

H.E. Ban Ki-moon
Secretary-General
United Nations
New York, NY 10017
USA

30 August 2011

Dear Mr. Secretary-General,

Re: Barangaroo Global Compact Communication on Progress 2011

1.0 Purpose

- 1.1 To present the Barangaroo Delivery Authority's 2011 Communication on Progress Report statement of continued commitment to the UN Global Compact principles.

2.0 Background

- 2.1 The United Nations Global Compact is the world's largest strategic policy initiative for businesses and organisations.
- 2.2 The Communication on Progress for the UN Global Compact is an annual confirmation of commitment and disclosure through which a business informs stakeholders as to its efforts in implementing the UN Global Compact and its principles.
- 2.3 In August 2009 the Barangaroo Delivery Authority became a signatory to the United Nations Global Compact. In May 2011 the Authority became a member of the Global Compact Network Australia Limited.
- 2.4 Barangaroo is a major opportunity for Sydney and Australia to create a new 22 hectare CBD mixed use precinct that will deliver a new benchmark for sustainable waterfront renewal with Australian leadership and innovation. The creation of Barangaroo is the responsibility of the Barangaroo Delivery Authority on behalf of the State Government of NSW, along with private, public and community stakeholders.

3.0 Statement of Commitment

- 3.1 The Barangaroo Delivery Authority confirms its ongoing commitment to advance the ten principles of the Global Compact in the areas of human rights, labour, environment and anti-corruption. The Authority strongly believes that this commitment will assist in achieving the environmental and social sustainability aspirations for the site.
- 3.2 The Authority is an active member of the UN Global Compact Australia network, hosting and presenting at training for the network members in 2011.
- 3.3 The attached 2011 Communication on Progress report illustrates the Authority's on going work to implement the ten principles. The Report is a stand-alone document with highlights being integrated into the annual report.

Yours sincerely



John Tabart
Chief Executive Officer

Attachment - Communication on Progress 2011

BARANGAROO
SYDNEY
AUSTRALIA

United Nations Global Compact
– *Communication on Progress 2011*



Barangaroo Communication on Progress 2011

United Nations Global Compact – Communication on Progress

The United Nations (UN) Global Compact is the world's largest strategic policy initiative for businesses and organisations that are committed to aligning their operations and strategies with ten universally accepted principals in the areas of human rights, labour, environment and anti-corruption.

In August 2009, the Barangaroo Delivery Authority became a signatory to the United National Global Compact, committing to making both the Compact and its principles part of the strategy, culture and day-to day operations of the Authority and the delivery of Barangaroo. The Authority strongly believes that this commitment will assist in achieving the environmental and social sustainability aspirations for the site. The Authority is an active member of the UN Global Compact Australia network, hosting and presenting at training for the network members in 2011.

The Communication on Progress (CoP) for the UN Global Compact is an annual reporting process which describes the Authority's efforts to implement the ten principles.

Barangaroo - a world leader in sustainability.

Barangaroo is set to be a transformative and demonstrational urban renewal project for Sydney and Australia due in part to its progressive environmental and social sustainability commitments that have been embedded into the project delivery in an innovative and financially responsible manner.

Barangaroo will set new world benchmarks in sustainability to inspire innovation for generations to come. It will be climate positive having a net positive impact environmentally, economically and socially, precinct wide and to its external areas of influence.

Our goal is to be the first precinct of its size in the world and certainly the first CBD precinct in Australia, to be climate positive.

To meet this goal Barangaroo will be:

- water positive - with more water recycled and exported from the site than water used;
- zero waste - through prevention, minimisation, recycling and reuse;
- carbon neutral - by generating more new renewable energy than total net greenhouse gas emissions;
- socially sustainable - through learning development programs, effective community infrastructure and a commitment to cultural and public arts facilities.

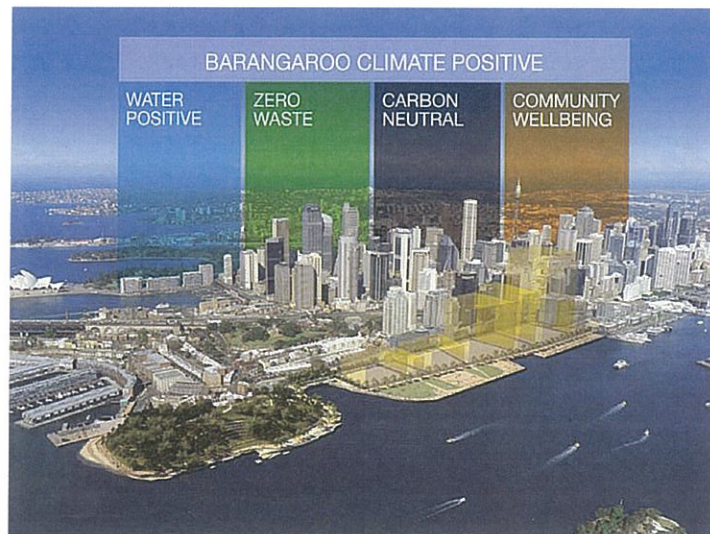
Barangaroo seeks to enable people to live happy and healthy lives within a fair share of the earth's resources. This focus on community wellbeing provides the opportunity to move beyond sustainable buildings to sustainable precincts and sustainable lifestyles.



Barangaroo Communication on Progress 2011

The objectives for the sustainable design and delivery of Barangaroo are to:

- provide next generation infrastructure of a scale that allows for an innovative precinct-wide network to support the twin challenges of reduced potable water demand and reduction in green house gas emissions.
- provide a place to live and work, by seeking to be a liveable neighbourhood and lively work environment. Overtime Barangaroo's range of cultural, educational and recreational amenities and programs will ensure its position as a great destination for Sydney-siders and visitors to the city.
- provide a comprehensive remediation outcome for Barangaroo and in doing so become a benchmark for the reuse of degraded post-industrial landscapes.
- work with government agencies, private sector and community to provide timely and co-ordinated delivery of social and community infrastructure and programs.
- co-ordinate transport and access outcomes to ensure, reduced dependency on car travel to the city supported by new and safe pedestrian and cycle links to a range of transport modes and ease of connectivity with the CBD.



In order to achieve these goals, Barangaroo's infrastructure will be designed and delivered by the Authority and the site's developers across the whole district.

Barangaroo - its spheres of influence

The location, scale and aspirations of Barangaroo mean that its reputation and influence has the potential to be far reaching – *well beyond our national shores*.

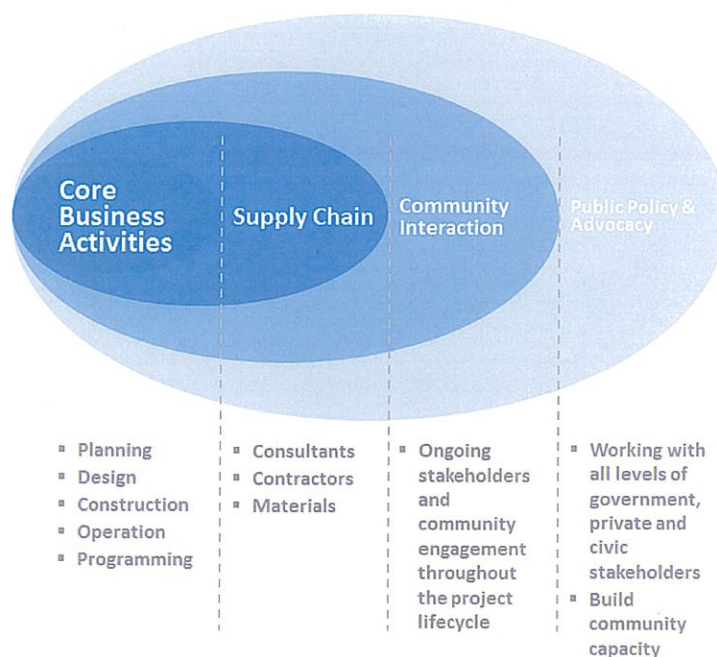
The Barangaroo Delivery Authority recognises the significant contribution that the design, construction and successful operation of Barangaroo has the potential to contribute to establishing new international benchmarks in sustainable development and lifestyles. Similarly, through alignment and promotion of the UN Global Compact principles, Barangaroo has the potential to act as a major catalyst for change and generate significant positive influence well beyond the boundaries of the site and Sydney.

The following diagrams aims to illustrate the potential scale of influence that Barangaroo will have and the potential audiences that it will touch.

- **Core Business Activities** – *generating innovation and new sustainability benchmarks in the planning, design, construction, operation and programming at Barangaroo*
- **Supply Chain** – *influencing the practices and actions within the Barangaroo supply chain including project consultants, contractors and the suppliers of materials*

Barangaroo Communication on Progress 2011

- **Community Interaction** - influencing the behaviour and actions of the broad spectrum of project stakeholders and the emerging Barangaroo community including residents, neighbours, workers and visitors (including Sydney-siders, national and international visitors)
- **Public Policy and Advocacy** – influence the public policy dialogue and raising the accepted benchmark in sustainable planning, design, development and lifestyles.



The following table lists the UN Global Compact's 10 Principles and the Barangaroo Delivery Authority's corresponding initiatives which are in varying stages of development, adoption and delivery.

PRINCIPLES

INITIATIVES

HUMAN RIGHTS

Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.

The Barangaroo Delivery Authority acknowledges that the Gadigal people are the Traditional Custodians of this land and form part of the wider Aboriginal nation known as the Eora, as well as acknowledging the present Aboriginal and Torres Strait Islander people who now reside within this area.

The Barangaroo Delivery Authority is committed to social sustainability and will develop and implement a *Community Development Strategy* which aims to address the needs and aspirations of residents, workers and visitors.

The Barangaroo Community Development Strategy defines the following five overarching Community Objectives and Aspirations:

- **Culture and Identity** – through culture, public art and events, Barangaroo will enrich the daily life of the community and reinforce Sydney's identity as the world's most enjoyable city.
- **Lifelong Learning** – through education and skills training, Barangaroo will create a learning legacy beyond its boundaries and be an exemplar in its delivery and practices for sustainable learning and future skilling.
- **Human and Community Services** – through its integration within Harbour Village North, Barangaroo will meet the human and community service needs of its communities and support its position as a socially inclusive place and a key destination for youth
- **Active and Healthy Living** – Through active and healthy living opportunities everyone who comes in contact with Barangaroo has a chance to shape and enrich their lives.
- **Community Investment** – through innovative and sustainable place management, building partnerships and the range of uses, Barangaroo will foster equity,

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PRINCIPLES

INITIATIVES

inclusion and social enterprise.

Principle 2 – Businesses should ensure that they are not complicit in human rights abuses.

The Barangaroo Delivery Authority is committed to a proactive and positive approach towards the management of Occupational Health and Safety (OH&S) of all employees, contractors and visitors to its properties, sites, or activities under the Authority's control.

Barangaroo – lifelong learning case study



COMMIT - Leadership commitment to mainstream the Global principles

The Authority commits to 'Lifelong Learning' - which is grounded in the understanding that education is a **HUMAN RIGHT**

ASSESS - Assess risks, opportunities and impacts

PRINCIPLE 1 – Businesses should support and respect the protection of internationally proclaimed human rights.

Opportunities –

- To educate all workers, residents and visitors to Barangaroo about sustainable practices
- Be a global leader through the implementation of innovative sustainability practices

DEFINE - Define goals, strategies, and policies

Aspiration -

Through education and skills training, Barangaroo will create a learning legacy beyond its boundaries and be an exemplar in its delivery and practices for sustainable learning and future skilling.

Goals/ Targets

- 1 in 5 construction workers on site will be a trainee or an apprentice
- Deliver up to 8 hours of sustainability training for all onsite workers
- To exceed the targets defined in the NSW State Government's *Indigenous Participation in Construction Guidelines*

Barangaroo Communication on Progress 2011

IMPLEMENT - Implements strategies and policies through the company and across the company's value chain

MEASURE - Measure and monitor impacts and progress towards goals

COMMUNICATE - Communicate progress and strategies and engage with stakeholders for continuous improvement

School aged youth – fund Observatory Hill Environmental Education Centre (existing local education providers) to deliver programs on urban waterside revitalisation

Youth and long term unemployed - (including Indigenous and non-Indigenous participants) – deliver training and apprenticeship programs in partnership with relevant Government agencies and training providers during and post-construction

Education – facilitate the delivery of programs which respond to the learning needs and aspirations of the existing and emerging Barangaroo community

General – develop the Barangaroo Skills Exchange: an internationally recognised hub for green technologies and sustainability learning

Preliminary measures:

- Currently developing measures in partnership with relevant agencies and organisations
- Link the measures to the Goals/ Targets

Currently exploring opportunities to communicate progress :

- *Barangaroo Annual Report*
- *Barangaroo website*
- *Regular press releases*
- *Partners and stakeholders*

PRINCIPLES

INITIATIVES

LABOUR

Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4 – Businesses should uphold the elimination of forced or compulsory labour.

Principle 5 – Businesses should uphold the effective abolition of child labour.

Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation.

The Barangaroo Delivery Authority staff are subject to the NSW Government public sector award and agreements which include the following labour related policies in draft or final form:

- Addressing and Resolving Grievances Policy
- Prevention of Harassment and Bullying in the Workplace
- Code of Conduct for Barangaroo Staff
- Protected Disclosures Policy and Procedures
- Privacy Management Policy and Plan

The Authority is committed to continuous improvement and best practice performance in procurement which include, but are not limited to:

- Client focus, service quality and value for money outcomes,
- Ethical business practices
- Management of procurement risk
- Tendering and contract management
- Co-operative relationships
- Non-adversarial dispute resolution
- Planning and management of human, physical and financial resources
- Environmental management
- Occupational health and safety management, and workplace injury management
- Workplace practices
- Industrial relations
- Aboriginal participation
- Supply chain management
- Payment practices, including reflective practices down the contract chain, and
- Innovation in design, service provision, processes and use of technology

The Barangaroo Delivery Authority must comply with the NSW Government's *Equal Opportunity and Diversity Policy and Plan (incorporating the Disability Action Plan)*.

Barangaroo Communication on Progress 2011

PRINCIPLES

INITIATIVES

ENVIRONMENT

Principle 7 – Businesses should support a precautionary approach to environmental challenges.

The Barangaroo Delivery Authority has committed to work in partnership with the following initiatives in order to share information, build greater understanding of environmental challenges and access best-practice approaches and research:

- **Clinton Climate Initiative**
- **One Planet Communities (Bioregional)**
- **Green Star Communities National Framework**

The Barangaroo Delivery Authority is committed to ongoing measurement and monitoring of environment initiatives. For example - Climate Positive work plans will be submitted to the Barangaroo Management Committee by the developer every 2 years for approval. It will outline the developers' progress on achieving Climate Positive benchmarks for the precinct.

A *One Planet Living Action Plan* has been developed which defines specific actions and targets for delivery which aim to achieve the One Planet Principles.

Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.

Barangaroo will be a climate positive development which includes:

- **being water positive** – *by recycling and exporting more water than Barangaroo uses ;*
- **producing zero waste** – *by reusing, reducing, recycling more waste (from the surrounding area) than Barangaroo generates;*
- **being carbon neutral** – *by generating more renewable energy than total net greenhouse gas emissions from Barangaroo; and*
- **foster community wellbeing** – *through delivering programs and infrastructure which responds to the needs, divers and aspirations Barangaroo residents, workers and visitors.*

The Barangaroo Delivery Authority is committed to regular public reporting and tracking of progress against key project targets and deliverables, with the aim of informing and promoting increased awareness, understanding and acceptance of the environmental initiatives being developed and implemented across the precinct.

Principle 9 – Businesses should encourage the development and diffusion of environmentally friendly technologies.

The Barangaroo Delivery Authority is committed to Lifelong Learning particularly focusing on educating workers, residents and visitors to the precinct about sustainable practices as well as being a global leader in the development and implementation of environmentally friendly technologies.

The Authority is committed to delivering up to 8 hours of sustainability training for all onsite workers.

Proposed education programs include:

- **School aged youth** – *fund Observatory Hill Environmental Education Centre (existing local education providers) to deliver programs on urban waterside revitalisation*
- **Youth and long term unemployed** - *(including Indigenous and non-Indigenous participants) – deliver training and apprenticeship programs in partnership with relevant Government agencies and training providers during and post-construction*
- **Education** – *facilitate the delivery of programs which respond to the learning needs and aspirations of the existing and emerging community and to educate end users about living, working and visiting Barangaroo sustainably.*
- **General** – *develop the Barangaroo Skills Exchange: an internationally recognised hub for green technologies and sustainability learning*

The Authority is committed to ongoing engagement with the community (including neighbours, residents, workers and visitors) to:

- provide opportunity for feedback and input to enrich the design and ongoing project outcomes;
- disseminate understanding on the project objectives on progress against defined targets across the community; and
- build community capacity and greater understanding and adoption of the sustainability goals and aspiration of the project.

Barangaroo Communication on Progress 2011

PRINCIPLES

INITIATIVES

ANTI-CORRUPTION

Principle 10 – Businesses should work against all forms of corruption, including extortion and bribery.

The Barangaroo Delivery Authority embraces accountability and transparency.

The Barangaroo Delivery Authority was established under the *Barangaroo Delivery Authority Act 2009* to manage the city waterfront development at Barangaroo and to deliver world class benchmarks in urban design, public domain and sustainability.

The Authority is a NSW Government agency and therefore complies with relevant government legislation defining appropriate codes of conduct, financial management and purchasing and procurement processes.

The Authority is accountable to the Independent Commission Against Corruption (ICAC) which provides advice on major government contracts or proposals, and the Ombudsman.

The actions the Barangaroo Delivery Authority are informed by a The Authority Board, Risk and Audit Committee and Design and Review Committee.

The Authority will be audited annually by the NSW Auditor General and will prepare an Annual Report in accordance with the *Annual Reports (Statutory Bodies) Act 1984* which will report the outcomes achieved by the Authority during the reporting period.

The Barangaroo Delivery Authority's Code of Conduct embodies the public sector values of integrity, diligence, economy, efficiency and accountability. The code incorporates the principles of ethical or responsible decision-making and respect for the law, government and community.

In particular, the actions of all staff must comply with the NSW Government's *Prevention of Fraud and Corruption Policy*

Barangaroo – best practice and partnerships

Synergising between the different initiatives that the BDA has committed to and our community development action areas:

UN Compact UNITED NATIONS	One Planet Living BIO REGIONAL	Climate Positive CLINTON FOUNDATION	Community Development BARANGAROO
Human Rights	Culture and heritage		Culture and Identity
	Health and happiness	Community wellbeing	Lifelong learning
Labour	Equity, fair trade & local economy		Human and Community Services
Environment	Zero carbon	Carbon Neutral	Active and Healthy Living
	Zero waste	Zero waste	Community Investment
	Sustainable water	Water positive	
	Sustainable materials		
	Local and sustainable food	Community wellbeing	
	Sustainable transport		Active and Healthy Living
	Natural habitats and wildlife		
Anti-Corruption			Community investment