



Barangaroo

Communication on Progress 2012

United Nations Global Compact

September 2012

Barangaroo Delivery Authority

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This is our **Communication on Progress**
in implementing the principles of the
United Nations Global Compact.

We welcome feedback on its contents.

1.0 Barangaroo and the United Nations Global Compact

Since its inception in 2009, the Barangaroo Delivery Authority has been a signatory to the UN Global Compact and today we remain committed to the ten principles of the Compact and are proud to be an active member and supporter of the UN Global Compact Australia Network.

The United Nations (UN) Global Compact is globally recognised as 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.

The CEO has been involved in Global Compact member organisations since the Compact was first established in July 2000.



Photo: John Tabart CEO

The Authority strongly believes that this commitment will assist in achieving the environmental and social sustainability aspirations for the Sydney CBD waterfront renewal of Barangaroo.



The Authority is an active member of the UN Global Compact Australia (UNGCA) network, hosting and presenting at the national roll out of training for the network members in July 2011 and the Inaugural meeting of UNGCA Environment Leadership Group in April 2012.



Photos: UNGCA Environment Leadership Group 2012

2.0 Barangaroo - A World Leader In Sustainability.

Set on the shores of Sydney harbour, Barangaroo is an extraordinary opportunity for urban, waterfront renewal, rarely available to global cities. On the western edge of Sydney's CBD, this 22 hectare former container port is being transformed into a vital new extension of the city.

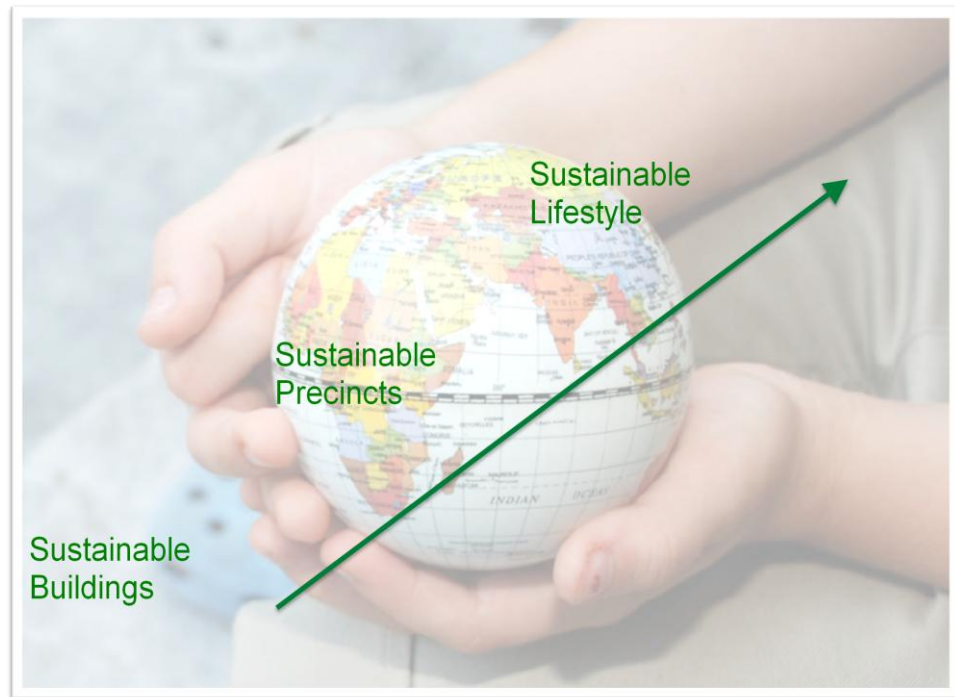
Barangaroo is set to be a transformative and demonstrational urban renewal project for Sydney and Australia due in part to its progressive environmental and social sustainability commitments that have been embedded into the project delivery in an innovative and financially responsible manner.



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

Our goal is to operate as a Climate Positive community, one of the first precincts of its size in the world and certainly the first CBD precinct in Australia, aiming to be:

- **Water positive** – through reduced consumption and water reuse precinct wide and by exporting more recycled water to the CBD than is used across Barangaroo;
- **Zero waste** – through prevention, minimisation, recycling and reuse; and potentially cleaning up more waste from the CBD than we generate within the Barangaroo precinct;
- **Carbon neutral** – through resource efficiency and by generating and offsetting more new renewable energy than total net greenhouse emission generated by the Barangaroo precinct; and
- **Socially sustainable** – by inspiring community wellbeing, through learning and development programs, effective community infrastructure and a distinctive commitment to culture and the arts.



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



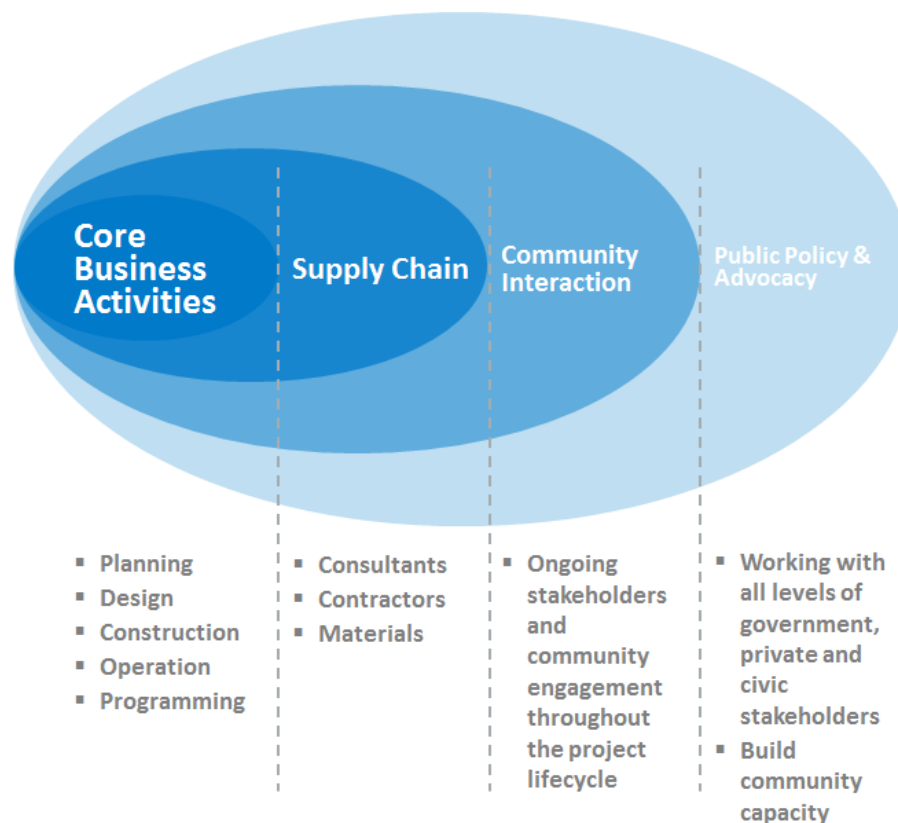
3.0 Barangaroo - Its Spheres Of Influence

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 in contributing to 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 our core business activities.

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
- **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.

4.0 HUMAN RIGHTS

PRINCIPLES	OUR PROGRESS	
HUMAN RIGHTS		
<p>Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>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.</p> <p>The Barangaroo Delivery Authority is committed to social sustainability and will develop and implement a <i>Community Development Strategy</i> which aims to address the needs and aspirations of residents, workers and visitors.</p> <p>The Barangaroo Community Development Strategy defines the following five overarching Community Objectives and Aspirations:</p> <ul style="list-style-type: none"> ▪ 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 Sydney City, Barangaroo will aim to meet the human and community service needs of its communities and support its position as a socially inclusive place for all including the disadvantaged and as 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, inclusion and social enterprise. 	<p>We implement:</p> <ul style="list-style-type: none"> • NSW Procurement policy and guidelines • NSW Public Sector employment policy and guidelines <p>The Barangaroo Delivery Authority is an Equal Opportunity Employer</p> <p>Aboriginal Archaeological and Cultural Heritage Assessments are carried out prior to construction.</p> <p>In 2011 a traditional Aboriginal smoking ceremony was held on site.</p>
<p>Principle 2 – Businesses should ensure that they are not complicit in human rights abuses.</p>	<p>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.</p>	<p>We implement:</p> <ul style="list-style-type: none"> • NSW Procurement policy and guidelines • NSW Public Sector employment policy and guidelines

Lifelong learning as a “Human Right”

Barangaroo case study



COMMIT Leadership commitment to mainstream the Global Compact principles	The Authority commits to ‘Lifelong Learning’ - which is grounded in the understanding that education is a HUMAN RIGHT PRINCIPLE 1 – Businesses should support and respect the protection of internationally proclaimed human rights.
ASSESS Assess risks, opportunities and impacts	Opportunities – <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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
IMPLEMENT Implements strategies and policies through the company and across the company’s value chain	School aged youth – sponsor Observatory Hill Environmental Education Centre (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
MEASURE Measure and monitor impacts and progress towards goals	Preliminary measures: <ul style="list-style-type: none"> Currently developing measures in partnership with relevant agencies and organisations Link the measures to the Goals/ Targets
COMMUNICATE Communicate progress and strategies and engage with stakeholders for continuous improvement	Currently exploring opportunities to communicate progress : <ul style="list-style-type: none"> Barangaroo Annual Report Barangaroo website Regular press releases Partners and stakeholders

5.0 LABOUR

PRINCIPLES	OUR PROGRESS	
LABOUR		
<p>Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p>	<p>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:</p> <ul style="list-style-type: none"> ▪ 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 	<p>Our construction contracts have contractor and sub-contractor obligations to achieve our education, training and apprentice targets.</p> <ul style="list-style-type: none"> • 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
<p>Principle 4 – Businesses should uphold the elimination of forced or compulsory labour.</p>	<p>The Authority is committed to continuous improvement and best practice performance in procurement which include, but are not limited to:</p> <ul style="list-style-type: none"> ▪ 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 	<p>Planning for the Barangaroo skills exchange advances.</p> <p>\$7.3M in federal government grant funding was secured in 2012 for skilling and training, securing 2,600 positions over the next 2 years.</p>
<p>Principle 5 – Businesses should uphold the effective abolition of child labour.</p>		
<p>Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation.</p>	<p>The Barangaroo Delivery Authority must comply with the NSW Government's Equal Opportunity and Diversity Policy and Plan (incorporating the Disability Action Plan).</p>	<p>The Barangaroo Delivery Authority is an Equal Opportunity Employer</p>

6.0 ENVIRONMENT

PRINCIPLES	OUR PROGRESS	
ENVIRONMENT		
<p>Principle 7 – Businesses should support a precautionary approach to environmental challenges.</p>	<p>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:</p> <ul style="list-style-type: none"> ▪ Clinton Climate Initiative ▪ Green Star Communities <p>The Barangaroo Delivery Authority is committed to ongoing measurement and monitoring of environment initiatives. For example - Climate Positive work plan will outline progress on achieving Climate Positive benchmarks, together with certification from an independent expert.</p>	<p>The independent expert sustainability certifier for Barangaroo South commenced to provide an audit and critical friend role on the delivery of our world leading sustainability commitments. To our knowledge this is a world's first for a large scale urban renewal project.</p> <p>The Barangaroo project sponsored and helped the Green Building Council Australia with Beta testing of the new Green Star Communities tool in 2012.</p> <p>An Expression of Interest to pilot the Green Star Communities Tool has been lodged for Barangaroo South.</p>
<p>Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.</p>	<p>A Climate Positive Barangaroo aims to be:</p> <ul style="list-style-type: none"> ▪ Water positive – through reduced consumption and water reuse precinct wide and by exporting more recycled water to the CBD than is used in the Barangaroo precinct. ▪ Zero waste – through prevention, minimisation, recycling and reuse; and potentially cleaning up more waste from the CBD than we generate within the Barangaroo precinct; ▪ Carbon neutral – through resource efficiency and by generating and offsetting more new renewable energy than total net greenhouse emission generated by the Barangaroo precinct; and ▪ Socially sustainable – by inspiring community wellbeing, through learning and development programs, effective community infrastructure and a distinctive commitment to culture and the arts. 	<p>The ground leases executed in 2012 successfully secured \$2B in investment and contained carbon neutrality clauses supporting renewable energy technologies.</p> <p>The Authority is committed to regular public reporting and tracking of progress against key project operational targets and deliverables, with the aim of informing and promoting increased awareness and acceptance of the environmental initiatives being developed and implemented across the precinct.</p>

PRINCIPLES	OUR PROGRESS	
Principle 9 – Businesses should encourage the development and diffusion of environmentally friendly technologies.	<p>The Barangaroo Delivery Authority is committed to supporting and deploying renewable energy and clean technology.</p> <p>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.</p> <p>Proposed education programs include:</p> <ul style="list-style-type: none"> ▪ School aged youth – sponsor 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. The Authority is committed to delivering up to 8 hours of sustainability training for all onsite workers. ▪ General – develop the Barangaroo Skills Exchange: an internationally recognised hub for green technologies and sustainability learning 	<p>The 99 year ground leases include carbon neutrality clauses supporting renewable energy technologies.</p> <p>The Authority is committed to ongoing engagement with the community to:</p> <ul style="list-style-type: none"> ▪ 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 Case Study	Carbon Neutral Operations as a “restorative business responsibility”
COMMIT Leadership commitment to mainstream the Global principles	<p>Barangaroo precinct commits to ‘Carbon Neutrality’ - which is grounded in the understanding that twin challenges of development and climate change can be complementary</p> <p>PRINCIPLE 7 – businesses should support a precautionary approach to environmental challenges,</p> <p>PRINCIPLE 8 – undertake initiatives to promote greater environmental responsibility, and</p> <p>PRINCIPLE 9 – encourage the development and diffusion of environmentally friendly technologies.</p>
ASSESS Assess risks, opportunities and impacts	<p>Opportunities</p> <ul style="list-style-type: none"> ▪ To engage all workers, residents and visitors to Barangaroo in sustainable practices ▪ Be a global leader through the operation of our regions first zero carbon zone <p>Influence:</p> <ul style="list-style-type: none"> ▪ Community Carbon Fund ▪ Infrastructure design development and renewal ▪ Servicing strategy and operations ▪ Offset procurement

<p>DEFINE Define goals, strategies, and policies</p>	<p>Aspiration - To enable a lifestyle that lives within it's fair share of the world's ecological resources.</p> <p>Goals/ Targets</p> <ul style="list-style-type: none"> ▪ Carbon neutral in operation of all buildings and public domain for energy, transport and waste emissions ▪ A replicable model to stimulate investment in new renewable energy generation <p>Strategy</p> <ul style="list-style-type: none"> ▪ Modelling - Energy, Transport and Waste emissions ▪ Financial model and forecasting, contracts and partnerships ▪ Independent review ▪ Verification to a nationally and internationally recognised standard
<p>IMPLEMENT Implements strategies and policies through the company and across the company's value chain</p>	<p>Progressing and exploring opportunities in:</p> <ul style="list-style-type: none"> ▪ Development Agreement ▪ Barangaroo Management Plan ▪ Ground Lease and carbon neutrality - Investors ▪ Building Management Statement ▪ Tenancy Green Lease – Sub-tenants ▪ Construction practices – 20% reduction in embodied carbon Life Cycle assessment (LCA) top 20 building materials ▪ Commissioning and tuning ▪ Education and skilling ▪ Renewable Energy Certificate and carbon offset procurement ▪ EoI for new off site renewable energy facility. Ie, Barangaroo solar farm
<p>MEASURE Measure and monitor impacts and progress towards goals</p>	<p>Currently exploring opportunities for:</p> <ul style="list-style-type: none"> ▪ Monitoring and reporting - building and precinct management systems ▪ Carbon accounting and the Community Carbon Fund ▪ NCOS or similar international or national carbon standard ▪ Clinton Climate Initiative – Climate Positive Developments Program
<p>COMMUNICATE Communicate progress and strategies and engage with stakeholders for continuous improvement</p>	<p>Currently exploring opportunities to communicate progress:</p> <ul style="list-style-type: none"> ▪ Climate Positive Roadmap ▪ Barangaroo Community Annual Report ▪ UNGC Communication on Progress ▪ Partnerships, networks and forums ▪ School curriculum and learning resources

7.0 ANTI-CORRUPTION

PRINCIPLES	OUR PROGRESS	
ANTI-CORRUPTION		
<p>Principle 10 – Businesses should work against all forms of corruption, including extortion and bribery.</p>	<p>The Barangaroo Delivery Authority embraces accountability and transparency.</p> <p>The Barangaroo Delivery Authority was established under the <i>Barangaroo Delivery Authority Act 2009</i> to manage the city waterfront development at Barangaroo and to deliver world class benchmarks in urban design, public domain and sustainability.</p> <p>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.</p> <p>The Authority is accountable to the Independent Commission Against Corruption (ICAC) which provides advice on major government contracts or proposals, and the Ombudsman.</p> <p>The actions the Barangaroo Delivery Authority are informed by a The Authority Board, Risk and Audit Committee and Design and Review Committee.</p> <p>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.</p> <p>In particular, the actions of all staff must comply with the NSW Government's <i>Prevention of Fraud and Corruption Policy</i></p>	<p>The Authority is committed to transparency and the intent of the Government Information (Public Access) Act.</p> <p>Regularly providing access to information under the GIPA Act and posting information on www.barangaroo.com including contracts such as the Development Agreement for Barangaroo South.</p> <p>The Authority is audited annually by the NSW Auditor General and will prepare an Annual Report in accordance with the <i>Annual Reports (Statutory Bodies) Act 1984</i> which will report the outcomes achieved by the Authority during the reporting period.</p> <p>Development rights for Barangaroo South were awarded following an international EoI and tender process in 2010 and the main works contract for Headland Park Construction was awarded in 2012.</p>

8.0 World's Leading Best Practice

Synergising between The Compact and Barangaroo's sustainability objectives		
Global Compact	Barangaroo sustainability objectives	
Human Rights	Community Wellbeing	Culture and Identity Lifelong Learning Human and Community Services Active and Healthy Living Community Investment
Labour	Community Wellbeing	Lifelong Learning Equity Fair Trade
Environment	Carbon Neutral Zero Waste Water Positive	Sustainable Materials Local and Sustainable Food Sustainable Transport Active and Healthy Living Natural Habitats and Wildlife
Anti-Corruption	Community Wellbeing	Community Investment

9.0 World Leading Partnerships

Clinton Climate Initiative

www.clintonfoundation.org/main/ourwork/by-initiative/programs/c40-cci-cities/climate-positive-development-program

CLIMATE⁺
Candidate



*GBCA Green Star
Communities pilot*

www.gbca.org.au/green-star/green-star-communities

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