

Sustainability Strategy

STW-JHC-PLN-00-PM-002-000001

Western Harbour Tunnel Stage 3A

15 November 2022

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Document control

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Glossary / Abbreviations

Table 1: Common abbreviations used within this document

Abbreviation	Expanded text
CAPEX	Capital expenditure
CO ₂ e	Carbon dioxide equivalent
CoA	NSW Minister for Planning's Conditions of Approval
CSSI	Critical State Significant Infrastructure
DPE	Department of Planning and Environment
IS	Infrastructure Sustainability
ISAP	Infrastructure Sustainability Accredited Professional
ISC	Infrastructure Sustainability Council
JHCPB	John Holland CPB Contractors joint venture
OPEX	Operational expenditure
the Project	Western Harbour Tunnel Stage 3A
REMM	Revised Environmental Mitigation Measures
RIC	Rozelle Interchange and Western Harbour Tunnel Enabling Works
RMP	Project Risk Management Plan
SLT	Senior Leadership Team
SME	Subject matter expert
SMP	Sustainability Management Plan
Sustainability Strategy	Initial Sustainability Plan
SWTC	Scope of Works and Technical Criteria
TfNSW	Transport for New South Wales
VENM	Virgin Excavated Natural Material
WHT	Western Harbour Tunnel
WHT/WFU	Western Harbour Tunnel and Warringah Freeway Upgrade

1 Introduction

1.1 Purpose

This Sustainability Strategy has been prepared to achieve a minimum rating level of 'Excellent' for the As-Built rating type under the Infrastructure Sustainability Council (ISC) infrastructure rating tool in accordance with Western Harbour Tunnel and Warringah Freeway Upgrade (WHT/WFU) Planning Approval Conditions of Approval (CoA) E125.

This Sustainability Strategy will inform the content of a Sustainability Management Plan (SMP), which will provide the Project detailed guidance on how sustainability will be managed in a systematic manner in accordance with the CoAs, ISC and TfNSW requirements.

1.2 Background and Project Description

The Western Harbour Tunnel and Warringah Freeway Upgrade (WHT/WFU) project comprises a new motorway tunnel connection across Sydney Harbour, and an upgrade of the Warringah Freeway to integrate the new motorway infrastructure with the existing road network and to enable future connection to the proposed Beaches Link and Gore Hill Freeway Connection project.

The Western Harbour Tunnel (WHT), a portion of the WHT/WFU project, will connect the approved M4-M5 Link in Rozelle to the Warringah Freeway at North Sydney/Cammeray. The Western Harbour Tunnel and Warringah Freeway Upgrade project is being constructed in three stages. The Project (Stage 3A) includes enabling works for the future Western Harbour Tunnel, including:

- A portion of the twin mainline tunnels connecting the M4-M5 at Rozelle to the Warringah Freeway, near Cammeray, of about 2 kilometres long, commencing from the stub tunnels at the M4-M5 Link in Rozelle and terminating underground at Birchgrove
- Ventilation cavern and tunnel excavation in Rozelle
- Limited in tunnel infrastructure including sections of road pavement and drainage to enable the Stage 3B works.

The Stage 3A works have been issued to John Holland CPB Contractors as a variation to the Rozelle Interchange and Western Harbour Tunnel Enabling Works contract (RIC). An overview of the WHTWFU and the Project can be shown in Figure 1 below. The construction of the Project will be supported by two surface based ancillary facilities, located at the Western Harbour Tunnel cut and cover structure in Rozelle (WHT12) and at White Bay in Rozelle (WHT3) as shown below in Figure 2.

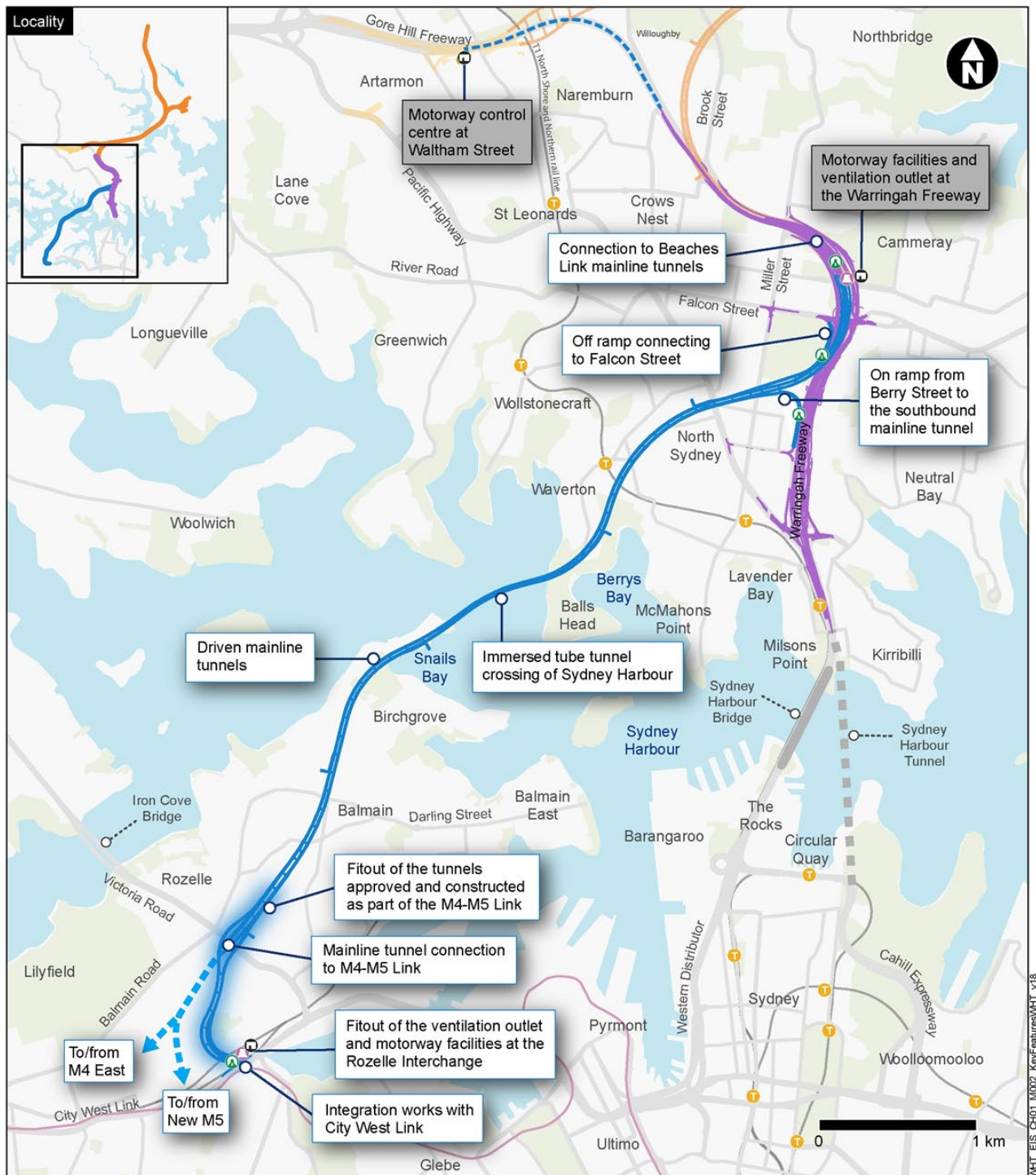


Figure 1 Overview of the Western Harbour Tunnel and Warringah Freeway Upgrade Project and connection to M4-M5 Link



Figure 2: Map outlining Western Harbour Tunnel Stage 3A scope of works (yellow)

1.3 Sustainability Strategy Overview: Incorporating WHT Stage 3A into IS rating J189.

The WHT/WFU Staging Report (WHTWFU_A10_RPT_Staging Report) for Stage 3A identifies CoA E125 is partially applicable as Stage 3A include negligible unique design and minimal changes to methodology as previously certified by the ISC. The Stage 3A tunnels are in the same Triassic Hawkesbury sandstone as the M4-M5 Link Stage 2 (Rozelle Interchange and Western Harbour Tunnel Enabling Works) and will utilise the same tunnel ground support and lining design which suitable for the ground conditions along the alignment. For the short sections where road pavement and drainage will be installed, the same design is also being used as M4-M5 Link Stage 2.

Each Infrastructure Sustainability rating credit has been assessed to determine whether it is possible or optimal to deliver the Stage 3A works as a standalone rating or through the ISC scope change process.

Below is provided to summarise the two principal challenges to delivering a standalone rating for this variation:

- 1) The Project being largely limited to enabling works excavation with no operational scope i.e. no ventilation, communications, lighting etc
- 2) The works are being delivered as a variation and as a result, there is no new management systems, procurement, materials, recruitment, or design specific to the Project.

With this in mind, the Project will focus on the As-Built Infrastructure Sustainability rating as the portion of CoA E125 applicable to Stage 3A while the design section will be covered by IS rating J189.

The Project intends to achieve a minimum 'Excellent' As-Built Infrastructure Sustainability rating for the Stage 3A scope, with a minimum score of 55 and a targeted score of 75 or greater. This will be achieved by undertaking the ISC scope change process to incorporate the Stage 3A scope into the Rozelle Interchange and Western Harbour Tunnel Enabling Works (RIC) rating. The scope change process will involve re-baselining the RIC base case to incorporate additional energy and carbon, materials, and water usage. This enables the As-Built rating (final rating) to evaluate the total impact of the Stage 3A works during the RIC rating assessment.

2 Sustainability Requirements

2.1 Conditions of Approval

Requirements from the WHT/WFU Planning Approval that are relevant to this Sustainability Strategy are listed in 2, this includes information of how and where they are addressed.

Table 2: CoA Requirements

Approval Requirement	Requirement	Reference and how requirement has been addressed
CoA A2	The CSSI must only be carried out in accordance with all procedures, commitments, preventative actions, performance criteria and mitigation measures set out in the documents listed in Condition A1 unless otherwise specified in, or required under, this approval	Refer to REMMs detailed in Table 4 below.
CoA E125	A Sustainability Strategy must be prepared to achieve a minimum “Excellent” ‘Design’ and ‘As-Built’ rating under the Infrastructure Sustainability Council of Australia infrastructure rating tool.	This document outlines how the Project will achieve a minimum ‘Excellent’ ISC Infrastructure Sustainability final rating. The interim design rating is identified in the WHT/WFU Staging Report as partially applicable to Stage 3A
CoA E126	The Sustainability Strategy must be submitted to the Planning Secretary for information before the commencement of construction and must be implemented throughout construction and operation.	This document has been submitted to the Secretary of DPE for information one month prior to commencement of construction and will be implemented throughout construction. Operations are not within the scope of Stage 3A works and will be addressed in a future stage of WHT/WFU.
CoA E127	A Water Reuse Strategy must be prepared, which sets out options for the reuse of collected stormwater and groundwater during construction and operation. The Water Reuse Strategy must include, but not be limited to: A Water Reuse Strategy must be prepared. The Strategy must be applied during construction and operation. Justification must be provided to the Planning Secretary if it is concluded that no reuse options prevail. A copy of the Water Reuse Strategy must be made publicly available.	A Stage 3A Construction Water Reuse Strategy has been prepared and submitted to DPE for information. Operations are not within the scope of Stage 3A works and will be addressed in a future stage of WHT/WFU.

2.2 Revised Environmental Mitigation Measures

The revised environmental mitigation measures (REMMs) for WHT/WFU relevant to this Sustainability Strategy are listed in Table 3 with information how and where they are addressed.

Table 3: REMM Requirements

REMM Number	Topic	Requirement	Reference and how requirement has been addressed
WM1	Sustainable procurement	Construction materials will be sourced in accordance with the project's Sustainability Framework and with a preference for Australian materials and prefabricated products with low embodied energy, where feasible and reasonable.	Social Procurement Policy for JHCPB refers to prioritising Australian suppliers/materials. Requires suppliers to investigate reductions in embodied carbon and is assessed in tendering. Social Procurement Policy
SU1	Sustainability objectives	Project sustainability objectives and targets will be finalised during further design development, informed by the requirements of the project planning approval.	Refer to Section 3.5: Sustainability Targets
SU2	IS Rating implementation to achieve "Excellent" score.	Activities to implement the sustainability framework, including requirements from the Infrastructure Sustainability rating scheme, will be implemented through a Sustainability Management Plan. The management plan will detail measures to meet the sustainability objectives and targets as well as achieving 'Design' and 'As-Built' ratings of Excellent under the Infrastructure Sustainability Council of Australia rating scheme (Version 1.2).	Refer to: Section 1.4 Stage 3A IS Rating scope change, and; Section 4: Achieving IS ratings targets and aspirations
CC1	Climate change mitigations.	"The following actions will be carried out during further design development to ensure climate change is adequately addressed: a) Flood modelling will continue to use sea level rise projections and rainfall projections b) The extent of scour protection will be refined c) Sensitivity testing for climate change will be carried out in the detailed design of drainage channels and culverts. Increased capacity will be provided where feasible and reasonable d) Any specific property impacts from flooding will be addressed where feasible and reasonable."	This REMM is not applicable to Stage 3A. Refer to WHT/WFU Staging Report. Stage 3A involves commencing tunnelling from a set underground point and finishing underground with no above ground connections within the scope (flood ingress points). Stage 3A is not installing operational discharge points requiring scour protection or drainage channels or culverts.

REMM Number	Topic	Requirement	Reference and how requirement has been addressed
GHG1	Energy efficiencies.	Energy efficiency will be considered during further design development with energy efficient systems installed where reasonable and practicable.	This REMM is partially applicable to Stage 3A. Refer to WHT/WFU Staging Report. For the Western Harbour Tunnel –Stage 3A there is no operational scope awarded which would have involved the tunnel fit out. JHCPB is not installing systems that demand energy.
GHG2	Greenhouse Gas emissions reductions.	Greenhouse gas emissions will be managed and minimised as part of the Sustainability Management Plan which will be implemented to assist in achieving 'Design' and 'As-Built' ratings of Excellent under the Infrastructure Sustainability Council of Australia rating scheme.	Refer to section 4.2 Energy Reductions.

2.3 Policies and Codes

This strategy is aligned with the;

- Transport for NSW Sustainability Plan 2021 (provided in Annexure A)
 - The Plan identifies eight key sustainability focus areas to deliver on core strategic priorities (refer to Section 3.2).
- Transport for NSW Environment and Sustainability Policy
- Infrastructure Sustainability Council Technical Manual Version 1.2
- Western Harbour Tunnel and Warringah Freeway Upgrade sustainability framework
- Roads and Maritime Environmental Sustainability Strategy 2019 – 23

3 Sustainability Management

3.1 Roles, responsibilities and authorities

The JHCPB Environment and Sustainability Manager has ultimate responsibility for ensuring the Project meets its sustainability objectives. A summary of the roles, responsibilities and authorities with sustainability accountabilities is outlined in Table 4.

Table 4: Key roles and responsibilities

Role	Responsibility
Project Director	Report on JHCPB's sustainability performance to the JHCPB Steering Committee members, parent company management and interested parties.
Sustainability Representative	- Have at least five years' relevant sustainability experience and be an ISC IS Accredited Professional (ISAP) - Provide sustainability advice and guide the achievement of the IS rating, sustainability considerations, initiatives, knowledge sharing, monitoring and reporting requirements - Collaborate with TfNSW Representative to facilitate ongoing reporting, knowledge sharing and continual improvement - Undertake an annual review of sustainability performance and strengthen targets to drive continual improvement within three months of the end of the yearly review period - Undertake an annual review (as a minimum) of the Training Management Plan and strengthen targets to drive continual improvement - Develop and monitor the implementation of the SMP.
Environment and Sustainability Manager	- Overall responsibility and authority for ensuring that JHCPB achieves sustainability objectives - ISC IS Accredited Professional - Manage and oversee the achievement of TfNSW sustainability objectives. - Ensure that the management of sustainability conforms to the requirements of the SMP from design commencement and throughout construction. - Report on the performance of the Project with regards to sustainability to the Senior Leadership Team (SLT) - Possess a recognised qualification and have recent relevant experience in sustainability management on similar projects - Be the primary contact of TfNSW's Representative with JHCPB on sustainability matters - Be responsible for implementation of the SMP.
Sustainability Coordinator	- Assist the Sustainability Manager as directed - Possess a recognised qualification and have recent relevant experience in sustainability management on similar projects.
Commercial Director	- Engage with the sustainability team to embed sustainability requirements in subcontracts and supply agreements - Establish and maintain procurement systems that support sustainable procurement objectives - Ensure procurement and purchasing meets the requirements of the IS credits: - Pro-1 Commitment to Sustainable Procurement - Pro-2 Identification of Suppliers - Pro-3 Supplier Evaluation and Contract Award - Pro-4 Managing Supplier Performance

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Role	Responsibility
	○ Mat-2 Environmentally labelled products and supply chains (are included in all procurement requests).
Design and Engineering Director	• Engage with the sustainability team to embed sustainability requirements in design processes, plans and project specifications • Ensure sustainability requirements are communicated to those responsible for design • Implement management processes to ensure design changes do not compromise sustainability requirements • Integrate ISC IS requirements into design management processes and provide supporting evidence as required to support rating certification • Ensure the management of design meets the requirements of the IS credits: ○ Ene-1 Energy and carbon (reduction through design) ○ Ene-2 Renewable energy (options in design) ○ Wat-1 Water use (reduction in design) ○ Dis-1 Receiving water quality (drainage design) ○ Dis-5 Light pollution (lighting design) ○ Cli-2 Adaption measures (climate change is addressed in design)
Project Managers	• Day to day responsibility and authority for ensuring that construction meets the sustainability requirements of the design, and works are undertaken in a sustainable manner.
Environment Manager	• Ensure the environmental management meets the requirements of IS credits: ○ Dis-1 Receiving Water Quality (monitoring and measurement) ○ Dis-2 Noise (monitoring and measurement) ○ Dis-3 Vibration (monitoring and measurement) ○ Dis-4 Air Quality (monitoring and measurement) ○ Dis-5 Light Pollution (measurement and monitoring) ○ Was-1 Waste management ○ Her-1 Heritage assessment and management ○ Her-2 monitoring and management of heritage.
Stakeholder and Community Relations Director	• Engage with the sustainability team to embed sustainability requirements across community relations and stakeholder management processes • Integrate ISC IS requirements into stakeholder and community management processes and provide supporting evidence as required to support rating certification. • Ensure the stakeholder and community relations team management meets the requirements of the IS credits: ○ Hea-1 Community health and wellbeing ○ Sta-1 Stakeholder engagement strategy ○ Sta-2 Level of engagement ○ Sta-3 Effective communication ○ Sta-4 Addressing community concerns.

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Role	Responsibility
ISC Case Manager	As an ISC staff member assigned to the Project, be the first point of contact for the Environmental and Sustainability Manager and/or Sustainability Representative and support for the Project.
ISC Verifier(s)	Provide independent verification of the weightings assessment, the base case proposal and the self-assessment.
TfNSW Project Director	- Ensure JHCPB's management of sustainability conforms to TfNSW requirements - Report on the sustainability performance of the TfNSW Program of Works to senior management and other interested parties.
TfNSW Sustainability Lead	- Review Project/asset sustainability performance with respect to environmental, social and economic aspects - Act independently and objectively and challenge conventional thinking - Make findings and provide useful recommendations in a manner that demonstrates objectivity, transparency and absence of bias - Report on JHCPB's sustainability performance to TfNSW management.
TfNSW Technical Specialist	Ensure JHCPB's sustainability management conforms to the technical requirements of TfNSW within their area of expertise.

3.2 Implementation of TfNSW Sustainability Plan 2021

Table 5 details the discipline leads responsible for each TfNSW key sustainability focus area to support implementation of the TfNSW Sustainability Plan 2021 (refer to Annexure A).

Table 5: TfNSW sustainability objectives - JHCPB responsibilities

TfNSW focus area	TfNSW sustainability objective	Ultimate responsibility	Implementation responsibility
Respond to climate change	Net zero emissions by 2050 Consider climate change risks in all decisions	Design Director	Design Managers Risk Manager
Protect and enhance biodiversity	No net loss of biodiversity	Design Director	Design Managers Environment & Sustainability Manager
Improve environmental outcomes	Develop a circular economy for TfNSW by designing waste and pollution out and keeping products and materials in use Reduce environmental impacts of projects and operations	Design Director	Design Managers Environment & Sustainability Manager
Procure responsibly	All suppliers meet the standards in the TfNSW Supplier Sustainability Charter Social and environmental outcomes included in all procurement decisions Go beyond minimum compliance targets in Aboriginal Procurement Policy	Commercial Director	Commercial Managers

TfNSW focus area	TfNSW sustainability objective	Ultimate responsibility	Implementation responsibility
Partner with communities	Always leave a positive legacy for communities as a result of projects Enable, apply and report on community engagement	Design Director Community Relations Manager	Design Managers Community Relations Manager
Respect culture and heritage	Aboriginal culture is integrated and preserved Acknowledge and incorporate culture through stories, examples, and best practice	Project Director	Support Services Director Design Managers
Align spend and impact	All decisions consider value created from sustainability alongside financial analysis Reduce whole of life costs for the transport network	Project Director	Design Managers Commercial Managers Environment & Sustainability Manager
Empower customers to make sustainable choices	Use customer journeys to inform, engage and inspire more sustainable practices and demonstrate TfNSW's progress	Design Director	Community Relations Manager

3.3 Identifying opportunities and mitigating risks

The Project will monitor and review risks and opportunities, including opportunities to reduce construction greenhouse gas emissions, on a regular basis and at key stages of the Project. Sustainability innovation initiatives will be identified and progressed on the Project through a process of leadership, knowledge sharing, opportunity identification, decision making and benefits realisation. Sustainability risks and opportunities for the Project will be integrated with the Project's risk management approach as detailed in the Project Risk Management Plan (RMP).

Risks and Opportunities Workshops will be held annually during the construction phase to:

1. Identify and evaluate risks and opportunities
2. Develop and agree measures to eliminate or control the risk, or capitalise on the opportunity
3. Confirm that the residual risk (after application of control measures) is acceptable
4. Assign the appropriate risk or opportunity owner
5. Record all the above in the Project's Risk and Opportunity Register.

The Risks and Opportunities Workshops will be attended by a cross section of the project team. The sustainability opportunities identified during these workshops will be documented within a standalone Sustainability Risks and Opportunities Register that will remain live until Project completion. The sustainability initiatives identified in the Sustainability Risks and Opportunities Register will be reviewed and implementation status updated regularly throughout construction during risk reviews.

The risk or opportunity owner will be responsible for taking the agreed actions to mitigate or eliminate the risk or capitalise on the opportunity. This will be monitored through risk reviews.

3.4 Sustainability initiative options

JHCPB investigated sustainability initiatives to potentially be adopted during the delivery of the Project. Table 6 outlines the whole of life social, environmental and economic costs and benefits and program impacts of these options. As identified in Section 3.3 additional initiatives will be identified and proposed for implementation.

Table 6: Overview of sustainability initiative options

Initiative Description	Costs CAPEX and OPEX	Benefits (whole of life economic, social and environmental)	Risk Related
Increasing the quantity of Biodiesel used	CAPEX: additional cost to purchase. OPEX: \$0	Environmental: reduction of project carbon footprint Social: industry development to provide more environmentally friendly solutions.	More awareness involved to get project onboard. 5% is standardised while 20% is additional to standard.
Between 20% to 100% of construction stage energy sourced from accredited GreenPower	CAPEX: additional cost to purchase OPEX: \$0	Reduce CO ₂ e intensity of the Project Community recognition of sustainable procurement / support for sustainable energy.	Increased cost of implementation and renewal of energy contract.
Between 6% and 100% of construction stage energy use offset (in accordance with the Australian Government National Carbon Offset Standard)	CAPEX: additional cost to purchase OPEX: \$0	Offset the Projects CO ₂ e emissions Community recognition of sustainable procurement.	Increased cost of purchasing offsets.
Up to 30% non-potable water used during construction underground.	CAPEX: significant cost to procure additional pump, filters, water lines and wall brackets OPEX: \$0	Positive community messaging.	Increased excavation cycle time to install additional piping at each service extension.

3.5 Sustainability targets

Table 7 identifies the sustainability targets for the Project that JHCPB will achieve. JHCPB will internally set higher aspirational targets, which provides risk mitigation if adverse events work against the achievement of the following sustainability targets.

Table 7: Sustainability targets

No.	Category	JHCPB's nominated target	Comments
1.	IS As-Built Rating (final rating)	55/110	Stage 3A will be assessed as a scope change to the Rozelle Interchange Project rating. This will be factored in to the As-Built submission for this rating which is under the same requirement.
2.	Percentage of usable spoil (uncontaminated surplus excavated material) reused/recycled (not including Virgin Excavated Natural	80%	Options for spoil receipt locations will be investigated during construction planning phases.

No.	Category	JHCPB's nominated target	Comments
	Material (VENM) or spoil disposed offshore)		
3.	Percentage of construction and demolition waste (overall uncontaminated material excluding spoil) reused/recycled	80%	Through the procurement process the project will engage with waste disposal contractors on opportunities to assist JHCPB to meet this target.
4.	Percentage of construction stage electricity consumption sourced from renewable energy generated onsite and/or accredited Greenpower	20%	An option to source additional construction stage energy from accredited Greenpower is included in Table 7.
5.	Percentage of construction stage energy use offset (in accordance with the Australian Government National Carbon Offset Standard)	6%	An option to offset additional construction stage energy use (in accordance with the Australian Government National Carbon Offset Standard) is included in Table 7.
6.	Percentage of non-potable water demand which is sourced from non-potable water sources during construction	15%	JHCPB intends to capture and reuse treated tunnel water and rain water for uses such as water carts, street sweepers, toilets and plant washdown. Detailed in the Construction Water Reuse Strategy. An option to implement a system to transport treated water to underground plant is included in Table 7.
7.	Percentage of non-potable water demand which is sourced from non-potable water sources during operation	15%	An option for infrastructure to increase the percentage of water sourced from non-potable water sources during operation is included in Table 7.
8.	Percentage of water (rainwater, stormwater, wastewater, groundwater, tunnel inflow water) generated/collected during construction which is reused, recycled or reclaimed	15%	JHCPB intends to capture and reuse treated tunnel water and rain water for uses such as water carts, street sweepers, toilets and plant washdown. Detailed in the Construction Water Reuse Strategy. An option to implement a system to transport treated water to underground plant is included in Table 7.
9.	Percentage of cement replacement material, measured by mass, used in concrete during the construction stage	5%	Through the design and procurement process the project will engage with the asset owner and concrete suppliers to identify opportunities to meet and exceed this target.

3.6 Indicative ISC V1.2 Scorecard

The Project intends to deliver the Stage 3A rating through a scope change to the RIC As-Built (final) rating. The scope change process will involve re-baselining the RIC baseline to incorporate additional energy and carbon, materials, and water usage. This enables the As-Built rating (final rating) to evaluate the total impact of the Stage 3A works during the RIC rating assessment.

To understand the Stage 3A context, initiatives focus and identify opportunities, JHCPB has carried out a preliminary ISC materiality (weightings) assessment, which identified the materially significant areas to be:

- Discharges to air, land, and water
- Energy and carbon use
- Water use
- Stakeholder engagement
- Waste.

Utilising the information gathered, the Project identified As-Built ISC credits that could be targeted for the Project to achieve a minimum IS rating of 'Excellent' and a path beyond to achieve the aspirational 'Leading' rating (>75/110) (refer to Figure 2 and Figure 3). The credits to be targeted would drive outcomes in the areas that would yield the most sustainable outcomes.

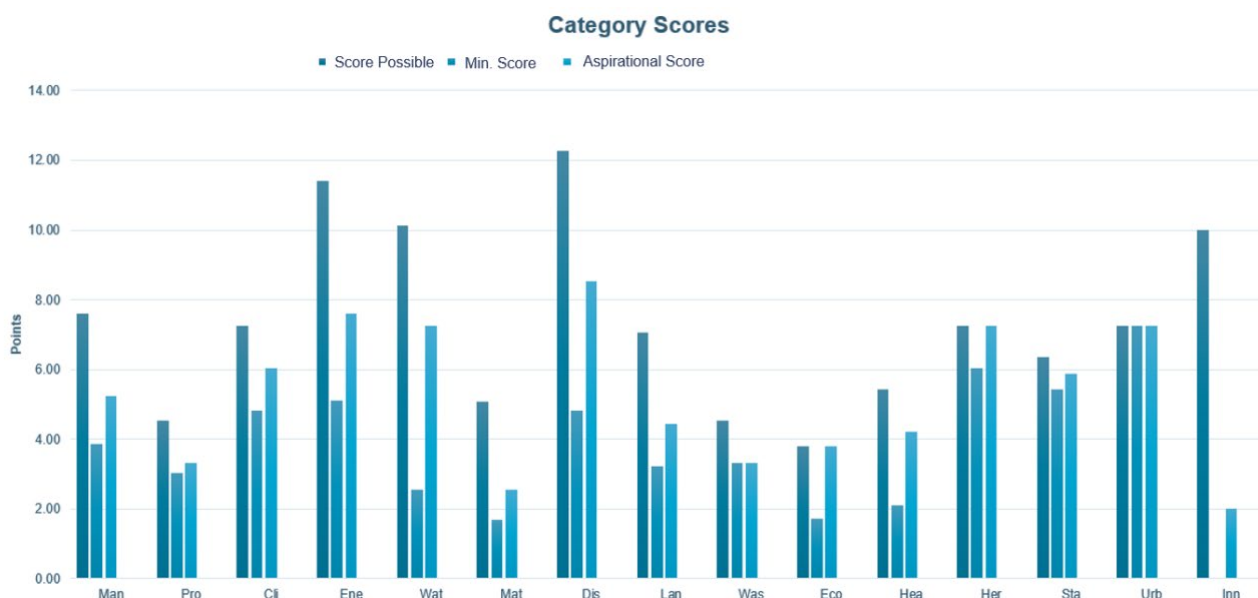


Figure 3 Target IS rating credit scores

Figure 4 shows an ISC scorecard for the As-Built stage, indicating the pathways of ISC credits identified that could achieve an 'Excellent' rating.

The Project ISC scorecard is a stand-alone spreadsheet that will remain live until Project completion. The ISC scorecard is subject to change and will be managed independently of this Strategy.

 Infrastructure Sustainability Scorecard Design and As Built v1.2 Credit Summary Country: Australia Rating stage set to: As Built Click on blue pencils to edit data presented here Show Assessment Hide Assessment Home									
Credit	Name of credit	Materiality Score	Score Possible	No. Levels	Target Level	Target Score	Working Level	Working Score	Edit
Total			110 pts			55.0 pts		78.7 pts	
Rating			Leading			Excellent		Leading	
Man	Man-1 Sustainability leadership and commitment	2	0.72	3	2	0.48	3	0.72	
	Man-2 Risk and opportunity management	2	0.72	2	1	0.36	2	0.72	
	Man-3 Organisational structure, roles and responsibilities	2	0.72	2	2	0.72	2	0.72	
	Man-4 Inspection and auditing	2	0.72	2	2	0.72	2	0.72	
	Man-5 Reporting and review	2	0.72	3	2	0.48	3	0.72	
	Man-6 Knowledge sharing	2	1.63	3	2	1.09	3	1.63	
	Man-7 Decision-making	2	2.36	3	0	0.00	0	0.00	
Pro	Pro-1 Commitment to sustainable procurement	2	0.91	3	2	0.61	2	0.61	
	Pro-2 Identification of suppliers	4	1.81	3	2	1.21	2	1.21	
	Pro-3 Supplier evaluation and contract award	2	0.91	3	2	0.61	2	0.61	
	Pro-4 Managing supplier performance	2	0.91	3	2	0.61	3	0.91	
Cli	Cli-1 Climate change risk assessment	4	3.62	3	3	3.62	3	3.62	
	Cli-2 Adaptation options	4	3.62	3	1	1.21	2	2.41	
Ene	Ene-1 Energy and carbon monitoring and reduction	3	9.79	3	1.4	4.57	2.0	6.53	
	Ene-2 Renewable energy	3	1.63	3	1.0	0.54	2.0	1.09	
Wat	Wat-1 Water use monitoring and reduction	4	6.52	3	1.0	2.17	2.5	5.43	
	Wat-2 Replace potable water	4	3.62	3	0.3	0.36	1.5	1.81	
Mat	Mat-1 Materials footprint measurement and reduction	2	4.35	3	1	1.45	1.5	2.18	
	Mat-2 Environmentally labelled products and supply chains	2	0.72	3	1	0.24	1.5	0.36	
Dis	Dis-1 Receiving water quality	3	2.58	3	1	0.86	2	1.72	
	Dis-2 Noise	3	2.58	3	1	0.86	2	1.72	
	Dis-3 Vibration	3	2.58	3	1	0.86	2	1.72	
	Dis-4 Air quality	4	3.44	3	1	1.15	2	2.29	
	Dis-5 Light pollution	3	1.09	1	1	1.09	1	1.09	
Lan	Lan-1 Previous land use	2	1.81	3	2.0	1.21	2.0	1.21	
	Lan-2 Conservation of on site resources	2	0.72	3	1	0.24	2	0.48	
	Lan-3 Contamination and remediation	4	2.90	3	1	0.97	2	1.93	
	Lan-4 Flooding design	3	1.63	2	1	0.82	1	0.82	
Was	Was-1 Waste management	2	1.45	2	2	1.45	2	1.45	
	Was-2 Diversion from landfill	2	2.54	3	2	1.69	2	1.69	
	Was-3 Deconstruction/ Disassembly/ Adaptability	1	0.54	3	1	0.18	1	0.18	
Eco	Eco-1 Ecological value	1	2.72	3	2	1.36	3	2.72	
	Eco-2 Habitat connectivity	1	1.09	3	1	0.36	3	1.09	
Hea	Hea-1 Community health and well-being	4	3.62	3	1	1.21	2	2.41	
	Hea-2 Crime prevention	2	1.81	2	1	0.91	2	1.81	
Her	Her-1 Heritage assessment and management	4	3.62	3	2	2.41	3	3.62	
	Her-2 Monitoring and management of heritage	4	3.62	3	3	3.62	3	3.62	
Sta	Sta-1 Stakeholder engagement strategy	3	1.36	3	2	0.91	3	1.36	
	Sta-2 Level of engagement	3	1.36	3	2	0.91	2	0.91	
	Sta-3 Effective communication	4	1.81	2	2	1.81	2	1.81	
	Sta-4 Addressing community concerns	4	1.81	2	2	1.81	2	1.81	
Urb	Urb-1 Urban design	4	5.80	3	3	5.80	3	5.80	
	Urb-2 Implementation	4	1.45	2	2	1.45	2	1.45	
Inn	Inn-1 Innovation	2	10.00	10	0	0.00	2	2.00	

Figure 4: Target IS rating scorecard for J189

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4 Achieving IS ratings targets and aspirations

4.1 Process and methodologies

Table 8 outlines the high-level process and methodologies that will form the basis of the Project's sustainability management framework to achieve the sustainability objectives.

Table 8: Project sustainability processes and methodologies

Processes	Methodologies	Description
Leadership and commitment	Sustainability Policy	Framework for the objectives and includes a commitment to mitigation of negative impacts.
	Project roles, responsibilities and authorities	Project management ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the Project.
Planning	Risks and opportunities	Innovations, and overarching sustainability obligation and opportunity registers.
	Compliance obligations	The key Project sustainability obligations have been collated into an Obligation Register, and responsibility allocated and circulated to all discipline leads. This register will be tracked and progress towards targets discussed during monthly SLC meetings.
	Sustainability objectives	JHCPB has established sustainability objectives for the Project, considering risks and opportunities and compliance obligations.
	Planning action	JHCPB has planned to take actions to address sustainability risks and opportunities associated with the IS Rating scheme, its compliance obligations, and its objectives.
Support	Resources	JHCPB has determined and made provision for the resources needed for the establishment, implementation, maintenance and continual improvement of the sustainability management system on the Project.
	Competence and awareness	Ensure resources are suitably trained to fulfil appointed positions. Project sustainability professionals are to be ISAPs, which provides access to ISC's resource library and industry delivered Webinars. In addition, JHCPB partners hold monthly knowledge sharing forums to assist in sharing learnings at a national level. JHCPB has support through the parent company's Corporate Sustainability Professional groups: • John Holland - Sustainability Operations Networking Group • CPB Contractors - Infrastructure Sustainability Network.
	Knowledge sharing	Encouraged at all times, will involve the parent company's Corporate Sustainability Professional groups and TfNSW roads sustainability team, facilitated workshops and regular meetings in order to foster mutually beneficial relationships with key stakeholders and subject matter experts (SMEs). The

Processes	Methodologies	Description
		frequency of such sustainability knowledge sharing workshops is to be agreed with TfNSW.
	Decision making	Through the use of options analysis and non-cost weighting in procurement.
Performance evaluation	Monitoring, measurement and analysis	JHCPB will undertake sustainability inspections during construction.
	Reporting	JHCPB will evaluate and report on the Project's sustainability performance.
	Audit	The Project will be audited at planned intervals to provide information on whether the Project is meeting its sustainability objectives and targets.
	Management review	Project management will review the implementation of the SMP at planned intervals, to ensure its continuing suitability, adequacy and effectiveness.
	Improvement	Assess and rectify any nonconformity identified.

4.2 Energy Reductions

Stage 3A has a variety of greenhouse gas reductions set out for the project. These details are spelled out for each IS credit in Table 9.

Table 9: Greenhouse gas reductions for the project to assist in IS rating

Credit	Name of credit	Materiality score	Target Level	Target Score	Comments
Ene-1	Energy and carbon monitoring	3	2	9.18	Monitoring of energy usage of at least scope 1 and scope 2 emissions to take place as part of quarterly reporting processes. Potential further emission reductions to be achieved through reduction of transport distances for procurement items, use of renewable energy and implementation of an Energy Efficiency and Greenhouse Gas Emissions Strategy.
Ene-2	Renewable energy	3	2	0.57	Opportunities for renewable energy usage to be investigated throughout design and pre-construction phase. 20% of energy usage will accredited Greenpower.

4.3 Climate Change Risk Assessment

The Project will revise the RIC Climate Change Risk Assessment for the Operations and Maintenance (O&M) Phase of the Project in accordance with the standard AS 5334-2013 Climate Change Adaptation for Settlements and Infrastructure - A Risk Based Approach to incorporate the Stage 3A works. JHCPB will also identify and implement adaptation measures to comprehensively address 'extreme' and 'high' rated risks, assessed and rated using AS 5334-2013. This report will, as a minimum:

- Identify any Project-specific climate change risks (utilising climate modelling data)

- Recommend risk mitigation measures to reduce the identified climate risks and outline how risk mitigation measures will be addressed through the design process
- Demonstrate how the recommended risk mitigation measures will carry through to the construction phase and could be applied in the operational phase of the Project.

4.4 Planned actions

Specific actions associated with achieving or exceeding the target IS rating are documented in the Project IS credit tracker. Regular meetings are to be held with the responsible person to ensure delivery of actions by the assigned due date by providing support and advice.

Appendix A: TfNSW Sustainability Plan 2021

Transport
for NSW

Transport Sustainability Plan 2021







Acknowledgement of Country

We acknowledge the Traditional Custodians of the lands and waters, pay our respects to Elders past and present and know that modern New South Wales is an overlay on Aboriginal land.

Many of the transport routes we use today, from rail lines, to roads, to waterways, follow songlines that Aboriginal people have followed for tens of thousands of years.

As an organisation that works across and connects many Aboriginal countries within New South Wales, we have a responsibility to listen, learn and walk alongside Aboriginal peoples to ensure our activities support their aspirations and ongoing connection to their lands, waters, cultures, languages and traditions.

We are committed to delivering positive educational, economic and social outcomes with Aboriginal peoples and meaningful engagement through our Aboriginal Engagement Framework ‘Ngiyani Winangaybuwan Bunmay’ (Pronunciation: gner-nee wina-nay-born buun may).



Transport Sustainability Plan 2021

At Transport for New South Wales, our sustainability vision is to create a NSW where every journey is people and planet positive.

Sustainability has always been part of what we do, but we are now consolidating our successes to collectively amplify our impact and bring our vision to life for our people, customers and communities.

This Sustainability Plan is designed to mainstream sustainability –making it integral to how we think and act. It’s about making sustainability simple, consistent, transparent, tangible and accessible to all. It’s about focussing our energy and resources on getting the most effective and efficient outcomes. It’s about inspiring and empowering our people and partners to continuously find innovative solutions. And it’s about promoting the world-class outcomes that we achieve, for others to share and replicate.

In ensuring that our transport network is people and planet positive, we will be environmentally and socially responsible in the way we work, embed economic sustainability in decision making and work to make sure our transport system is resilient to future shocks and stresses.

This Transport Sustainability Plan addresses a range of legislative requirements and is informed by key strategic and regulatory drivers.

Sustainability vision

Every journey is people and planet positive

United Nations Sustainable Development Goals

Paris Agreement to the United Nations Framework
Convention on Climate Change 2015

Environmental Planning and Assessment Act
1979 (NSW)

Transport Administration
Act 1988 (NSW)

Protection of the Environment
Operations Act 1997 (NSW)

NSW Climate
Change Policy
Framework

NSW Waste and
Sustainable Materials
Strategy 2041

NSW Electric Vehicle
Strategy 2021

NSW Government
Resource Efficiency
Policy 2019

NSW Circular
Economy Policy
Statement 2019

Transport
Environment and
Sustainability Policy

Transport Environment and
Sustainability
Management Framework

Future
Transport
Strategy

Future
Energy
Strategy

Future
Energy
Action Plan

Other plans, policies
and legislation
(see Appendix 1)

Transport Sustainability Plan 2021

Focus areas

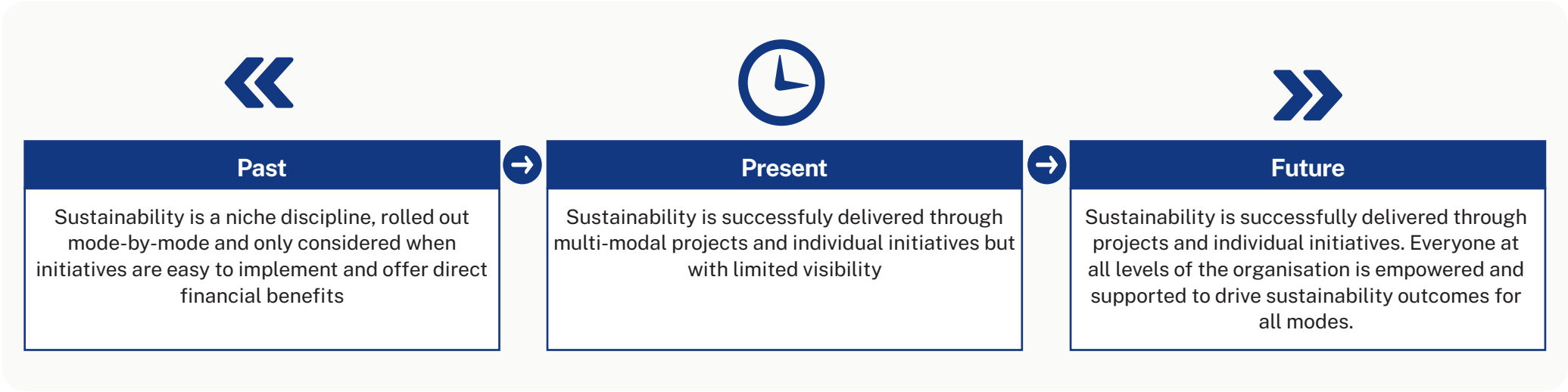
Goals

Sustainability Report

Tools and guidelines

Integrated sustainability

Transport for NSW (Transport) has been undergoing major organisational change to become an integrated organisation that creates great places and end-to-end journeys by delivering whole of transport systems, processes, and structures for NSW. As part of that process, previously separate entities in the Transport group were brought together as one organisation. It was clear we needed a uniform approach to sustainability that was embedded across all our modes of transport.



In 2020, Transport undertook a collaborative process to bring consistency to Transport’s Sustainability approach by creating a common framework for the organisation, and to define our continuous improvement journey in integrated sustainability.

This integrated, transparent and mode-agnostic approach to sustainability has led us to the development of eight focus areas, where we will concentrate our attention and resources. The eight focus areas address the most important sustainability aspects associated with the activities of Transport.

We are embedding them into our processes to ensure optimum sustainability outcomes for infrastructure, services and the communities that we serve. Each focus area is supported by sustainability goals.

Sustainability focus areas and goals



1. Respond to climate change

- Net zero emissions by 2050
- Consider climate change risks in all decisions



2. Protect and enhance biodiversity

- No net loss of biodiversity



3. Improve environmental outcomes

- Develop a circular economy for Transport by designing waste and pollution out and keeping products and materials in use
- Reduce environmental impacts of projects and operations



4. Procure responsibly

- All suppliers meet the standards in the TfNSW Supplier Sustainability Charter
- Social and environmental outcomes included in all procurement decisions
- Go beyond minimum compliance targets in Aboriginal Procurement Policy



5. Partner with communities

- Always leave a positive legacy for communities as a result of projects
- Enable, apply and report on community engagement



6. Respect culture and heritage

- Aboriginal culture is integrated and preserved
- Acknowledging and incorporating culture through stories, examples, and best practice



7. Align spend and impact

- All decisions consider value created from sustainability alongside financial analysis
- Reduce whole of life costs for the transport network



8. Empower customers to make sustainable choices

- Use customer journeys to inform, engage and inspire more sustainable practices and demonstrate Transport's progress

Our eight sustainability focus areas and goals



1. Respond to climate change

We recognise that climate change poses significant risks to our business, infrastructure assets, and the communities that we serve. We acknowledge that the transport network makes a significant contribution to NSW's carbon emissions and aim to lead the transport industry in transitioning to a low carbon future.

We have detailed our commitment to rapidly reducing carbon emissions in the Future Energy Strategy and the Future Energy Action Plan. We will assess climate change risks to our network and design and deliver a Transport network that is resilient to sudden shocks and long term stresses, and responsive to climate change.

Goals

- ✓ Consider climate change risks in all decisions
- ✓ Net zero emissions by 2050



2. Protect and enhance biodiversity

Transport is committed to protecting and enhancing biodiversity in all of our activities. We do this through designing our projects and activities to avoid impacts on biodiversity first, using our biodiversity management guidelines to guide mitigation, and then, if necessary, offset any unavoidable impacts. We work with our project partners to improve the environments that Transport manages and we contribute to the work of local government and communities to protect and enhance roadside reserves.

Goals

- ✓ No net loss of biodiversity



3. Improve environmental outcomes

With a significant infrastructure network and project pipeline across New South Wales, we are committed to reducing the environmental impacts of our network, projects and operations. Transport's Environment and Sustainability Management Framework provides an aligned and consistent approach to meeting environmental and sustainability requirements. A suite of environmental procedures, guidelines and training materials accompany the Framework and are integrated into local management systems and contracts. These materials ensure legal requirements and stakeholder expectations are met, supporting our people and contractors to undertake our activities in an environmentally sustainable manner.

Transport manages millions of tonnes of resources on our infrastructure project sites each year and resource efficiency is critical to providing environmentally sustainable outcomes. A key part of this is the development of the circular economy, which means designing waste and pollution out, keeping products and material in use, and prioritising the use of sustainable materials.

Goals

- ✓ Develop a circular economy for Transport by designing waste and pollution out and keeping products and materials in use
- ✓ Reduce environmental impacts of projects and operations



4. Procure responsibly

Transport purchases significant volumes of goods, services and materials. We are committed to using our purchasing power to drive sustainable and ethical supply chains that ensure economic, social and environmental benefits. This includes applying rigorous environmental and sustainability standards in tenders for the sustainable design, construction and delivery of transport infrastructure, and social procurement targets that drive employment of disadvantaged people and engagement of local businesses and disability enterprises. Transport also applies the NSW Government's Aboriginal Procurement Policy to support Aboriginal employment and investment in Aboriginal businesses. We are working to ensure that we conduct due diligence in our procurement processes and set procurement standards and targets for those we work with throughout the supply chain.

Goals

- ✓ All suppliers meet the standards in the Transport Supplier Sustainability Charter
- ✓ Go beyond minimum compliance targets in the Aboriginal Procurement Policy
- ✓ Social and environmental outcomes are included in all procurement decisions



5. Partner with communities

Transport is committed to meaningful community collaboration and engagement to ensure we leave a positive and sustainable legacy. We want to enable local communities to articulate their concerns and actively engage with us through effective consultation and outreach. This helps us to identify the needs of the community and to deliver integrated place-based designs and investment that creates vibrant, strong and socially connected communities with improved quality of life, health, economic and social wellbeing. Ultimately this will ensure Transport and the communities we operate within align on our objectives and create a more sustainable New South Wales.

Goals

- ✓ Always leave a positive legacy for communities as a result of projects
- ✓ Enable, apply and report on community engagement



6. Respect culture and heritage

Transport is committed to the preservation of First Nations culture throughout projects and across the operation of our network by ensuring that Aboriginal cultural and spiritual connections to the land, waters and seas is honoured and respected. Transport has a detailed Reconciliation Action Plan and a dedicated Aboriginal Engagement Team. We are committed to a genuine and sustainable contribution to reconciliation both within Transport and NSW communities and will partner with Aboriginal people and communities in our projects to ensure sustainable co-design and designing with country.

Where the construction of new infrastructure has the potential to impact on the historic environment either directly or indirectly, Transport prioritises avoiding impacts where possible. When addressing unavoidable impacts we aim to mitigate impacts on affected heritage values and to positively balance our heritage and cultural legacies and our activities.

Goals

- ✓ Aboriginal culture is acknowledged, integrated and preserved
- ✓ Acknowledging and incorporating culture through stories, examples, and best practice



7. Align spend and impact

Transport is making decisions that look beyond cost to ensure we are getting the best outcomes for the people of New South Wales. We will prioritise our expenditure on reducing overall life-cycle impacts from development, procurement, design, construction, operation, maintenance, refurbishment and recycling of assets, including the consequences for environment, society and health. Value-for-money maximises social, economic and environmental benefits for the whole community, and is not focused only on price. In taking this approach, we will ensure that the value of the natural environment is included in all transport network decisions.

Goals

- ✓ All decisions consider value created from sustainability alongside financial analysis
- ✓ Reduce whole of life costs for the transport network



8. Empower customers to make sustainable choices

We want to accommodate future growth and changes in the transport network by utilising advances in technology to enhance the way customers understand, use and access services. Transport for NSW is committed to promoting healthy, vibrant, diverse and thriving communities, where walking, cycling and public transport are the preferred modes of sustainable transport. Encouraging people to reduce their private car use by choosing alternative transport options will drive greater sustainability outcomes as well as providing the additional benefit of improving safety outcomes on our roads. We will communicate these benefits to our customers to inspire them to make more sustainable changes in their own lives. By empowering our customers to make informed and sustainable decisions about transport mode usage, we will create a more sustainable New South Wales.

Goals

- ✓ Use customer journeys to inform, engage and inspire more sustainable practices and demonstrate Transport's progress



Alignment with the United Nations Sustainable Development Goals



The United Nations Sustainable Development Goals (UN SDGs) were adopted by the United Nations in 2015 and include 17 goals and 169 targets that act as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Each of the UN SDGs are considered equally important. The 17 goals are integrated, recognising that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

We recognise that we have a key role in addressing the UN Sustainable Development Goals and, through this Sustainability Plan, have aligned how the 17 UN SDGs are relevant to our organisation.





Key sustainability initiatives

Pathway to net zero and green transport

We will reduce up to 90% of carbon emissions from public transport operations

Transport's pathway to net zero is described in the Future Energy Strategy and Future Energy Action Plan.

We will reduce up to 90% of carbon emissions from public transport operations by:

- Switching to net zero electricity for trains (about 45% of Transport Cluster emissions) by 2025
- Transitioning the NSW Bus Fleet to Zero Emissions buses powered by net zero energy (about 45% of Transport Cluster emissions), which will also improve air quality and reduce noise.

During 2021/22 we will develop a greenhouse gas and energy tracking system for Transport with the aim of accurately identifying the source of the remaining 10% of emissions associated with our public transport operations, and identifying strategies to reduce those emissions.

We will lead the transformation of the transport sector to net zero emissions.

Actions

We will:

- Support the NSW Electric Vehicle (EV) strategy by enabling rebates, the phased removal of stamp duty for EVs, and the use of transit lanes for EVs
- Work with DPIE to build a world-class electric vehicle charging network in Greater Sydney and regional NSW
- Work with heavy and light freight operators and industry to identify opportunities to transition to net zero for last mile delivery
- Transport will achieve 50% EV procurement for its passenger vehicle fleet by 2026.

Key sustainability initiatives

Implementing a circular economy

A circular economy values resources by keeping products and materials in use for as long as possible. Maximising the use and value of resources brings major economic, social and environmental benefits. It contributes to innovation, growth and job creation, while reducing our impact on the environment.

Transport's pathway to a circular economy is driven by the NSW Circular Economy Policy Statement. We will embed circular economy consideration in decision making by:

- Strengthening the current procurement processes for recycled materials
- Leveraging our purchasing power to enhance markets for recycled materials and the associated supply chain, and to incentivise innovation in sustainable resources
- Embedding sustainable practices throughout the project life-cycle to design out waste and pollution
- Fostering behaviour change through education and engagement.

Actions

We will:

- Align our Sustainability templates to our eight Sustainability focus areas and embed circular economy principles
- Implement Baseline Sustainability Requirements with consistent targets for recycled content and waste
- Score commitments which exceed the Baseline Sustainability Requirements in the tender assessment process to encourage innovation and enhanced performance
- Update our procurement processes to require Tenderers to submit a sustainability management plan prior to contract award
- Introduce incentive payments for exceeding sustainability commitments in targeted contracts
- Consider contractors' sustainability performance in future tender assessments
- Strengthen collaborations with councils and associations
- Continue research into technical specifications for the use of recycled content in transport infrastructure
- Continue the uptake of Environmental Product Declarations for products used
- Investigate the potential for a Material Passport Database (MPD) which will enable Transport assets to act as Material Banks for future projects and to help calculate embodied greenhouse emissions
- Capture wider benefits of sustainability by embedding socio-economic externalities into decision making.

Key sustainability initiatives

Sustainability reporting and data

Sustainability reporting is key to becoming a sustainable organisation

Sustainability reporting is key to becoming a sustainable organisation. In coming together as one organisation, reporting systems and practices need to be merged across the delivery of road, maritime, rail, light rail, and maintenance projects. We need to establish the systems and processes required for consistent Transport wide reporting on waste, water, biodiversity, resources, energy and emissions, and environmental compliance.

During 2021/22 we will release our first Transport Sustainability Report, which will provide an overview of our progress in achieving sustainability across all focus areas. The report will highlight Transport's sustainability-related impacts and achievements between July 1 2020 and June 30 2021 and provide insights into Transport's extensive network, projects and organisation-wide sustainability activities and initiatives.

Transport is committed to reporting on sustainability on an annual basis. In developing the first report, data gaps and opportunities for improvement have been identified which will help develop a more robust and consistent reporting process and methodology.

Actions

We will:

- Publish a Sustainability Report through an interactive portal on our website
- Establish systems and processes, including centralised data collection for consistent Transport wide sustainability reporting
- Undertake annual reporting to meet NSW Government Resource Efficiency Policy and other policies, as required
- Share sustainability learnings in the transport sector, where appropriate
- Use innovative technology to improve access to our environmental and sustainability information for the community and stakeholders.

Key sustainability initiatives

Engaging and empowering our people

Supporting our people in making sustainable decisions requires baseline knowledge of the eight sustainable focus areas and an understanding of the value and importance of sustainability.

We will encourage our people to make decisions that appropriately balance environmental, social and economic outcomes by considering relevant issues such as:



Impact on the delivery of other organisational priorities



Work health and safety



Managing projects in remote locations



Benefits to the community



Impact on employees and external resources



Impact on infrastructure delivery schedules

Actions

We will:

- Develop a series of sustainability training modules and harmonised sustainability metrics to mainstream sustainability across Transport
- Benchmark our sustainability culture and set targets for future organisational improvement
- Develop integrated mode-agnostic sustainability tools for all areas of Transport
- Empower our people to identify sustainability innovations through our Transport Bright Ideas program and feedback mechanisms on the Sustainability Portal.



Key sustainability initiatives

Continuous improvement and ambition

Achieving the actions and goals outlined in this plan will result in significant positive outcomes for Transport and for the people of NSW. However, our sustainability outcomes and ambition are not limited to the contents of this plan. Transport will continuously set ourselves more and more ambitious sustainability goals and targets, even as we approach success on previous ambitions.

Transport will continue to research, innovate and collaborate to ensure that we are at the forefront of emerging science, technology and transformation.

Actions

We will:

- Collaborate with and build relationships with other agencies and industry to leverage best practice sustainability outcomes
- Promote the world-class outcomes that we achieve, for others to share and replicate
- Review peer-reviewed science and cutting-edge research into emerging technologies and sustainable design, and apply an evidence-based lens to decision-making in sustainability.



Strategic and regulatory drivers

Appendix 1

Drivers	
Key legislation	International agreements
<i>Environmental Planning and Assessment Act 1979 (NSW)</i>	United Nations Sustainable Development Goals
<i>Transport Administration Act 1988 (NSW)</i>	Paris Agreement to the United Nations Framework Convention on Climate Change 2015
<i>Protection of the Environment Operations Act 1997 (NSW)</i>	Other plans, policies and legislation
Transport for NSW policies and plans	<i>Heritage Act 1977 (NSW)</i>
Transport for NSW Environment and Sustainability Policy	<i>Biodiversity Conservation Act 2016 (NSW)</i>
Future Transport 2056	NSW Climate Change Policy Framework 2016
Transport Environment and Sustainability Management Framework	NSW Waste and Sustainable Materials Strategy 2041
Future Energy Strategy and Future Energy Action Plan	NSW Electric Vehicle Strategy (2021)
Transport for NSW 2018 NSW Freight and Ports Plan 2018-2023	NSW Government Resource Efficiency Policy 2019
Transport for NSW 2019 NSW Electric and Hybrid Vehicle Plan	NSW Aboriginal Procurement Policy 2021
Aboriginal Engagement Framework - Ngiyani Winangaybuwan Bunmay	Greater Sydney Commission 2018 The Greater Sydney Region Plan A Metropolis of Three Cities
Transport Reconciliation Action Plan (RAP) 2019-2021	Infrastructure NSW Gateway Review Process
	NSW Treasury Gateway Review System
	NSW Circular Economy Policy Statement 2019

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