in one of the busiest parts of the city is a significant challenge for a project of this scale.

With high levels of pedestrian activity and vehicle traffic in and around the precinct, public safety has been an integral part of the planning and safety assurance. Macquarie has worked closely with our NSW Government partners to support their occupational health, road safety and heavy vehicle public safety programs.

Working around and under Macquarie's historic 50 Martin Place building and working above an existing commuter rail line has added to the complexity of demolition, tunnelling and bulk excavation work in the city.

The project involves complex interface with a wide range of contractors and stakeholders, including the government's tunnelling and rail systems contractors working in shared spaces.

Outcomes

With three years of the construction program complete, the Macquarie project team continues to focus on ensuring the safe design and delivery of the new precinct.

To date, our approach has supported and enabled:

- **Safe completion of the demolition, excavation and tunnelling phases of work** with no serious incidents, no impacts to adjoining infrastructure and a safe public experience across the precinct. There have been 2.3 million cumulative hours worked with 3,215 persons inducted and 16,900 truck deliveries.
- **Strong alignment of health, safety and wellbeing expectations** with partners, contractors, and stakeholders across the precinct. 8,474 contractor safety observations and 124 combined leadership safety visits.
- **Over 100 design and planning high risk safety workshops** facilitated by the contractor with Macquarie and other stakeholders. Early consultation and planning has resulted in the implementation of higher order engineering and industry leading controls for the management of safety critical risks across the construction and public areas including atrium safety which is a major feature of the project.
- **A focus on health and wellbeing**. Extensive health assessments completed and participation in mental health and wellbeing programs delivered by the contractor.

Our approach and our relationships with our delivery partners are a strong foundation for ongoing success as the project continues through the building phase and into operations.



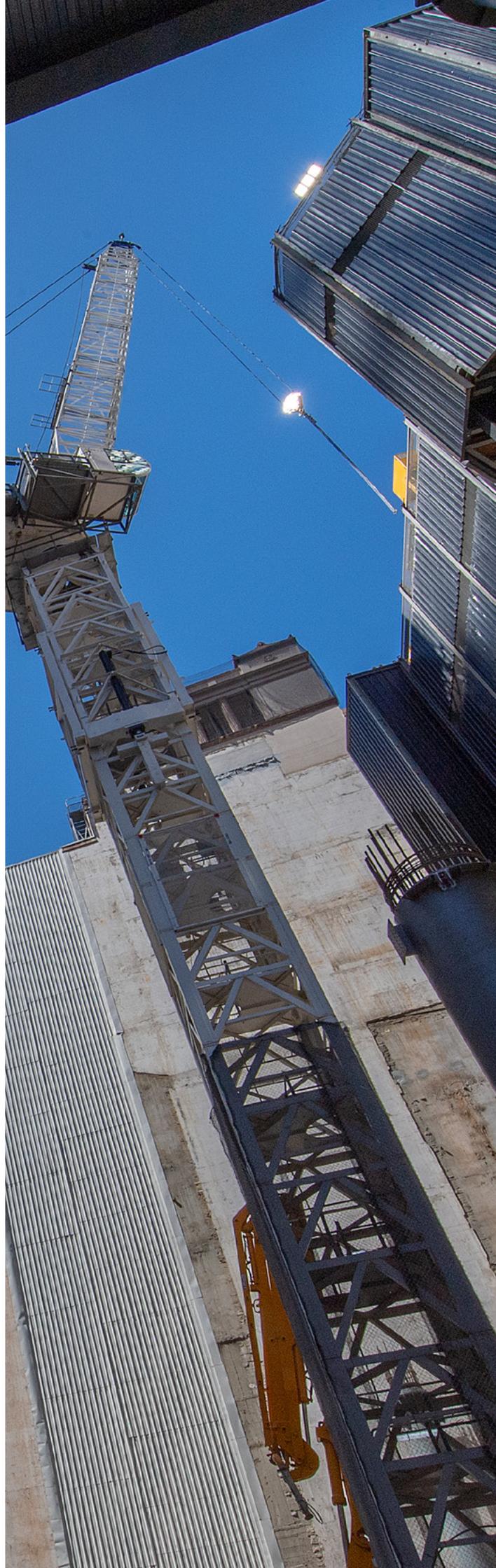
As a long-time resident of Martin Place, we are deeply conscious of its civic, commercial and cultural significance. For well over a century, people have come to Martin Place to commemorate, celebrate and congregate. Our vision for the precinct is to create a place for everyone in the heart of Martin Place.

As the proponent and developer, we have a responsibility to positively impact the health and safety performance throughout all phases of the project.

We have established high health and safety expectations for ourselves and our delivery contractor that are underpinned by a risk focussed governance and assurance approach, with engaged and visible leadership that is focussed on how as a client we can enable, lead and participate in safety success and deliver on our vision for Sydney and Macquarie.”



Michael Silman,
Executive Director, Corporate Operations Group,
Project Director Sydney Metro Martin Place





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We recognise that we have been entrusted by the NSW Government to deliver a public precinct that is important to the state’s public transport strategy, located in one of the most significant civic and cultural hubs in the state. We take the responsibilities of delivering this once-in-a-generation opportunity seriously. Throughout the delivery, health and safety is a key focus and we are committed to creating a transport-led destination that is safe, customer-centric, inclusive and additive to the ongoing renewal of Martin Place.”



John Pickhaver,
Co-Head of Macquarie Capital,
Australia and New Zealand