

# Barangaroo

## Communication on Progress

January 2015–January 2016



Barangaroo  
Delivery  
Authority



COMMUNICATION ON  
PROGRESS

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.



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

June 2016

Dear Mr Secretary-General

I am pleased to confirm that the Barangaroo Delivery Authority, an agency of the New South Wales Government, supports the ten principles of the Global Compact with respect to human rights, labour, environment and anti-corruption.

With this communication, we express our intent to advance those principles within our organisation and sphere of influence as a project of state significance.

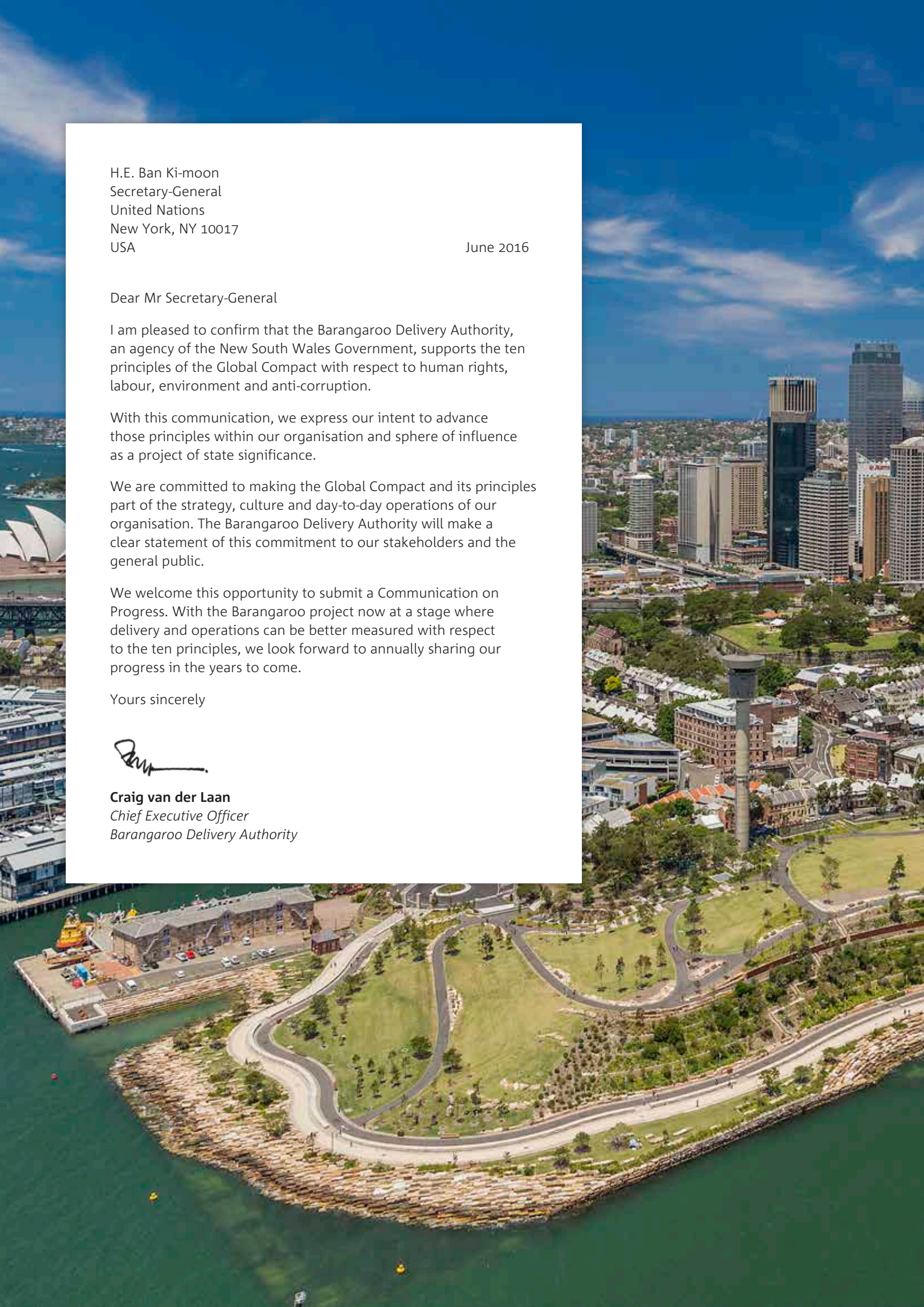
We are committed to making the Global Compact and its principles part of the strategy, culture and day-to-day operations of our organisation. The Barangaroo Delivery Authority will make a clear statement of this commitment to our stakeholders and the general public.

We welcome this opportunity to submit a Communication on Progress. With the Barangaroo project now at a stage where delivery and operations can be better measured with respect to the ten principles, we look forward to annually sharing our progress in the years to come.

Yours sincerely



**Craig van der Laan**  
*Chief Executive Officer*  
*Barangaroo Delivery Authority*





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# 1. Introduction

Barangaroo is one of the most ambitious urban renewal projects in the world today. Embodying world-class design excellence and sustainability, over 50 per cent of the project is being returned to the public as open space and parklands. This former 22 hectare container port on the western edge of Sydney's CBD is well under way to being transformed into a vital extension of the city, with the spectacular headland park and the first stages of Sydney's financial and professional services hub now open.

Overseeing the project is the Barangaroo Delivery Authority (the Authority), a NSW Government agency constituted under the Barangaroo Delivery Authority Act 2009 (NSW). The objects of this Act are as follows:

- To encourage the development of Barangaroo as an active, vibrant and sustainable community and as a location for national and global business;
- To create a high quality commercial and mixed use precinct connected to and supporting the economic development of Sydney;
- To facilitate the establishment of Barangaroo Headland Park and public domain land;
- To promote the orderly and sustainable development of Barangaroo, balancing social, economic and environmental outcomes; and
- To create in Barangaroo an opportunity for design excellence outcomes in architecture and public domain design.

The site is owned by the NSW Government and managed by the Authority. Development of Barangaroo is done in partnership with the private sector and is being delivered across three precincts – Barangaroo Reserve (completed in August 2016), Central Barangaroo (currently out to tender) and Barangaroo South (first stages completed in July 2015).

Barangaroo South is being developed by Lendlease. The Authority is pleased to note that Lendlease is also a signatory to the United Nations Global Compact.

## 1.1 Period covered by Communication on Progress

January 2015 – January 2016.

## 1.2 Statement of continued support by the Chief Executive Officer (CEO)

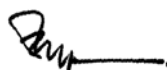
June 2016

To our stakeholders:

I am pleased to confirm that the Barangaroo Delivery Authority reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this annual Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to share this information with our stakeholders using our primary channels of communication, including our website and publicly-accessible display foyer.

Yours sincerely



**Craig van der Laan**  
Chief Executive Officer  
Barangaroo Delivery Authority

## 1.3 Acknowledgement of Country

The Barangaroo Delivery Authority acknowledges the Gadigal of the Eora nation as the Traditional Custodians of this land and we offer our respect to Elders past and present.

We acknowledge that our site is named for Barangaroo, member of the Cammeraygal, who played a significant role in her community and that of the early British colony.

## 2. Human Rights Principles



Ann Weldon, Board Member Metropolitan Local Aboriginal Land Council, delivering the Welcome to Country at the opening of Barangaroo Reserve, August 2015

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and

**Principle 2:** Make sure that they are not complicit in human rights abuses.

### 2.1 Assessment, Policy and Goals

The Authority is committed to an inclusive workplace which is free of discrimination and one that supports diversity.

The NSW Government Ethical Framework and the Authority's Code of Conduct set out clear standards of behaviour and conduct applicable to all employees. In addition to these, the Authority also commits itself to the implementation and compliance of NSW Government state wide initiatives. The Government Sector Employment Act 2013 (GSE Act) preserves the focus on existing diversity groups (Aboriginal people, women, people from culturally and linguistically diverse backgrounds, and people with disability), while also providing flexibility to a diverse workforce that includes mature workers, parents, young people and carers.

### 2.2 Implementation

In June 2010, the NSW Government released the NSW Domestic and Family Violence Action Plan: Stop the Violence, End the Silence. As a NSW Government agency, Authority employees are able to access support initiatives that enable those who have experienced domestic violence to enter or return to the workplace. Employees who experience domestic or family violence will now be able to access certain leave entitlements and where those entitlements are exhausted the employee shall be granted special leave.

### 2.3 Measurement of outcomes

The Authority monitors diversity targets against benchmarks as set down by the NSW Government and publicises these in annual reports. Further information is available at 3.3.

The Authority addresses conduct that is contrary to its policies in accordance with procedural fairness processes. No incidences of misconduct under the above policies were reported in January 2015 – January 2016.



### 3. Labour Principles

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

**Principle 4:** The elimination of all forms of forced and compulsory labour;

**Principle 5:** The effective abolition of child labour; and

**Principle 6:** The elimination of discrimination in respect of employment and occupation

#### 3.1. Assessment, Policy and Goals

The Authority reports on demographics of management and employees by diversity factors including gender and ethnicity.

##### *Personnel Policies*

The Authority has adopted best practice policies and practices of both the public and private sector in employee management. The Authority has policies covering bullying and harassment prevention, managing performance and dignity at work. The Authority also has a Professional Learning and Development Policy to assist staff with upskilling.

##### *Flexible working*

As a NSW Government employer the Authority provides flexible working arrangements. The Authority's Flexible Working Arrangement Policy has been introduced as recognition of the increasing importance of flexibility at work. The policy offers a range of options including working from home arrangements, reduced hours, flex days and flexible commencement and finish times.

##### *Equal opportunity*

The Authority is an Equal Opportunity Employer.

The Authority maintains recruitment processes that are fair and equitable via a merit selection recruitment methodology.

##### *Disability Inclusion Plan*

Over 2015, the NSW disability sector experienced substantial legislative and regulatory change with promulgation of the Disability Inclusion Act 2014 and its attendant regulations. The new Act repealed and replaced the Disability Services Act 1993 and its regulatory regime, including Disability Action Plans.

The new Act demonstrates the NSW Government's commitment to improving inclusion and engagement for people with disability. To achieve this, the Act requires public authorities – such as the Barangaroo Delivery Authority – to develop and implement Disability Inclusion Plans. The new Act captures the sentiment of the international and national reform momentum which commenced in 2008 with the UN Convention on the Rights of Persons with Disabilities.

As at December 2015, the Authority is finalising a Disability Inclusion Plan, in compliance with NSW Government requirements. The Authority is seeking comment and feedback on the contents of the proposed plan from stakeholders with disabilities.

##### *Multicultural Strategies*

The Authority has dual roles in relation to promoting the principles of Multicultural NSW as outlined in the Multicultural NSW Act 2000. These roles are:

- As an employer – the Authority must develop and maintain a culture that is supportive of the principles of multiculturalism, diversity and equality for its employees; and
- As the owner and manager of public domain and websites – the Authority has a responsibility to ensure that all people can both physically and virtually visit and engage with Barangaroo, irrespective of their linguistic, cultural, religious and ancestral background.

##### *Onsite construction workforce*

Reporting on the onsite construction workforce is the responsibility of the Authority's development partners.



Marie-Claire Bergman, Events Officer

## 4. Implementation



Tim Gray, Clarence Slooke, Mary Mumbulla, Jessica Birk & Harry Matheson, Visitor Services Guides

In 2015, Multicultural Plan initiatives included:

- Commencement of a partnership with Eora College at Sydney TAFE to recruit and train six Aboriginal and Torres Strait Islander guides for the Barangaroo Reserve Visitors Services Unit. This Unit designs and delivers visitor information, education activities and services. The partnership included a three-week intensive pre-employment program and on-the-job training, including tertiary certification in Guiding and ongoing mentoring; and
- Cultural awareness training for all Authority employees – the aim of the program is to increase mindfulness and understanding of appropriate management and engagement with employees from diverse backgrounds. In 2015, 14 staff undertook this training.

### 4.1. Measurement of outcomes

#### *Industrial Relations Policies*

There were no industrial disputes lodged by the NSW Public Service Association with the Industrial Relations Commission of NSW. There was no working time lost due to industrial disputes during the year. There were no exceptional movements in wages, salaries or allowances, except for increases awarded across the public sector by the Industrial Relations Commission of NSW.

#### *Diversity in the workplace*

The Authority reports on workforce diversity reports on demographics of management and employees by diversity factors triennially, with the upcoming Annual Report for Financial Year 2016–17 covering this information. The Authority reports on gender diversity annually. The Authority's baseline data relating to workplace diversity shows strong representation of women across the organisation, including the Senior Executive.

Salary scale	2015	
	Total	Women
Grade 1–2 or equivalent	1	1
Grade 3–4 or equivalent	4	2
Grade 5–6 or equivalent	3	3
Grade 7–8 or equivalent	3	2
Grade 9–10 or equivalent	5	2
Grade 11–12 or equivalent	8	3
Above Grade 12 or equivalent	17	5
Total number of employees*	41	19

\* Figures do not include contract staff. Part-time employees are counted as one.

#### *Senior Executives\**

Senior Executive Band	2015	
	Total	Women
Senior Executive Band 3	2	0
Senior Executive Band 2	2	0
Senior Executive Band 1	13	5

\* There figures are also reported in the table above under 'Above Grade 12 or equivalent'

## 5. Environmental Principles

**Principle 7:** Businesses should support a precautionary approach to environmental challenges;

**Principle 8:** Undertake initiatives to promote greater environmental responsibility; and

**Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

### 5.1 Assessment, Policy and Goals

#### *Environmental principles for the development of Barangaroo*

Under the Act, the Authority has the environmental objectives to “encourage the development of Barangaroo as an active, vibrant and sustainable community and as a location for national and global business” and “to promote the orderly and sustainable development of Barangaroo, balancing social, economic and environmental outcomes.”

The Act also confirms the Authority’s environmental function to promote development within Barangaroo that accords with best practice environmental and town planning standards, is environmentally sustainable and applies innovative environmental building and public domain design.

Barangaroo aims to be one of the first climate positive city precincts of its size in the world, positioning Sydney as a leader in environmental sustainability. This goal remains fundamental to the vision and philosophy of Barangaroo.

#### *Environmental responsibilities of development partners*

Managing environmental concerns and ensuring world-class natural resource management outcomes during the Barangaroo construction process are primary objectives for the Authority, current and future development partners. Management of this is the responsibility of the Authority’s development partners.



#### *Environmental policies of the NSW Government*

The Authority, as an agency of the NSW Government, is aligned with the Government Resource Efficiency Policy (GREP).

#### *Remediation of Millers Point Gasworks*

In 2009 the NSW Environment Protection Authority declared the approximate boundaries of the former Millers Point Gas Works be remediated. The Millers Point Gasworks contamination being remediated in two projects principally arises from waste tars that are made up of a complex mixture of polycyclic aromatic hydrocarbons, petroleum hydrocarbons, benzene, toluene, ammonia, cyanide, ethylbenzene and xylenes (BTEX), phenols and other chemical substances produced in gas making processes.

There are two locations requiring remediation: the first is underneath Hickson Road, between approximately the addresses of 30-34 and 38 Hickson Rd and the second in the northern section of Barangaroo South and, adjacent to that area, on site at Central Barangaroo.

The Authority is using two methodologies for the remediation works: In Situ Chemical Oxidation (ISCO) along Hickson Road and a more conventional ‘dig, treat and fill’ on the Barangaroo site itself. These approaches were selected based on differing volumes and types of contamination and access requirements. The two remediation projects will take more than three years.

The area being remediated does not include Barangaroo Reserve and does not affect the Reserve’s amenity or access. It will not affect continuing construction at Barangaroo South.

### 5.2 Implementation

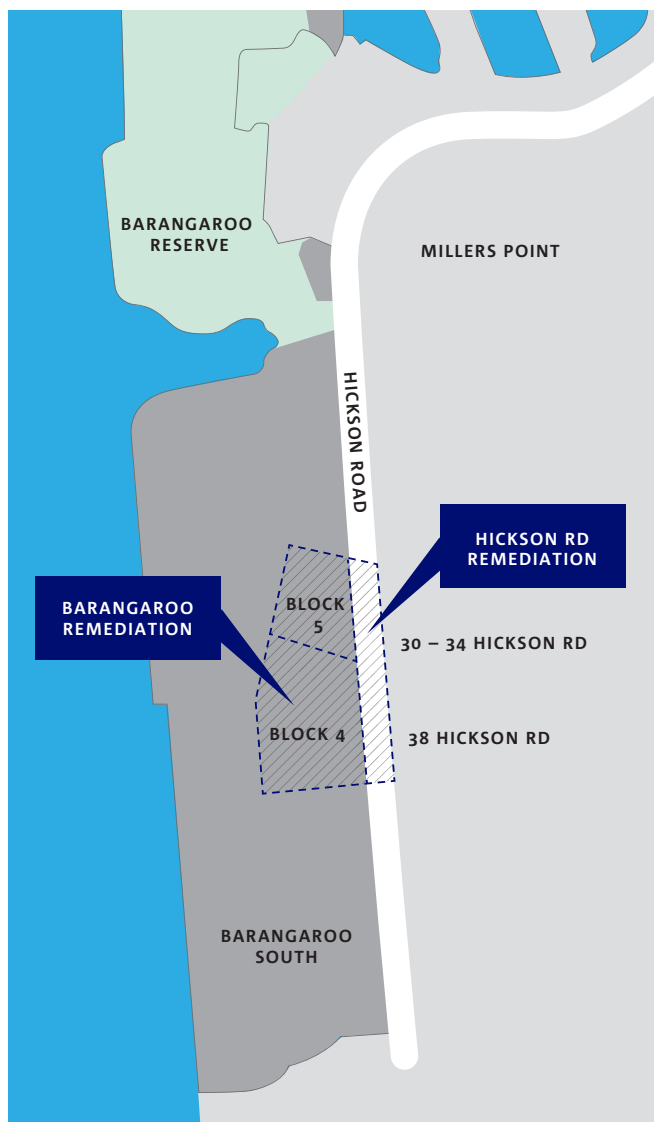
#### *Remediation*

Extensive investigations and planning have been undertaken over several years, including:

- extensive soil investigation works, drilling 800 bores to obtain thousands of samples;
- undertaking health risk assessments;
- preparation of remediation action plans;
- obtaining development approvals through the Department of Planning and Environment; and
- procuring appropriately qualified contractors.

In September 2015, the pilot trial of ISCO along Hickson Road began, with the ‘dig, treat and fill’ starting later in the year. A map and timeline are provided below.





△ Remediation Site

### Timeline for remediation

- September 2015**  
Marquee sited on Hickson Road and pilot starts.
- Late 2015**  
Construction starts on underground wall at Central Barangaroo and Barangaroo South
- Mid 2016**  
Tent constructed on Barangaroo, and attached to underground wall. Excavation starts.
- Late 2016**  
Determination on whether Hickson Road pilot has been successful. Either revert to 'dig, treat and fill' method, or continue ISCO method.
- Early 2017**  
Excavation of contaminated dirt at Barangaroo finishes. Tent removed. Regular excavation continues.
- Early 2018**  
Conclusion of excavation at Central Barangaroo and Barangaroo South. Back filling of Central Barangaroo.
- 2019**  
Completion of Hickson Road remediation.

### Transport

Barangaroo is using a world's best practice approach to sustainable transport. In order to reach the sustainability targets, 96% of people coming to work at Barangaroo will catch public transport, cycle or walk.

A new ferry hub and the pedestrian link to Wynyard is on schedule to be completed in 2016. Four new bus stations were opened at Barangaroo in 2015.

In November 2015, the NSW Government confirmed a Barangaroo station on the new Sydney Metro line. This is expected to open in 2024.

### Expert environmental sustainability advice

The Authority is committed to waste reduction and minimising energy use and is advised on environmental principles by specialist sustainability consultants. The Authority's commitment to waste reduction is demonstrated in a number of initiatives including the

provision of recycling facilities for staff to minimise waste, the use of sensor lights in the Authority's offices and the procurement of recycled paper for its printers and copiers. The Authority also complies with the GREP.

### Opening of Barangaroo Reserve

In August 2015, the Authority opened Barangaroo Reserve, the first major park to open in the Sydney Central Business District since Darling Harbour in 1988. The creation of the Reserve is a key part of delivering an active, vibrant and sustainable community. The Reserve has been highly commended by the design community due to its construction, design and operation methodologies. The materials removed from the existing site, such as the kilometre of concrete caissons, asphalt and mass excavations of the existing container port, were used in the creation of the headland, while the naturalised foreshore encourages the return of marine life and tanks and treatment plants allow for the Reserve to be run without drawing on urban water resources.



Aerial of Barangaroo Reserve

### 5.3 Measurement of Outcomes

#### *Barangaroo Reserve*

The opening of the Reserve replaces tarmac with over six hectares of harbour-side green space, 75,000 Sydney-native trees and shrubs and a naturalised shoreline conducive to marine life. The Authority is in early discussions with scientific advisers over monitoring the environmental outcomes of the plantings and the naturalised shoreline.

Since opening in August 2015, the Reserve has won:

- World Architecture News – (Inaugural) Waterfront Award;
- Australian Institute of Landscape Architects President’s Award;

- Banksia Foundation Sustainability in Design, Build Award – Buildings, Landscapes and Infrastructure Projects; and
- Aurecon Awards ‘Benefit to Communities and Environments Award’ and ‘People’s Choice Award’.

#### *Remediation*

In late 2016 a determination on the success of the ISCO trial will be made.

#### *Transport*

As at January 2016, no data is available for public transport usage to Barangaroo.



## 6. Anti-Corruption Principles

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery

### 6.1 Assessment, Policy and Goals

#### *Risk Management*

The Authority has in place both appropriate structures and rigorous processes to identify and manage material risks to its strategic and operational objectives. Responsibilities for managing risk are clearly delegated within the Authority, and expert support is obtained where needed.

#### *Code of Conduct and Ethics*

Authority staff are governed by a Code of Conduct and Ethics. The Code covers:

- Gifts, Benefits and Hospitality
- Handling Complaints
- Addressing and Resolving Grievances
- Secondary and Private Employment
- Public Interest Disclosures
- Conflicts of Interest
- Mandatory Conduct
- Misconduct

The Code is also accompanied by a dedicated Prevention of Fraud and Corruption Policy.

### 6.2 Implementation

#### *Risk Management*

The Audit and Risk Management Committee is responsible for risk management, control framework, external accountability, compliance with applicable laws and regulations, internal audit and external audit.

The Committee met four times over the reporting period.

### 6.3 Measurement of outcomes

The Authority implements NSW Procurement policy and guidelines and working with delivery partners to implement a rigorous process to manage corruption in all its forms.

No breaches of the Authority's Code of Conduct and Ethics or Prevention of Fraud and Corruption Policy occurred over the reporting period.

v Nawi Cove, Barangaroo Reserve



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