

INLAND RAIL

Extracted from ARTC Statement of Corporate Intent



CHAIR AND CEO MESSAGE



ROBERT RUST
IRPL BOARD CHAIR



MIKE ZAMBELLI
INTERIM IRPL CEO

FOREWORD

Inland Rail is one of the largest infrastructure projects in Australia, designed to transform how freight moves across the country, create economic opportunities and support regional communities. Spanning 1,600 kilometres from Victoria to Queensland, our project is about building a more connected, reliable and efficient national freight network.

Our Corporate Plan 2025-2026 sets out the key steps we are taking to bring this nation-building project to life. It reflects the Australian Government's Statement of Expectations (SoE) and sets out how we will deliver a safe, efficient and sustainable enhancement to the ARTC rail network.

As a subsidiary of ARTC, Inland Rail Proprietary Limited (IRPL) is focused on the delivery of the Inland Rail project for the Australian Government.

We are delivering the project in 12 sections, through a staged approach. Some sections are already operational, others are in the construction or planning stages.

In 2025-2026 we plan to complete the Beveridge to Albury Tranche 1 and Stockinbingal to Parkes sections and progress design and construction on the Beveridge to Albury Tranche 2 and Albury to Illabo sections and the first of our greenfield sections, Illabo to Stockinbingal.

We remain on track to operate double-stacked trains between Beveridge in Victoria to Parkes in New South Wales by end 2027. At the same time, we're progressing environmental and planning approvals, as well as land acquisitions, to secure the corridor north of Narromine.

This Corporate Plan is part of the broader ARTC Corporate Plan (2026-2030), fulfilling our obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and Resource Management Guide (RMG)126. It provides an overview of what we've achieved, what's ahead, and how we're managing our responsibility to deliver Inland Rail in a way that benefits Australia's freight industry, businesses and regional communities.

We're proud to be working alongside our people, partners and communities to deliver Inland Rail – a once-in-a-generation project that will leave a lasting legacy for regional Australia and generations to come.

Regards,

A stylized, handwritten signature in black ink, appearing to be 'RR'.

Robert Rust
IRPL Board Chair

A handwritten signature in black ink, reading 'M. Zambelli'.

Mike Zambelli
Interim IRPL CEO

INTRODUCTION

OUR ROLE

Delivering an Efficient and Reliable Freight Rail Connection

The Inland Rail Project is a priority for the Commonwealth. Inland Rail is transforming Australia's freight future by delivering an efficient and reliable rail connection that is supporting economic growth and enhancing supply chain resilience. Inland Rail consists of approximately 1,000 kilometres of upgrades to existing rail infrastructure and 600 kilometres of new track construction. It is improving national freight rail efficiency and creating opportunities for regional communities and industries across Victoria, New South Wales and Queensland.

As a subsidiary of ARTC, Inland Rail Proprietary Limited (IRPL) is responsible for the planning and delivery of the project, ensuring that we fulfill IRPL's role as outlined in the Australian Government's Statement of Expectations (SoE).

Once completed, it will support a double-stacked service offering between the intermodal terminal at Beveridge in Victoria and the proposed terminal at Ebenezer in Queensland with a single-stacked service offering to Kagaru.

Inland Rail is committed to a staged, transparent and cost-effective approach to delivery, prioritising completion of Beveridge to Parkes by 2027 and securing environmental approvals and land acquisitions north of Narromine.

Each completed section of Inland Rail is handed over to ARTC for its management and operation and is strategically designed to integrate with Australia's broader freight network, connecting major logistics hubs, roads and ports.



OUR VALUES

At IRPL, our values define who we are and how we operate. They guide our decisions, shape our culture and ensure that we deliver Inland Rail with integrity, accountability and excellence. They are the foundation of our commitment to building a resilient and efficient enhancement to the freight network that benefits all Australians.

CARE Values

Our values represent our commitment to building a better Australia, together. They define who we are and how we engage and interact with each other.

**INLAND
RAIL**

 **Collaboration**

Teamwork is at the heart of what we do

- We work together to build a positive workplace where we recognise each other's skills and strengths
- We communicate with transparency, owning our actions and celebrating our wins
- Our diversity and inclusion makes us stronger

 **Accountability**

Doing things right, means doing things safely

- Safety is at the forefront of everything we do
- We champion wellbeing and physical and psychological safety for our people and communities
- We hold ourselves accountable by always following through on our commitments

 **Respect**

We behave honestly and with integrity

- We do right by each other and the communities we work in
- We listen and know everyone has something valuable to say – it's safe to speak up
- We are open and honest and act with integrity

 **Excellence**

We bring our passion, creativity and drive to solve complex challenges every day

- We do the right thing today for a better future tomorrow
- We're always open to fresh ideas, approaches and feedback
- We deliver great work in a timely and sustainable way, and we're in it for the long haul



GOVERNANCE

Statement of Expectations

As a subsidiary of ARTC, IRPL's role, as outlined in the Statement of Expectations, is to be responsible for the day-to-day delivery of the Inland Rail project and to ensure:

- The Inland Rail project is delivered in an efficient, effective, economical and ethical manner to achieve value for money for public resources invested
- The Inland Rail project is delivered in a manner that promotes the confidence of stakeholders in the probity and integrity of IRPL's procurement and other processes
- Delivery of the Inland Rail project is in accordance with the agreed scope, schedule and project expenditure as outlined in relevant agreements
- Approval processes are handled effectively, including so that future primary environmental approval processes can be delivered in a timely manner and to an acceptable standard as required by the relevant regulators.



APPROVED PROJECT WORKS

The foundation of our success is built on ensuring projects are completed on time and within budget through efficient planning, construction and execution. We implement fit-for-purpose systems and processes to enhance efficiency and capability, fostering a collaborative and empowered culture that drives performance. By maintaining a strong focus on scope, schedule, risk and cost, we ensure the long-term success and sustainability of Inland Rail.

SOUTH OF PARKES

Our task is to enable the operation of double-stacked container trains between Beveridge in Victoria and Parkes in New South Wales by the end of 2027. Significant progress is being made across Victoria and New South Wales, with construction advancing across all projects.

NORTH OF NARROMINE

Our task is to progress environmental and planning approvals, as well as land acquisitions, to secure the corridor north of Narromine. A key focus for sections north of Narromine is stakeholder engagement, ensuring transparent communication with communities, landowners and local councils. Procurement activities will continue, aligned to Approved Project Works (APW) activities. Further surveys, studies and reports will inform cost and schedule certainty, while improved design solutions will enhance risk management, controls, and assurance frameworks. These activities will support ongoing corridor approvals and land acquisition negotiations.

To support future design, construction tendering and risk management, contracts for surface water, air quality and groundwater monitoring will be executed.

Project Status Updates are outlined in the following pages.



Project Status Updates – South of Parkes

PROJECT	PHASE	UPDATE
Beveridge to Albury Tranche 1 (B2A T1)	Design and Construction	The project is in its final stages, with Operational Handover scheduled for end of July 2025 and Project Completion scheduled by September 2025.
Beveridge to Albury Tranche 2 (B2A T2)	Design and Construction	All required land access is scheduled to be secured for construction by October 2025, with detailed design to be completed in February 2026 and early works progressed. The project will continue to progress construction, including through the two 60-hour possessions taking place each year, with final commissioning on track by June 2027.
Albury to Illabo (A2I)	Design and Construction	All remaining design packages are scheduled to be issued for construction by January 2026 completing detailed design. Construction activities will increase across all enhancement sites, including works during the two 60-hour possessions. The project is on track to be commissioned by September 2027.
Illabo to Stockinbingal (I2S)	Design and Construction	The Issued for Construction (IFC) design will be finalised and early works progressed including site investigations and services relocations. Site compounds and workers' accommodation facilities will be established ahead of major construction works. The project is on track to be commissioned by August 2027.
Stockinbingal to Parkes (S2P)	Design and Construction	The project is scheduled to finalise contractor activities, complete remediation works and progress the hand back of third-party assets throughout the period, with overall commissioning on track by December 2026.
Parkes to Narromine (P2N)	Operational	Remedial works are approaching overall completion, with final works on signal equipment, corridor drainage, and level crossings scheduled to be handed over to ARTC by September 2025. Final project documentation, and associated reporting will also be completed by November 2025.
Narrabri to North Star (N2NS) SP1	Operational	The project will see the completion of as-built documentation and remediation scope progressed during the period with works including activating level crossings and level crossing panel replacement also to be completed. Final project documentation, and associated reporting will be completed by May 2026.

Project Status Updates – North of Narromine

PROJECT	PHASE	UPDATE
Narromine to Narrabri (N2N)	APW – Development	<p>The project will continue to secure land for this project. Preliminary design contracts will be awarded for two sections.</p> <p>The site investigations and the completion of preliminary design is scheduled for completion in June 2027. To support ongoing risk management as well as future design efforts, additional technical investigations to complete biodiversity, geotechnical, erosion threshold velocity (ETV), utilities and water bore technical inputs are proposed.</p>
Narrabri to North Star (N2NS) SP1 2C and SP2	APW – Development	<p>Planning approvals for SP2 are forecast for October 2025.</p> <p>Preliminary design for SP1 2C will commence in June 2025. Field works for N2NS SP1 2C, SP2, C1 are forecast to complete by June 2026 (target date). As per the above for N2N, additional site investigations are also proposed.</p>
North Star to Border (NS2B)	APW – Development	<p>The project will continue to secure land access for construction. As per the above for N2N additional site investigations are also proposed.</p>
Border to Gowrie (B2G)	APW – Development	<p>The project will progress Phase 2 pre-tender design (optimised design). The EIS is forecast to be approved in late 2025, with <i>Commonwealth EPBC Act</i> approval to follow.</p> <p>Investigative works will continue to December 2025, with embankment trials, and groundwater investigations occurring throughout the year up to June 2026. All biodiversity offset properties are expected to be acquired or under a leasing arrangement by December 2026 in accordance with APW, in addition to securing all land access required for construction by December 2026.</p>
Gowrie to Kagaru (G2K)	APW – Development	<p>The strategy for project primary approvals will be finalised based on the extent of resolution of key threshold issues. Once regulatory conditions are confirmed, a preferred delivery model will be developed.</p> <p>Subject to satisfactory resolution of the key threshold issues, State and Federal Planning approvals are scheduled to be completed for the Gowrie to Helidon project in May 2027, with Helidon to Calvert and Calvert to Kagaru forecast to be completed by December 2027. Land Access for the G2K project is expected to be secured for construction by June 2028.</p>

INLAND RAIL



CURRENT AS OF MAR 2025

INLAND RAIL ALIGNMENT

1 Beveridge to Albury (Vic/NSW Border)

Comprises 262km of existing track. This section will be enhanced to increase height and width clearances to allow for double-stacked trains.

2 Albury to Illabo (Vic/NSW Border)

Comprises 185km of existing track. Inland Rail will benefit from the track upgrades ARTC has already completed to this section. Enhancements or modification works will be undertaken at locations to allow for safe clearance of double-stacked freight trains.

3 Illabo to Stockinbingal

Comprises 37km of new track and 2km of upgraded track. The route bypasses the winding section of track called the Bethungra Spiral.

4 Stockinbingal to Parkes

Comprises 170km of existing track. Inland Rail will benefit from the track upgrades ARTC has already completed to this section. Enhancement works underway will allow double-stacked trains and a new crossing loop to increase capacity on the line.

5 Parkes to Narromine

Comprises 98km of existing track and 5km of new track. It was the first section of Inland Rail to be completed and accommodates double-stacked trains.

6 Narromine to Narrabri

Comprises 306km of new rail corridor and track. This section will reduce the overall journey time and complete one of the missing rail links between Melbourne, Adelaide, Perth and Brisbane.

7 Narrabri to North Star

Comprises 184km of upgraded track and 2km of new track and is the second section of Inland Rail to enter construction.

8 North Star to NSW/Qld Border

Comprises 5km of new track and 25km of existing track. This section will complete one of the key missing rail links between New South Wales and Queensland, using the non-operational rail corridor and new track to connect to the NSW/Qld Border to Gowrie section and the operating line running to Yelarbon.

9 NSW/Qld Border to Gowrie

Comprises 217km of new track. This section involves building approximately 149km of new track and upgrading approximately 68km of track from the NSW/Qld border near Yelarbon, to Gowrie Junction, north-west of Toowoomba.

10 Gowrie to Helidon

Comprises 28km of new dual gauge track. This section will traverse the steep terrain of the Toowoomba Range and will include a 6.2km tunnel.

11 Helidon to Calvert

Comprises 47km of new dual gauge track, approximately half within existing rail corridor. This section will cross the Lockyer Valley floodplain and the Little Liverpool Range with an 850m tunnel.

12 Calvert to Kagaru

Comprises 53km of new dual gauge track within existing rail corridor. This section includes 39km of dual gauge track allowing single-stacked operations between a proposed intermodal terminal at Ebenezer and Kagaru. Using 1.1km of tunnelling, this section will connect Inland Rail with the existing Sydney to Brisbane Coastal Line.

SAFETY

Making sure everyone gets home safely at the end of the day is our top priority. We are committed to delivering to rigorous Australian design and safety standards – whether it is our workers onsite or in the office, contractors, design consultants, third parties or the communities near our rail corridors.

Safety is about being proactive, staying aware of risks, and working together to create a safe work environment. We are focused on practical, logical measures to reduce risk and keep everyone safe.

Our safety priorities are:

- 1. Making safety everyone's responsibility.** We are building a culture where our people feel empowered, trusted and heard, and looking out for each other is second nature.
- 2. Keeping standards consistent across sites.** We work closely with contractors to ensure safety is a priority everywhere we undertake project works.
- 3. Identifying and managing risks early.** By addressing hazards before they become problems, we keep our worksites safer.
- 4. Prioritising mental and physical wellbeing.** Safety goes beyond the worksite – it's about making sure our teams feel supported in every way.
- 5. Constantly improving how we manage safety.** We're always reviewing and refining our processes to make sure they're effective and fit-for-purpose.



ACTIVE ENGAGEMENT

Effective stakeholder engagement is essential to our success. We actively collaborate with regulators, state agencies, industry partners and regional communities to maximise opportunities and ensure that we positively contribute to Australia's broader freight network and regional economy.

We are committed to working closely with our communities to ensure our project considers their needs and expectations. We believe in structured and transparent communications and engage regularly with our stakeholders.

As Inland Rail plans and delivers, we are committed to undertaking proactive and consistent engagement with our landowners, communities and businesses to build trust and awareness of Inland Rail, and to create opportunities for feedback to be provided which will be considered in a meaningful way.

SOCIAL (SUPPORTING COMMUNITIES)

We are committed to working with our communities to ensure that Inland Rail delivers enduring benefits. Through investment in local skills and partnerships with regional organisations, we are creating meaningful opportunities for employment, education and social development. We will focus on delivering social performance outcomes that build on the success of previous years and demonstrates our ongoing commitment.

Investing in Regional Futures

Inland Rail is a national project with local benefits, supporting jobs and economic opportunities for our regions. Since 2019, the Inland Rail Scholarships Program has supported students in regional communities by fostering skills in Science, Technology, Engineering, and Mathematics (STEM). To date, 27 scholarships have been awarded to students at La Trobe University, Charles Sturt University, and the University of Southern Queensland.

Beyond scholarships, we are delivering broader regional benefits through:

- Community grants: 462 grants to support wellbeing, prosperity, and sustainability in Victoria, New South Wales, and Queensland

- Workforce development: Training nearly 650 individuals in civil construction skills and white card certification, with 200 businesses receiving capability-building support through mentoring
- STEM engagement: Conducting over 860 school engagements with 1,190 teachers, inspiring more than 17,000 students to pursue increased knowledge in STEM-related subjects.

Building a Skilled Workforce in Regional Australia

The Inland Rail Skills Academy, based south of Parkes (SoP), is central to our commitment to developing a workforce equipped for the future. Our partnerships with leading educational institutions and training providers ensure that regional Australians can access vocational education and employment pathways in construction and rail.

We also collaborate with organisations such as:

- The Clontarf Foundation: Supporting over 1,000 First Nations young men across 14 academies in project-impacted regions
- The Stars Foundation: Expanding our support to 100 First Nations young women in Albury and surrounding areas.

Additionally, our partnerships with NSW TAFE and local training providers enable regional residents to access pre-employment and vocational training programs. Completion of these courses opens pathways for employment with Inland Rail contractors and other regional businesses.

Long-term Community Commitment

We remain dedicated to leveraging Inland Rail as a catalyst for sustainable growth in regional Australia. Through initiatives such as STEM on Track, Grand Opportunities, and masterclasses by STEM Punks, we are inspiring young Australians to engage with Inland Rail and the future of transportation. By aligning our education, training, and employment programs with national policies like Closing the Gap and our Reconciliation Action Plan, we are ensuring that Inland Rail contributes meaningfully to regional resilience and Indigenous empowerment.

A summary of the project segment delivery progress, against the FY25 Corporate Plan is summarised on the following page.

PERFORMANCE: OUR PROGRESS

PROGRAM KEY PERFORMANCE INDICATORS

Project Milestones IRPL Update

Category	Milestone	Comment end of June 2025
Land Access	Illabo to Stockinbingal (I2S) Land Acquired for Construction	The majority of acquisitions have been completed, with one further acquisition scheduled to take place in July 2025.
	Narromine to Narrabri (N2N) Land Access Secured for Construction (progressing through FY25)	Commenced.
	North Star to Border (NS2B) Land Acquired for Construction	Originally, no remaining properties were assumed to be required. The forecast has been updated to reflect the current requirement.
Approvals	Beveridge to Albury (B2A) Tranche 2 Modification to Planning Scheme Amendment (PSA)	Completed.
	Illabo to Stockinbingal (I2S) State and Federal Planning Approvals Received	Completed.
	Narrabri to North Star (N2NS) SP2 State and Federal Planning Approvals Received	Following consultation with the Commonwealth, the date for securing the environmental and planning approvals for Narrabri to North Star (N2NS) SP2 in NSW has been revised, following delays encountered due to Jurisdictional decisions.
	Border to Gowrie (B2G) State and Federal Planning Approvals (AEIS, Coordinated Project Approval)	Following consultation with the Commonwealth, the date for securing the environmental and planning approvals for Border to Gowrie has been revised, following delays encountered due to Jurisdictional decisions.
Procurement	Gowrie to Kagaru (G2K) Interlink Early Works Complete	Completed.
	Illabo to Stockinbingal (I2S) Award of Main Works D&C Contract	Completed. Award of the design and construction contract was in October 2024.
Detailed Design	Albury to Illabo (A2I) Detailed Design	The State Design Review Panel (SDRP) requested two additional meetings over the original forecast review program resulting in the requirement for additional time.
	Stockinbingal to Parkes (S2P) Detailed Design	Completed.

Category	Milestone	Comment end of June 2025
Construction Works	Beveridge to Albury (B2A) T1 Ready for Double Stacked Operations (RDSO)	All physical construction works were completed in June 2025.
	Parkes to Narromine (P2N) Project Finalisation and Closeout	Nearing completion. The outstanding work relate to easement registrations with numerous property owners along the alignment. These are bound by statutory minimum timeframes and do not involve physical site works.
	Narrabri to North Star (N2NS) SP1 At residence property treatment complete	At-premise noise residences mitigation works are progressing well with the majority now completed.

FY26 Project Milestones

For the FY26 Corporate Plan, the following Project Deliverables and program KPIs have been agreed.

	Category	Milestone	Planned Dates as at June 2025
FY26	Land access + Biodiversity obligations	Beveridge to Albury Tranche 2 – Land Access Secured for Construction*	October 2025
	Approvals	Narrabri to North Star Separable Portion 2 – EPBC Approval Received	October 2025
		Border to Gowrie – Revised Approvals – EPBC Approval	March 2026
		Gowrie to Kagaru – EIS Primary Approval Strategy – Provisional	December 2025
	Detailed Design	Beveridge to Albury Tranche 2 – Detailed Design complete	February 2026
		Illabo to Stockinbingal – Detailed Design complete	November 2025
		Albury to Illabo – Detailed Design complete	January 2026
	Construction Works	Beveridge to Albury Tranche 1 – Project Finalisation and Close-out commence	August 2025
		Parkes to Narromine – All remaining scope complete	October 2025
		Narrabri to North Star Separable Portion 1 – Trelleborg Panels Replacement complete	May 2026
		Narrabri to North Star Separable Portion 1 – Level Crossings Activations & Trackwork complete	March 2026




*To the extent that a Jurisdiction Decision does not affect IRPL being able to achieve this milestone.

Program KPIs

Metric	FY25 Actual	Comment	FY26	FY27	FY28	FY29***
TRIFR (Combined Employee and Contractor)*			2.9	2.6	2.4	2.2
Significant Severity Frequency Rate			2.00	2.00	2.00	2.00
Significant pollution incidents during Construction			0	0	0	0
Spend with local businesses			40%	40%	40%	40%
Spend with First Nations Businesses			4%	4%	4%	4%
Workforce who are local First Nations residents			5%	5%	5%	5%
Workforce who are local residents			30%	30%	30%	30%
Employee Engagement Score			65%	70%	75%	75%
Employee Turnover (Voluntary)			18%	16%	15%	15%
Female Participation		Performance dipped below target in Q4 due to higher male hire rate	45%	46%	46%	46%
First Nations Participation			3%	4%	4%	4%
Project Expenditure (\$M)**		The key drivers of the below budget position followed the outcome from delays associated with Primary Approvals and associated contract award timeframes	+/- 10.5% of agreed FY26 Budget	+/- 10% of agreed FY27 Budget	+/- 10% of agreed FY28 Budget	+/- 10% of agreed FY29 Budget

● Target achieved
 ● +/-10% of target
 ● >10% of target

Metric	FY25 Actual	Comment	FY26	FY27	FY28	FY29***
Positive SPI for Beveridge to Albury T1			0.9-1.1	0.9-1.1	0.9-1.1	0.9-1.1
Positive CPI for Beveridge to Albury T1			0.9-1.1	0.9-1.1	0.9-1.1	0.9-1.1
Positive SPI and CPI for Beveridge to Albury T2			0.9-1.1	0.9-1.1	0.9-1.1	0.9-1.1
Positive SPI and CPI for Albury to Illabo		The key drivers of the delays that inhibited progress experienced throughout the Financial Year included the delayed contract award, EIS delays and Third-Party delays.	0.9-1.1	0.9-1.1	0.9-1.1	0.9-1.1
Positive SPI and CPI for Illabo to Stockinbingal			0.9-1.1	0.9-1.1	0.9-1.1	0.9-1.1
Positive SPI and CPI for Stockinbingal to Parkes			0.9-1.1	0.9-1.1	0.9-1.1	0.9-1.1
% of women in executive leadership and governance positions			40%	40%	40%	40%

 Target achieved
  +/-10% of target
  >10% of target

Footnotes:

*Calculation for Combined TRIFR: (employee + contractor recordable injuries) divided by (employee + contractor worked hours) multiplied by (1 million). Recordable injuries include, Lost Time Injury, Medically Treated Injury, Restricted Work Case.

** Note this measure is actual vs corporate plan budget. These costs exclude Land Acquisition and Biodiversity offsets.

*** Beyond FY28 KPIs have been included, as per requirement under RMG 126 for four years of targets.

CORPORATE GOVERNANCE AND RESOURCES

CORPORATE GOVERNANCE

In line with the Australian Government's Statement of Expectations, the delivery of Inland Rail is being staged with ARTC and IRPL working closely with the Australian Government to progress planning and construction activities.

IRPL operates under a structured governance framework that ensures alignment with government expectations, financial responsibility, and regulatory compliance. This framework is supported by key agreements that define how Inland Rail is delivered and managed.

Financials

IRPL was operational on 1 May 2024 as a fully owned subsidiary of ARTC. IRPL produce separate financial statements as well as being fully consolidated into ARTC's Financial Report. As a large proprietary company, IRPL is required to lodge its financial statements with ASIC by 31 October each year.



RISK MANAGEMENT

RISK OVERSIGHT AND MANAGEMENT SYSTEMS

IRPL is committed to active risk management as a core component of achieving strategic objectives and meeting the expectations of Shareholding Ministers. IRPL has a strong risk culture with all staff actively involved in identifying risks and escalating concerns to the appropriate decision maker. This ensures that management and the IRPL Board have informed risk discussions.

IRPL's risk governance and risk management framework ensures there are clearly documented and fit-for-purpose risk management guidelines. This includes specific risk management strategies applied for identifying, evaluating and managing risks. The framework is aligned to ISO 31000 Risk Management, the Commonwealth Risk Management Policy, and, where applicable, ARTC's risk management framework.

During FY25, the IRPL Board approved an IRPL-specific risk appetite statement leading to enhancements in risk management reporting systems appropriate for an organisation delivering a major infrastructure project.

IRPL's key risks, project risks, new risks and escalating risks are reported to executive management, the Board and Shareholding Departments. Risks are regularly reviewed, focusing on understanding causes and consequences that enable the development and implementation of mitigation strategies. In addition, IRPL project teams regularly review the key risks and mitigation strategies for those areas of risk contractually transferred to delivery contractors.

