

Sustainability Management Plan

CABRAMATTA RAIL LOOP PROJECT

ACKNOWLEDGEMENT TO COUNTRY

Fulton Hogan acknowledges the Dharawal and Darug People as the Traditional Owners of the land we are working on, and pay our respect to their Elders past, present and emerging.

We recognise their deep connection to Country and value the contribution to caring for, and managing the land and water.

We are committed to pursuing genuine and lasting partnerships with Traditional Owners to understand their culture and connections to Country in the way we plan for and carry out the delivery of the Works.



Document control

This is an e-copy of the Plan and it interfaces with the other associated plans, which together describe the proposed overall project management system for the project.

The latest revision of this plan is available on the Fulton Hogan server. If any unsigned hard copies of this document are printed, they are valid only on the day of printing.

The revision number is included at the bottom of each page. When revisions occur, the entire document will be issued with the revision number updated accordingly for each owner of a controlled copy.

Attachments/Appendices to this plan are revised independently of this plan.

Revision History

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4	Sept 22	C. Donovan	S.Chisholm	Minor corrections for ARTC

Sustainability Management Plan

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1. Introduction

1.1. Background and Project Description

The Australian and NSW governments have identified clear objectives to increase the share of freight moved by rail – from 17.5 per cent in 2016 to 28 per cent by 2021 (Submissions Report p1.1).

Over the next 20 years, container rail freight volumes on Sydney's rail freight network are predicted to increase substantially. The major drivers of this increase will be population growth, economic growth (resulting in increases in freight movements over and above the rate of population growth) and growth in global community demand. This will put pressure on existing rail infrastructure, which includes the Southern Sydney Freight Line (SSFL) (Submissions Report p1.1).

In May 2018, the Prime Minister announced the Australian Government's commitment of \$400 million to the Port Botany Rail Line Duplication Project and the Cabramatta Loop Project. These provides aim to achieve the Government's objective of increasing the share of freight moved by rail (Submissions Report p1.1).

ARTC proposes to construct and operate a passing loop for up to 1,300 length trains on the SSFL, which would allow freight trains travelling in opposite directions to pass and provide additional rail freight capacity along the SSFL (Submissions Report p1.1). The project is referred to as the Cabramatta Loop Project.

The project has been assessed under Division 5.2 (State significant infrastructure) of the NSW *Environmental Planning and Assessment Act 1979* (EP&A Act). The Department of Planning, Industry and Environment (formerly known as the Department of Planning and Environment) placed the 'Cabramatta Loop Project Environmental Impact Statement' (ARTC, 15 August 2019) (EIS) on public exhibition from Friday 30 August 2019 until Thursday 26 September 2019 (28 days). Submissions received during the exhibition were responded to in the 'Cabramatta Loop Project Submissions Report' (ARTC, February 2020) (Submissions Report).

The project is State Significant Infrastructure (SSI) and was declared Critical State Significant Infrastructure (CSSI) on 15 May 2020. The Minister for Planning and Public Spaces is the approval authority.

1.2. Project description

The project involves construction of a passing loop for up to 1,300m length trains on the SSFL, which would allow freight trains travelling in opposite directions to pass and provide additional rail freight capacity along the SSFL (Submissions Report p1.1).

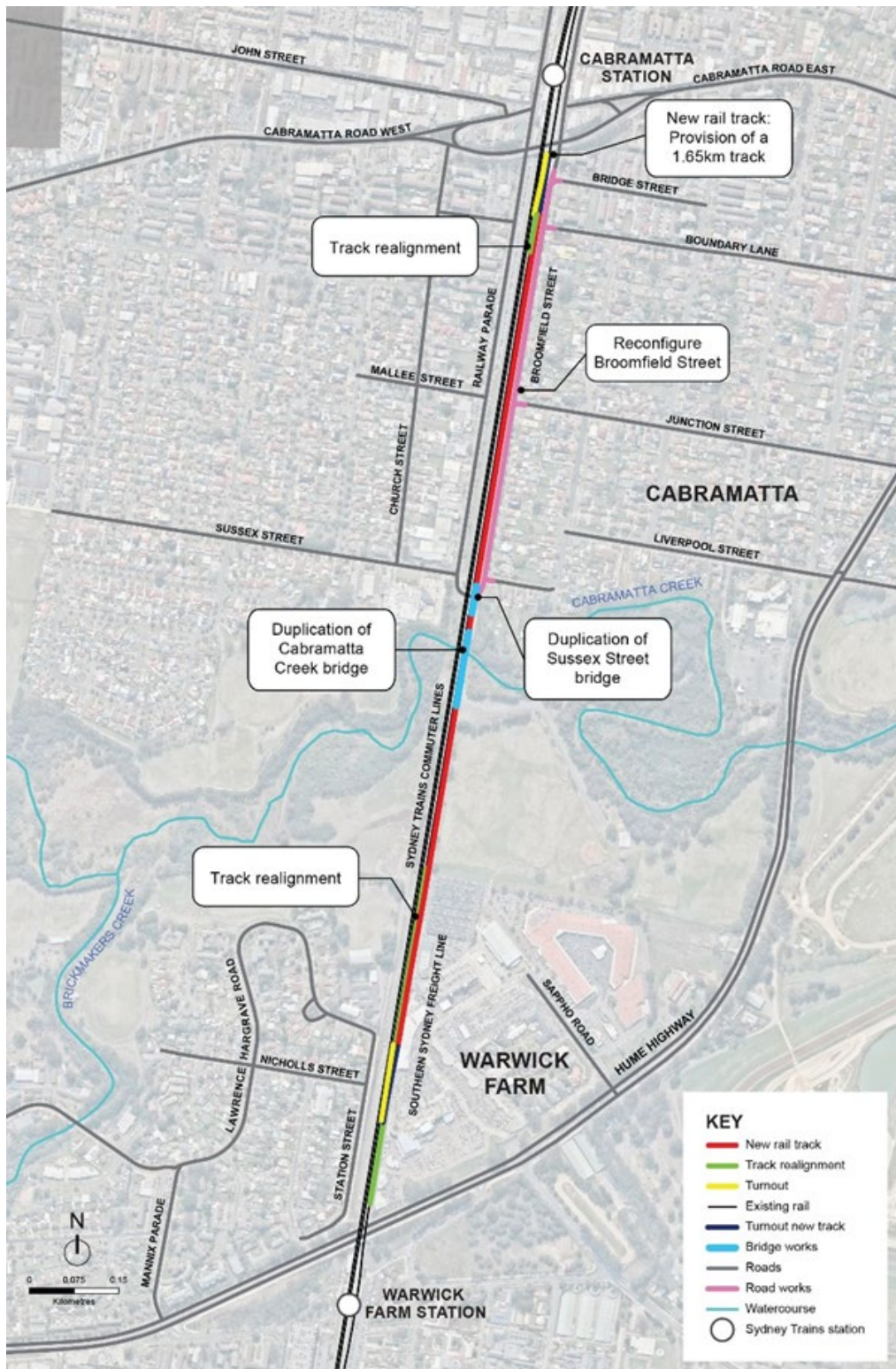
The project would be partly located within the existing rail corridor between the Hume Highway and Cabramatta Road East road overbridges, in the suburbs of Warwick Farm and Cabramatta. In addition the project includes works in Broomfield Street and Jacquie Osmond Reserve, adjacent to the rail corridor (Submissions Report p1.1). The project is within the local government areas of Fairfield City Council (to the north) and Liverpool City Council (to the south). The location of the project is shown in Figure 1. In this SuMP, the project boundary defined in the planning approval and any future consistency assessment approved will be considered the same as the IS Rating boundary.

Key features of the project as described in the EIS as amended by the Submissions Report (p2.1) include:

- new rail track – providing a 1.65 kilometre long section of new track adjacent to the existing track, with connections to the existing track at the northern and southern ends
- track realignment – moving about 550 metres of existing track sideways (slewing) to make room for the new track
- bridge works – constructing two new bridge structures adjacent to the existing rail bridges over Sussex Street and Cabramatta Creek
- road works – reconfiguring Broomfield Street for a distance of about 680 metres between Sussex and Bridge streets.

Ancillary work would include communication, signalling and power upgrades, works to existing retaining and noise walls, drainage work and protecting/ relocating utilities. In addition, minor works in the form of new signalling would be installed at a number of locations within the rail corridor (Submissions Report, p2.1).

The key features of the Project are shown in Figure 1 below



► Figure 1: Key Features of the Project

1.3. Compliance and Commitments

The sustainability requirements of the project are included in the Table 1 below and are derived from the following documents.

- Project Conditions of Approval, SSI Infrastructure Planning Approval Instrument
- ARTC Contract requirements – Technical Specification & Works Descriptions 20, 28 and 45 (TSWD App)

► [Table 1 Cabramatta Loop Sustainability Requirements Matrix](#)

Reference	Requirement	Reference / Details
Condition of Approval E35	The Proponent must endeavour to achieve the objective of a best practice level of performance for the CSSI being a minimum ‘Design’ and ‘As built’ rating score of 65 using the Infrastructure Sustainability Council (ISC) infrastructure rating tool or an equivalent level of performance using a demonstrated equivalent rating tool.	This Sustainability Management Plan IS Rating Number J433
Condition of Approval E54	<p>The UDLP must be prepared in consultation with relevant council(s). The UDLP must include, but not necessarily be limited to:</p> <p>(a) an analysis of the good design outcomes in the context of the CSSI;</p> <p>(b) the urban design and landscape requirements of this approval, including but not limited to:</p> <p>(i) plantings;</p> <p>(ii) pedestrian and cyclist infrastructure required in accordance with Condition E47;</p> <p>(iii) permanent works at Jacquie Osmond Reserve; and</p> <p>(iv) <u>sustainability initiatives</u>;</p> <p>(c) the design of the CSSI elements including their form, materials and detail;</p> <p>(d) the location of existing vegetation, areas of vegetation to be retained and proposed planting and seeding details, including the use of local indigenous species for revegetation activities;</p> <p>(e) the location of heritage items;</p> <p>(f) developed visuals, cross sections and plans showing the proposed design outcome; and</p> <p>(g) details of strategies to rehabilitate, regenerate or revegetate disturbed areas and successfully establish and maintain the resulting new landscape.</p>	Cabramatta Loop Urban Design & Landscape Plan (UDLP) Approved by DPIE 26/11/2021
TSWD App 20.2(a)	The Contractor must ensure that sustainability is addressed throughout the performance of the Contractor’s Activities and that sustainability is	Implementation of this Sustainability Management Plan

	embedded into the design and construction of the Project Works and the Temporary Works.	
20.2 (b)	The ARTC Project Manager will register the Project with the Infrastructure Sustainability Council of Australia and pay the registration fees.	IS Rating Agreement executed 28/9/21
20.2 (c)	The Contractor must enter into a ratings agreement with the Infrastructure Sustainability Council of Australia to obtain an Infrastructure Sustainability rating for the Contractor’s Activities, in consultation with the ARTC Project Manager.	IS Rating Agreement executed 28/9/21
20.2 (d)	The Contractor must achieve a certified “design” rating score as defined by the Environmental Documents using a demonstrated rating tool for the design of the Project Works and Temporary Works.	Section 1.3, 1.6 & 4 - Sustainability Management Plan
20.2 (e)	The Contractor must achieve a certified “as built” rating score as defined by the Environmental Documents using a demonstrated rating tool for the construction of the Project Works and Temporary Works.	Section 1.3, 1.6 & 4 - Sustainability Management Plan
Table 20.1 Target 1	<p><u>Community and stakeholder:</u></p> <p>Achieve level two credits for stakeholder engagement using the IS Ratings tool including:</p> <ul style="list-style-type: none"> • Stakeholder engagement strategy; • Strategy will be informed by local context and social risk assessment; • Strategy will be integrated into project delivery and reviewed and updated appropriately as the project progresses and stakeholders change; • Strategy will include targeted engagement activities for local stakeholders with consideration of stakeholder input during delivery; • Review and improvement of the strategy during delivery, through consideration for our stakeholders; and <p>The Contractor will close out site complaints in a timely proactive manner and have a strategy in place to prevent avoidable site complaints.</p>	<p>Sections 3.1, 4.12, 4.14 - Sustainability Management Plan</p> <p>Complaints Management System</p> <p>Communication Strategy</p> <p>Community and Stakeholder Engagement Management Plan</p> <p>Section 2.2 - Sustainability Management Plan</p>
Table 20.1 Target 2	<p><u>Partnerships:</u></p> <p>The Contractor will positively contribute to a local social or environmental issue in partnership with a local community <u>group during construction.</u></p>	<p>Sections 3.1, 4.12 - Sustainability Management Plan</p> <p>Community and Stakeholder Engagement Management Plan</p>

<p>Table 20.1 Target 3</p>	<p><u>Diversity:</u> At a minimum, all staff in supervisory and leadership roles will undertake training in diversity and inclusion. During the delivery phase, the Contractor will aim for employment targets of:</p> <ul style="list-style-type: none"> • Increase female participation with representative in non traditional roles; • 5% of roles targeting young people and marginalised groups such as refugees and long term unemployed; and • 3% participation rate for Aboriginal and Torres Strait Islanders. 	<p>FH Group Diversity Policy FH Sustainability Strategy Section 3.1 - Sustainability Management Plan Training Management Plan Indigenous Participation Plan Australian Industry Participation Plan</p>
<p>Table 20.1 Target 4</p>	<p><u>Materials and Supply Chain:</u> The Contractor will make a commitment to sustainable procurement, and consider sustainability aspects when engaging subcontractors or sourcing materials and products:</p> <ul style="list-style-type: none"> • 15% recycled asphalt pavements through the reuse of milled onsite pavements Reduce the need for raw materials by recycling conforming pavement sub-base products. • Reuse of high embodied energy products such as the concrete noise panels which will be realigned and reused. • Optimise the design to enable the reuse of existing street lighting saving on virgin high embodied energy steel and wiring components. • Our design will use alternative pavement treatments such as using ground stabilisation matrixes to reduce the amount of raw materials needed. <p>The Contractor will identify opportunities to reduce the need for concrete retaining walls by changing to less energy intensive earth embankments.</p>	<p>FH Sustainability Strategy Sections 3.1 , 4.3, 4.7, 4.10 - Sustainability Management Plan Design and Engineering Management Plan Construction Management Plan Project Management Plan Australian Industry Participation Plan</p>
<p>Table 20.1 Target 5</p>	<p><u>Biodiversity:</u> The Contractor will protect the known area of endangered ecological communities (EEC) within the Project area using the Contractor’s minimum performance standards, including exclusion fencing, signage installed, sensitive area plans and well trained and engaged workforce The Contractor have modified our design to reduce the clearing of established street trees. The established trees will reduce the local heat island effect.</p>	<p>Sections 3.1, 4.11 - Sustainability Management Plan Environmental Management Plan - Flora and Fauna Management Sub-Plan Section 4.15 - Sustainability Management Plan Urban Design and Landscape Plan</p>
<p>Table 20.1 Target 6</p>	<p><u>Health and Wellbeing:</u> An employee culture and wellbeing program will be developed and implemented by the Contractor. An initiative within this program will be to use our national partnership with ‘Assure’ – implementing a proactive approach to workplace wellbeing. The Contractor will implement an effective employee assistance program to ensure our teams are supported to deliver good work for ARTC and the community.</p>	<p>Section 3.1 - Sustainability Management Plan Mental Health Management Plan FH Employee Assistance Program: Wellbeing Gateway - Assure FH Training Manual FH StaySafe training</p>

		<p>FH Living Safely Leadership Programme</p> <p>FH Mental Health Management Plan Black Dog Institute sponsorship and training</p>
TSWD App 28.16 (c) (i)	Requirement to write a Sustainability Management Plan	This Sustainability Management Plan
TSWD App 28.16 (a)	The Sustainability Management Plan must identify how the Contractor will comply with the sustainability requirements of the contract.	Section 1.3 - Sustainability Management Plan
TSWD App 28.16 (b)	The initial Sustainability Management Plan is contained in Appendix 45 to the TSWD.	NB: This plan has expanded on the areas introduced in the initial Sustainability Management Plan and supersedes it
TSWD App 28.16 (c)	The Sustainability Management Plan must: Contain, as a minimum, the contents specified for the Sustainability Management Plan in the TSWD, including this Appendix 28.	Section 1.3 - Sustainability Management Plan FHPL-RFI-00074
TSWD App 28.16 (d)	Further to the requirements of clause 7.18(i)(ii) of the contract, the Contractor must undertake the ongoing development, amendment and updating of the Sustainability Management Plan throughout the duration of the Contractor's Activities including to take into account: <ul style="list-style-type: none"> (i) New elements of the Project Works and Temporary Works which the existing Sustainability Management Plan does not address; and/or (ii) Changes in construction sequencing or methodology. 	Sections 2.1, 2.2 & 5 - Sustainability Management Plan
TSWD App 28.16 (e)	The ARTC Sydney Projects Sustainability Management Plan Template must be used as the basis for the preparation of the Sustainability Management Plan.	This Sustainability Management Plan FHPL-RFI-00074
TSWD App 28.16 (f)	The Sustainability Management Plan must, as a minimum, address and detail: <ul style="list-style-type: none"> (i) the sustainability management team structure, including key personnel, authority and roles of key personnel, lines of responsibility and communication, minimum skill levels and competencies required for each role and interfaces with the overall project organisation structure; (ii) sustainability initiatives to be implemented during the performance of the Contractor's 	<p>Sections 2.1 – 2.4, 3, 3.1 4.10 & 4.2 – 4.15 Sustainability Management Plan</p> <p>Section 1.3, 2.2 & 4 - Sustainability Management Plan</p>

	(iii) Activities and milestones for key sustainability initiatives; processes and methodologies for embedding sustainability initiatives into design, procurement and construction processes;	Sections 2.1 – 2.4 Sustainability Management Plan
	(iv) processes and methodologies for ensuring that identified sustainability targets are met;	Sections 2, 3 , 4 & 5 Sustainability Management Plan
	(v) processes and methodologies for ensuring that a "design" and "as built" rating score of least 65 points under the Infrastructure Sustainability Council of Australia Infrastructure Sustainability rating tool version 1.2 "Design and As Built" for the design and construction of the Project Works and Temporary Works will be achieved; and	Sections 2, 3 , 4 & 5 Sustainability Management Plan
	(vi) interfaces with other Project Plans.	Section 1.3.2 - Sustainability Management Plan
TSWD App 45 Table 45.1 Issue No.1	Other Project Plans - the Sustainability Management Plan must recognise, be consistent with and address the requirements of each of the other individual Project Plans to the extent that they are relevant and applicable to the Sustainability Management Plan.	Section 1.3.2 - Sustainability Management Plan
Table 45.1 Issue No.2	Key Personnel and project resources - the Sustainability Management Plan must be updated to be consistent with Schedule 3 (Contractor's Key People).	Section 2.1 - Sustainability Management Plan
Table 45.1 Issue No.3	Equivalent rating tool – reference to IS rating tool version 2.0 and "bronze" rating must be consistent with the Planning Approval including E35.	FHPL-RFI-00074 TSWD App 28.16 (f) (v)

1.3.1. Sustainability Management Plan approval and distribution

The Sustainability Management plan will be provided to ARTC for review and comment prior to implementation on the Project.

1.3.2 Interface with Project Management System

This SuMP interfaces with and forms part of the rest of documented management plans for CLP, as summarised in Figure 2 and hence it should be read in conjunction with these other management plans for coordination and implementation purposes, which together describe the proposed overall project management system for the construction of CLP. The description of each of these plans is included within the Project Management plan (PMP) for CLP.



► Figure 2 - Structure of management plans for CLP

Table 2 identifies the link between the management plans in relation to the most relevant ISC credits.

► Table 2: Management Plan relevance to ISC Version 1.2 rating categories

Related Management Plans	Relevance to ISC Rating Category
Project Management Plan Construction Management Plan	Management Systems (Man) Procurement & Purchasing (Pro) Materials (Mat) Water (Wat) Discharges to Air, Land & Water (Dis) Community Health, Wellbeing & Safety (Hea) Innovation (Inn)
Design and Engineering Management Plan	Climate Change Adaptation (Cli) Energy & Carbon (Ene) Water (Wat) Materials (Mat) Discharges to Air, Land & Water (Dis) Land (Lan) Heritage (Her) Community Health, Wellbeing & Safety (Hea) Procurement & Purchasing (Pro) Urban & Landscape Design (Urb) Innovation (Inn)
Australian Industry Participation Plan (Procurement Plan)	Procurement & Purchasing (Pro) Materials (Mat) Management Systems (Man)
Quality Management Plan	Materials (Mat) Waste (Was) Land (Lan) Management Systems (Man)
Cost Management Plan	Management Systems (Man)
Mental Health Management Plan	Management Systems (Man)
Pandemic Relief Plan	Management Systems (Man)
Incident & Emergency Response Management Plan	Discharges to Air, Land & Water (Dis) Land (Lan)

Indigenous Participation Plan	Procurement & Purchasing (Pro) Heritage (Her) Community Health, Wellbeing & Safety (Hea) Stakeholder Participation (Sta)
Risk Management Plan	Procurement & Purchasing (Pro) Management Systems (Man)
Construction Environmental Management Plan	Discharges to Air, Land & Water (Dis) Community Health, Wellbeing & Safety (Hea) Heritage (Her) Water (Wat) Waste (Was) Materials (Mat) Ecology (Eco) Innovation (Inn)
Noise and Vibration Management Sub-Plan	Discharges to Air, Land & Water (Dis) Stakeholder Participation (Sta)
Soil and Water Management Sub-Plan	Discharges to Air, Land & Water (Dis) Water (Wat) Waste (Was)
Air Quality Management Sub-Plan	Discharges to Air, Land & Water (Dis)
Waste and Energy Management Sub-Plan	Discharges to Air, Land & Water (Dis) Waste (Was) Energy & Carbon (Ene) Climate Change Adaptation (Cli) Materials (Mat)
Flora and Fauna Management Sub-Plan	Ecology (Eco) Innovation (Inn)
Heritage Management Sub-Plan	Heritage (Her) Community Health, Wellbeing & Safety (Hea) Stakeholder Participation (Sta)
Flood Management Sub-Plan	Climate Change Adaptation (Cli) Land (Lan)

	Stakeholder Participation (Sta) Discharges to Air, Land & Water (Dis)
Traffic & Transport Management Plan	Community Health, Wellbeing & Safety (Hea) Discharges to Air, Land & Water (Dis) Stakeholder Participation (Sta)
Community and Stakeholder Engagement Management Plan	Stakeholder Participation (Sta) Community Health, Wellbeing & Safety (Hea) Heritage (Her)
Communication Strategy	Community Health, Wellbeing & Safety (Hea) Stakeholder Participation (Sta)
Urban Design & Landscape Plan	Urban & Landscape Design (Urb) Climate Change Adaptation (Cli) Ecology (Eco) Community Health, Wellbeing & Safety (Hea) Heritage (Her) Stakeholder Participation (Sta)

1.4. Sustainability Context

Sustainable development is defined as:

“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs” – UN ‘Our Common Future’ Report

ARTC contributes to sustainable development in all aspects of the business through:

Planning for freight rail infrastructure that improves the safety, reliability and timeliness of freight transportation across Australia, thereby supporting economic growth in the cities and regions.

Designing freight rail infrastructure that is resilient, considers climate change risk and has a reduced whole of life cost.

Constructing freight rail infrastructure with consideration of the impact of construction on the community and the surrounding environment, including water stress, energy use and the impacts of materials used.

Operating and maintaining freight rail infrastructure with consideration of climate change risk and the impact of operations on the community and the surrounding environment, including water stress, energy use and the impacts of materials used in the maintenance of the rail infrastructure.

1.5. GOVERNANCE

During delivery of the Cabramatta Rail Loop project, Fulton Hogan Construction and ARTC will collaboratively work to achieving organisational sustainability objectives as set out below.

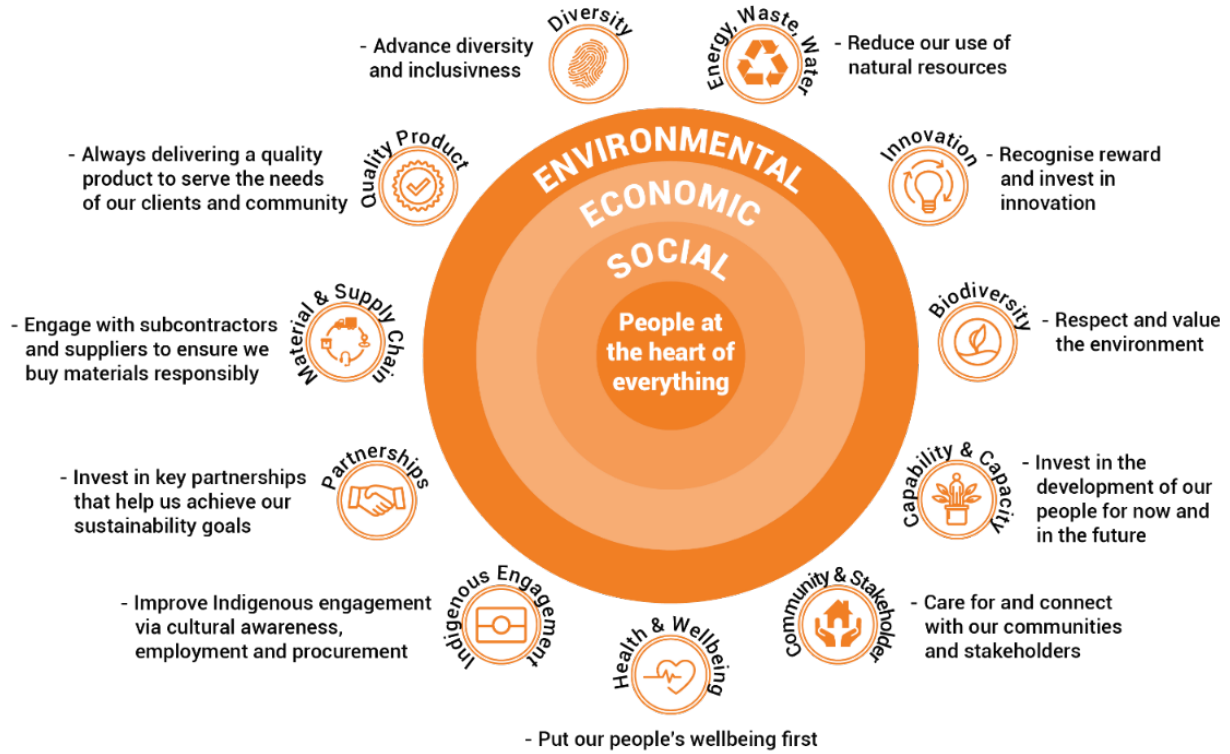
1.5.1. Fulton Hogan Construction Sustainability Framework

We see sustainability as the only way to do business. That’s why we invest in the communities we work in, bridging gaps and creating economic value. It’s our way of improving the world we’ll live in tomorrow.

Our vision and purpose:

Being a successful and enduring infrastructure business – being in, caring for and connecting with communities.

As we deliver good work for our customers, we must meet the needs of the present, without compromising the ability of future generations to meet their needs. Our approach needs to create long-term value, by considering how we impact the ecological, social and economic environments in which we operate.



► Figure 3: Fulton Hogan Construction Sustainability Framework

1.6. Infrastructure Sustainability Council (ISC)

The Infrastructure Sustainability Council (ISC) is a member-based, not-for-profit peak body operating in Australia and New Zealand with the purpose of enabling sustainability outcomes in infrastructure. They do this in the following ways:

- With an Infrastructure Sustainability (IS) rating scheme for planning, design, construction and operations of infrastructure assets,
- Education, training and capacity building,
- Connecting suppliers of sustainable products and services with projects through ISupply,
- Bringing together experts to share knowledge and lift the community of practice,
- Recognition and rewarding best practice.

ISC will be used on the Cabramatta Rail Loop project to provide an independent sustainability rating. A minimum as-built score of 65 is being targeted.

2. Sustainability Approach

2.1. Sustainability Roles and Responsibilities

Fulton Hogan has demonstrated their commitment to achieve IS rating targets through the development and adoption of this Sustainability Management Plan and dedication of resources for its implementation. The following sections outline the team and roles that are responsible for the interaction and implementation to achieve the IS rating targets.

The sustainability management team will comprise of the Environmental and Sustainability Manager supported by an Environmental and Sustainability Coordinator. An independent Sustainability Advisor will monitor and review the overall sustainability performance of the Project. Sustainability leadership on the project will come from the Project Director, Design Manager, Client Project Manager and the Environment and Sustainability Manager, all of these key and senior roles will work together to collaboratively lead the delivery of sustainability outcomes on the Cabramatta Rail Loop Project.

All project team members will have direct and full accountability for contributing to the delivery of sustainability objectives and targets, rather than making it the responsibility of the sustainability management team. The sustainability team will work collaboratively with the project team to provide certainty in the delivery of sustainability requirements, ensuring a proactive rather than reactive approach to sustainability management.

► [Table 3: Roles and Responsibilities](#)

POSITION	RESPONSIBILITIES	SKILLS AND COMPETENCY
Environmental and Sustainability Manager	<ul style="list-style-type: none"> ■ Manage sustainability and the Infrastructure Sustainability (IS) Rating for the Project. ■ Manage the development, implementation, assessment and verification of sustainability initiatives for the Project. ■ Provide specialist sustainability advice to the Project Director, senior management and functional managers to facilitate design and construction. ■ Work in collaboration with the ARTC Representative as required facilitating ongoing 	<ul style="list-style-type: none"> ■ The Sustainability Manager must have recognised and appropriate qualifications that are relevant to the position such as environmental engineering or science ■ Be familiar with the construction activities and have at least five years' experience in sustainability management with extensive experience in the provision of sustainability advice on the design and construction of engineering of large scale rail and bridge projects and Temporary Works.

	<p>reporting, knowledge sharing and continual improvement.</p>	<ul style="list-style-type: none"> ▪ The Sustainability Manager must be available as the ARTC Project Manager's primary contact on sustainability matters ▪ Must be responsible for and have the authority to develop and implement the Sustainability Management Plan. ▪ The Sustainability Manager must be responsible for a sustainability inductions and training for all personnel involved in the performance of the Contractor's Activities. ▪ Must have Infrastructure Sustainability Accredited Professional (ISAP) certification ▪
<p>Environmental and Sustainability Coordinator</p>	<ul style="list-style-type: none"> ▪ Manage sustainability and the Infrastructure Sustainability (IS) Rating for the Project. ▪ Develop, review and continually improve the Sustainability Management Plan and strategy. ▪ Manage day to day activities required to execute the Sustainability Management Plan ▪ Support and provide sustainability advice to guide the achievement of the IS Rating, sustainability considerations, initiatives, knowledge sharing, monitoring and reporting requirements. ▪ Provide specialist sustainability advice to the functional managers to facilitate design and construction. ▪ Work in collaboration with the ARTC Representative as required facilitating ongoing reporting, knowledge sharing and continual improvement. ▪ Liaise with the Infrastructure Sustainability Council of Australia. 	<ul style="list-style-type: none"> ▪ Must be able to competently assist and coordinate implementation of the Sustainability Management Plan ▪ Be willing to undertake ISAP training and the examination to achieve Infrastructure Sustainability Accredited Professional (ISAP) certification ▪ Must be highly competent at liaising with engineers and functional area managers as well as client representatives to raise awareness of the ISC project requirements and development of data required for the IS Rating.
<p>Design Manager</p>	<ul style="list-style-type: none"> ▪ Ensure design activities prioritise sustainability ▪ Drive sustainable outcomes through design of the project ▪ Ensure whole of life environmental, social, and economic costs and benefits are considered in decision-making ▪ Provide data where required for sustainability reporting and monitoring 	<ul style="list-style-type: none"> ▪ The Design Manager must have recognised and appropriate engineering qualifications that are relevant to the position and the Contractor's Activities and have at least fifteen years' experience in the overall management and co-ordination of multi-disciplinary design teams on large scale rail and bridge projects similar to the Project Works and Temporary Works. ▪ The Design Manager must manage and co-ordinate Design Documentation and construction documentation and demonstrate a willingness to raise awareness of the

		<p>ISC project requirements with design consultants.</p> <ul style="list-style-type: none"> Manage the development of design reports as required for the IS Design Rating.
Project Director	<ul style="list-style-type: none"> Ensure the requirements of this plan are fully implemented Endorse and support the project Sustainability Management Plan and corporate Sustainability Policy Participate and provide guidance in the regular review of this plan and supporting documentation Provide adequate resources (personnel, financial and technological) to ensure effective development, implementation and maintenance of this plan 	<ul style="list-style-type: none"> Must meet the contractual requirements set out in Schedule 3 – Contractors Key People Must provide support to the Environmental and Sustainability team and direct governance, management team decision making process with due regard for aspects of the IS rating
Project Manager	<ul style="list-style-type: none"> Plan construction works in a manner that prioritises sustainability Ensure whole of life environmental, social, and economic costs and benefits are considered in decision-making Drive sustainable outcomes through construction of the project Provide data where required for sustainability reporting and monitoring 	<ul style="list-style-type: none"> Must meet the contractual requirements set out in Schedule 3 – Contractors Key People Must provide support to the Environmental and Sustainability team and direct governance, management team decision making process with due regard for aspects of the IS rating
Specialist Consultants	<ul style="list-style-type: none"> Provide advice and guidance on an as needs basis to assist with the design, modelling, and reporting 	<ul style="list-style-type: none"> Must be suitably skilled and experienced in their field of specialisation and able to duly support the projects needs as required.
Independent Sustainability Advisor	<ul style="list-style-type: none"> Provide advice and guidance to assist with the rating and perform independent monitoring and review of sustainability performance during design and construction. 	<ul style="list-style-type: none"> Must be suitably skilled and experienced holding Infrastructure Sustainability Accredited Professional (ISAP) certification with close links to the Infrastructure Sustainability Council (ISC).

2.2. Inspections, Auditing, Reporting and Reviews

2.2.1. Weekly Sustainability Inspection

Weekly Environmental and Sustainability inspections will be conducted at least weekly during construction, covering environmental and social aspects. These will be conducted by the Environmental and Sustainability Manager or delegate.

2.2.2. Review Meetings

Sustainability matters will be discussed during routine review meetings with ARTC. These meetings will comprise of both weekly and fortnightly Management Team meetings, Project Coordination and Review Meetings, Sustainability, Environment & Community Meetings, and will include a review of the effectiveness of actions or measures implemented during project delivery with updates on targeted engagement activities for local stakeholders, discussion of potential and close out of any matters including complaints in a timely proactive manner.

2.2.3. Additional Routine Sustainability Review Meetings

Dedicated sustainability review meetings will be scheduled as a minimum monthly, but preferably fortnightly to discuss matters of rating progress, opportunities and risks, individual credit requirements and lessons learned.

Sustainability matters will also be discussed at the monthly Management Review Group meetings

2.2.4. Quarterly Sustainability Reporting

The sustainability performance of the project will be reported at least once each quarter to ARTC and FH senior management by the Environment and Sustainability Manager or delegate. Updates will occur monthly. These reports will include, at least:

- Fulton Hogan's performance towards the achievement of an IS Design and As Built Rating
- Updated Scorecard with targeted scores
- Identified opportunities and their progress
- Details of continuous improvement initiatives and actions undertaken by Fulton Hogan
- Summary of the projects quarterly performance, including
 - Electricity use
 - Diesel and fuel use
 - Water use (potable and non-potable)
 - Waste reused/recycled and disposed of
 - Workforce diversity and inclusion statistics
- Fulton Hogan's performance towards the achievement of sustainability requirements, objectives and targets

2.2.5. Annual Sustainability Reporting

The sustainability performance of the project will be reported on annually to senior management. This report will follow the same format of the quarterly reports but cover each calendar year.

2.2.6. Annual Sustainability Review

The sustainability performance of the project will be reviewed by senior management at least annually. These reviews will look at the suitability, adequacy and effectiveness of the management system, and advise and action any identified improvements.

2.3. Induction, Toolbox Talks, Pre-Starts

2.3.1. Induction

All personnel (excluding short-term and temporary visitors) are required to attend a compulsory site induction that includes an environmental & sustainability component prior to commencement on-site. This is done to ensure all personnel involved in the Project are aware of the requirements of the Sustainability Management Plan, and to ensure the implementation of sustainability requirements.

Short-term visitors carrying out inspections/ entering the site (such as regulators) will be required to carry out a visitors' induction and be accompanied by inducted personnel at all times. Temporary visitors for purposes such as deliveries will be required to be accompanied by inducted personnel at all times.

The sustainability component of the induction will include as a minimum:

- Relevant details of the Sustainability Management Plan
- Key sustainability issues, risks and opportunities

A record of all inductions will be maintained and kept on-site. The Environmental and Sustainability Manager or delegate may authorise amendments to the induction at any time. Possible reasons for changes to the induction may be project modifications, legislative changes, or amendments to this Sustainability Management Plan or related documentation.

2.3.2. Toolbox Talks and Pre-starts

Toolbox talks will be one method of raising awareness and educating personnel on issues related to all aspects of construction including sustainability aspects. The toolbox talks are used to ensure environmental & sustainability awareness continues throughout construction. Toolbox talk attendance is mandatory and attendees of toolbox talks are required to sign an attendance form. Records of Toolbox talk attendance will be maintained.

Toolbox topics may include:

- Energy conservation in construction
- Water conservation
- Prioritising non-potable water sources
- Being a Good Neighbour, positive community engagement
- Waste management in construction
- Leaving a positive legacy in the community

The Pre-start Meeting is a tool for informing the workforce of the day's activities, safe work practices, environmental protection practices, work area restrictions, activities that may affect the works, coordination issues with other trades, hazards and other information that may be relevant to the day's work.

The environmental & sustainability component of pre-starts will be determined by relevant foreman and environmental personnel and will include any sustainability issues that could potentially be impacted by, or impact on, the day's activities. All attendees will be required to sign on to the pre-start and acknowledge their understanding of the issues explained.

2.4. Training and Awareness

Targeted environmental & sustainability awareness training will be provided to individuals or groups of workers with a specific authority or responsibility for management of activities that are relevant to sustainability requirements and targets.

At least one Infrastructure Sustainability Accredited Professional (ISAP) will be engaged to provide sustainability advice through every phase of the project with an additional independent sustainability professional engaged to monitor and review sustainability performance. ISAP training may be provided for additional individuals where appropriate.

3. Commitments, Objectives and Targets

The Fulton Hogan Sustainability Policy is provided in Figure 5. The policy includes commitments and objectives for environmental, social, and economic aspects. It is endorsed by the Group CEO and is publicly available through the Fulton Hogan website.



Doing the right thing now and for the long term

As we deliver good work for our customers, we must do our part to address climate change, loss of biodiversity within our environment, and to enhance social outcomes. Our approach to sustainability is consistent with our purpose of creating, connecting, and caring for communities, and our family values.

We will:

People

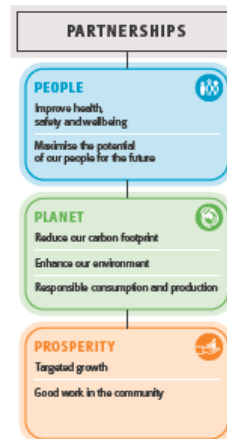
- Always put the health, safety and wellbeing of people first
- Value a performance culture, based on leadership, great people and personal development
- Live our REAL values (Respect, Energy & Effort, Attitude and Leadership) and behaviours to ensure we make sustainable decisions
- Harness and value diversity and inclusion

Planet

- Contribute towards and protect our natural environment
- Reduce our carbon emissions and impact on the environment in which we work and live, always actively seeking ways to minimise our environmental footprint
- Seek out and promote the use of products and services that use sustainable materials and reduce the carbon footprint
- Apply innovation, life-cycle thinking and effective planning to drive sustainable performance

Prosperity

- Provide long term value to our shareholders by building our reputation as a market leading business, whilst continuing to reinvest in the future growth of the company
- Share our sustainability journey with our partners, stakeholders and the broader community
- Through developing an understanding of their key priorities, build long term relationships with our communities and stakeholders
- Give back to the communities we live and work in



CW Bruyn
Managing Director



► **Figure 4: Fulton Hogan Sustainability Policy**

https://www.fultonhogan.com/wp-content/uploads/2020/07/FH-Policy-Sustainability_060720.pdf

3.1. Objectives and Targets

The key sustainability objectives and targets for the design and construction of the Cabramatta Loop project are outlined below, mapped against the Fulton Hogan Sustainability Policy commitments.

► [Table 4: Commitments, Objectives and Targets](#)

FH SUSTAINABILITY POLICY COMMITMENT	OBJECTIVE / TARGET	IS CREDIT/ SDG
<p>Always put the health, safety and wellbeing of people first</p>	<ul style="list-style-type: none"> ▪ At least 80% of FH employees trained in StaySafe ▪ At least 80% of FH employees competency trained in the Living Safely Leadership Programme ▪ Develop and implement a Mental Health Management Plan 	<p>IS: Wfs-3</p> <p>SDG: (3)Good Health</p>
<p>Value a performance culture, based on leadership, great people and personal development</p>	<ul style="list-style-type: none"> ▪ Build a sustainable culture to create and improve sustainable outcomes for the project 	<p>IS: Man-3, Wfs-1, Wfs-2</p> <p>SDG: (11)Sustainable Cities and Communities,</p>
<p>Live our REAL values (Respect, Energy & Effort, Attitude and Leadership) and behaviours to ensure we make sustainable decisions</p>	<ul style="list-style-type: none"> ▪ Design and construct the project to optimise environmental, social, cultural, governance and economic outcomes 	<p>IS: Man-1</p> <p>SDG: (11)Sustainable Cities and Communities, (17)Partnership for the Goals</p>
<p>Harness and value diversity and inclusion</p>	<ul style="list-style-type: none"> ▪ Increase female participation with representation in non-traditional roles ▪ Committed to achieving a minimum 2% total spend on Indigenous employment and suppliers for the Cabramatta Loop Project ▪ 5% of roles targeting young people and marginalised groups such as refugees and long term unemployed; and ▪ 3% participation rate for Aboriginal and Torres Strait Islanders 	<p>IS: Man-1, Wfs-4</p> <p>SDG: (4)Quality Education, (5)Gender Equality</p>
<p>Contribute towards and protect our natural environment</p>	<ul style="list-style-type: none"> ▪ Protect the known area of Endangered Ecological Community(EEC) within the Project area ▪ Enable the protection of street trees to reduce future heat island effects, protect trees by modifying the design 	<p>IS: Lan-1, Lan-2, Eco-1, Eco-2</p> <p>SDG: (12)Responsible Consumption, (14)Life Below Water, (15)Life on Land</p>
<p>Reduce our emissions and impact on the environment in which we work and live, always actively seeking ways</p>	<p>Make a commitment to sustainable procurement and consider sustainability aspects when engaging sub-contractors or sourcing materials and products:</p>	<p>IS: Wat-1, Wat-2, Was-1, Was-2, Ene-1, Ene-2</p>

FH SUSTAINABILITY POLICY COMMITMENT	OBJECTIVE / TARGET	IS CREDIT/ SDG
<p>to minimise our environmental footprint</p>	<ul style="list-style-type: none"> 15% recycled asphalt pavement through the reuse of milled onsite products. Reduce the need for raw material by recycling conforming pavement sub-base products Reuse of high embodied energy products such as the concrete noise panels which can be realigned and reused Optimise the design to enable the reuse of existing street lighting saving on virgin high embodied energy steel and wiring components Our design will use alternative pavement treatments such as using ground stabilisation matrixes to reduce the amount of raw materials needed We will investigate opportunities to reduce the need for concrete retaining walls by changing to less energy intensive earth embankments 	<p>SDG: (6)Clean Water and Sanitation, (7) Renewable Energy, (12)Responsible Consumption, (14)Life Below Water, (15)Life on Land</p>
<p>Seek out and promote the use of products and services that use sustainable materials and reduce the carbon footprint</p>	<ul style="list-style-type: none"> At least one material/product to have an ISCA approved environmental label Incorporate environmental, social and economic sustainability considerations into procurement and purchasing decisions for the project 	<p>IS: Mat-2, Pro-1, Pro-2 SDG: (9)Innovation and Infrastructure, (12)Responsible Consumption</p>
<p>Apply innovation, life-cycle thinking and effective planning to drive sustainable performance</p>	<ul style="list-style-type: none"> Identify, assess and implement appropriate adaptation measures to treat at a minimum 25% of all medium priority climate change risks, we will strive to achieve mitigations for 50% of the identified risks A reduction in materials lifecycle impacts compared to a base case footprint as agreed with ISCA 	<p>IS: Cli-1, Cli-2, Mat-2 SDG: (9)Innovation and Infrastructure, (12)Responsible Consumption, (13)Climate Action</p>
<p>Provide long term value to our shareholders, by building our reputation as a market leading business, whilst continuing to reinvest in the future growth of the company</p>	<ul style="list-style-type: none"> To leave behind a positive legacy for sustainability in the communities we work within. Develop sustainability best practices throughout all phases of the project to improve project sustainability performance An employee culture and wellbeing program will be developed and implemented by the contractor An initiative within this program will be to use our national partnership with 'Assure' – implementing a proactive approach to workplace wellbeing 	<p>IS: Man-1, Hea-1, Wfs-2 SDG: (8)Good Jobs & Economic Growth, (9)Innovation and Infrastructure, (17)Partnership for the Goals</p>
<p>Through developing an understanding of their key priorities,</p>	<p>Seek to achieve level two credits for stakeholder engagement using the IS Ratings tool version 2.1, this will be achieved by</p>	<p>IS: Sta-1, Sta-2, Sta-3, Sta-4 SDG: (11)Sustainable</p>

FH SUSTAINABILITY POLICY COMMITMENT	OBJECTIVE / TARGET	IS CREDIT/ SDG
<p>build long term relationships with our communities and stakeholders</p>	<ul style="list-style-type: none"> ▪ Developing a stakeholder engagement strategy ▪ Strategy will be informed by local context and a social risk assessment ▪ Strategy will be integrated into project delivery it will be reviewed and updated as the project progresses and stakeholders change ▪ Strategy will include targeted local engagement activities with consideration of their input during delivery ▪ We will review and improve the stakeholder strategy during delivery ▪ We will respond to community complaints in a timely and proactive manner ▪ We will use site controls and modify our activities where possible to actively avoid community complaints 	<p>Cities and Communities, (17)Partnership for the Goals</p>
<p>Share our sustainability journey with our partners, stakeholders, and the broader community</p>	<ul style="list-style-type: none"> ▪ Engage in knowledge sharing beyond the project and key stakeholder boundaries to the wider industry ▪ Ensure our knowledge sharing includes lessons learnt 	<p>IS: Man-1, Sta-1 SDG: (11)Sustainable Cities and Communities, (17)Partnership for the Goals</p>

4. Sustainability Strategy

The following sections summarise the approach Fulton Hogan will take to meet the target levels of each credit throughout design and construction of the asset. The approach outlined below aims to achieve an ‘excellent’ rating of at least 65. This is summarised in Figure 6, and the Scorecard is presented in Attachment A. The Scorecard lists a maximum score of 82 (not including the 10 available innovation points). Note that the credits and levels targeted and their described approaches may change as the project develops.



► Figure 5: Cabramatta Rail Loop Sustainability Rating Target

4.1. Base Case

The base case is used to model and measure improvements or reductions against business as usual processes, and capture advancements made in design and construction of the project. Generally the base case will use information from the reference design or in this case as it is not a new project but an augmentation to the current asset the base case may also reflect existing conditions.

The base case assumptions will be developed by the project team during and after the kick-off workshop with the ISC Case Manager, and then submitted to ISC for approval in the early stages of the ISC assessment process. Once approved, the same Base Case will be used consistently across the following credits:

- Ene-1 Energy and carbon monitoring and reduction (when targeting above Level 1)
- Wat-1 Water use monitoring and reduction (when targeting above Level 1)
- Wat-2 Replace potable water (when targeting above Level 1)
- Mat-1 Materials lifecycle impact measurement and reduction (when targeting above Level 1)

4.2. Management Systems

Our Management Systems will guide sustainability implementation to achieve the target IS rating score. The proposed strategy has maximised points to be achieved for the Management Systems IS credits and has made a commitment to implement the following delivery initiatives:

- Sustainability commitment through a publicly available policy [Man-1]
- Consider sustainability risks and opportunities throughout the design and construction phases [Man-2]
- Ensure a member of the SLT has central responsibility for managing sustainability, and ensure an ISAP is engaged at all points of the project, with independent monitoring and review of sustainability performance [Man-3]
- Integration of sustainability into project inspections, audits, reporting and review across design and construction [Man-4, Man-5]
- Implement a knowledge sharing program across Fulton Hogan projects, industry and throughout the supply chain to share outcomes and lessons learnt [Man-6]
- Project decision making to include consideration of environmental, social, and economic risks and opportunities for significant issues [Man-7]

► [Table 5: Management Systems](#)

CREDIT	REF.	LEVEL	RESPONSIBILITY
Sustainability leadership and commitment	Man-1	3/3	Project Director Environment and Sustainability Manager Sustainability Coordinator
Risk and opportunity management	Man-2	2/2	Design Team Project Director Environment and Sustainability Manager Sustainability Coordinator
Organisational structure, roles and responsibilities	Man-3	2/2	Design Team Human Resources Sustainability Coordinator

CREDIT	REF.	LEVEL	RESPONSIBILITY
Inspection and auditing	Man-4	2/2	Design Team Environment and Sustainability Manager Sustainability Coordinator
Reporting and review	Man-5	3/3	Environment and Sustainability Manager Sustainability Coordinator
Knowledge sharing	Man-6	3/3	Design Team Environment and Sustainability Manager Sustainability Coordinator
Decision-making	Man-7	2/3	Design Team Project Director Environment and Sustainability Manager Sustainability Coordinator

4.3. Procurement and Purchasing

Fulton Hogan’s commitment to sustainable procurement is demonstrated in the Sustainability Policy, which is provided on the company website and at Figure 3 within this plan. Fulton Hogan will encourage a lasting supply chain legacy by influencing subcontractors and suppliers to consider and adopt more sustainable practices by:

- Comply with our Fulton Hogan Sustainability Policy and BS 8903 British Standard – ‘*principles and framework for procuring sustainably*’ [Pro-1]
- Incorporating supply chain environmental and social criteria in subcontractor selection process [Pro-2, Pro-3]
- Work with suppliers to drive sustainability innovation, and continue this through objectives and targets in applicable contracts [Pro-3, Pro-4]
- Monitor supplier performance and compliance against sustainability contractual requirements [Pro-4]

► [Table 6: Procurement and Purchasing](#)

CREDIT	REF.	LEVEL	RESPONSIBILITY
Commitment to sustainable procurement	Pro-1	3/3	Design Team Procurement Manager
Identification of suppliers	Pro-2	3/3	Procurement Manager
Supplier evaluation and contract award <i>As Built Rating only</i>	Pro-3	1/3	Procurement Manager
Managing supplier performance <i>As Built Rating only</i>	Pro-4	1/3	Procurement Manager

4.4. Climate Change Adaptation

In line with the IS ratings requirements, Fulton Hogan will assess the appropriateness and effectiveness of climate change risk and adaptation measures within our design and construction. This will provide ARTC information on the long term resilience aspects of the project.

To achieve this, Fulton Hogan will:

- Undertake a climate change risk assessment for the construction and operational stages of the work, in accordance with AS 5334-2013 (Climate change adaptation for settlements and infrastructure – A risk based approach) [Cli-1]
- Identify and implement adaptation measures to address all extreme and high rated risks, and at least 25% of identified medium rated risks [Cli-2]

► [Table 7: Climate Change Adaptation](#)

CREDIT	REF.	LEVEL	RESPONSIBILITY
Climate change risk assessment	Cli-1	2/3	Design Team Sustainability Coordinator
Adaptation options	Cli-2	2/3	Design Team Sustainability Coordinator

4.5. Energy and Carbon

The project in its very nature is about reducing long term energy use and scope 3 emissions associated with an efficient transport network, maximising rail transport opportunities over heavy vehicle haulage. Fulton Hogan will also look to reduce energy use, greenhouse gas emissions, and reliance on fossil fuels through construction of the project by:

- Identify, implement and quantify opportunities to reduce energy use and emissions throughout design and construction for the whole lifecycle of the asset [Ene-1]
- Undertake a feasibility study to identify opportunities to implement renewable energy sources for the construction and operation of the asset. [Ene-2]

► [Table 8: Energy and Carbon](#)

CREDIT	REF.	LEVEL	RESPONSIBILITY
Energy and carbon monitoring and reduction	Ene-1	2.5/3	Design Team Construction Team Environment and Sustainability Manager Sustainability Coordinator
Use of renewable energy	Ene-2	2/3	Design Team Construction Team Environment and Sustainability Manager Sustainability Coordinator

4.6. Water

At the Cabramatta Loop project we will assess the water use of the current asset and compare to the new asset in design, construction and operation.

- Conduct a water balance study to identify water demands and sources for construction and operation of the asset [Wat-1]
- Investigate and implement opportunities to use as little potable water as possible [Wat-1, Wat-2]

► Table 9: Water

CREDIT	REF.	LEVEL	RESPONSIBILITY
Water use monitoring and reduction	Wat-1	2.5/3	Design Team Construction Team Environment and Sustainability Manager Sustainability Coordinator
Replace potable water	Wat-2	2.5/3	Design Team Construction Team Environment and Sustainability Manager Sustainability Coordinator

4.7. Materials

We have identified a number of opportunities to reduce the need for virgin materials and to reduce the need for materials overall. These opportunities focus on the reduction of high embodied energy products as the priority. To achieve this credit we will comply with the IS credits for materials by:

- Calculate total materials used for the project against base case design quantities in line with the Materials Calculator, while opting for reductions and products/mixes with lower embodied energy and carbon [Mat-1]
- Explore opportunities to utilise products with recognised sustainability credentials or third party certified eco-labels where available, where they are compliant with Project specifications, and cost effective [Mat-2]

► Table 10: Materials

CREDIT	REF.	LEVEL	RESPONSIBILITY
Materials lifecycle impact measurement and reduction	Mat-1	2.5/3	Design Team Construction Team Environment and Sustainability Manager Sustainability Coordinator
Environmentally Labelled products and supply chains <i>As Built Rating only</i>	Mat-2	3/3	Design Team Construction Team Environment and Sustainability Manager Sustainability Coordinator

4.8. Discharges to Air, Land and Water

Fulton Hogan owns and operates an ISO 14001 accredited management system. We have developed a suite of high performing responsive environmental controls to manage impacts from all stages of civil construction. We will continue to deliver a high standard of environmental management at the Cabramatta Rail Loop project and align practices to the IS credits by:

- Utilise innovations and mitigation measures to prevent adverse impacts to the surrounding environment [Dis-1, Dis-2, Dis-3, Dis-4, Dis-5]
- Have a consistent and reliable monitoring system for air and water quality, and noise, vibration and light spill [Dis-1, Dis-2, Dis-3, Dis-4, Dis-5]
- Look for opportunities to improve existing base line air, water, noise and vibration environments through our design and construction methods [Dis-1, Dis-2, Dis-3, Dis-4]
- Incorporate considerations to horizontal and upward light spill in our lighting design [Dis-5]

► [Table 11: Discharges to Air, Land and Water](#)

CREDIT	REF.	LEVEL	RESPONSIBILITY
Receiving water quality	Dis-1	2/3	Design Team Construction Team Environment and Sustainability Manager Environmental Coordinator
Noise	Dis-2	2/3	Design Team Construction Team Environment and Sustainability Manager Environmental Coordinator
Vibration	Dis-3	3/3	Design Team Construction Team Environment and Sustainability Manager Environmental Coordinator
Air Quality	Dis-4	3/3	Design Team Construction Team Environment and Sustainability Manager Environmental Coordinator
Light Pollution	Dis-5	1/1	Design Team Construction Team Environment and Sustainability Manager Environmental Coordinator

4.9. Land

Managing land for the IS credits will require Fulton Hogan to:

- Put preference on previously disturbed land through detailed design refinement [Lan-1]
- Conserve, beneficially reuse and look for opportunities to improve productivity of topsoil [Lan-2]
- Design with consideration to flooding impacts post development, for the lifecycle of the asset, minimising operational risks and implementing mitigation measures through design [Lan-4]

► Table 12: Land

CREDIT	REF.	LEVEL	RESPONSIBILITY
Previous land use	Lan-1	2/3	Design Team
Conservation of on-site resources	Lan-2	3/3	Design Team Construction Team Environment and Sustainability Manager Environmental Coordinator
Contamination and remediation	Lan-3	Scoped Out	
Flooding design	Lan-4	1/3	Design Team

4.10. Waste

Fulton Hogan will implement the following initiatives to reduce our waste generation and landfill totals in line with the IS credits:

- Develop a culture in the project that works in accordance with the waste hierarchy, avoiding waste in the first instance then finding opportunities for any waste generated to be reused and recycled [Was-1, Was-2]
- Work with our suppliers and waste contractors to divert as much waste from landfill to other uses as possible [Was-2]
- Design the road network in a way that allows for easy adaptability for future works within the precinct [Was-3]

► Table 13: Waste

CREDIT	REF.	LEVEL	RESPONSIBILITY
Waste management	Was-1	2/2	Construction Team Environment and Sustainability Manager Sustainability Coordinator
Diversions from landfill <i>As Built Rating only</i>	Was-2	2/3	Construction Team Environment and Sustainability Manager Sustainability Coordinator

CREDIT	REF.	LEVEL	RESPONSIBILITY
Deconstruction/ Disassembly/ Adaptability	Was-3	1/3	Design Team

4.11. Ecology

The project EIS identifies areas of native vegetation near the work area but assesses that there will not be a need for native vegetation to be removed to facilitate works. This situation will enable the project to achieve the level one credits in ecology. The challenge for the project will be to find options for ecological enhancement and habitat connectivity improvements, as these outcomes need to be demonstrated to achieve level 2 and level 3 credits.

Fulton Hogan will manage the IS credits on ecology by;

- Incorporate existing ecological value with final design details to demonstrate the maintenance and possible enhancement of ecological value post construction [Eco-1]
- comply with the approvals requirements and revegetate in a manner that encourages enhancement of habitat connectivity within the project vicinity [Eco-2]

► Table 14: Ecology

CREDIT	REF.	LEVEL	RESPONSIBILITY
Ecological value	Eco-1	3/3	Design Team Sustainability Coordinator
Habitat connectivity	Eco-2	2/3	Design Team Sustainability Coordinator

4.12. Community Health and Wellbeing

Fulton Hogan will approach the Community Health and Wellbeing credits by:

Looking for opportunities where we can leave a positive legacy on the community we are working in, that will remain long after construction is complete [Hea-1]

Design and manage site in a way that reduces crime and complies with CPTED guidelines for design, construction and operation [Hea-2]

► Table 15: Community Health and Wellbeing

CREDIT	REF.	LEVEL	RESPONSIBILITY
Community health and wellbeing	Hea-1	3/3	Stakeholder Relations Team Sustainability Coordinator
Crime prevention	Hea-2	2/2	Design Team Construction Team

4.13. Heritage

Fulton Hogan will take a proactive approach to heritage management on the project, by:

- Identify and implement measures to protect heritage values through construction and operation, and any opportunities to interpret or enhance these values [Her-1]
- Manage heritage appropriately through construction [Her-2]

► [Table 16: Heritage](#)

CREDIT	REF.	LEVEL	RESPONSIBILITY
Heritage assessment and management	Her-1	2/3	Design Team Environment and Sustainability Manager Environmental Coordinator Sustainability Coordinator
Monitoring and management of heritage <i>As Built Rating only</i>	Her-2	2/3	Construction Team Environment and Sustainability Manager Environmental Coordinator Sustainability Coordinator

4.14. Stakeholder Participation

Fulton Hogan will maintain positive communications and relationships with our communities and stakeholders throughout the design and construction of the SAP. To do this, we will:

- Develop a comprehensive Community Consultation Strategy in line with the IS requirements and have it independently reviewed [Sta-1]
- Engage with the community and stakeholders on negotiable issues [Sta-2]
- Ensure our community and stakeholders are provided with relevant, timely and meaningful information regarding the project, and that they feel any concerns are heard and responded to [Sta-3, Sta-4]

► [Table 17: Stakeholder Participation](#)

CREDIT	REF.	LEVEL	RESPONSIBILITY
Stakeholder engagement strategy	Sta-1	3/3	Stakeholder Relations Team
Level of engagement	Sta-2	3/3	Stakeholder Relations Team
Effective communication	Sta-3	2/2	Stakeholder Relations Team
Addressing community concerns	Sta-4	2/2	Stakeholder Relations Team

4.15. Urban and Landscape Design

Fulton Hogan will target the Urban and Landscape Design credits by:

- Engaging urban designers to develop an Urban and Landscape Design plan in line with the IS Requirements, and in response to the NSW Road and Maritime Services Beyond the Pavement document [Urb-1]
- Implement the Urban and Landscape Design plan through construction ensuring compliance for operation [Urb-2]

► [Table 18: Urban and Landscape Design](#)

CREDIT	REF.	LEVEL	RESPONSIBILITY
Urban design	Urb-1	2/3	Design Team
Implementation <i>As Built Rating only</i>	Urb-2	2/2	Construction Team

5. Review and continuous improvement

The Cabramatta Loop Rail management systems review process under the ISO accreditation has a requirement for ongoing checks and review. This review process will review the entire suite of the management plans at a minimum are reviewed every twelve month intervals.

This review process will also consider the sustainability aspects for each management plan which includes: construction planning and management, procurement, environment and sustainability. The review will ensure its continuing suitability, adequacy and effectiveness via Management Review - Process - Au.

Other triggers for update may include legislative change, approval change, client change, operational change, and incident or innovation improvement.

The Environmental and Sustainability Manager or delegate will revise this plan as necessary to reflect any amendment to the Fulton Hogan Quality System or to capture identified areas of improvement.

6. Document control – documents, data and records

All documentation specifically relating to the management of environment and sustainability, including this plan, are to be stored and maintained in accordance with Control of Documents, Data and Records - Process - AU and the project specific requirements detailed in the Quality Management Plan.

Attachment A: ISC Weighting Assessment



Infrastructure Sustainability Weightings Assessment
Project or Asset Input

Enter details

Name of Infrastructure Project/Asset: Cabra Rail Loop

Rating Type: Design

Address of Infrastructure Project/Asset: Cabramatta

City/Suburb: Cabramatta

Postcode: 2166

State: NSW

Registrant (organisation): Fulton Hogan

Assessor (person): Unknown

Proponent/Client: ARTC

Designer: KBR

Main Constructor: Fulton Hogan

Operator: ARTC

Other key consultants:

Local Planning Authority: NSW Department of Planning

Description of project/asset: Passing loop track for freight trains which will allow heavy trains to pass on a new passing loop

Construction/Maintenance Methodology: Design and construct

Project start date:	November 2021 (TBC)
Design completion date:	June 2022 (TBC NF)
Construction practical completion date:	October 2023
Total delivery cost (design and construction):	80 mil, 93 mil or 123 mil?
Annual operating :	
Materiality Assessment Date:	October 2021
Team involved in Materiality Assessment: (Name, role, stakeholders represented)	KBR
	ARTC
	Fulton Hogan



Infrastructure Sustainability Weightings Assessment
Assessment

Rating type: **Design**
All Q's answered? **Yes**

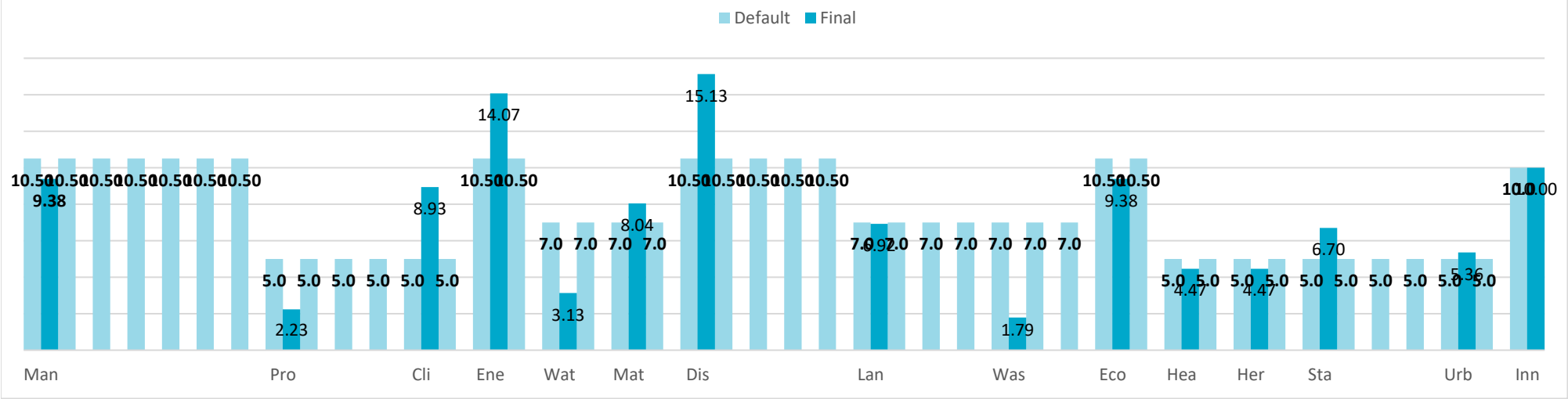
Version: **1.2**
Release date: **10/08/2016**
Original release date: **6/04/2016**

No.	Cat	Credit	Credit Name	Credit and Category Aims	Question			Mat Score	Alt Mat Score	Justification	Final Mat Score	Default Points		Final Points		Suggested Evidence	Evidence Supplied & Assessor Comments	Verifier Comments
					Question 1	Question 2	3					Category / Credits	Category / Credits					
1	Man	Man-1	Sustainability leadership and commitment	To integrate sustainability into management systems and approach. This has been assigned a default materiality score of 2.	NA	NA	NA	2			2	10.50	1.00	9.38	0.89	No		Verified
		Man-2	Risk and opportunity management					2			2		1.00	0.89				
		Man-3	Organisational structure, roles and responsibilities					2			2		1.00	0.89				
		Man-4	Inspection and auditing					2			2		1.00	0.89				
		Man-5	Reporting and review					2			2		1.00	0.89				
		Man-6	Knowledge sharing					2			2	2.25	2.01					
		Man-7	Decision-making		To assess the requirements for incorporating sustainability aspects into decision making.	No	NA	NA	2			2	3.25	2.90				
2	Pro	Pro-1	Commitment to sustainable procurement	To integrate sustainability into procurement systems. This has been assigned a default materiality score of 2.	NA	NA	NA	2			2	5.00	1.25	2.23	1.12	No		Verified
		Pro-2	Identification of suppliers					2			2	1.25	1.12					
		Pro-3	Supplier evaluation and contract award					2			2	1.25	0.00					
		Pro-4	Managing supplier performance					2			2	1.25	0.00					
3	Cli	Cli-1	Climate change risk assessment	To assess climate change risks and requirement for climate change adaptation measures.	Long (>50 years)	Yes	NA	4			4	5.00	2.50	8.93	4.47	Design life Location map showing proximity to natural hazards	The Climate Change Risk Assessment performed during the planning stage (see Cli-1a) demonstrates rail and bridge design life of 100 years (see Cli-1b, sec 3.2, p.12). The Risk Assessment identified four medium risks, relating direct risks of wind and extreme storm impacts, and indirect risk of flooding to the road and cycleway (which is not owned by ARTC). It also identified seven low risks relating to extreme heat impacts to rail track and signalling equipment, lightning and bushfire risk impacts to operations. No high or very high risks were identified in the study (see Cli-1d, Executive Summary, p.3). The EIS Climate Change section contains a location map showing proximity to flooding hazards (see Cli-1c, figure 13.2 and 13.3, p.8-9).	Verified
		Cli-2	Adaptation options					4			4	2.50	4.47					
4	Ene	Ene-1	Energy and carbon monitoring and reduction	To understand the potential for minimising energy use from non renewable sources and GHG emissions across the infrastructure lifecycle.	Rail (diesel)	Yes	NA	3			3	10.50	9.00	14.07	12.06	Description of project/asset Construction/maintenance methodology	Construction methodology demonstrates earthworks (see Ene-1a, sec 7.2.2.4, p.11) and project description within the EIS Executive Summary outlines construction of freight rail track (see Ene-1b, p.2).	Verified
		Ene-2	Renewable energy					3			3	1.50	2.01					
5	Wat	Wat-1	Water use monitoring and reduction	To understand the potential for minimising water use from potable sources across the infrastructure lifecycle.	No	No	Yes	1			1	7.00	4.50	3.13	2.01	Description of project/asset Construction/maintenance methodology Location map showing water sources	The assessment of operation impacts mentions no need for high water use (see Wat-1a, section 19.3, p.10). A location map of water sources is provided (see Wat-1c, sec 13, fig 13.1, p.5-6). The project description within the EIS executive summary does not imply high water use (see Wat-1b, p. 3).	Verified
		Wat-2	Replace potable water					1			1	2.50	1.12					
6	Mat	Mat-1	Materials footprint measurement and reduction	To identify the lifecycle environmental impacts of materials throughout the infrastructure lifecycle.	Medium (10%-50%)	Medium (10%-30%)	NA	3			3	7.00	6.00	8.04	8.04	Construction/maintenance methodology	Estimates for construction phase: \$7,682,923 (pavements, bridges, retaining walls, noise walls + drainage components) (see Mat-1a, p.1) + \$765,000 (utilities components) (see Mat-1b, p.1) + \$2,495,492 (signalling components) (see Mat-1c, p.1) + \$3,323,802 (rail components) (see Mat-1d, p.1). Total estimated material expenditure (construction) = \$14,267,217, which equates to approximately 11.9% of capital expenditure (\$123mil). There will be some need for materials during operation/maintenance of the asset, with the ARTC Project Manager calculating the materials intensity to be between 10-30% of annual operational expenditure (see Mat-1e, p.1).	Verified
		Mat-2	Environmentally labelled products and supply chains					3			3	1.00	0.00					

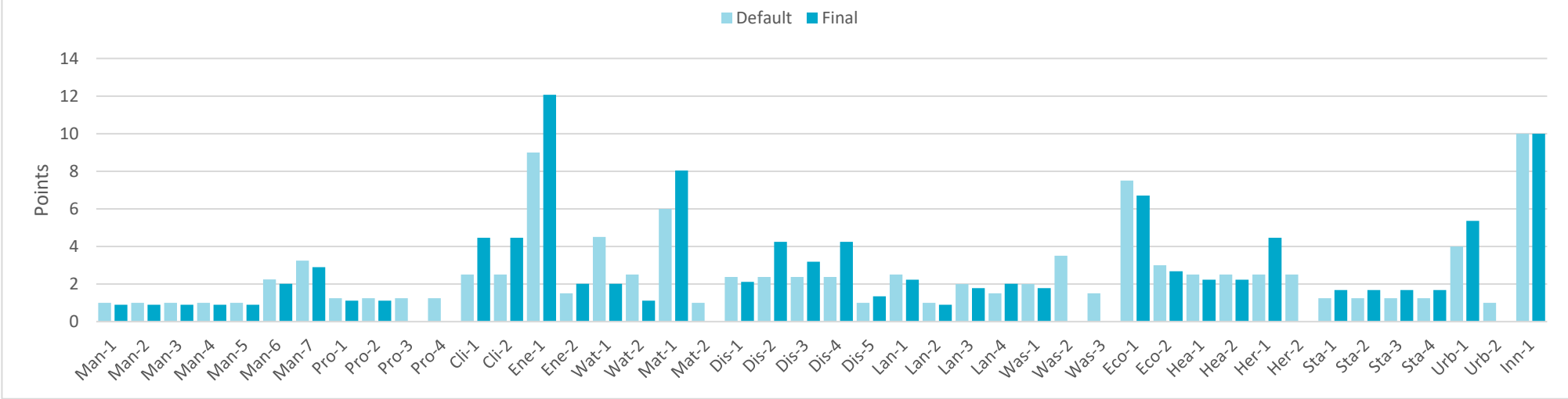
7	Dis	Dis-1	Receiving Water Quality	To identify impacts on local receiving water quality across project/asset's lifecycle.	Yes	Yes	No	2			2	10.50	2.38	15.13	2.12	Environmental licence Risk register Location map showing receiving waters	ARTC (client) EPL represents the environmental licence (see Dis-1a, p.1). The EIS Technical Report 4 states that the surrounding waters are not highly valued (see Dis-1b, section 3.8, p.25-26). The EIS also shows existing water quality and associated risks of discharge (see Dis-1c, section 13.1.2, p.4), along with a location map of receiving waters (see Dis-1c, section 13, p.5-6).	Verified with comment. It appears that the Creek is not highly valued. Very little discussion of it exists online. However, perhaps it should be highly valued. It flows into the Georges River, and to National Parks downstream. It seems sadly neglected.
8		Dis-2	Noise	To identify noise impacts across project/asset's lifecycle.	Rail (diesel)	Yes	Adjacent	4			4		2.38		4.24	Construction/maintenance methodology Location map showing noise receivers	EIS demonstrates that the project is rail infrastructure (see Dis-2a, p.2). Piling and other noisy activities listed within construction methodology (see Dis-2b, section 7.2.2, p.10). EIS also contains a location map showing noise sensitive receivers (see Dis-2c, section 9.2, figure 9.1, p.12).	Verified
9		Dis-3	Vibration	To identify vibration impacts across project/asset's lifecycle.	Yes	Adjacent	NA	3			3		2.38		3.18	Construction/maintenance methodology Location map showing vibration receivers	EIS demonstrates piling within construction methodology (Dis-3a, sec 7.2.2, p.10) and vibration sensitive receivers (Dis-3b, sec 9, p.10-11). A detailed location map showing vibration sensitive receivers is available within the EIS Technical Report 2 (Dis-3c, section 4, figures 4-12 and 4-13, p.7-8)	
10		Dis-4	Air Quality	To identify air quality impacts across project/asset's lifecycle.	Rail (diesel)	Yes	Yes (urban)	4			4		2.38		4.24	Location map showing surrounding population density	EIS demonstrates existing air quality environment, sensitive receptor locations (see Dis-4a, section 10.2.2, p.5-6) and the location of the project within a densely populated area (see Dis-4b, section 16.2.1, fig 16.1a, p.5).	Verified
11		Dis-5	Light Pollution	To identify impacts across project/asset's lifecycle.	Rail (diesel)	Yes	Adjacent	3			3		1.00		1.34	Construction/maintenance methodology Location map showing light receivers	EIS demonstrates evidence of potential construction lighting spillover to adjoining properties and residents during nightworks (Dis-5a, sec 17.4.3, p.2). EIS Technical Report 2 identifies out of hours work as a requirement for the project (Dis-5b, sec 4.2.2., p.2).	
12	Lan	Lan-1	Previous Land Use	To identify land that has previously been developed and where it can be reused. This has been assigned a default materiality score of 2.	NA	NA	NA	2			2	7.00	2.50	6.92	2.23	No		Verified
13		Lan-2	Conservation of on-site resources	To identify where soil resources can be conserved.	Yes	NA	NA	2			2		1.00		0.89	Construction/maintenance methodology	EIS demonstrates soil disturbance/earthworks within construction methodology (see Lan-2a, section 7.2.2.4, p.11). EIS also includes potentially contaminated sites listed by the EPA (see Lan-2b, section 12.2.3.1, p.5-6) and a general assessment of construction impacts to soil (see Lan-2b, section 12.3, p.7).	
14		Lan-3	Contamination and remediation	To assess contamination risks and perform sustainable remediation.	Present and low	NA	NA	2			2		2.00		1.79	Contamination study	No sites listed on the EPA's contaminated land register are located within one kilometre of the project site (see Lan-3a, section 12.2.3.1, p.5).	Verified
15		Lan-4	Flooding	To identify risks from flooding.	Yes	Yes	NA	3			3		1.50		2.01	Flood maps Location map showing potential flood impacts	EIS Technical Report 5 is the hydrology and flooding impact assessment, which highlights existing conditions and scenario flood mapping (see Lan-4a, section 3, fig 3.2 and 3.3, p.7-8). The EIS also contains several potential flooding impacts downstream of the project (see Lan-4b, section 13.1.2, p.4).	
16	Was	Was-1	Waste management	To identify the potential for sustainable waste management plans and practices.	Medium (10%-50%)	Medium (10%-30%)	Yes	2			2	7.00	2.00	1.79	1.79	Construction/maintenance methodology	EIS demonstrates earthworks within the road works construction methodology (see Was-1a, section 7.2.2.4, p.11), along with waste estimates and classifications (see Was-1b, section 19, table 19.2, p.7-8).	Verified
		Was-2	Diversion from landfill					2			2		3.50		0.00	No		

17	Was-3	Deconstruction/ Disassembly/ Adaptability	To understand the potential for design and planning for deconstruction, disassembly and adaptability of infrastructure in the future.	Long (>50 years)	Medium (10%-50%)	No	0			0	1.50		0.00	Deconstruction statement		Not verified. Provide justification why project elements other than the bridge would not be adapted or deconstructed. VERIFIED. 23/08/2022
18	Eco-1 Eco-2	Ecological value Habitat connectivity	To identify impacts to local ecological value and habitat connectivity.	Low (<10%)	Adjacent	NA	2		2	10.50	7.50	9.38	6.70	Map showing construction footprint and ecological habitat Location map showing surrounding ecological habitats including sensitivity	EIS maps vegetation types and threatened species (see Eco-1a, fig 11.1, p.7), discusses removal of 'low biodiversity value' vegetation (see Eco-1a, section 11.3.1.1, p.12) and estimates habitat impacts as 'very small' (see Eco-1a, section 11.3.2.1, p.13).	Verified
19	Hea-1	Community health and well-being	To identify the potential for making a positive contribution to community health and wellbeing. This has been assigned a default materiality score of 2.	NA	NA	NA	2		2	5.00	2.50	4.47	2.23	No		Verified
20	Hea-2	Crime prevention	To assess the impact to design and practice in response to the likelihood of crime.	Yes	NA	NA	2		2		2.50		2.23			
21	Her-1 Her-2	Heritage assessment and management Monitoring and management of heritage	To assess the management and monitoring of impacts on heritage.	Yes (or unknown)	Yes	NA	4		4	5.00	2.50	4.47	4.47	Location map showing heritage including value	The EIS outlines heritage listed items within and adjacent to the project site (see Her-1a, section 14.2.2, p.4), along with a significance assessment that associates cultural and aesthetic value to the heritage-listed bridges (see Her-1a, section 14.2.4, p.10). Indigenous archeological sites and their significance are also identified in the EIS (see Her-1b, section 15.2.4 and fig 15.1, p.6-7)	Verified
22	Sta-1 Sta-2 Sta-3 Sta-4	Stakeholder engagement strategy Level of engagement Effective communication Addressing community concerns	To assess the level of risk attributed to the engagement, and consideration of stakeholders and their concerns, in the context of the project/asset operation and maintenance.	Yes	NA	NA	3		3	5.00	1.25	6.70	1.68	Stakeholder analysis	EIS technical report 11 is a social impact assessment, which evidences stakeholder interest and consultation in the project (see Sta-1a, sec 5.2, p2).	Verified
23	Urb-1 Urb-2	Urban design Implementation	To identify the potential for adoption of best practice urban design principles.	Rail (diesel)	Yes (urban)	NA	3		3	5.00	4.00	5.36	5.36	Description of project/asset	EIS contains project description (see Urb-1a, p.2). EIS also proves the project is located in a densely populated area (see Urb-1b, section 16.2, fig 16.1a, p.5)	Verified
NA	Inn-1	Innovation	Bonus credit This has been assigned a default materiality score of 2.	NA	NA	NA	2		2	10.00	10.00	10.00	10.00	No		

Category Weightings



Credit Weightings





Category	Credit	Materiality Score	Score Possible	Target Level	Target Score	Assessed R1 Level	Assessed R1 Score	Assessed R2 Level	Assessed R2 Score	Verified R2 Level	Verified R2 Score
Management Systems											
Man-1	Sustainability leadership and commitment	2	0.89	3/3	0.89	0/3	-	0/3	-	0/3	-
Man-2	Risk and opportunity management	2	0.89	2/2	0.89	0/2	-	0/2	-	0/2	-
Man-3	Organisational structure, roles and responsibilities	2	0.89	2/2	0.89	0/2	-	0/2	-	0/2	-
Man-4	Inspection and auditing	2	0.89	2/2	0.89	0/2	-	0/2	-	0/2	-
Man-5	Reporting and review	2	0.89	3/3	0.89	0/3	-	0/3	-	0/3	-
Man-6	Knowledge sharing	2	2.01	3/3	2.01	0/3	-	0/3	-	0/3	-
Man-7	Decision-making	2	2.90	2/3	1.94	0/3	-	0/3	-	0/3	-
	Sub-total		9.38		8.41		-		-		-
Procurement and Purchasing											
Pro-1	Commitment to sustainable procurement	2	1.12	3/3	1.12	0/3	-	0/3	-	0/3	-
Pro-2	Identification of suppliers	2	1.12	3/3	1.12	0/3	-	0/3	-	0/3	-
Pro-3	Supplier evaluation and contract award	2	-	2/3	-	0/3	-	0/3	-	0/3	-
Pro-4	Managing supplier performance	2	-	1/3	-	0/3	-	0/3	-	0/3	-
	Sub-total		2.23		2.23		-		-		-
Climate Change Adaptation											
Cli-1	Climate change risk assessment	4	4.47	2/3	2.98	0/3	-	0/3	-	0/3	-
Cli-2	Adaptation options	4	4.47	2/3	2.98	0/3	-	0/3	-	0/3	-
	Sub-total		8.93		5.96		-		-		-
Energy and Carbon											
Ene-1	Energy and carbon monitoring and reduction	3	12.06	2.5/3	10.05	0/3	-	0/3	-	0/3	-
Ene-2	Use of renewable energy	3	2.01	2/3	1.34	0/3	-	0/3	-	0/3	-
	Sub-total		14.07		11.39		-		-		-
Water											
Wat-1	Water use monitoring and reduction	1	2.01	2.5/3	1.68	0/3	-	0/3	-	0/3	-
Wat-2	Replace potable water	1	1.12	2.5/3	0.93	0/3	-	0/3	-	0/3	-
	Sub-total		3.13		2.61		-		-		-
Materials											
Mat-1	Materials footprint measurement and reduction	3	8.04	2.5/3	6.70	0/3	-	0/3	-	0/3	-
Mat-2	Environmentally labelled products and supply chains	3	-	3/3	-	0/3	-	0/3	-	0/3	-
	Sub-total		8.04		6.70		-		-		-
Discharges to Air, Land & Water											
Dis-1	Receiving water quality	2	2.12	1/3	0.71	0/3	-	0/3	-	0/3	-
Dis-2	Noise	4	4.24	2/3	2.83	0/3	-	0/3	-	0/3	-
Dis-3	Vibration	3	3.18	3/3	3.18	0/3	-	0/3	-	0/3	-
Dis-4	Air quality	4	4.24	3/3	4.24	0/3	-	0/3	-	0/3	-
Dis-5	Light pollution	3	1.34	1/1	1.34	0/1	-	0/1	-	0/1	-
	Sub-total		15.13		12.30		-		-		-
Land											
Lan-1	Previous land use	2	2.23	2/3	1.49	0/3	-	0/3	-	0/3	-
Lan-2	Conservation of on site resources	2	0.89	3/3	0.89	0/3	-	0/3	-	0/3	-
Lan-3	Contamination and remediation	2	1.79	0/3	-	0/3	-	0/3	-	0/3	-
Lan-4	Flooding design	3	2.01	1/2	1.01	0/2	-	0/2	-	0/2	-
	Sub-total		6.92		3.39		-		-		-
Waste											
Was-1	Waste management	2	1.79	2/2	1.79	0/2	-	0/2	-	0/2	-
Was-2	Diversion from landfill	2	-	2/3	-	0/3	-	0/3	-	0/3	-
Was-3	Deconstruction/ Disassembly/ Adaptability	0	-	1/3	-	0/3	-	0/3	-	0/3	-
	Sub-total		1.79		1.79		-		-		-
Ecology											
Eco-1	Ecological value	2	6.70	3/3	6.70	0/3	-	0/3	-	0/3	-
Eco-2	Habitat connectivity	2	2.68	2/3	1.79	0/3	-	0/3	-	0/3	-
	Sub-total		9.38		8.49		-		-		-
Community Health, Well-being and Safety											
Hea-1	Community health and well-being	2	2.23	2/3	1.49	0/3	-	0/3	-	0/3	-
Hea-2	Crime prevention	2	2.23	2/2	2.23	0/2	-	0/2	-	0/2	-
	Sub-total		4.47		3.72		-		-		-
Heritage											
Her-1	Heritage assessment and management	4	4.47	2/3	2.98	0/3	-	0/3	-	0/3	-
Her-2	Monitoring and management of heritage	4	-	3/3	-	0/3	-	0/3	-	0/3	-
	Sub-total		4.47		2.98		-		-		-
Stakeholder Participation											
Sta-1	Stakeholder engagement strategy	3	1.68	3/3	1.68	0/3	-	0/3	-	0/3	-
Sta-2	Level of engagement	3	1.68	3/3	1.68	0/3	-	0/3	-	0/3	-
Sta-3	Effective communication	3	1.68	2/2	1.68	0/2	-	0/2	-	0/2	-
Sta-4	Addressing community concerns	3	1.68	2/2	1.68	0/2	-	0/2	-	0/2	-
	Sub-total		6.70		6.70		-		-		-
Urban and Landscape Design											
Urb-1	Urban design	3	5.36	3/3	5.36	0/3	-	0/3	-	0/3	-
Urb-2	Implementation	3	-	2/2	-	0/2	-	0/2	-	0/2	-
	Sub-total		5.36		5.36		-		-		-
Innovation											
Inn-1	Innovation	2	10.00	0/10	-	0/10	-	0/10	-	0/10	-
	Sub-total		10.00		-		-		-		-
	Grand-total		110.00		82.0		-		-		-

Score	82	0	0	0
Rating	LEADING	NOT ELIGIBLE	NOT ELIGIBLE	NOT ELIGIBLE